



# London Borough of Haringey Fostering Service Review Final Report

Alix Cordell  
Trudi Caldow  
Varun Sitaram

August 2013



2013 MCA Award Winner – Customer Engagement

The contents of this document are © iMPOWER Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501





# Contents



## Executive Summary

1. Introduction and context
2. Our approach
3. Findings
  - a) Carer journey
  - b) Capacity
  - c) Commissioning
  - d) Value Modes
4. Opportunities and solution development
5. Options appraisal
6. Recommendations
7. Implementation plan
8. Appendices
  - a) Values Modes & implementation toolkit
  - b) Summary of key findings





# Executive summary

## Our approach



- ➔ LBoH engaged iMPower to support them in a review of their Fostering Service, and specifically a review of the recruitment and assessment process of the Carer journey. The Council wants to make a real difference through the use of the insight generated by understanding the views and motivations of foster carers to inform a strategy of how to increase the number of foster carers to meet a growing demand for certain types of permanency placements
- ➔ There was also a wider review of the service which included a review of the current commissioning arrangements and a wider analysis of capacity within the service.
- ➔ A key element of the project was the identification of the Values Modes of inhouse foster carers and link feedback directly to underlying motivations
- ➔ Values Modes explain emotions, attitudes and motivations that inform behaviour and can be used to inform a targeted strategy for the recruitment of foster carers. For LBoH, these were children over the age of four, siblings and children with disabilities
- ➔ The project followed a five stage approach as outlined below:





# Executive Summary

## Our findings



The review identified a number of key findings:

- ➔ There is an issue with the recruitment and retention of inhouse foster carers, with a net loss of 22 inhouse foster carers in 2011/12
- ➔ Return on investment of marketing spend is not monitored
- ➔ There is no commissioning strategy in place for the procurement of IFAs
- ➔ The spend on IFAs in 2012/13 was over £10 million and there is no monitoring of the contracts
- ➔ Spend on placements is high. There is significant scope to reduce the cost of placements
- ➔ Supervising Social Workers are sometimes resisting placements with inhouse foster carers
- ➔ There is an issue with the quality of information recorded on Frameworki

In addition:

- ➔ Performance management within the team is hampered by a lack of sufficiently robust management information.
- ➔ The distributed nature of the team restricts the effectiveness and consistency of communication between staff teams and between staff and carers.
- ➔ There is a lack of local information about the needs, motivations and behaviour of foster carers and prospective foster carers
- ➔ There is therefore limited understanding of what specifically is constraining the ability of the service to effectively place all children approved for foster care placements with an inhouse foster carer
- ➔ The current structure of the teams appears to be restricting the ability of the team to work effectively – prospective kinship foster carers are prioritised over task based



# Executive Summary

## Summary of Options



Key:



Low

High

Option	Impact	Rank	Feasibility				
			Cost	Quality	Pace	Risk	Brand
1 Do Nothing	L	4					
2a. Status Quo Plus	M	2					
2b. Status Quo Plus + outsource R&A	M	1					
3. Outsource	H	3					

**Based on the outcome from the Options Appraisal, the recommendation is Option 2b**

# Executive Summary

## Recommendation overview



The Council are still involved in marketing activity and all marketing collateral has the Council 'branding'. VM insight and the expertise from External Recruitment Provider used to inform the Marketing Strategy

The VM toolkit would inform the communication strategy with the foster carer throughout

### Recruitment → Outsource

### Retention → Fostering Team

Marketing   Enquiry   Initial info   Screening   Training   Assessment   Approval   Matching / placement   Reviews / visits / supervision   Leaving   Support   Development

Pre-approval training provided, supplemented with support from the Council, typically a Social Worker and a Foster Carer

Assessment turnaround is on average between 8-10 weeks and is carried out by ISWs

Handover to the Council. To deal with the additional workload, social workers from the Recruitment & Assessment team would be interviewed for the posts

Placement Officers would move to the Commissioning team and organise the inhouse placement

Awareness   Imagining   Waiting   Committing

On going support

Inspiration   Information   Reassurance

Engagement must respond to the needs of the carer at different points along the journey



# Executive Summary

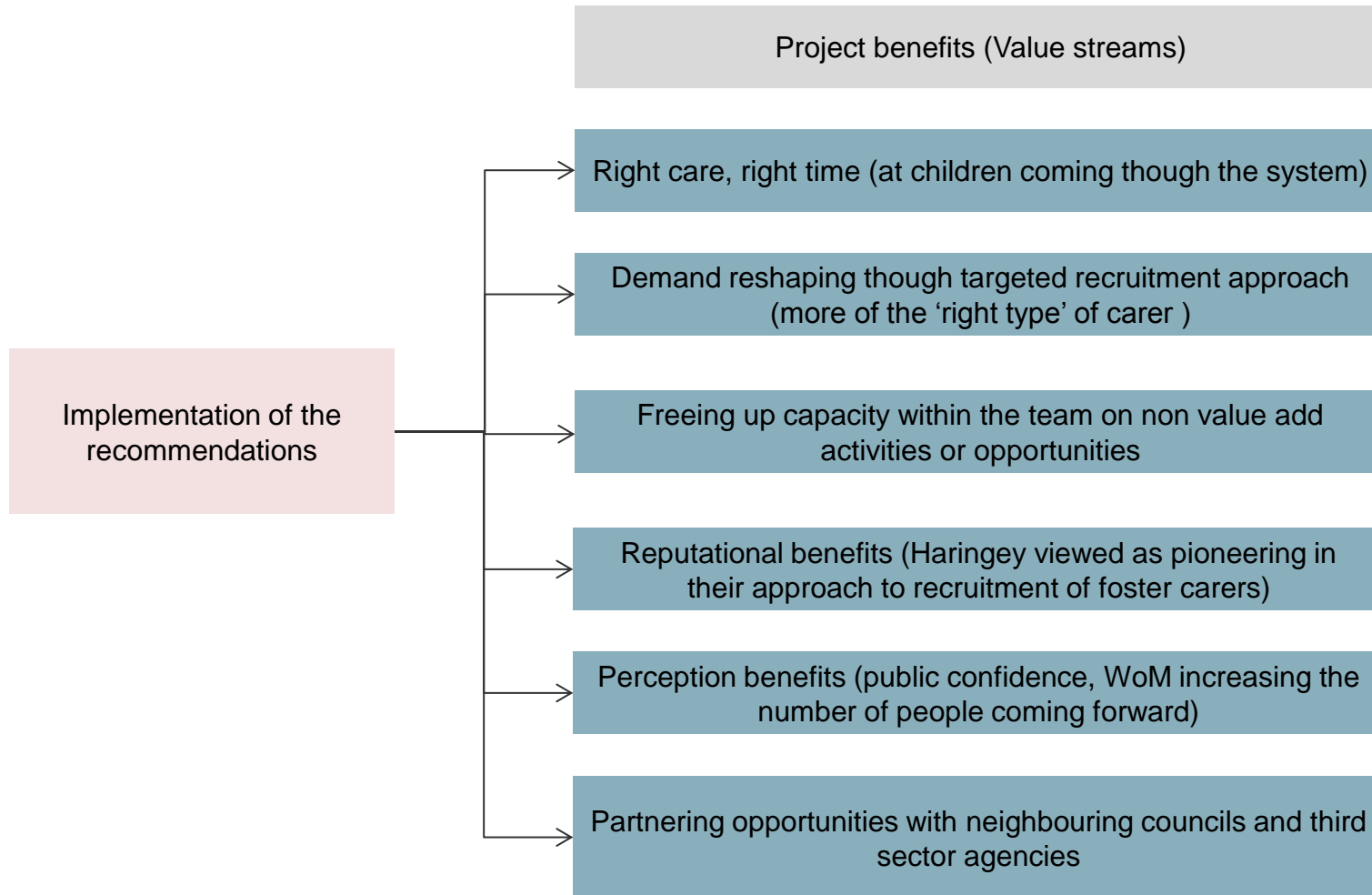
## Our recommendations



Recommendation	Activity
Completion of a needs analysis to inform a sufficiency and placement strategy	Most of the information required to inform a needs analysis has been gathered as part of this project. Work still needs to be done to confirm the number and target profile to inform a strategy to recruit more inhouse foster carers
Clarity on expectations of staff across the service	Creation of a staff and foster carer 'pledge'. Involvement of staff in the implementation phase including input to the new carer journey
Completion of baseline and implementation of KPI tracking	The baseline picture has been gathered as part of the project. Work needs to be done to confirm KPI tracking in line with sign off of the recommended option
Monitoring statistics and quality measures such as placement breakdown, conversion rate, market share (IFA and inhouse)	Regular gathering and monitoring of this information as part of the governance arrangements of the next stage of the project
Monitoring KPIs such as completion of visits on time as well as regular feedback from inhouse foster carers	
Creation of a sufficiency and placement strategy	An overarching strategy for wider placements that is revisited at regular intervals to ensure it is fit for purpose
Provide an update to the Consortia group on the project recommendations and appetite for more joint working in the future	Head of Commissioning and Placements to keep the Consortia group actively up to date with progress with a view to progressing more joint working in the future
Meet with External Recruitment Provider to explore further the opportunity to work with	Have in place the placement strategy to inform discussions



# There are a number of benefits that could be achieved from implementing the project's recommendations





# High level plan



## Key

△ Sign off required

## Project duration

Week 1    Week 2    Week 3    Week 4    Week 5    Week 6    Week 7    Week 8    Week 9    Week 10    Week 11    Week 12

### 1. Project initiation



- ➔ Confirm capacity of team to manage workload in the short term
- ➔ Plan for
  - ➔ Short & long term strategy around placement of inhouse v IFA
  - ➔ Complete sufficiency strategy
  - ➔ Meet with recruitment Providers to discuss & confirm model incl. VMs
- ➔ Agree resourcing required to implement plan & sign off project docs

### 2. Process & technology workstream



- ➔ Map new carer journey
- ➔ Confirm new handover points
- ➔ Implications of new model for service structure & staff
- ➔ Create role profiles for staff
- ➔ Confirm requirements for updating framework
- ➔ Confirm any new reporting requirements
- ➔ Commissioning , contract monitoring arrangements

### 3. Stakeholder workstream

- ➔ Confirm plan for staff and foster carer input to project
- ➔ Co-produce pledge for requirements on foster carers
- ➔ Co-produce pledge for requirements on staff



- ➔ Ongoing staff and carer engagement

### 4. VM insight & marketing strategy



- ➔ Review of the marketing strategy informed from needs analysis & VM insight and the toolkit
- ➔ VM recruitment combined with External Recruitment Provider expertise to inform engagement approaches

### 5. Implement

- ➔ Sign contract with External Recruitment Provider
- ➔ Interview staff where required
- ➔ Implement new processes
- ➔ Implement new marketing strategy



### 6. Governance, Performance & monitoring





# 1. Introduction and context



2013 MCA Award Winner – Customer Engagement

The contents of this document are © iMPOWER Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501





# Context



Haringey Council

The Fostering Service was rated *adequate* by OFSTED in August 2011. In response to this, a Service Improvement Plan was prepared with progress against the plan reported to the Corporate Parenting Advisory Committee. An internal audit review was carried out in January 2013 and identified a number of areas of concern around lack of progress on the improvement plan as well as highlighting areas where compliance against practice standards were not being met.

External pressure has led to more demand for in-house foster carers than supply, leading to disproportionate use of IFAs, with over £10 million being spent on external foster care placements in 2012/13.

Placements now represents one of the single biggest pressures on the Council.

There is no strategy on understanding the number and profile of foster carers required and no commissioning strategy that informs what should be bought from IFAs.

Comparator information from peer authorities points to a significant improvement opportunity to build in-house market share.

Beyond national research, there is a lack of local information about the needs, motivations and behaviour of carers and prospective carers.

There is therefore limited understanding of what specifically is constraining performance.





## Our findings



The review identified a number of key findings:

- ➔ There is an issue with the recruitment and retention of inhouse foster carers, with a net loss of 22 inhouse foster carers in 2011/12
- ➔ Return on investment of marketing spend is not monitored
- ➔ There is no commissioning strategy in place for the procurement of IFAs
- ➔ The spend on IFAs in 2012/13 was over £10 million and there is no monitoring of the contracts
- ➔ Spend on placements is high. There is significant scope to reduce the cost of placements
- ➔ Supervising Social Workers are sometimes resisting placements with inhouse foster carers
- ➔ There is an issue with the quality of information recorded on Frameworki

In addition:

- ➔ Performance management within the team is hampered by a lack of sufficiently robust management information.
- ➔ The distributed nature of the team restricts the effectiveness and consistency of communication between staff teams and between staff and carers.
- ➔ There is a lack of local information about the needs, motivations and behaviour of foster carers and prospective foster carers
- ➔ There is therefore limited understanding of what specifically is constraining the ability of the service to effectively place all children approved for foster care placements with an inhouse foster carer
- ➔ The current structure of the teams appears to be restricting the ability of the team to work effectively – prospective kinship foster carers are prioritised over task based



## 2. Our approach



2013 MCA Award Winner – Customer Engagement

The contents of this document are © iMPOWER Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501



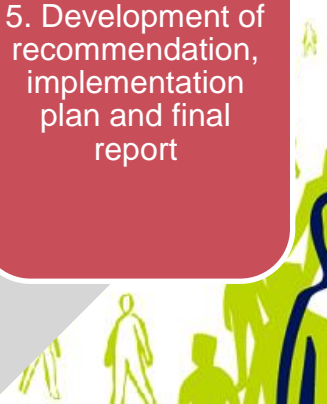


# Our approach



Haringey Council

- ➔ LBoH engaged iMPower to support them in a review of their Fostering Service, and specifically a review of the recruitment and assessment process of the Carer journey. The Council wants to make a real difference through the use of the insight generated by understanding the views and motivations of foster carers to inform a strategy of how to increase the number of foster carers to meet a growing demand for certain types of permanency placements
- ➔ There was also a wider review of the service which included a review of the current commissioning arrangements and a wider analysis of capacity within the service.
- ➔ A key element of the project was the identification of the Values Modes of inhouse foster carers and link feedback directly to underlying motivations
- ➔ Values Modes explain emotions, attitudes and motivations that inform behaviour and can be used to inform a targeted strategy for the recruitment of foster carers. For LBoH, these were children over the age of four, siblings and children with disabilities
- ➔ The project followed a five stage approach as outlined below:





## 3a. Findings: carer journey





# Fostering – Carer Journey



The fostering service comprises of two teams. One team handles the recruitment and assessment tasks of the carer journey and the second team provides the support to inhouse foster carers. A high level overview of the process is detailed below.

## Recruitment of in-house carers



## Utilisation, support and retention of in-house carers



Placement Team

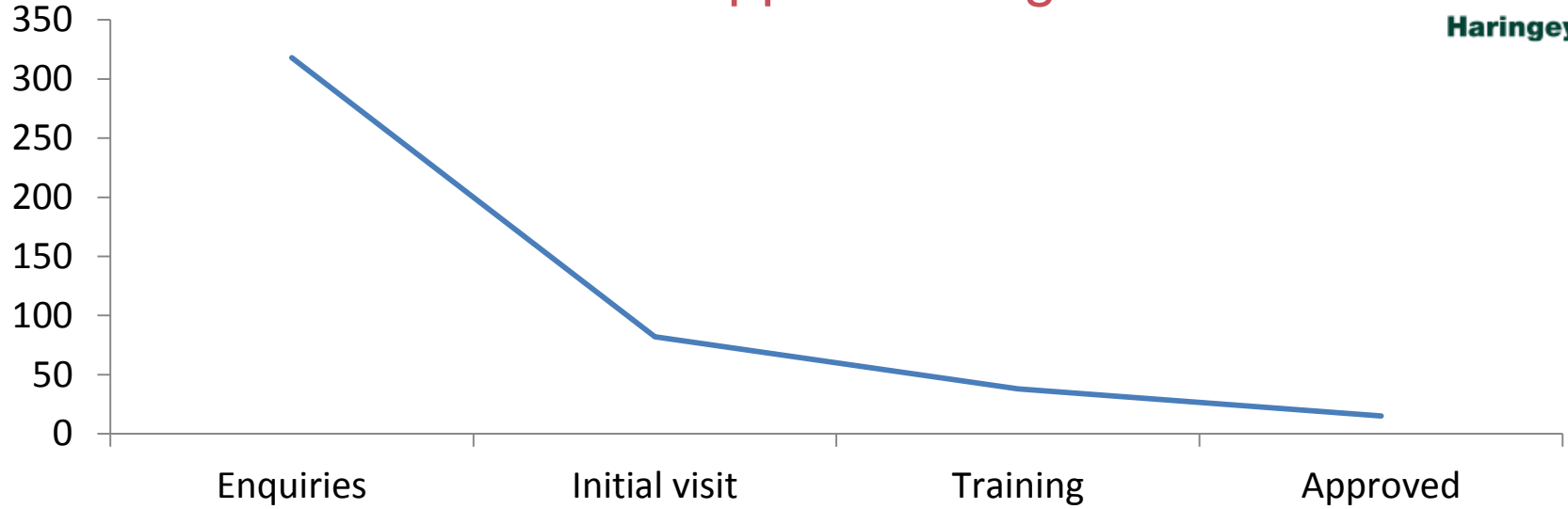
Fostering Support Team







# Only a small proportion of initial enquiries reach the approval stage



	Enquiries	Initial visit	Training	Approved
Number	318	82	38	15
Conversion rate	100%	26%	12%	5%
Average Duration (stage)	54 days	134 days		197 days
Average Duration (total)	385 days			

Source: Fostering team records, 2011-12

**Fewer than 1 in 5 enquiries lead to approval, with the process sometimes taking longer than a year**

# The conversion rate is below average



The conversation rate of approved inhouse foster carers continues to fall as illustrated below and is well below the national average.

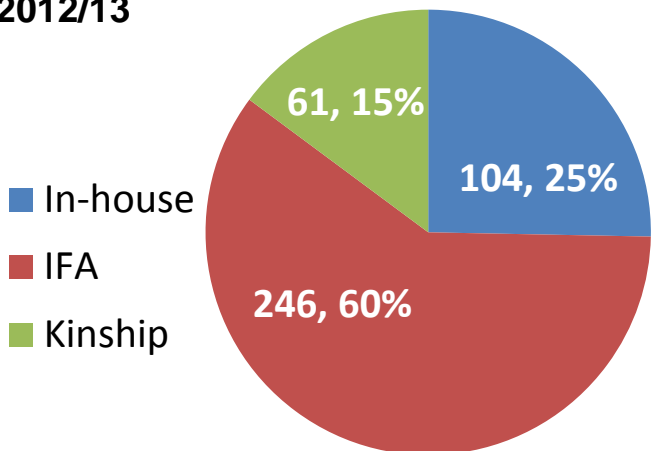
Stage (April 2011 – March 2012)	Conversion (2011/12)		Conversion (2012/13)	
	Number	%	Number	%
Enquiries	318	100%	228	100%
Initial Visits	82	26%	60	26%
Training	38	12%	33	14%
Assessed	NO DATA RECEIVED		28	12%
Approved	15	5%	8	4%
<b>Net conversion rate</b>	<b>5%</b>		<b>4%</b>	
<b>Average (iMPOWER benchmarking)</b>	<b>7%</b>			

Source: 2011 & 2012 stats from Teresa Stratford  
 Source: 2012 & 2013 stats for CPAC from Teresa Stratford

**96% of prospective foster carers do not complete the process**

# IFAs have a significant proportion of placements

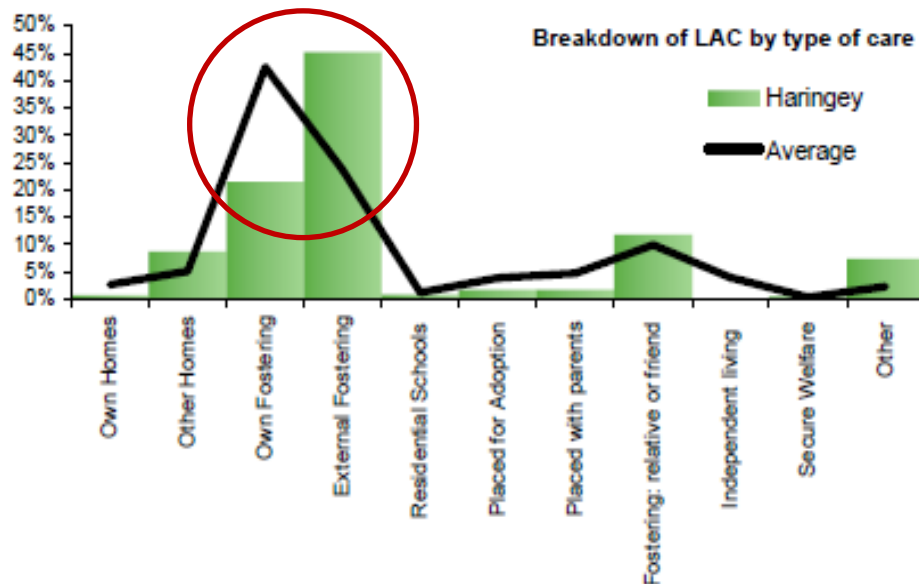
2012/13



Source: Corporate performance

- ➔ As of March 2013, there were 411 LAC in foster care placements
- ➔ A significant proportion (60%) of fostering placements are with IFA carers
- ➔ It also appears that places cannot always be found with agencies on the IFA framework contract. Currently only 2 IFAs out of the 6 have a LBoH child placed with them
- ➔ This results in spot purchasing and increased service costs

- ➔ According to the 2012 CIPFA, LBoH is well below the comparator average in terms of foster care market share as highlighted in the graph to the left
- ➔ This illustrates that there is significant scope for improvement



Source: CIPFA return 2012





# There is a shortage of in-house supply across the placement age range



- ➔ A comparison of placements across in-house and IFA carers shows that there is an opportunity to reclaim market share across the age spectrum.
- ➔ In particular there is significant scope to convert some younger child placements, which may represent a quicker win.

Age	Agency (no)	Agency (%)	inhouse (no)	inhouse (%)	Kinship (no)	Kinship (%)
Under 5	53	22%	31	30%	13	21%
5 - 9	79	32%	12	12%	17	28%
10 - 15	87	35%	40	38%	22	36%
16+	27	11%	21	20%	9	15%
<b>Total</b>	<b>246</b>	<b>100%</b>	<b>104</b>	<b>100%</b>	<b>61</b>	<b>100%</b>

*Data from Richard Hutton, March 2013*





# The service needs an informed strategy of which LAC cohort should be placed with an IFA



Ethnicity	LAC placed with IFAs
Asian or Asian British	31%
Black or Black British	58%
Mixed	47%
Not Stated (Information not yet obtained)	50%
Other Ethnic Groups	67%
White (British)	72%
White (Other)	67%

Presenting need	LAC placed with IFAs
Absent parenting	40%
Abuse or Neglect	64%
Child's Disability/Illness	33%
Family dysfunction	56%
Family in acute stress	63%
Low income: Other financial difficulties	50%
Parental illness or disability	44%
Socially unacceptable behaviour	60%

- ➔ IFAs take a particularly high proportion of White British children – there is an opportunity for the service to accommodate more of these children by targeting more White British foster carers
- ➔ Placements involving disability (either child or parent) are mostly taken in-house – should the service look at specialising its in-house service and actively outsourcing particular types of placement?

**There are some quick wins for the service in reclaiming market share**



# Marketing activity is not linked to enquiry generation



Haringey Council

Activity		Details
Carers (households) recruited		24 (17)
Total spend		£22,495.69
Media channels used		Magazines
		Billboards
		Online
		Events
		Newspaper editorials (local & national)
	Number	Marketing Unit cost
Enquiries	318	£70.74
Approvals	17	£1323.28

Source: Marketing Activity Results 2011/12

- ➔ Marketing for inhouse foster carers is carried out by the Corporate Communications Team
- ➔ A marketing strategy does exist, which outlines marketing objectives including the recruitment of 48 new carers over a 3 year period
- ➔ Multiple media sources are used to generate enquiries

However:

- ➔ It is not clear how the figure of 48 was arrived at
- ➔ Monitoring of return on investment is needed to target efforts to greatest effect (ie. Monitoring which enquiries are generated from marketing activity)
- ➔ Values Modes insight will help to inform targeting activity

**Resulting in limited understanding of the return on investment**



# There is a recognition that the status quo is not sustainable



Mersey Council

## → **Recruitment**

- Enquiry rates are decreasing
- Conversion rates are also falling
- The journey to placement appears to take on average a year to complete and the longest took over 400 days

## → **Retention**

- More carers left the service than were recruited in 2012/13 resulting in a net loss of 22 (7 approved but 29 left)

## → **Market share**

- As of March 2013, there were 411 LAC in foster care placements
- A significant proportion of these (60%) are with IFA carers, costing the service in 2012/13 just under £10.5million

## → **General**

- Information limitations inhibit performance and business management
- Recruitment progress is not tracked by individual case or against target
- Marketing returns on investment (cost : enquiries) are not routinely monitored
- There is no live or accessible IFA carers' (or placement) register / summary analysis to provide a snapshot of market 'leakage' (in-house shortage)
- There is no forward look at in-house capacity / demand / utilisation
- Key targets and metrics e.g. in-house market share and unit cost have a low profile in the business

**There needs to be a shift in culture – one which is centred around core business objectives**



## 3b. Project findings - capacity



2013 MCA Award Winner – Customer Engagement

The contents of this document are © iMPOWER Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501







# Capacity review



It was recognised that an important part of the picture is capacity of the team to cope with the current workload and to gain insight to the root cause of the problem. This was especially important as if the team are currently not meeting minimum requirements with the current cohort of inhouse foster carers, then any increase as part of a recruitment drive would exacerbate the situation.

For each team, an analysis of activities and available time was carried out. A summary of each team is provided below.

## 1 The recruitment & assessment team

- ➔ 5.5 staff FTE
- The team must adhere to the following timescales:
  - ➔ Task-centred assessments should be completed within **18 weeks**
  - ➔ Kinship assessments should be completed within **10 weeks**
  - ➔ If these two conditions are met, the service is currently moving at capacity

## 2 The support team

- ➔ 7.5 staff FTE
- ➔ Team carries out the following tasks:
  - ➔ Visits to foster carers
  - ➔ Feeding into LAC reviews and annual reviews
  - ➔ Internal duties including administration and team meetings





# Lack of capacity is lengthening assessments, which could be leading suitable carers to withdraw from the process



Actions required to fulfil internal duties	Hours per task	Hours per week
Supervision	2	0.46
Team meeting	2	1.3
Admin (non-case-specific)	2	2.0
Total hours per week		3.8

Task	Hours per task (Task-centred)	Hours per task (Kinship)
Visit	24	18
Referee visit	6	6
Chasing info & extra interviews	7	7
Form F/Assessment write up	29	29
Corrections & carer input	7	7
Supervision tasks & meetings		7
Panel attendance & preparation	3	3
Total hours per week	76	77

Hours per week required		Available casework time week <sup>-1</sup> (hours)	
Kinship (11 cases)	84.7		147.7
Task-centred (14 cases)	59.1	Difference (hours)	-3.1
Private (6 cases)	7		
Total	150.8	Unallocated cases	16

Our assessment of the capacity of the recruitment & assessment team has shown that:

- ➔ There are 16 cases in total (12 task-centred cases and 4 kinship cases) where the carers have been to the prep group but have **not** been allocated a social worker
- ➔ This results in delays to the assessment process
- ➔ These delays **could** be leading to potential high quality carers dropping out of assessment and approval process
- ➔ Those that are approved may not be allocated a Supervising Social Worker as the support team struggle to cope with their current workload

Capacity constraints are lengthening assessment timescales



# Initial analysis for the support team suggested there weren't enough Supervising Social workers



## 2 The support team

Actions required to fulfil internal duties	Hours per month	Hours per day
Supervision	2.0	0.11
Team meeting	8.7	0.47
Training	7.0	0.38
Support group	3.0	0.16
Admin (non-case)	7.0	0.38
Short reports & referrals	8.7	0.47
<b>Total hours</b>	<b>27.7</b>	<b>1.97</b>

Action required for each visit	Hours per case
Visit	2
Write up	1
Follow up	3
Travel	1
<b>Hours per visit</b>	<b>7</b>
<b>Available casework hours per day</b>	<b>5.23</b>

The hours per visit appears high

➔ *Stipulations:*

1. All foster carers should receive a visit from their Supervising Social Worker once every 6 weeks
2. Supervising Social workers should be present at every LAC Review (twice a year for each child)
3. Annual reviews take place once every 12 months

Each 6-weekly period	
Hours per case	9.04
Available casework hours	137
<b>Maximum caseload</b>	<b>14</b>

Supervising social workers (FTE)	7.5
Maximum caseload capacity	105
Active cases	142
Difference (cases)	37
<b>Difference (FTE Supervising social workers)</b>	<b>-2.6</b>

However, maximum caseloads of 14 proved to be smaller than comparable authorities



# Scenarios were modelled to explore implications of increasing caseload capacity on the available length of time for each visit



	Figures presented on 24/7/2013	Scenario 1	Scenario 2
Cases per SSW	14	24	18
Hours per visit	7	3.5	5.75
Cases per team (7.5 FTE)	105	180	135

Action required for each visit	Hours per case
Visit	2
Write up	1
Follow up	3
Travel	1
<b>Hours per visit</b>	<b>7</b>

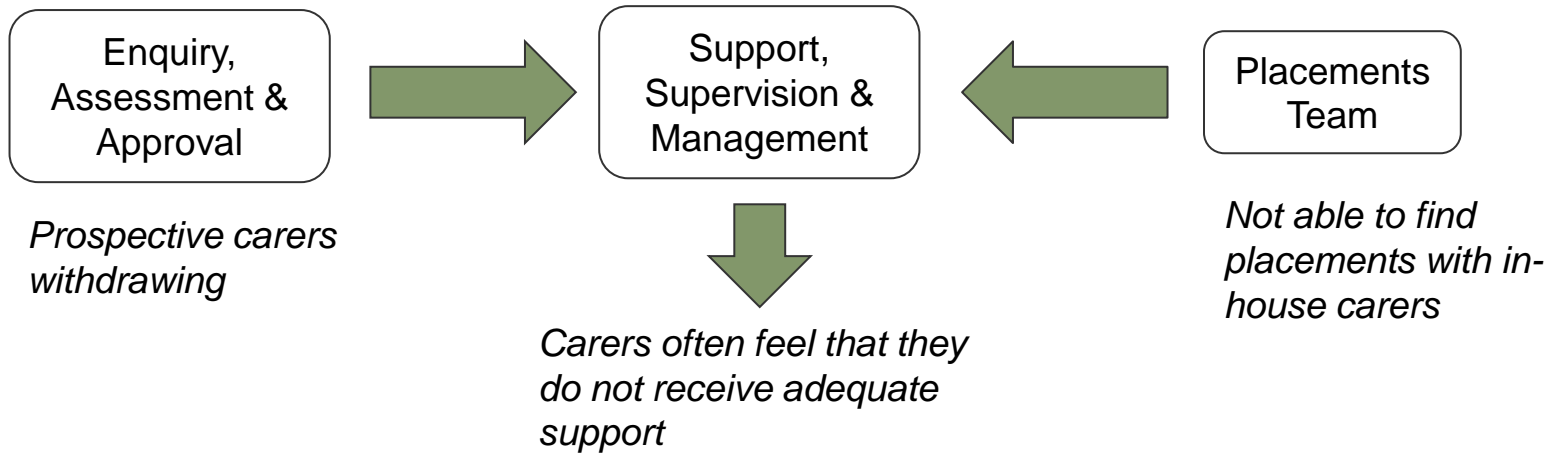
There is potential for more efficient ways of working to reduce the number of hours per visit

- ➔ **Scenario 1** – If the time per visit is reduced to 3.5 hours, there would be a significant increase in capacity, enough to bring more placements in-house, which would reduce service costs
- ➔ **Scenario 2** – If each SSW had 18 cases, the time per visit would need to be reduced slightly, but the team’s capacity would be enough to accommodate almost all of the current in-house foster carers

**A caseload capacity of 18 with 5.75 hours per visit was the preferred scenario. This is now being monitored by the Team Leaders in the Support Team**



# Feedback from carers reinforces the current issues observed with capacity of the team



- ➔ From the carer's perspective, assessment take too long – sometimes more than a year and up to 18 months in some cases
- ➔ Feedback from the focus groups indicated that some carers were **dissatisfied with the level of communication** they received during the process
- ➔ The lengthy process creates a feeling of **disengagement** amongst carers and may lead some potentially high quality carers to withdraw
- ➔ The support team does not have enough capacity for carers to be visited on a 6-weekly basis, especially as unplanned issues also arise (based on each SSW having 14 cases)
- ➔ This creates problems for the placements team, who are often unable to find placements for children with in-house carers, leading to a high proportion of placements going to IFAs, which significantly increases service costs

**Lack of capacity in both recruitment and support is contributing to poor service performance**

# Benchmark: Caseload Capacity

Comparator councils (other London boroughs)	IFAs	Haringey
10-20 cases per Supervising Social Worker	10-20 cases per Supervising Social Worker	8-24 cases per Supervising Social Worker

Source: *The Fostering Network*

- ➔ In Haringey, the number of cases per Supervising Social Worker is spread over a much larger range than in both the comparator authorities and IFAs
- ➔ This is further indication that caseloads are not being adequately monitored and managed to maximise service provision and efficiency
- ➔ This serves to illustrate the importance of clear targets, performance management guidelines, and culture in ensuring that the team lifts its performance
- ➔ It also indicates that there is scope to improve efficiency in the team, increasing caseloads whilst maintaining regular visits and write ups
- ➔ The lower average caseload in IFAs partly explains their higher fees

**Ensuring consistent and reasonable caseloads will increase capacity**



## 3c. Project findings - commissioning





# What is commissioning?



Commissioning is the entire process of assessing need based on sound social intelligence, prioritising areas for review based on this need, determining the most appropriate solution and then procuring the new commissioning option. It also includes the ongoing monitoring and review of outcomes derived from these commissioning decisions. When looking at the future of service delivery there are a range of options open to the Council which are:

## **Decommissioning**

One commissioning option that is often ignored is decommissioning a service altogether. Whilst this does highlight some difficult issues, it is an option that should be considered. When decommissioning, other options of delivering services could be explored such as migrating the service in to a new delivery model.

## **Service Redesign**

As part of the Council's transformation agenda there is an increasing need to ensure that front line services are integrated as far as possible, designed around the needs of customers whilst at the same time reducing the cost of service delivery. This will inevitably lead to redesigning the existing service structure and will therefore form a significant part of future commissioning activity.

## **Buying it Ourselves**

Significant benefits can be achieved if a more strategic approach to the way the council procures and commissions services.

**The Fostering Service needs to be smarter in the way they commission and use resources**



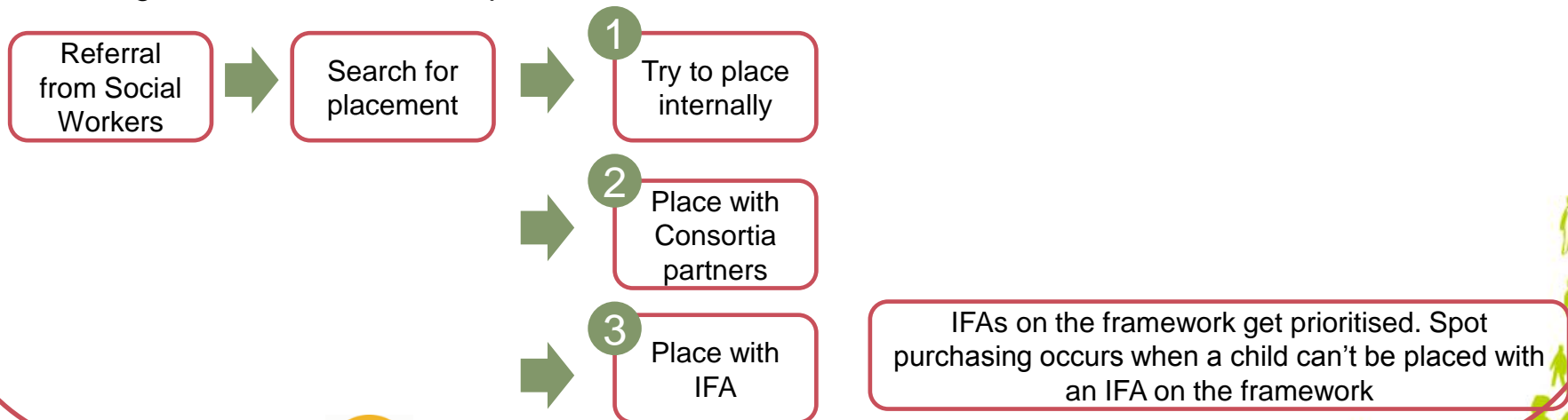


# Commissioning: Family Placement Team



## Overview

- ➔ The Placements Team was set up 7 years ago and has 4 FTEs and one team manager post which is currently vacant
- ➔ Anecdotally we have heard that placement information on Frameworki is often not up to date and placement officers rely on speaking to team managers to find out which inhouse carers don't have a placement
- ➔ The Supervising Social Workers currently have influence over whether a child is placed with an inhouse carer. Placements should be made in line with good commissioning not individual influence
- ➔ The IFA framework contract is not currently monitored by the team. One of the placement officers commented that they had had no guidance from procurement on this and how this should be done
- ➔ Overall, there appears to be minimal liaison with Procurement and team also weren't involved in informing any needs assessment for the current framework contract
- ➔ A high level overview of the process is shown below:



**In reality the default is the third option**



# Commissioning, procurement and provision: key points of model



ingey Council

## 1. Follows corporate and departmental commissioning models

- ➔ Follows commissioning model being adopted across the Council
- ➔ Fits with existing departmental approaches to adopting the commissioning model

## 2. Strengthens commissioning

- ➔ Provides a clear strategy or specification of the services required including the quality, safeguarding and eligibility criteria in line with the budget
- ➔ This strategy/specification makes use of intelligence, combining needs, wants and the existing provider market to inform this strategy
- ➔ The strategy/specification provides a basis for the commissioning, procurement and providers to work towards

## 3. Clear and transparent value from providers

- ➔ Clear procurement & provider split, so competition is encouraged and the Council can be seen to be delivering best value
- ➔ All providers will have access to the market and will have SLAs to focus their delivery on.

## 4. Consolidated procurement

- ➔ Procurement will be focused on delivering the commissioning strategy/specification through using the most effective procurement frameworks to deliver the requirements.
- ➔ The procurement function will work closely with commissioning, in delivering the commissioning strategy/specification

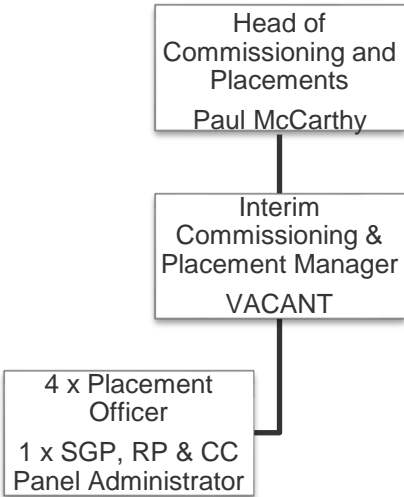
**IMPOWER recommends a clear definition of roles and responsibilities with the purchaser and provider roles separated to ensure value for money**



# So what does this mean for the Fostering Service?

- ➔ Strategic commissioning: based on an informed understanding of:
  - ➔ Analysis of need and demand,
  - ➔ Trend information
  - ➔ Benchmarking of service provision
  - ➔ Mapping of the supplier market – in-house and external
- ➔ Market shaping to grow the market to meet demand
- ➔ Partnership working between purchasers and providers and monitoring of contracts
- ➔ Regular monitoring of contracts with a focus on improving outcomes
- ➔ Embed partnership working between LAs and providers

➔ The Placement Officer posts should sit within Children's Commissioning





## 3d. Value modes findings



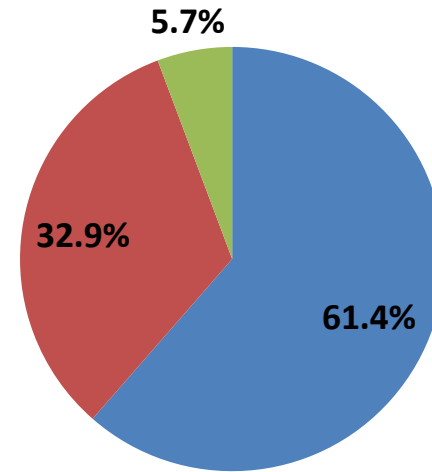


# Consultation with foster carers & the Values Modes approach



- ➔ 70 inhouse foster carers were surveyed by telephone over a 2 week period at the end of June 2013.
- ➔ The telephone sample represented 50% of the active in-house cohort
- ➔ A number of carers were then invited to attend a focus group

<b>Pioneers</b>	<b>61%</b> (national average 41%)
<b>Prospectors</b>	<b>33%</b> (national average 28%)
<b>Settlers</b>	<b>4%</b> (national average 30%)



■ Pioneers ■ Prospectors ■ Settlers

- ➔ The majority of inhouse foster carers are Pioneers, however, the proportion is lower than we have typically seen elsewhere
- ➔ There are a higher proportion of Prospectors than we have typically found elsewhere
- ➔ Nationally, we are finding that most foster carers are Pioneers, so an active recruitment strategy to target this group is likely to help Haringey recruit more carers and importantly, more of the right type of carer
- ➔ This is a striking finding and in parallel with a number of projects iMPOWER have carried out (including in Staffordshire and Buckinghamshire CC) indicating this is not unique to LBoH
- ➔ This has strong implications for how the council communicates and engages with it's current foster carers but also in how to attract new prospective foster carers





# Foster carer focus groups: what we found – feedback highlights

*“I don’t have anyone to speak to”*

*“never considered other agencies”*

*“What sort of children to we want to raise? With a mum that doesn’t work on benefits”*

*“Most people don’t have supervising social workers”*

*“I don’t feel valued at all”*

*“[I have] recommended foster care but people are not always Haringey-based”*

*“Feel bad [about having to make an issue about the money] because it’s all about the child”*

**Improving support could help recruit more high quality carers**

# Why is this of interest to the project?



Haringey Council

Our previous experience in fostering has shown that by developing a powerful values-based targeting strategy and framework with which to drive and co-ordinate recruitment and engagement is highly effective in increasing the quality and in turn the conversion rate of enquiries throughout the carer journey.

What does this mean for this project in terms of informing an approach to:

- Increase the recruitment and retention of foster carers
  - Improve the conversation rate of the process (ie. Enquiry through to approval)
1. There is a huge opportunity to refocus the service to consciously target pioneers
  2. It presents a much greater chance of success in achieving the above objectives by using the insight gathered through this project to inform a recruitment strategy centred around the foster carer
  3. Foster carers with the identified Pioneer / Prospector 'Attributes' will be both more likely to respond to calls to action and to deliver successful caring outcomes. This provides a powerful **targeting strategy** and framework with which to drive and co-ordinate recruitment and engagement.

**This has strong implications for how we engage and influence foster carers and directly impacts on our strategy for increasing the recruitment of foster carers**

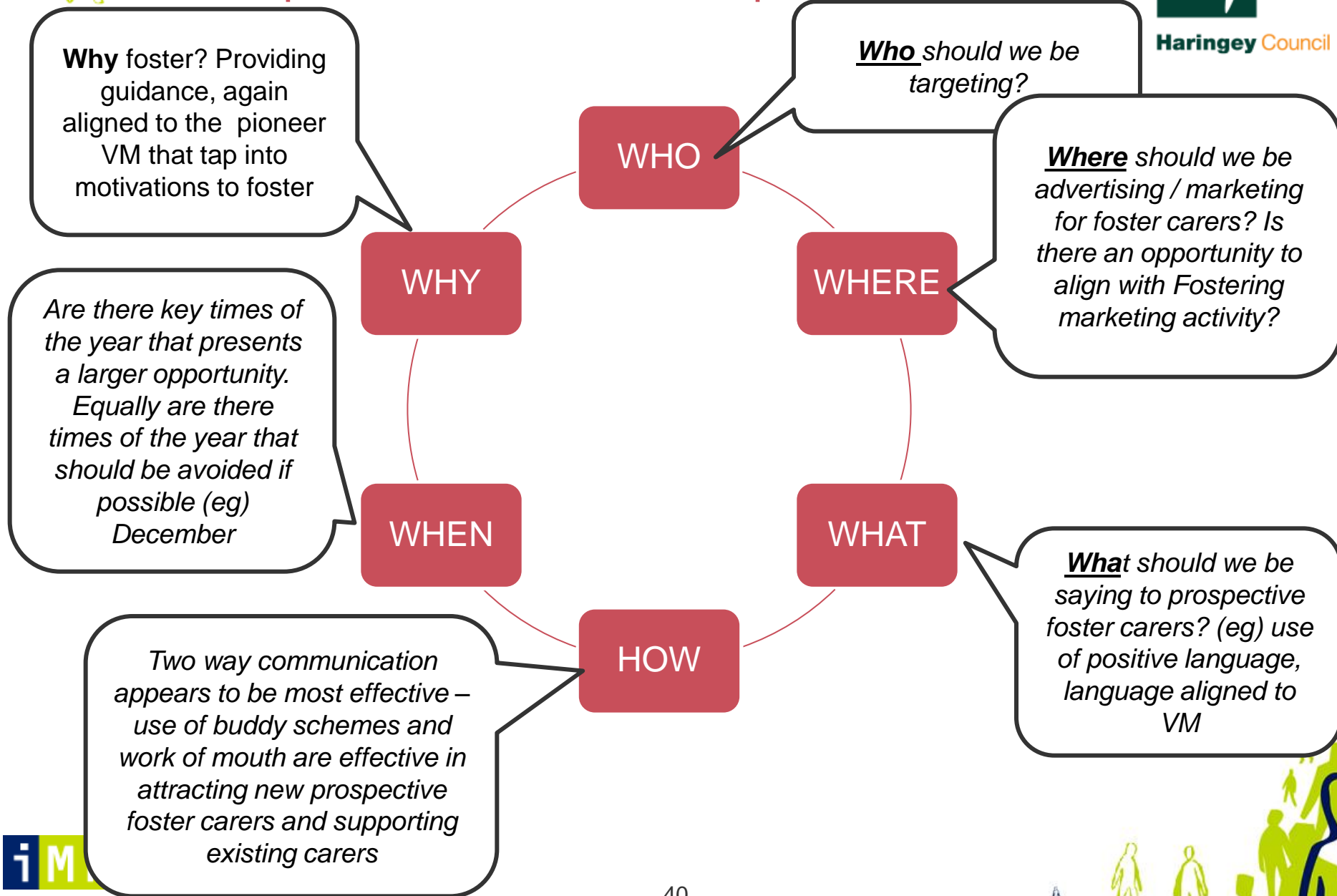




# The recruitment strategy would need to incorporate answers to the questions below



Haringey Council







## 4. Solution development



2013 MCA Award Winner – Customer Engagement

The contents of this document are © iMPower Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501





# What good looks like for Haringey



Through the information gathered and meetings with senior stakeholders the following was agreed on what good would look like for Haringey's fostering service:

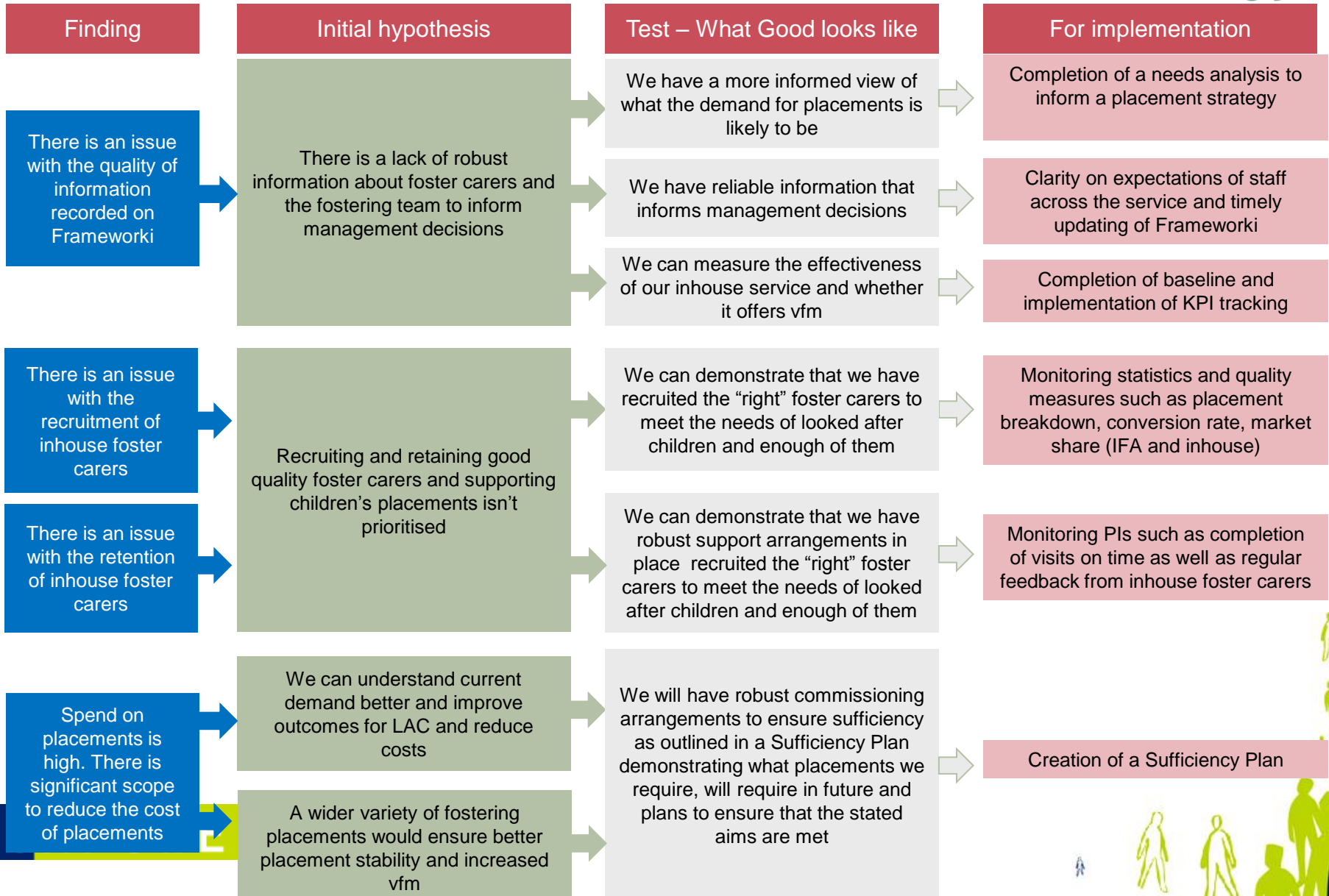
- We have a more informed view of what the demand for placements is likely to be
- We can demonstrate that we have recruited the “right” foster carers to meet the needs of looked after children
- We can reduce costs by having a strategy to the appropriate use of IFAs
- We can measure the effectiveness of our inhouse service
- We have reliable information that informs management decisions
- We make better use of the consortia arrangements
- We will have robust commissioning arrangements to ensure sufficiency as outlined in a Sufficiency Plan demonstrating what placements we require, will require in future and plans to ensure that the stated aims are met
- We will have a clear and well managed contract between the carer and the Local Authority
- We can have a more productive and efficient workforce by implementing a robust performance management framework
- There will be clarity in the roles and responsibilities between the Supervising Social Worker and the Child's Social Worker



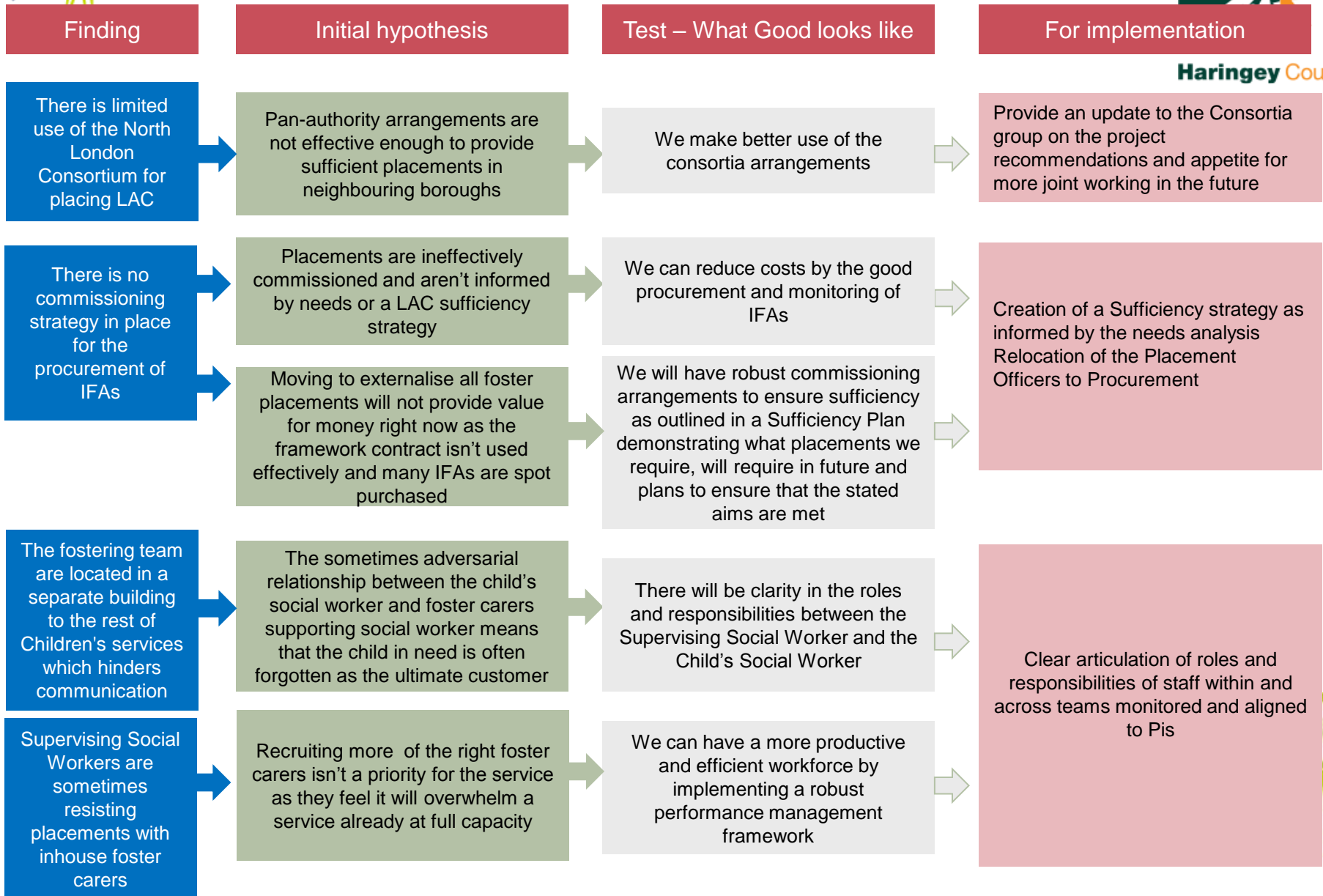
# Findings, hypotheses and solutions



The key findings were developed into hypotheses for testing and development into actual actions for the service to implement



# Ideas, hypotheses and solutions (2)



Haringey Council





# Most of the original hypotheses proved to be true and informed our recommendations



## Original hypothesis

There is a lack of robust information about foster carers and the fostering team to inform management decisions

✓

Recruiting and retaining good quality foster carers and supporting children's placements isn't prioritised

✓

We can understand current demand better and improve outcomes for LAC and reduce costs

✓

A wider variety of fostering placements would ensure better placement stability and increased vfm

✓

Pan-authority arrangements are not effective enough to provide sufficient placements in neighbouring boroughs

✓

Placements are ineffectively commissioned and aren't informed by needs or a LAC sufficiency strategy

✓

Moving to externalise all foster placements will not provide value for money right now as the framework contract isn't used effectively and many IFAs are spot purchased

✓

The sometimes adversarial relationship between the child's social worker and foster carers supporting social worker means that the child in need is often forgotten as the ultimate customer

✓

Recruiting more of the right foster carers isn't a priority for the service as they feel it will overwhelm a service already at full capacity

✓



# 5. Options appraisal



2013 MCA Award Winner – Customer Engagement

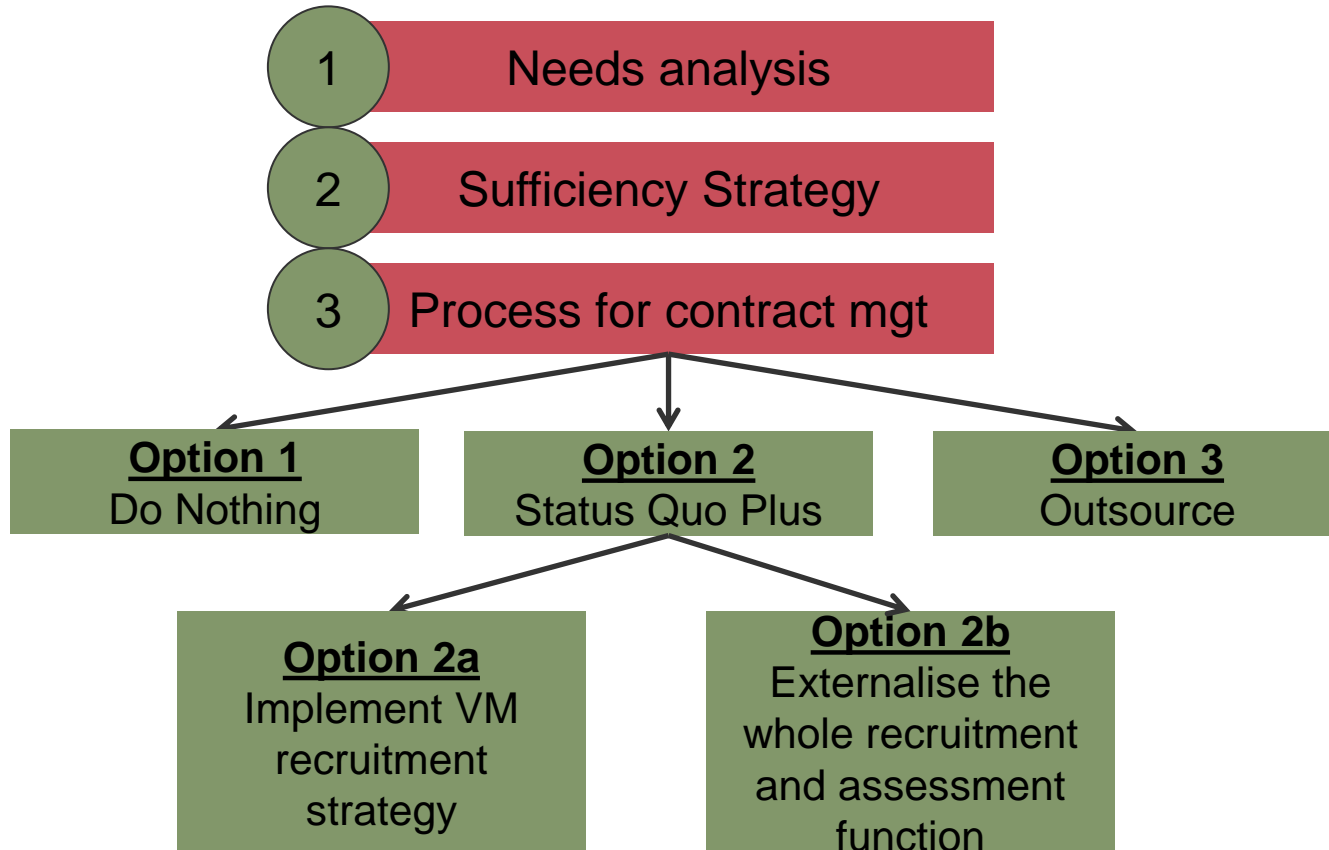
The contents of this document are © iMPOWER Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501





# Options appraisal approach

An options appraisal was carried out to assess whether some or all of the functions of the service could be improved (and costs reduced) by finding alternative provision in the marketplace. There were 5 options that were assessed as outlined below:



# Objectives of the option appraisal

The objectives of the options appraisal exercise was to test which of the options would:

- Enable the Council to best achieve the vision for their service and
- Test whether some or all of the fostering service could be improved (and costs reduced) by finding alternative provision in the marketplace

It was agreed with the Fostering Review Group that the criteria to be used to evaluate the models were as follows:

## Quality

- ➔ achieving best outcomes possible for the LAC of Haringey. This includes measurement against key metrics such as placement breakdown, recruitment & retention of foster carers, training and development statistics

## Cost

- ➔ achieve a balanced budget for placements from 2014/15 onwards and demonstrate Value for Money

## Pace

- ➔ be able to implement changes and demonstrate improvements within the next 6 months

## Risk

- ➔ ensure that the delivery model has an acceptable level of risk associated with it

## Brand

- ➔ a view on what impact the 'brand' of the council may have on the delivery model










# The options appraisal has used the following descriptors to rate the different options

Key:



## Descriptor

	Does not contribute to the service objectives or position LBoH to meet the desired outcomes for LAC. The option is high-risk, or has no track record of being able to deliver the level of transformation / service required.
	Contributes slightly to the service objectives, and might be able to position LBoH to meet the desired outcomes for LAC. The option is relatively high-risk, or has a limited track record of being able to deliver the level of transformation / service required.
	Partly contributes to the service objectives, and with appropriate controls in place, could position LBoH to meet the desired outcomes for LAC. The option is neutral in terms of risk, or has a mixed record of being able to deliver the level of transformation / service required
	Significantly contributes to the service objectives and positions LBoH well to meet the desired outcomes for LAC. The option is relatively low-risk, or has a good track record of being able to deliver the level of transformation / service required.
	Fully contributes to the service objectives and positions LBoH to meet the desired outcomes for LAC. The option is low-risk, or has a strong / proven track record of being able to deliver the level of transformation / service required.

# Summary of Options

Key:



Low

High

Option	Impact	Rank	Feasibility				
			Cost	Quality	Pace	Risk	Brand
1 Do Nothing	L	4					
2a. Status Quo Plus	M	2					
2b. Status Quo Plus + outsource R&A	M	1					
3. Outsource	H	3					

**Based on the outcome from the Options Appraisal, the recommendation is Option 2b**



# Option 1: Do nothing



Model definition: Do nothing. Service continues as is.

<b>Do Nothing</b>	Now	Y1	Y2	Y3
In-house carers	142	125	108	91
In-house places	170	150	130	109
IFA places	241	261	281	302
Placement cost	£16,726,195	£17,087,928	£17,449,661	£17,811,394
Support cost	£555,027	£488,580	£422,133	£355,686
Recruitment cost	£164,848	£164,848	£164,848	£164,848
<b>Total cost</b>	<b>£17,446,070</b>	<b>£17,741,356</b>	<b>£18,036,642</b>	<b>£18,331,928</b>
<i>Continue with the service in its current state, with poor information and performance management processes and no clear strategy for commissioning placements to IFAs</i>				

### Assumptions:

- ➔ 24 foster carers are deregistered each year
- ➔ 7 new foster carers are recruited each year
- ➔ Each foster carer has an average of 1.2 placements
- ➔ Each Supervising Social Worker has 18 cases
- ➔ No clear commissioning strategy for IFA placements
- ➔ The Assessments team have 5 cases per Social Worker

<b>Total cost over 3 years</b>
£71,910,047

- ➔ *NB: The above statistics may improve with assessment team's new arrangements*



**The service will continue to under-perform, raising cost and safeguarding issues**



# Option 1: Do nothing



Option 1: Do Nothing	Impact
Allow the service to continue in its current state with: <ul style="list-style-type: none"> <li>• poor information management</li> <li>• Placements not matched effectively</li> <li>• poor performance management</li> <li>• no clear strategy for commissioning placements to IFAs</li> <li>• Insufficient recruitment of new foster carers</li> <li>• Concerns about quality of care provided by in-house foster carers</li> </ul>	Low quality foster care poses significant risk of safeguarding and neglect issues arising
	Carers are not adequately matched to placements, which reduces placement stability;
	IFA placements are often spot-purchased, which makes them expensive
	There exists a substantial amount of uncertainty in many decisions because of lack of accurate information, which fuels risk-averse, blame culture

Evaluation criteria				
Cost	Quality	Pace	Risk	Brand
○	○	●	○	◐

**The current problems will persistently hamper performance and reduce quality**

# Option 2a: Status Quo Plus

## Model definition: Status Quo Plus.

An internal approach to transformation. The service would need to invest staff time or use secondment arrangements or backfilling to allow key staff to be dedicated to the change programme.

Status Quo Plus (a)	Now	Y1	Y2	Y3
In-house carers	142	130	118	106
In-house places	170	172	156	140
IFA places	241	239	255	271
Placement cost	£16,726,195	£15,554,648	£15,759,415	£15,964,181
Support cost	£555,027	£508,123	£461,219	£414,316
Recruitment cost	£164,848	£104,930.59	£104,930.59	£104,930.59
Total cost	£17,446,070	£16,167,701	£16,325,564	£16,483,428
<i>The service implements a LAC Sufficiency Strategy, including robust commissioning and contract management processes and more efficient and effective management of in-house service</i>				

## Assumptions

- ➔ 5 extra foster carers recruited each year through targeted strategy, informed by Values Modes insight
- ➔ 10% increase in in-house placements from improved performance management
- ➔ 10% reduction in IFA costs from improved commissioning and contract management

## Total cost over 3 years

£66,422,763

**Targeted recruitment and robust commissioning will improve placement**

# Option 2a: Status Quo Plus



Option 2a: Status Quo Plus		Impact		
<p><b>- Recruitment in-house</b></p> <p>Take action to improve the efficiency and effectiveness of the service by:</p> <ul style="list-style-type: none"> <li>Producing and implementing robust commissioning and contract management processes</li> <li>Instilling a culture of performance management</li> <li>Using Values Modes insight to recruit high quality carers and create of an action plan</li> </ul>		Reduced costs through better outsourcing procedures		
		More effective supervision of carers through performance management		
		Better recruitment of new carers through targeted strategy informed through the Values Modes insight		
		Recruitment of new foster carers might be difficult to implement internally		
Evaluation criteria				
Cost	Quality	Pace	Risk	Brand

Improved processes and management improve performance and increase VfM

# Option 2b: Status Quo Plus

## Model definition: Status Quo Plus.

External Recruitment Provider contracted to conduct recruitment & assessment. Marketing is carried out in conjunction with the council and uses Value Modes insight to target Pioneers. R&A staff move to the Support Team to manage additional caseloads associated with the increase in in-house foster carers

Status Quo Plus (b)	Now	Y1	Y2	Y3
In-house carers	142	150	183	216
In-house places	170	198	242	285
IFA places	241	213	169	126
Placement cost	£16,726,195	£15,213,370	£14,650,261	£14,087,152
Support cost	£555,027	£586,296	£715,281	£844,266
Recruitment cost	£164,848	£78,000	£78,000	£78,000
Total cost	£17,446,070	£15,877,665	£15,443,541	£15,009,418

Total cost over 3 years
£63,776,694

Reinvestment potential	Now	Y1	Y2	Y3	Total
Do nothing	£ 17,446,070	£17,741,356	£18,036,642	£18,331,928	£71,555,995
Status quo plus (b)	£ 17,446,070	£15,841,284	£15,407,160	£14,973,036	£63,667,549
Difference - reinvestment potential		£ 1,900,072	£ 2,629,482	£ 3,358,892	<b>£ 7,888,446</b>






### Assumptions

- ➔ 25 extra foster carers recruited in Y1 and 50 recruited in Y2 & Y3 through targeted strategy, informed by Values Modes insight
- ➔ 10% increase in in-house placements from improved performance management
- ➔ 10% reduction in IFA costs from improved commissioning and contract management
- ➔ External recruitment provider used to recruit new foster carers. Cost incorporated in calculation

# Option 2b: Status Quo Plus



Option 2b: Status Quo Plus	Impact
<p><b>– External Recruitment Provider for recruitment</b></p> <p>Take action to improve the efficiency and effectiveness of the service by:</p> <ul style="list-style-type: none"> <li>• Producing and implementing robust commissioning and contract management processes</li> <li>• Instilling a culture of performance management</li> <li>• Using Values Modes insight to recruit high quality carers</li> <li>• Contracting External Recruitment Provider to recruit new in-house foster carers</li> </ul>	<p>Reduced costs through speedier and more efficient processes and procedures</p> <p>More effective supervision of carers through robust performance management</p> <p>Better recruitment of new carers through targeted strategy</p> <p>Faster turn around for new carers through using External Recruitment Provider to attract, assess and train new prospective in-house foster carers</p>

Evaluation criteria				
Cost	Quality	Pace	Risk	Brand
				

**Improved processes and management improve performance and increase VfM**



# Option 3: Outsource

**Model definition:** All placements are commissioned to be provided by Independent Agencies, with the council acting as a last resort.

Outsource	Now	Y1	Y2	Y3
In-house carers	142	61	61	61
In-house places	170	73.2	73.2	73.2
IFA places	241	350	350	350
Placement cost	£16,726,195	£17,354,251	£17,354,251	£17,354,251
Support cost	£555,027	£238,427	£238,427	£238,427
Recruitment cost	£164,848	-	-	-
Total cost	£17,446,070	£17,592,678	£17,592,678	£17,592,678
<i>Disband the in-house service and outsource all placements to IFAs using robust commissioning and contract management processes</i>				

## Assumptions

- ➔ All non-Kinship placements provided through IFAs
- ➔ Improved commissioning arrangements and contract management result in 10% cost reduction compared to alternative
- ➔ In-house service still provides placements in instances where there is no other option

## Total cost over 3 years

£70,224,104






**In-house service focuses on commissioning and emergency provision**



# Option 3: Outsource



Option 3: Outsource	Impact
<p>Remove the majority of in-house provision by:</p> <ul style="list-style-type: none"> <li>Producing and implementing robust commissioning and contract management processes and outsource provision of <u>all</u> fostering placements to IFAs</li> <li>Allowing 'placements of last resort' to remain in-house</li> <li>Continue to supervise Kinship foster care</li> </ul>	<p>Higher costs resulting from increased outsourced placements</p> <p>Potential for improved quality</p> <p>Risk that distance from front-line leaves council without knowledge of problems arising</p>

Evaluation criteria				
Cost	Quality	Pace	Risk	Brand
				

In-house service focuses on commissioning and emergency provision



## 6. Recommendations



2013 MCA Award Winner – Customer Engagement

The contents of this document are © iMPOWER Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501



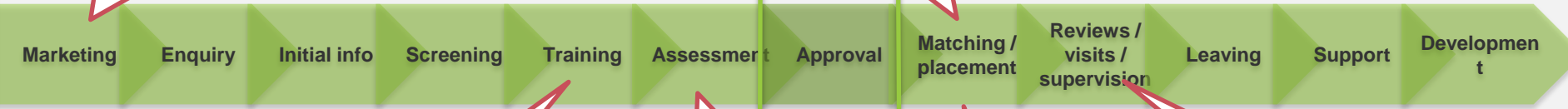
# Recommendation overview

The Council are still involved in marketing activity and all marketing collateral has the Council 'branding'. VM insight and the expertise from External Recruitment Provider used to inform the Marketing Strategy

The VM toolkit would inform the communication strategy with the foster carer throughout

## Recruitment → Outsource

## Retention → Fostering Team

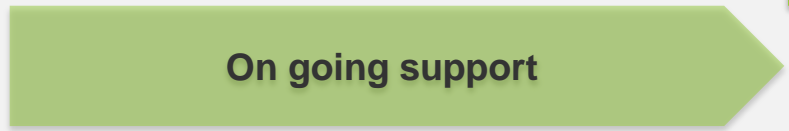


Pre-approval training provided, supplemented with support from the Council, typically a Social Worker and a Foster Carer

Assessment turnaround is on average between 8-10 weeks and is carried out by ISWs

Handover to the Council. To deal with the additional workload, social workers from the Recruitment & Assessment team would be interviewed for the posts

Placement Officers would move to the Commissioning team and organise the inhouse placement



Engagement must respond to the needs of the carer at different points along the journey



# Recommendations



Recommendation	Activity
Completion of a needs analysis to inform a placement strategy	Most of the information required to inform a needs analysis has been gathered as part of this project. Work still needs to be done to confirm the number and target profile to inform a strategy to recruit more inhouse foster carers
Clarity on expectations of staff across the service	Creation of a staff and foster carer 'pledge'. Involvement of staff in the implementation phase including input to the new carer journey
Completion of baseline and implementation of KPI tracking	The baseline picture has been gathered as part of the project. Work needs to be done to confirm KPI tracking in line with sign off of the recommended option
Monitoring statistics and quality measures such as placement breakdown, conversion rate, market share (IFA and inhouse)	Regular gathering and monitoring of this information as part of the governance arrangements of the next stage of the project
Monitoring KPIs such as completion of visits on time as well as regular feedback from inhouse foster carers	
Creation of a sufficiency and placement strategy as informed by the needs analysis	An overarching strategy for wider placements that is revisited at regular intervals to ensure it is fit for purpose
Provide an update to the Consortia group on the project recommendations and appetite for more joint working in the future	Head of Commissioning and Placements to keep the Consortia group actively up to date with progress with a view to progressing more joint working in the future
Meet with External Recruitment Provider to explore further the opportunity to work with	Have in place the placement strategy to inform discussions



# Some aspects of policy & procedure could be improved



- ➔ Through our work with the fostering teams and our investigation into internal policies and procedures, a number of interesting findings have been brought to our attention
- ➔ In addition to our recommendations about recruitment and retention activity and service model transformation, we have observed that there are grounds for these practices to be reviewed
  - ➔ **Blanket policy full-time employment is prohibited for foster carers for children Under 11 years** – whilst there is a need to ensure an appropriate level of care for the child, concerns have been raised that this policy results in poor role models for foster children by helping to attract out-of-work carers who see foster care as a job
  - ➔ **Pay differentials between task-centred carers and kinship carers** – As the care provided by both is often similar, differences in care packages are leading to a reputational risk for the council that might expose the service to a legal challenge
  - ➔ **Use of Framework-I for case management and information management** – although issues were raised in the January 2013 Internal Audit Report, they persisted throughout our project and inhibited our ability to obtain reliable data; collecting and presenting accurate data consistently is a critical part of monitoring service improvement from implementing recommended changes

Ensuring consistent and reasonable caseloads will increase capacity





# 7. Implementation Plan



2013 MCA Award Winner – Customer Engagement

The contents of this document are © iMPOWER Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501



# High level plan



## Key

△ Sign off required

## Project Duration

Week 1    Week 2    Week 3    Week 4    Week 5    Week 6    Week 7    Week 8    Week 9    Week 10    Week 11    Week 12

### 1. Project initiation



- ➔ Confirm capacity of team to manage workload in the short term
- ➔ Plan for
  - ➔ Short & long term strategy around placement of inhouse v IFA
  - ➔ Complete sufficiency strategy
  - ➔ Meet with recruitment Providers to discuss & confirm model incl. VMs
- ➔ Agree resourcing required to implement plan & sign off project docs

### 2. Process & technology workstream



- ➔ Map new carer journey
- ➔ Confirm new handover points
- ➔ Implications of new model for service structure & staff
- ➔ Create role profiles for staff
- ➔ Confirm requirements for updating frameworki
- ➔ Confirm any new reporting requirements
- ➔ Commissioning , contract monitoring arrangements

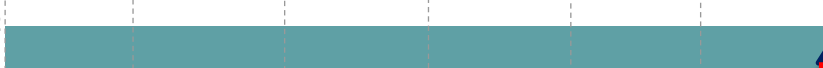
### 3. Stakeholder workstream

- ➔ Confirm plan for staff and foster carer input to project
- ➔ Co-produce pledge for requirements on foster carers
- ➔ Co-produce pledge for requirements on staff



- ➔ Ongoing staff and carer engagement

### 4. VM insight & marketing strategy



- ➔ Review of the marketing strategy informed from needs analysis & VM insight and the toolkit
- ➔ VM recruitment combined with External Recruitment Provider expertise to inform engagement approaches

### 5. Implement

- ➔ Sign contract with External Recruitment Provider
- ➔ Interview staff where required
- ➔ Implement new processes
- ➔ Implement new marketing strategy



### 6. Governance, Performance & monitoring







# Detailed plan of activity (1)



Fostering implementation	Team Days			Team Fees		
	AD	M	C	AD	M	C
<b>Project initiation</b>						
Performance tracking of support team		1	2	£ -	£ 1,600	£ 1,600
Short term strategy around placement of inhouse v IFA		1	1	£ -	£ 1,600	£ 800
Long term strategy around placement of inhouse v IFA		1	3	£ -	£ 1,600	£ 2,400
Meet with External Recruitment Provider to discuss model and data requirements		1	1	£ -	£ 1,600	£ 800
Understand implications for staff - liaise with HR			1	£ -	£ -	£ 800
Confirm HR timescales			1	£ -	£ -	£ 800
Confirm procurement route options and timescales		1			£ 1,600	
Create new role profiles where required			1	£ -	£ -	£ 800
Confirm resource required from the council			1	£ -	£ -	£ 800
Confirm outcomes to be monitored and process	1	1		£ 1,600	£ 1,600	£ -
Confirm governance arrangements for reporting and monitoring of progress		1		£ -	£ 1,600	£ -
Confirm how staff will be involved in the project			1	£ -	£ -	£ 800
Sign off project documentation, including plan, governance, resources				£ -	£ -	£ -
<b>STAGE TOTAL</b>	<b>1</b>	<b>7</b>	<b>12</b>	<b>£ 1,600</b>	<b>£ 11,200</b>	<b>£ 9,600</b>
<b>Process &amp; technology workstream</b>						
Map new carer journey		1	2	£ -	£ 1,600	£ 1,600
Confirm new handover points & info needed		1	1	£ -	£ 1,600	£ 800
Understand implications of new model on current structure		2	2	£ -	£ 3,200	£ 1,600
Create new job profiles where required		1	1	£ -	£ 1,600	£ 800
Confirm requirements for updating framework			2	£ -	£ -	£ 1,600
Confirm any new report requirements			1	£ -	£ -	£ 800
Confirm financials and business case for contract with Network		1	5	£ -	£ 1,600	£ 4,000
Confirm measurement of KPIs and outcome tracking	1	1	1	£ 1,600	£ 1,600	£ 800
Confirm who will monitor the contract				£ -	£ -	£ -
<b>STAGE TOTAL</b>	<b>1</b>	<b>7</b>	<b>15</b>	<b>£ 1,600</b>	<b>£ 11,200</b>	<b>£ 12,000</b>
<b>Stakeholder workstream</b>						
Confirm staff and carer input to project		1	1	£ -	£ 1,600	£ 800
Identify 'champions'	1		1	£ 1,600	£ -	£ 800
Input to new carer journey				£ -	£ -	£ -
Co-produce new carer 'pledge'		1	1	£ -	£ 1,600	£ 800
Co-produce new staff 'pledge'		1	1	£ -	£ 1,600	£ 800
Ongoing staff and carer engagement throughout				£ -	£ -	£ -
<b>STAGE TOTAL</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>£ 1,600</b>	<b>£ 4,800</b>	<b>£ 3,200</b>



# Detailed plan of activity (2)



Haringey Council

Fostering implementation	Team Days			Team Fees		
	AD	M	C	AD	M	C
<b>VM insight &amp; marketing strategy</b>						
Review of the marketing strategy incl spend		1	3	£ -	£ 1,600	£ 2,400
Create new strategy informed by:	1	1	5	£ 1,600	£ 1,600	£ 4,000
Needs analysis and trend information				£ -	£ -	£ -
VM insight and toolkit				£ -	£ -	£ -
Input from Networkrs				£ -	£ -	£ -
Embedding of the VM toolkit with staff including across the support functions	1	3	3	£ 1,600	£ 4,800	£ 2,400
<b>STAGE TOTAL</b>	<b>2</b>	<b>5</b>	<b>11</b>	<b>£ 3,200</b>	<b>£ 8,000</b>	<b>£ 8,800</b>
<b>Implement</b>						
Sign contract with External Recruitment Company				£ -	£ -	£ -
Interview staff where required				£ -	£ -	£ -
Mobilise new processes				£ -	£ -	£ -
Implement new marketing strategy	1	1	1	£ 1,600	£ 1,600	£ 800
<b>STAGE TOTAL</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>£ 1,600</b>	<b>£ 1,600</b>	<b>£ 800</b>
<b>Governance, performance and monitoring</b>						
Confirm governance arrangements (incl External Recruitment Company)	1	1		£ 1,600	£ 1,600	£ -
Confirm communications plan		1	1	£ -	£ 1,600	£ 800
Confirm frequency of meetings				£ -	£ -	£ -
Set up monitoring arrangements to include:		1	3	£ -	£ 1,600	£ 2,400
A review of the key metrics (number of carers, enquiries, recruitment pipeline)				£ -	£ -	£ -
A RAG rated assessment of the change levers (team communication improving, management information available and used)				£ -	£ -	£ -
A review of risks and issues				£ -	£ -	£ -
Attendance at Board meetings for project duration	2	2		£ 3,200	£ 3,200	£ -
<b>STAGE TOTAL</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>£ 4,800</b>	<b>£ 8,000</b>	<b>£ 3,200</b>
<b>TOTAL</b>	<b>9</b>	<b>28</b>	<b>47</b>	<b>£ 14,400</b>	<b>£ 44,800</b>	<b>£ 37,600</b>





# Summary costed plan of activity



Haringey Council

As requested, an estimate of support required from iMPOWER for the implementation stage is shown below, broken down by project stage and also by role of Assistant Director (AD), Manager (M) and Consultant (C).

Fostering implementation Project stage	AD	M	C
Project initiation	1	7	7
Process & technology workstream	1	7	15
Stakeholder workstream	1	3	4
VM insight & marketing strategy	2	5	11
Implement	1	1	1
Governance, performance and monitoring	3	5	4
<b>Total</b>	<b>9</b>	<b>28</b>	<b>42</b>

The cost of each stage of the project and total cost is shown below:

Fostering implementation Project stage	AD	M	C	Total (fees)
Project initiation	1,600 £	11,200 £	9,600 £	£ 22,400
Process & technology workstream	1,600 £	11,200 £	12,000 £	£ 24,800
Stakeholder workstream	1,600 £	4,800 £	3,200 £	£ 9,600
VM insight & marketing strategy	3,200 £	8,000 £	8,800 £	£ 20,000
Implement	1,600 £	1,600 £	800 £	£ 4,000
Governance, performance and monitoring	4,800 £	8,000 £	3,200 £	£ 16,000
<b>Total</b>	<b>14,400 £</b>	<b>44,800 £</b>	<b>37,600 £</b>	<b>£ 96,800</b>





# 8. Appendices



2013 MCA Award Winner – Customer Engagement

The contents of this document are © iMPOWER Consulting Ltd unless otherwise stated  
Registered in England and Wales No: 03876501





# Values Modes – improving communication



Settlers: Knowledge	Prospectors: Trust	Pioneers: Care
<p><b>Facts:</b> when, where</p> <p><b>Back-up:</b> someone to speak to if it goes wrong</p> <p><b>Support:</b> who else will be there: others in the group</p> <p><b>Your role:</b> What we need from you – information</p> <p><b>Low key:</b> not scary and new, no fanfare, plain speaking, simple language</p> <p><b>Repetition:</b> reinforcement, same message in all forms of communication</p> <p><b>Normal:</b> show how others are already doing this, it's normal</p>	<p><b>Speed:</b> this will be faster, there is an immediate feedback loop</p> <p><b>Simplicity:</b> minimise their involvement (if can, show how it has been reduced)</p> <p><b>Benefits:</b> here are the personal benefits to you of the change</p> <p><b>Robust:</b> this works, here's the evidence, feedback loop</p> <p><b>Back-up:</b> here's how we fix it, if it goes wrong, feedback loop</p>	<p><b>Why we're doing this:</b> it's the right thing to do, it benefits you (your family) and the taxpayer</p> <p><b>What we need from you:</b> we need your help and support, this can vary according to your willingness to get involved</p> <p><b>We don't have all the answers:</b> we need your input, if you have the time to give it.</p> <p><b>Genuine effort to reach out:</b> different channels: phone, in person, flexibility, use of new media, responsiveness</p> <p><b>Relentless feedback:</b> regular information flow back and forth</p> <p><b>Personal touch:</b> use of photos, named individuals, so it feels real</p>





# Who

- ➔ Targeted recruitment of foster carers within the pioneer cohort
- ➔ However this set of values does not map to any particular demographic, therefore it is sensible to focus on those identified in national research who have the biggest life opportunity and propensity to become foster carers.
- ➔ We know for fostering these are:
  - ➔ College, school and nursery teachers and classroom assistants
  - ➔ Childminders
  - ➔ Nurses and health professionals
  - ➔ Youth workers
  - ➔ Charity volunteers
  - ➔ Parents
- ➔ Any others?





# Where?

- Where do we find the right people?

## Physical locations

- ⇒ Schools and colleges
- ⇒ Nurseries and other childcare facilities
- ⇒ Children's centres
- ⇒ Playgroups
- ⇒ Leisure centres and swimming pools
- ⇒ Local societies and sports clubs
- ⇒ Youth clubs
- ⇒ Scouts and guides
- ⇒ Hospitals
- ⇒ Local charities
- ⇒ Faith groups
- ⇒ Women's Institute
- ⇒ Job centres
- ⇒ Waiting rooms – GPs, hospitals (children's wards), nurses, dentists

## Digital locations

- ⇒ Local school and nursery websites
- ⇒ Council websites
- ⇒ Local 'What's on' websites
- ⇒ Facebook





# What?

## As contact moves along the journey it should be:

- ⇒ Inspiring
- ⇒ Positive - always avoid negative including child duress
- ⇒ Personal – use of names, faces, eyes, person must tell the story – films rather than text
- ⇒ Stimulating - avoid boring
- ⇒ Involving or interactive - 2-way as soon as possible
- ⇒ Intriguing - don't provide all the info / answers
- ⇒ In the form of advocacy – personally validated
- ⇒ Appealing to the 'right thing'
- ⇒ Clear
- ⇒ Consistent, joined up and reinforced
- ⇒ Quick / responsive
- ⇒ Inclusive







# How?

Channels should be 2 way. **WOM** can also be effective in similar campaigns and combines personal validation and inspiration

Where coverage has to be 1 way:

- ⇒ Local press and media
- ⇒ Newsletters of the above groups
- ⇒ Car parks, hoardings and other channels near above locations
- ⇒ Digital media – films and images

2-way – word of mouth:

- ⇒ Advocacy (foster carers, children)
- ⇒ Buddy (foster carer asap at point of enquiry and beyond)
- ⇒ Mentor (to guide through application process)
- ⇒ Local events - fetes, bazaars, fairs
- ⇒ Personal referral – public sector / community activation
- ⇒ Follow up any impersonal correspondence with personal contact





# When?

We need a constant drip-drip of triggers in order to maintain a steady throughput.

However the campaign diary must also be planned and organised to maximise exposure to the groups and organisations above:

- ⇒ School, college and university returns i.e. September
- ⇒ Late December / January (a time of personal reflection and planning)
- ⇒ School parents evenings
- ⇒ School drop offs / pick ups
- ⇒ Events organised by the groups and organisations noted above





# Key findings (1)



## Findings

### There is an issue with the quality of information recorded on Framework-i

- ➔ **Useful information is often not recorded in case files** – Team members collect useful information about prospective applicants and about individual cases that is not always captured on Framework-i. This could be resulting in prospective foster carers that continuing through the recruitment process for longer than necessary. This expends resources unnecessarily and reduces the rate at which suitable prospective carers can be approved. Concerns have been raised by team members about the accuracy and quality (completeness) of information they find on Framework-i
- ➔ **Information recorded is not accurate** – we have heard from multiple sources that Framework-i is “not built for foster care”; staff use informal means to capture information, e.g. by setting up their own spreadsheets and folders on the internal network. This means that Framework-i does not hold up-to-date information on all cases, making it useless to staff who want to access case information
- ➔ **Management Information is difficult to extract** – It is difficult to extract meaningful trend / aggregate case information from Framework-i. Some information cannot be extracted from Framework-i easily and therefore requires manual audits to be undertaken (eg) how many cases are getting to fostering panel within statutory timelines. Information is not recorded, held or presented in a consistent format, which constrains its use and restricting the ability of the service to make informed management decisions

### Return on investment of marketing spend is not monitored

- ➔ £22,495.69 was spent on marketing activity last year
- ➔ Marketing activity does not appear to be linked to the quality of enquiries, resulting in a lack of clarity on the return on investment
- ➔ It has been made clear to us that kinship assessments are often prioritised over task-centred carer assessments
- ➔ There are circumstantial barriers to recruiting foster carers, for example, guidance currently states that foster carers cannot be in full time work



## Key findings (2)



### Findings

**There is no commissioning strategy in place for the procurement of IFAs**

**Spend on placements is high. There is significant scope to reduce the cost of placements**

- ➔ The Fostering Service aims to place all LAC inhouse in the first instance with use of an IFA only in circumstances when an inhouse placement cannot be found
- ➔ In reality, many LAC are being placed with IFAs due to inhouse service failures. The reasons for this are not straight forward and are multi faceted
- ➔ Costs are driven up by the lack of a clear commissioning strategy for placements. In addition, the commissioning of internal and external placements is carried out by the same team that sits within the Fostering Service
- ➔ The Framework contract currently in place to purchase IFAs is not fit for purpose – there are only six IFAs on the framework and we have heard anecdotally that they often do not provide placements when requested to bid ; this leads to spot-purchasing, which further increases expenditure on placements
- ➔ Supervising Social Workers sometimes act as agents for their carers (rejecting difficult children)
- ➔ The current payment system for foster carers has not been reviewed in recent years
- ➔ Task centred foster carers get paid more than kinship foster carers

**Supervising Social Workers are sometimes resisting placements with inhouse foster carers**

- ➔ Supervising Social Workers are not being allocated every time a child is placed (service claims this is due to capacity constraints)
- ➔ 74% of foster carers are not receiving their 6 weekly visit from their Supervising Social Worker
- ➔ Kinship assessments and task centred assessments are in the same team so vie for priority in allocation or attention. Court dates result in kinship FC assessments taking priority over task centred.
- ➔ There is a requirement for panel approval for kinship FCs within 24 weeks or the placement is illegal. The council are not meeting this requirement in all cases