

Review

- KPI's & Data Set (RDM)
- Marketing Performance (RMO)
- Current Recruitment Process (Recruitment Officer/Team Manager/ RDM)

Vision

Where happy foster carers help us to be the most logical, credible and “tip of the tongue” organisation to turn to for anyone who is considering fostering

Purpose

To help children to stay locally, experience stability, give them a family base and have the very best experience of a well-matched loving foster family, who are supported to stick by them by passionate friendly experts making foster care consistently better in Wales

Goal	2024-25 Achieved	2025-26 Target	Is this achievable? How?
Enquiries	79	110	79 reached in last 12 months, without an RO for 5 months, feel it is achievable and necessary with current conversation rate
Home Visits	27	38	Achievable in relation to enquiry target. RO capacity may be an issue.
Assessments Allocated	20	18	Achievable due to improvements in Recruitment journey and new stable management in Bridgend.
Approvals	6	11	Achievable given the above goals and progress made over previous 12 months.

Business Review Summary

Drivers	Inhibitors
<ul style="list-style-type: none"> • Supportive fostering community on the whole with foster carer's ideas to improve • Regular coffee groups and meet ups to support our offer • Improved conversion from enquiry to initial visit • More strategic planning around events and maximizing the enquiries we receive there • Better conversion journey from allocation to approval and additional support offered by Recruitment officer • Stronger engagement in social media platforms and activity • Press interest in campaigns and organic news articles received • Increased engagement from public services 	<ul style="list-style-type: none"> • Staff changes and short staffing • IFAs being more focal and increased marketing spend • Budget reach across the full locality • Ability to staff all recruitment event opportunities • Cost of living / Housing crisis • Recruitment officer ill for period of last year • In consistent support from Liaison/pioneer carers • Form F drop outs due to slow allocation process and assessor quality • Loss of carers to IFAs and the impact this has on retention • Need a wider variety of carers offering a variety of types of care.
Opportunities	Risks
<ul style="list-style-type: none"> • New Fostering Remodeling board set up will have heavy focus on recruitment and FC offer/ support • New staff bring fresh prospective and needed change • Wider service buy in to the eliminate agenda and sufficiency issues • Newly approved FCs more engaged in getting involved in recruitment activities • Launching and development of Pioneers • Tapping in to the support of local businesses through Foster Wales Partners • Proposal of new offers. E.g. Council Tax discount • Untapped community groups, eg, sports events • Better engagement from corporate comms team 	<ul style="list-style-type: none"> • Eliminate agenda impact on placement sufficiency • Negative publicity and IFA tactics • Staff turnover

Key Issues and Strategies

Key Issues

1. Increasing IFA presence and competitive tactics / increased budgets
2. Budgets vs Area- region is not reachable effectively with current recruitment budget available
3. Need to increase the variety of foster carer applicants coming through the process



Strategies

1. Develop and deliver an education around eliminate profit with council staff but prioritizing children's social workers working with IFA carers. While ensuring increased presence in IFA locations.
2. Layer our targeted marketing strategy to 3 main communities to make best use of budgets, and increase relationship building
3. Increase our variety of foster carers coming through the application process

Strategy 1:

Develop and deliver an education around eliminate profit with council staff but prioritizing children's social workers working with IFA carers. While ensuring increased presence in IFA locations.

Strategic Objective:

Ensure we maximise opportunities, so IFA carers know they have the option to transfer to LA & support eliminating agenda communications

Goals:

- Increase in the number of transfer foster carers

Tactical Program:

- Educating service staff around eliminating profit
- Relevant messaging around money and support
- Talking about profit with enquirers, potential joint visits with CLA teams
- Building content around teams working together – CLA, foster carer, fostering teams
- Sharing stories of successful transfers
- Management to ensure our children's services are better equipped for transfers.
- Postcode targeting to IFA carers (and close surrounding area)

Watch out:

- That transferred carers are of good quality

Strategy 2:

Layer our targeted marketing strategy to 3 main communities to make best use of budgets, and increase relationship building

Strategic Objective:

To increase engagement in selected areas/communities. Enhance relationships with people in those communities to increase awareness and enquiries.

Goals:

- Increase enquires from people in particular localised areas – measured by increase in enquires and percentage enquires from certain locations

Tactical Program:

- Map where are current LA carers and IFA carers live to identify 3 key areas
- Develop a layered approach – pop-ups as a CTA? Where can we advertise? Facebook, banners, stickers in windows, schools, print, local events etc.
- Fostering partners – increasing knowledge of local employers so they can confidently say “we are fostering partners, and this is what it means...”, they have the ability to share info about LA fostering. Increased engagement on their socials, leaflets, posters etc.
- Community groups online, and local groups in person
- Developing relationships with education clusters in these areas
- Making best use of our liaison carers who can support as ambassadors in their local area if it fits with our identified communities.

Watch out:

- Making sure we don't miss out on opportunities in other areas
- Ensuring we have the time to educate fostering partners effectively

Strategy 3:

Increase our variety of foster carers coming through the application process

Strategic Objective:

To increase enquiries from a wider variety of foster carers as the demographic in Bridgend is diverse

Goals:

- To see an increase in enquiries from different demographics

Tactical Program:

- Better education around who can foster, types of fostering, types of children/young people that need care, naturally through marketing by;
 - Showcasing a bigger variety of our existing foster carers
 - Myth-busting
 - Email marketing
- More open conversations at recruitment events and encouraging people to attend the online information session.
- Encouraging our existing foster carers to have conversations with people they know that may make a good foster carer. Dad's club.
- Making use of Care Friends App with specific job roles encouraging different types of people.
- Targeting different events / local spaces, with events and leaflets / posters themed around who can foster for example;
 - Sports events / Runs (Ogi run)
 - Leisure centres
 - Rugby / football clubs
 - Industrial estates
- Fostering partners, ensuring we include a wide range of types of businesses

Watch out:

- Ensuring the enquiries coming through are good quality
- Making sure existing foster carers are involved enough and know the right things to say

Plan on a page

Analysis	Strategy	Action								
<p>KPI forecast</p> <table><tr><td>Enquiries</td><td>110</td></tr><tr><td>Home Visits</td><td>38</td></tr><tr><td>Assessments allocated</td><td>18</td></tr><tr><td>Approvals</td><td>11</td></tr></table> <p>Drivers</p> <ul style="list-style-type: none">• Supportive fostering community overall with foster carer’s ideas to improve• Regular coffee groups and meet ups to support our offer• Improved conversion from enquiry to initial visit• More strategic planning around events and maximizing the enquiries we receive there• Better conversion journey from allocation to approval and additional support offered by Recruitment officer• Stronger engagement in social media platforms and activity• Press interest in campaigns and organic news articles received <p>Inhibitors</p> <ul style="list-style-type: none">• Staff changes and short staffing• IFAs being more focal and increased marketing spend• Budget reach across the full locality• Ability to staff all recruitment event opportunities• Cost of living / Housing crisis• Recruitment officer ill for period of last year• In consistent support from Liaison/pioneer carers• Form F dropouts due to slow allocation process and assessor quality• Loss of carers to IFAs and the impact this has on retention• Need a wider variety of carers offering a variety of types of care. <p>Risks</p> <ul style="list-style-type: none">• Eliminate agenda impact on placement sufficiency• Negative publicity and IFA tactics• Staff turnover <p>Opportunities</p> <ul style="list-style-type: none">• New Fostering Remodeling board set up will have heavy focus on recruitment and FC offer/ support• New staff bring fresh prospective and needed change• Wider service buy in to the eliminate agenda and sufficiency issues• Newly approved FCs more engaged in getting involved in recruitment activities• Launching and development of Pioneers• Tapping into the support of local businesses through Foster Wales Partners• Proposal of new offers. 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