



*Delivering quality services for children*

## **Strategic Business Plan 2007-2010**



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## Chief Executive's Foreword

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Cafcass is six years old, still a young organisation, and growing up fast. In the first month covered by this Business Plan, we will be launching our new National Standards, and our comprehensively upgraded internet and intranet sites. Both these are major new developments, building on achievements in 2006/07 such as the national roll-out of our new Case Management System (CMS), the start of our new Family Support Service, and the massive expansion of our dispute resolution schemes - a major contribution we make to the President's Private Law Programme, implementation of the Children and Adoption Act 2006, and to the DfES-led programme set out in *Care Matters*. We will continue to be responsive to the requirements of new legislation in the coming years and to play our part in the major programmes being developed to improve long-term outcomes for vulnerable children and young people in England.

The Cafcass infrastructure is now much stronger and more reliable, which reflects the effort put in over the last few years. For example, our system of financial control and our performance on budgetary control, as well as our prospects for improvement and reform, have been widely commended.

The pace of change will continue to be strong in 2007/08, and whilst this has risks, it is inevitable and essential. We must develop a stronger commissioning function, and we will be appointing specialist Partnership and Commissioning staff to ensure this happens. We must be ready for the revised Public Law Protocol planned for April 2008, and our public law practice needs to develop in line with that, particularly our early intervention services. A considerable practice development programme will be put in place, as well as a major staff engagement programme which is essential to achieving our proposed changes in working practices.

We are glad to have received an important budget increase from DfES, and this will enable us to move forward more quickly. We are, and always have been, a demand-led service, and those demands are subtly changing all the time. Demand for our public law service continues to rise faster than predicted, and so do Rule 9.5 appointments and demand for our dispute resolution services. Changes in demand however are inconsistent across the country, so we must be able to deploy our resources flexibly.

From April 2008, our current regional services will be organised from 3 corporate support services, covering the North of England, the Midlands and Eastern region, and London and the South of England respectively. This will allow us to develop a more consistent level of support and corporate services to our 100 plus local teams. We will still keep some regional cover,



particularly to link with other regional services like those children's services based in the Government Offices.

A time of change yes, but what will always matter in Cafcass is the quality and timeliness of the service we provide to the children and families who depend upon us. Everything else is a means to that end. All of us in Cafcass will be working as hard and as skilfully as we can, so that the experience of those using our services is positive, constructive and supportive. In the end, we want to be judged on the contribution we make to better outcomes for children and their families. I hope you can see the connection between that central objective and the many detailed work programmes set out in our Business Plan. If it is not clear enough, let us know. We intend to get it right, but we may need your help.

A handwritten signature in black ink that reads 'Anthony Douglas'.

Anthony Douglas  
Chief Executive

## Introduction

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Good planning supports effective front line activity. It is vital if we are to develop services which meet the needs of children, young people and families, if we are to deploy our resources, assets and the workforce to best effect and if we are all to focus on a shared vision of achieving the best possible local outcomes.

We believe we can be optimistic for the future. We have the opportunity to deliver support and services of the highest quality to the children, young people and their families who are involved in the family courts. We must work with our partners and our stakeholders to achieve our ambitions.

This three year Strategic Business Plan has been built with the active involvement of staff at all levels and the contribution of our Young People's Board. We are enormously grateful to the 140 + people who took part in the workshops that formed the basis of this plan. The responses we received from all parts of the organisation demonstrate the commitment there is to deliver a high quality service for children and families in the family courts. It is now time for us to deliver the actions and vision for Cafcass services set out in this plan.

The plan that follows:

- describes in **section 1**, our role and purpose, our vision and our values.
- highlights, in **section 2** our progress and key achievements and levels of demand for our services
- details in **section 3** how we will deliver the plan
- sets out, in **section 4**, the resources we have to deliver our objectives and
- describes in **section 5**, how we manage our risks
- explains in **section 6**, how we will monitor progress.



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## Section 1

### Our purpose and role, vision and values

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#### Our purpose and role

Cafcass has a statutory responsibility to ensure that children and young people are put first in family proceedings, their voices are properly heard, the decisions made about them by courts are in their best interests and they and their families are supported throughout the process, no matter what form their family takes in the modern world.

We operate within the law set by Parliament and under the rules and directions of the family courts. Our role is to:

- Safeguard and promote the welfare of children
- Give advice to the family courts
- Make provision for children to be represented
- Provide information, advice and support to children and their families.

We are a non-departmental public body accountable to the Secretary of State for Education and Skills. We work within the strategic objectives agreed by our sponsor department and contribute to wider government objectives relating to children.

We have a role in relation to measures outlined in Every Child Matters, which sets out five key outcomes for children, young people and families - being healthy, staying safe, enjoying and achieving, making a positive contribution and experiencing economic well-being.

The Cafcass Board sets the strategic vision and overarching values, which inform all of our policies and practice.

#### Our vision<sup>1</sup>

##### Cafcass will

1. Put children first.
2. Keep children as safe as possible.
3. Ensure each child has a voice that is heard, understood and respected in the family courts, in a way that is consistent with and responds to each child's wishes, competence and understanding.

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<sup>1</sup> CAFCASS National Standards



4. Start with the child and stay with the child, throughout the life of cases.
5. Be clear about the needs, wishes and feelings of individual children in family court cases, as the core business of Cafcass.
6. Make a contribution to securing the safest, high quality outcomes possible for each child, and evaluate this contribution after a case is closed.
7. Respect the importance of family life and family members for each child.
8. Respect the diversity and individuality of each child and family.
9. Throughout the organisation, keep the focus on front line services.
10. Maintain our independence and objectivity at all times in all circumstances.

*NB: Child is used throughout to refer to children and young people*

## **Our overarching values**

**Child Focus** – engage with children and families so what we do is determined by their needs

**Equality** – we believe all children and young people have equal worth and equal rights

**Honesty and openness** - measure and account for what we do so that our performance is open to scrutiny; welcome feedback on our work and provide a transparent procedure for complaints

**Realism** - seek the best we can for all the children and families we serve within the resources available to us.

## **Our service users and stakeholders**

Our primary relationship is with our service users: the children and young people and their families with whom we work in the family courts. We work collaboratively within a network of professional bodies, voluntary agencies and interest groups to achieve a common purpose, that of securing the best interests of children and young people. Many of these are mentioned specifically in our plan, while others are implicit in our objective to work collaboratively with our partners.

## Section 2

### Progress in 2005/07

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#### Our Achievements

We have made good progress on achieving our key ambitions set out in the 2005-2007 Business plan. Here are some of the highlights:

##### **Dispute Resolution Schemes**

A Cafcass dispute resolution service is now available in all parts of the country and this ensures that we intervene as early as possible in all private law cases referred to us. The focus is to encourage parents to take responsibility to negotiate their own arrangements and to improve their communication concerning their children. Nearly 60% of our interventions are achieving full or partial agreements. We have anticipated the new risk assessment provisions of the Children and Adoption Act being implemented later in 2007 and are ensuring thorough risk assessments are carried out when needed. We have been carrying out more direct work with children as an essential element of our interventions.

A service user who participated in the Dispute Resolution Scheme pilot in Norwich said: "Without this process I don't think we would ever have been able to agree. After two years of bickering and being unable to reach any kind of compromise I feel that the process gave me a forum to finally be heard."

##### **Domestic Violence**

Cafcass was congratulated for its work in implementing the recommendations arising from the 2005 HMICA domestic violence inspection. In particular, we provided better information, implemented a clear risk assessment process, including training for staff and developed national standards for domestic violence cases. We have developed a clear multi-agency protocol regarding information exchange and liaison in domestic violence cases

##### **Managing within budget**

Over the past two years we have managed within our allocated budget whilst improving the service we deliver to children and families. Cafcass has received no increase in its baseline funding since 2004/05 but effective budget management has enabled us to absorb inflationary pressures, meet efficiency targets and manage significant increases in demand for our services. It is significant that we have achieved a balanced budget, delivered the efficiency savings required of us by government and redirected more resources to front line service delivery. We have done this by identifying



efficiencies and best practice to reduce spend and maximise positive outcomes.

In 2006/07 Cafcass received one off additional non recurring funding of £4.69m which enabled Cafcass to carry out modernisation projects without diverting baseline funding to essential service developments.

### **CMS (our electronic client record system)**

Case Management System (CMS) was piloted by the South West region during the 05/06 financial year and subsequently rolled out to all regions during 06/07. The new national Case Management System links information across all teams and regions, keeps all the information in one place and enables us to track a child's history. CMS delivers greater consistency and efficiency in terms of performance monitoring and management, managing workloads and allocating cases.

Loretta Amor, Senior Administrator from the Wells St office in London says: "CMS is user-friendly, easy to navigate and has improved the way we use our resources. It's more efficient compared to our previous systems as all information is now on one database. CMS also allows us to look at information such as diversity monitoring, dispute resolution and self employed contractors' time recording. This brings all tasks together to provide more sophisticated reports and effective case monitoring."

### **Children's Rights and the Young Peoples' Board**

Since the development of the Children's Rights Team in April 2005, Cafcass has been committed to embedding the participation of children and young people in the evaluation of our services and decision making at all levels of the organisation. Major achievements include the involvement of young people in the feedback process through the development of Viewpoint, launched in September 2005, and the Young People's Board, set up in August 2006. The Young People's board currently has 10 members and its role is to advise, support and shape our decisions in ensuring we provide a child centred service.

Benjamin Hitch, age 15, a member of our Young People's Board, says: "The Young People's Board is made up of lots of different young people, all who have different experiences, and I think that their perspectives will make for a better service for young people."

### **Diversity**

Cafcass has made significant progress towards the achievement of our Equality and Diversity strategy and to build a more inclusive organisation. Achievements include service improvements brought about through the active participation of the National Equality and Diversity steering group, impact assessment training for managers, developing support groups (such as the black managers network), progress on diversity monitoring, diversity days and conferences around the country and launching our Disability Equality



Scheme, which was developed by a group of staff with disabilities. We have also made changes to our recruitment processes, which have increased the BME representation in our workforce.

### **Knowledge, Learning and Development (KLD)**

Knowledge, Learning and Development lead managers have been put in place in each region. Staff have been provided with good quality training, access to information and personal development programmes, which will support them to carry out their role to the highest standards. We developed a KLD strategy and identified what we needed to do to support our Family Court Advisors (FCAs) to achieve Post Qualification awards. The first intake of FCAs on the social work Post Qualification award started early in 2007. A number of business support staff received sponsorship support for courses and degrees.

### **Student placements**

Several local teams have made a commitment to taking on student placements and developing a supportive environment in which students can develop and learn. Cafcass is able to provide interesting and varied work for students and give them a good grounding in every aspect of the work of the family courts. Students are a vital part of organisational development. Local authorities too have been keen to take on students who have had a placement with Cafcass which not only helps us establish a good relationship with the local authority but also provides them with social workers who have a good understanding of the role of Cafcass and the family courts, which improves outcomes for children in the family courts in the longer term.

The Blackburn office has made good use of their facilities and training room to establish a successful student unit, which currently accommodates seven students. Sue Lightbown, Service Manager from the Blackburn office says: "This has been highly successful and a positive experience for both the students and the team. Having students stimulates discussion about practice issues and engenders a strong learning environment in the office. This is not only beneficial for the students but also lifts the practitioners learning and contributes to the overall development of the team. Students have become an integral part of our team"

### **Library Service**

As part of Cafcass' commitment to supporting staff in learning from research and best practice our new library service was launched in September 2006. The library service is the product of a unique partnership with Barnados, which enables Cafcass staff access to their extensive collection of approximately 29,000 items. This collaborative initiative is both cost-effective and strengthens our relationship with Barnados, who also works with vulnerable children.



“Thanks very much! It’s like having access to my old university library again! The pamphlet was in my tray and I have just printed off all the articles that you sent electronically. Great Service when I phoned to check how to place my order and great service once I had made my request. I love the library!” – A *library user*.

## **IT**

A major national programme to improve IT literacy has resulted in many more FCA’s now typing their own reports, thus freeing up business support resources. In addition we have improved IT resources; the intranet and internet upgrade will be completed at the beginning of April, including a Cafcass wiki, an interactive programme through which staff can greatly influence policy. 700 laptops will be issued to practitioners in the next few months.

## **Progress during 2005-2006:**

During the year we estimate that we promoted the interests of approximately 100,000 children and young people.









## **Cafcass staff responded to the following demands in 2006-2007**

- 12,104 public cases – these include applications for local authority care and supervision orders and applications for adoption.
- 26,344 court directed dispute resolution sessions in private law.
- 23,942 requests for reports in private law cases – these include applications for parental responsibility, residence and contact, where parents have been unable to reach agreement and 1,206 Rule 9.5 cases under the Family Proceedings Rules (1991), in which a child involved in a private law case is represented by a Guardian ad Litem.
- 351 Family Assistance Orders, where social work support is provided to families experiencing difficulties after separation or divorce.

A full account of our work and performance against our Key Performance Indicators will be set out in the 2006-2007 Annual Report.

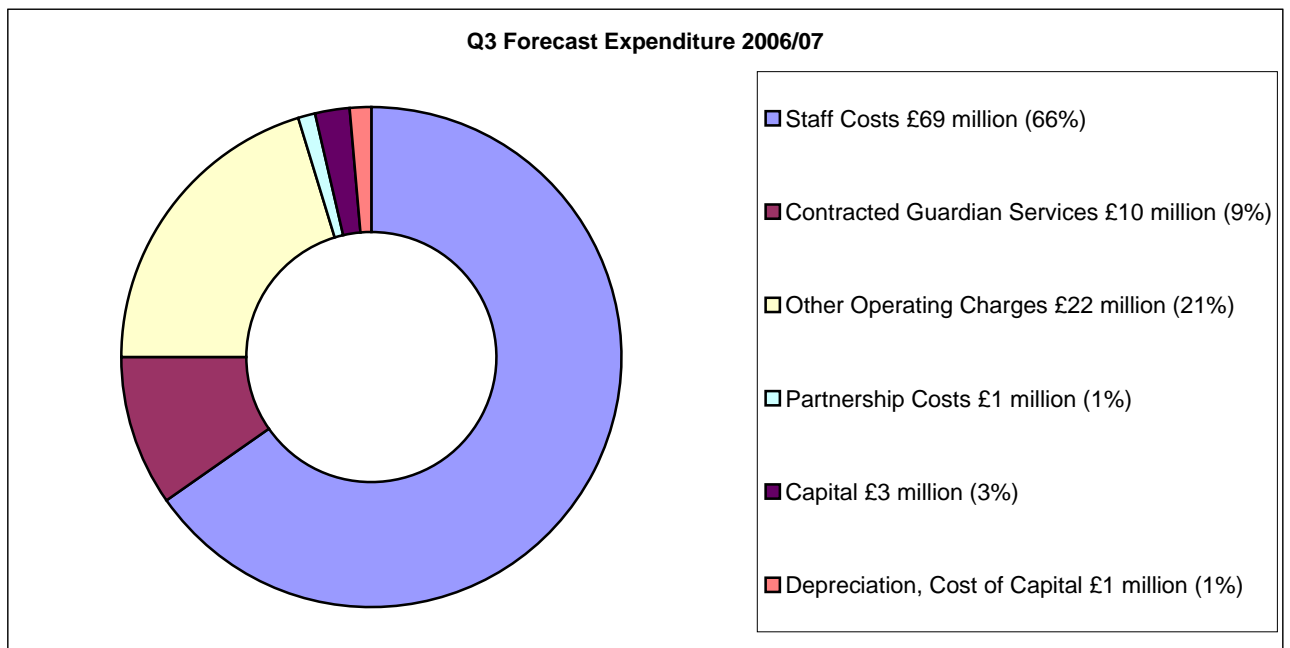
## Key Performance Indicators 2006-07

This is our performance during 2006-07. A full account of our performance will be available in our 2006-07 Annual Report.

Key Performance Indicator	Performance	Summary
<b>KPI 1</b> By March 2007, 70% of allocations during the month for Section 31 (care and supervision) cases should be within 2 days from receipt of request (receipt day counted as nought).	<b>55.4%</b> Not achieved 	While the target of 70% was not achieved nationally, performance has improved from 49.9% in 2005-2006. Three regions are now meeting this KPI, and two of the remaining seven regions are on target to meet this KPI.
<b>KPI 2</b> At least 98% of all public allocations each month for all case types should be within 28 days from receipt of request.	<b>93.7%</b> Partially achieved 	Performance has improved nationally from 91% in 2005-2006. Three regions are now meeting this KPI, and five of the remaining seven regions are on target to meet this KPI.
<b>KPI 3</b> No more than 3% of the public law workload should remain unallocated at month end	<b>2.9%</b> Achieved 	Nationally we have maintained the public backlog within the target of 3%. The comparative figure in 2005-2006 was 2.7%. Six regions are now meeting this KPI, and three of the remaining four regions are on target to meet this KPI.
<b>KPI 4</b> % of dispute resolutions resulting in full, partial or no agreement	<b>59.4%</b> Achieved 	Nationally this new KPI met the set norm this year. All regions achieved greater than 55% with the Eastern region's agreement percentage being higher than 65%.
<b>KPI 5</b> Percentage of Section 8's referred for dispute resolution that are then, referred for a Section 7.	<b>20.6%</b> Achieved 	All regions easily met the norm @(35-45%) in this survey, reporting below 35%, which illustrates a significant shift in national practice.
<b>KPI 6</b> 100% diversity monitoring forms returned for all service users.	<b>61.2%</b> Not achieved 	While the target of 100% was not achieved this year, all regions have shown steady improvement since the introduction of this new KPI. The North East was on-target to meet this KPI with 77%.
<b>KPI 7</b> –100% appraisals completed for all staff within a 12-month period.	<b>60.3%</b> Not achieved 	Three regions were on-target to meet this KPI with higher than 70% completed. The staff survey reported a much higher rate of nearly 75% of staff saying they had received an appraisal in the past 12 months. This indicates under-reporting on our KCS system.
<b>KPI 8</b> - Sickness absence rate of no more than 4%	<b>4.3%</b> Partially achieved 	The comparative figure in 2005-2006 was 3.5%. Four out of our ten regions and our National Office met the target, and four of the remaining 6 regions were on-target to meet the KPI. Further analysis is currently being undertaken

### Our 2006-07 expenditure

This is an outturn of our third quarter during 2006/07. A full account of how we spent our resources will be available in our 2006-07 Annual Report available in July.



### **Section 3**

#### **Our Objectives and Priorities:**

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Our primary purpose is to ensure children and young people are put first in family proceedings; that their voices are properly heard; that the decisions made about them by courts are in their best interests; and that they and their families are supported throughout the process.

All of the work we do makes a vital contribution to the achievement of the five outcomes for children outlined in *'Every Child Matters'*: being healthy, staying safe, enjoying and achieving, making a positive contribution and achieving economic well being. We believe that if children, young people, their families and carers are supported to find a safe resolution in family proceedings, which when all viable options have been explored is the right one for them, then they have the best chance to achieve these outcomes. This plan also sets out to achieve two of the objectives set by the Secretary of State for our sponsor department DfES in 2007-08, namely:

- 1) Improve the health and well being of children and young people
- 2) Safeguard the young and vulnerable

#### **Three themes, ten objectives**

We have ten objectives, which we have grouped under three broad themes to help us achieve our primary purpose. Here is a summary:

#### **Theme 1: Delivering excellence in all we do**

##### **Objectives:**

1. Provide a high quality, cost effective and culturally competent service, which safeguards young and vulnerable children and improves their health and well-being.
2. Deliver on our National Standards
3. Continually shape improvements to our service, which are informed by how our service users and stakeholders perceive our service.
4. Develop effective and collaborative partnerships that will facilitate the delivery of positive outcomes for children and families.



## Theme 2: Developing and Supporting our workforce

### Objectives:

5. Create a positive organisational culture, which values, respects and empowers employees and where employees champion the values and principles of Cafcass.
6. Ensure that the shape, skills and capacity of the workforce is right to deliver our services
7. Develop our leadership capacity so that it supports organisational and staff improvement and effective delivery of services.
8. Implement a people strategy that recruits, rewards, retains and develops a flexible and diverse workforce, which reflects the communities we serve and makes Cafcass a leading employer for staff in our sector.

## Theme 3: Delivering Value

### Objectives:

9. To provide the tools, skills and confidence to enable Cafcass to behave as and to be recognised as a credible and professional organisation.
10. Being more efficient and adding value in all we do

These objectives form the basis of our work plan for the next three years - 2007-2010. We have set out our priorities and milestones to be achieved for each of these. However we will review this each year against the external and internal context, to ensure that they remain the right ones for us to follow through.

*Delivering excellence in all we do*

**Objective 1: Provide a high quality, cost effective and culturally competent service, which safeguards young and vulnerable children and improves their health and well-being.**

Priorities	Milestones	Target date for completion	Corporate Lead
<b>1.1 Allocate every case within 2 working days to begin an assessment.</b>	5% above baseline each year Baseline in March 2007 = 55%	March'08 March'09 March'10	Corporate Decisions Group. (CDG)
	All cases screened and a Family Court Advisor available for first hearing	March 2008	
<b>1.2 Embed safeguarding framework across the organisation</b>	Launch April 2007	April 2007-	Corporate Director
	Training manual issued	May 2007	
	Roll out of training	June 2007- March 2010	
<b>1.3 Provide an individual, proportionate and appropriate service to each child, through assessment/analysis within 6 weeks.</b>	Risk identification in place for all cases, which is explicit about specific risks we are working to eliminate and recorded on the file.	March 2008	Corporate Director
	A generic analysis and intervention model developed and implemented	March 2008	Corporate Director
	Practice models, which are culturally competent and which provide a consistent service across Cafcass, developed and implemented.	May 2007- March 2010	Corporate Director
	Practice Development Network Manager appointed to support practice improvement.	Sept. 2007	Children's Rights Director/CDG
	Children routinely being involved in their cases and 'My needs wishes and feeling statements' used appropriately.	May 2007- March 2010	Corporate Director

Priorities	Milestones	Target date for completion	Corporate Lead
	<p>Diversity monitoring completed within 6 weeks for every case and KPI is met. (100% of all closed cases to have diversity monitoring returned and recorded for all service users.)</p> <p>Lead practitioner appointed for the duration of every case, supported if necessary by other staff</p> <p>Provisions of the Children and Adoption Act 2006 implemented: <i>Risk assessment</i> <i>Contact activity and enforcement</i></p> <p>Implement the Presidents Private Law programme with greater consistency</p>	<p>March 2008 – March 2010 Reviewed Annually</p> <p>Mach 2009</p> <p>Oct. 2007 Oct. 2008</p> <p>March 2008</p>	<p>Corporate Director</p> <p>Corporate Director</p> <p>Corporate Director</p> <p>Corporate Director</p>
<p><b>1.4 Ensure every child has a case plan, which also identifies key partners to work with and is cost effective.</b></p>	<p>All teams using the F1 case plan for every case</p> <p>Relevant equalities and diversity issues integrated into analysis and case plans and reports.</p> <p>All public law cases comply with the judicial protocol timetable</p> <p>Play our part in revising the public law protocol</p>	<p>March 2008</p> <p>March 2008</p> <p>March 2008</p> <p>April 2008</p>	<p>Corporate Director</p> <p>Corporate Director</p> <p>Corporate Director</p> <p>Corporate Director</p>
<p><b>1.5 Ensure all our written work is succinct and completed to a high standard and our records are fit for purpose.</b></p>	<p>New report templates and guidance issued</p> <p>Case plan documentation reviewed</p> <p>Reports are focussed and contain clear evidence based recommendations with intended outcomes.</p> <p>Feedback from service users, inspection and self audit shows improved quality of reports year on year</p> <p>Record keeping and retention policies implemented</p>	<p>June 2007</p> <p>June 07</p> <p>March 2008</p> <p>May 2007 - March 2010</p> <p>March 2008</p>	<p>Corporate Director</p> <p>Corporate Director</p> <p>Corporate Director</p> <p>Corporate Director</p> <p>Corporate Director</p>

Priorities	Milestones	Target date for completion	Corporate Lead
<b>1.6 Quality assure all aspects of our work, creating a culture of self assessment.</b>	All teams routinely using all QA tools in the QA framework.	March 2008	Corporate Director
	All teams able to demonstrate learning from feedback and year on year improvement to services.	March 2009	Corporate Director
	A small team of Practice Auditors set up to audit and report on practice and to disseminate best practice.	March 2008	Corporate Director

## Objective 2: Deliver on our National Standards

Priorities	Milestones	Target date for completion	Corporate Lead
<b>2.1 Implement the national standards in every team.</b>	All teams to have carried out a self assessment using the common QA tool to identify a baseline position and put in place an action plan to meet National Standards.	July 2007	CDG
<b>2.2 Ensure progress is monitored and that good practice is shared across the organisation.</b>	All action plans monitored for progress through Quarterly performance meetings.	Quarterly	CDG
	Best practice identified each quarter and disseminated in a variety of ways through the Communications team.	Quarterly	CDG
<b>2.3 Provide support and development for those teams where necessary.</b>	Teams which need an intensive support or change programme, identified through the quarterly performance meetings.	October 2007	CDG
	Intensive work with such teams to achieve identified targets.	March 2010	CDG

**Objective 3: Continually shape improvements to our service, which are informed by how our service users and stakeholders perceive our service.**

Priorities	Milestones	Target date for completion	Corporate Lead
<b>3.1 Provide a personal, empowering, child-focused service which is delivered fairly and consistently across Cafcass.</b>	Practice guidance and tools developed and implemented for all types of our work with the active contribution of young people	March 2008	Corporate Director/ Children's Rights Director
	Diversity data - service user and staff profiles - used within team development plans to better inform them.	March 2008	Corporate Director
	An accessible range of information developed for and disseminated to, children and adult service users. This includes in particular, appropriate information for sensory impaired people so children & young people better understand our role and the service we are providing	June 2007	Children's Rights Director/ Head of Communications
<b>3.2 Make our buildings welcoming and accessible for children and young people and parents.</b>	Develop tool for self audit of local offices which tests their environment is child friendly, reflects diversity positively and that disabled service users are able to access our services.	June 2007	Corporate Director
	All local offices to have carried out this self audit and developed an action plan.	March 2008	Corporate Director
<b>3.3 Maximise and co-ordinate participation in policy, planning and decision making for children, service users and stakeholders .</b>	All teams routinely seeking feedback and consulting with children and adult service users and stakeholders in a choice of ways: Viewpoint, feedback forms, local participation boards, local forums, focus groups etc	March 2008	Corporate Director
	All teams demonstrating improved services as a result of learning lessons from complaints and children's, service user and stakeholder feedback. This should incorporate analysis of diversity issues.	March 2008 March 2010 Reviewed Annually	Corporate Director
	Open Board event each year involving young people, key forums and stakeholders, which are representative	December 08, 09, 10	Corporate Director

Priorities	Milestones	Target date for completion	Corporate Lead
	Local participation boards set up around the country	March 2009	Corporate Director
	External policy forums established.	Sept 2008	Corporate Director
	Named relationship manager, who is proactive and understands their role, in place for key stakeholders.	March 2009	Corporate Director
<b>3.4 Ensure children and young people have the opportunity to actively contribute to the development of the policies and services that affect them.</b>	Young Peoples Board and other children's forums supported to participate fully	April 2007 - March 2010 Reviewed Annually	Children's Rights Director/ Corporate Director
	Involvement of other young service users to contribute to the shared values framework as set out in the Children's Rights policy and National standards.	April 2007 - March 2010 Reviewed Annually	Children's Rights Director/ Corporate Director
	Key policies are always equality impact assessed and young people have an opportunity to shape the proposals.	April 2007 - March 2010 Reviewed Annually	Children's Rights Director/ Corporate Director

**Objective 4: Develop effective and collaborative partnerships that will facilitate the delivery of positive outcomes for children and families.**

Priorities	Milestones	Target date for completion	Corporate Lead
<b>4.1 Develop commissioning processes and skills to maximise the benefits for children and young people and to provide personalised services.</b>	All existing partnership provision including for supervised contact, reviewed.	May 2007	Corporate Director
	Supervised contact services developed which make best use of new funding from DfES.	June 2007	Corporate Director
	Commissioning strategy developed, which identifies key issues and skills required at national and local levels.	December 2007	Corporate Director
	Recruitment of further Commissioning and Partnership Managers to support implementation of the Children and Adoption Act 2006	As soon as implementation of Act agreed	Corporate Director

Priorities	Milestones	Target date for completion	Corporate Lead
	Contact support provision procured nationwide	As soon as implementation of Act agreed	Corporate Director
	Deliver a programme of training to develop commissioning skills for managers.	March 2009	Head of KLPD.
	National partnerships for shared services explored and wherever viable, developed.	March 2010	Corporate Director
<b>4.2 Ensure Cafcass is a key player in the safeguarding agenda at both national and local level.</b>	Representation and active participation at every Local Children's Safeguarding Board.	March 2008	CDG
	Electronic mechanisms to track and report on serious case reviews in place.	March 2008	Corporate Director
<b>4.3 Ensure that Cafcass plays a key role in influencing and informing the perspective of the judiciary and other partners.</b>	Representation and active participation at every Local Family Justice Council	March 2008	CDG/Children's Rights Director
	Representation and active participation at the National FJC and its committees.	October 2007	
	Multi-agency protocols developed	March 2008	CDG
	Active participation in development of Contact point, (multi agency information sharing project)	March 2007 – March 2010	Corporate Director
<b>4.4 Raise the positive profile of Cafcass both internally and externally, and use every possible opportunity to promote our skills and services.</b>	Proactive relationship with and good news stories being promoted in the press and media and the intranet.	May 2007 - March 2010 Reviewed Annually	CDG/ Head of Communications
	Improved understanding of Cafcass' work amongst key stakeholders	May 2007 - March 2010 Reviewed Annually	CDG/ Head of Communications
	A case study database highlighting areas of success and good practice in place for use in our publications and press releases.	May 2007 - March 2010 Reviewed Annually	CDG/ Head of Communications
	Positive feedback regularly published from service users to congratulate staff.	May 2007 - March 2010 Reviewed Annually	CDG/ Head of Communications

Priorities	Milestones	Target date for completion	Corporate Lead
<b>4.5 Proactively work with agencies (such as DfES, Ministry of Justice, LSC, ADCS, LGA, CWDC, SCIE, Skills for Care, GSCC and other relevant organisations) to raise our profile and play our part in informing and developing key national policies and decisions.</b>	Representation and active participation at CWDC Board and key committees and on all Whitehall Boards relevant to Cafcass key committees.	May 2007 - March 2010 Reviewed Annually	CDG
	Regular liaison, involvement and joint development work with the key agencies, through named relationship managers.	May 2007 - March 2010 Reviewed Annually	CDG
	Common frameworks developed with key agencies.	May 2007 - March 2010 Reviewed Annually	CDG

## Theme 2

### *Developing and Supporting our workforce*

**Objective 5: Create a positive organisational culture, which values, respects and empowers employees and where employees champion the values and principles of Cafcass.**

Priorities	Milestones	Target date for completion	Corporate Lead
<b>5.1 Foster a corporate culture where there is respect between all staff regardless of the type of job they do or position they hold.</b>	A staff engagement strategy developed which includes an analysis of conflict within staff groups and identifies how to work with hostility and conflict.	March 2008	Corporate Director/ Head of HR
	Staff engagement strategy implemented	Implementation completed by March 2010	Head of HR
	All corporate programmes and corporate-level managers trained in modern staff engagement practices including how to intervene positively and constructively in the organisational culture/s	April 2008	CDG
	All staff in teams, working to a common purpose as evidenced by appraisal targets, regardless of job roles.	March 2010 Reviewed Annually	Corporate Director / Head of HR
	National Office as a Centre of Excellence developed	April 2008	Corporate Director
	2006/07 staff survey published with an action plan for implementation	May 2007	Head of Communications
	A second staff survey carried out.	During 2009-10	Head of Communications
	Existing support groups (for BME staff, staff with disabilities and black managers) and new support groups facilitated & promoted.	May 2007 - March 2010 Reviewed Annually	Corporate Director
	Health and well being checks introduced for staff, identifying levels of stress and low morale, in order to build in personal support programmes where necessary	October 2008	Head of HR

Priorities	Milestones	Target date for completion	Corporate Lead
<p><b>5.2 Develop clear and easily accessible lines of communication within the organisation, which can provide accurate, relevant information in the right format at the right time.</b></p>	<p>Mechanisms for a single continuously updated staff contact list in place</p> <p>Information being cascaded effectively promoting an environment in which staff are informed and engaged in decisions wherever appropriate</p> <p>All appropriate channels of communication being used to ensure maximum message penetration (Channel C, Intranet, memo, briefings, team meetings, flyers, posters, publications and booklets)</p> <p>Intranet and website upgraded and content is accessible and positively reflects up-to-date organisational issues</p>	<p>March 2008</p> <p>December 2007</p> <p>April 2007- March 2010 Reviewed Annually</p> <p>December 2007</p>	<p>Head of Communications /Head of HR/Head of IT</p> <p>CDG/Head of Communications</p> <p>CDG/ Head of Communications</p> <p>Head of Communications</p>
<p><b>5.3 Ensure all staff are made aware of policies and that these are clear, succinct, and easily accessible.</b></p>	<p>All Cafcass' communications and documents meet consistent and set standards</p> <p>Systems developed to ensure that the intranet content including all policies are reviewed and updated by "owners" of the posted material</p>		<p>Head of Communications</p>

**Objective 6: Ensure that the shape, skills and capacity of the workforce is right to deliver our services**

<b>Priorities</b>	<b>Milestones</b>	<b>Target date for completion</b>	<b>Corporate Lead</b>
<b>6.1 Each local area must, as part of its annual planning cycle, set out its workforce development plans.</b>	Guidance and tools provided to local managers to support them to write a workforce development plans, which reflects the diversity of their communities.	April 2007	Head of HR
	Local workforce plans completed and updated each year	July 2007 May 2008 May 2009	ECDG
<b>6.2 Improve the quality of HR/workforce data.</b>	HR MIS data analyst appointed	July 2007	Head of HR
	Robust HR data being reported regularly to Board and CDG  HR and Finance systems in place providing streamlined and robust data for Managers	March 2008  March 2008	Head of HR and Head of Financial Strategy & Audit
<b>6.3 Diversify local teams with a range of new roles, which include Family Support Workers; specialist roles for FCAs and Administrators through accreditation, and commission skills and services to create a multidisciplinary skill base within teams</b>	Clear job descriptions, roles and responsibilities for new roles with clear lines of accountability are in place	March 2008	Head of HR
	A transparent accreditation scheme for specialist roles in place.	March 2008	Head of HR
	All teams to have at least one Family Support Worker in post	March 2008	CDG/ Head of HR
	Teams are commissioning work from other professions, making their work more multi disciplinary	March 2010	Head of Partnerships and Commissioning

Priorities	Milestones	Target date for completion	Corporate Lead
<b>6.4 Acknowledge, consolidate, and expand the role of Cafcass as a learning organisation, which can both generate and apply knowledge, including especially research-based knowledge.</b>	Head of Knowledge Learning and Practice Development (KLPD) appointed.	Sept. 2007	Corporate Director / Head of KLPD
	KLPD opportunities for all groups of staff identified and established through appraisal and training needs analysis.	March 2008	Corporate Director / Head of KLPD
	Fair access to KLPD activities by BME and disabled staff monitored	April 2007 - March 2010	Corporate Director / Head of KLPD
	A business academy approach to support our specialist (HR, IT, finance etc) and business support staff is established.	March 2009	Corporate Director / Head of KLPD
	Work with other partners to provide Higher Specialist PQ Awards.	March 2010	Corporate Director / Head of KLPD
	Funding identified to incrementally support FCAs to gain the PQ award.	Reviewed annually to March 2010	Corporate Director / Head of KLPD
	Coaching and mentoring scheme established.	March 2008	Corporate Director / Head of KLPD
	Research strategy developed and research activities and messages disseminated to staff.	March 2008	Corporate Director / Head of KLPD
	Research informs national policy and practice to complete the cycle of learning.	Reviewed Annually	Corporate Director / Head of KLPD
	All new ways of working evaluated so that we can demonstrate the evidence base for our interventions	May 2007 - March 2010	Corporate Director / Head of KLPD
A devolved KLPD function with a strong strategic overview in place to support new structures	Reviewed Annually March 2008	Corporate Director / Head of KLPD	



**Objective 7: To develop our leadership capacity so that it supports organisational and staff improvement and effective delivery of services.**

<b>Priorities</b>	<b>Milestones</b>	<b>Target date for completion</b>	<b>Corporate Lead</b>
<b>7.1 Ensure that our managers have the right skills and abilities to support Cafcass' ambitions.</b>	A leadership and management programme for first line managers commissioned and implemented. (20 managers per year)	Reviewed annually to March 2010	Head of KLPD
	Leadership competences in place for all managers	March 2008	Corporate Director/ Head of HR
	Succession-planning scheme developed to address retirements over the next five-ten years	March 2008	
	Talent within Cafcass being encouraged and training signposted to support ambitious people in all grades.	Reviewed annually to March 2010	Head of KLPD
	The development of our BME managers being supported.	Reviewed annually to March 2010	Head of KLPD

Priorities	Milestones	Target date for completion	Corporate Lead
<p><b>7.2 Ensure higher expectations of leadership to shape local solutions to local needs within a framework of corporate accountability</b></p>	<p>Business Plans and Risk Registers developed by every team using the information from self assessments, inspections and audits.</p> <p>Progress against Business Plans will be monitored through quarterly performance meetings</p> <p>Allocation of resources for all local areas is in line with demand.</p> <p>A scheme to incentivise and reward excellence in place.</p> <p>Performance Analysts appointed to support managers in developing MIS skills.</p> <p>All managers using CMS as a management tool, focussing on performance in relation to the quality of our work and achievement of our KPI's.</p> <p>An accountability review carried out</p> <p>A permanent structure between local teams and CDG identified and implemented</p>	<p>July 2007 May 2008 May 2009</p> <p>Quarterly</p> <p>March 2009</p> <p>March 2010</p> <p>Sept. 2007</p> <p>Reviewed annually to March 2010</p> <p>October 2007</p> <p>March 2009 March 2010 (implemented)</p>	<p>Corporate Director and ECDG.</p> <p>CDG/Head of Financial Strategy &amp; Audit Head of HR</p> <p>Corporate Director</p> <p>Head of HR</p> <p>Corporate Director</p> <p>Chief Executive</p> <p>CDG</p>
<p><b>7.3 Develop project management approach to ensure that all projects are delivered and managed to timescale</b></p>	<p>Staff managing projects trained in project management skills and able to use MS Project.</p>	<p>March 2007 ongoing</p>	<p>Head of KLPD</p>



**Objective 8: Implement a people strategy that recruits, rewards, retains and develops a flexible and diverse workforce, which reflects the communities we serve and makes Cafcass the leading employer for staff in our sector.**

<b>Priorities</b>	<b>Milestones</b>	<b>Target date for completion</b>	<b>Corporate Lead</b>
<b>8.1 Complete a strategic pay review, which includes pay, terms and conditions, benefits and related aspects, to ensure we have the best workforce to deliver our service.</b>	Strategic pay review completed and implemented	September 2007	Corporate Director / Head of Human Resources
	Strategic Fee Review (SEC's) completed and implemented	September 2007	Head of HR
	Work-life balance policy developed and implemented.	March 2008	Head of HR
	Good health and safety practices in all offices – reduction in rate of incidents each year achieved	Reviewed annually to March 2010	Head of HR
<b>8.2 Ensure we are able to recruit the best talent so that we have the right people in the right jobs.</b>	All new FCAs have a Post Qualification award.	March 2008	Head of HR
	To achieve a ratio of one student placement per 12 FCA's each year, which may be achieved through a student unit within a region.	Year on year to March 2010	Head of KLPD
	A variety of recruitment methods successfully used to attract under-represented groups	March 2009	Head of HR
	A graduate recruitment scheme developed generally and in particular for some IT, MIS and finance posts.	March 2010	Head of HR

Priorities	Milestones	Target date for completion	Corporate Lead
<b>8.3 Proactively manage staff engagement and in particular support BME and disabled staff through induction, appraisal, personal development plans, mentoring and staff support.</b>	All staff appraised annually, which clarifies the part they play in helping achieve corporate objectives, personal support and a PDP.	Reviewed annually to March 2010	Corporate Director / Head of HR
	All new staff receiving induction	Reviewed annually to March 2010	Corporate Director / Head of HR
	All staff receiving regular supervision / 1:1 with their line manager	Reviewed annually to March 2010	Corporate Director
	Investors in People Standard achieved.	March 2010	Corporate Director / Head of HR
	Local Government Equality Standard implemented and achievement of levels 1-5 validated incrementally over the next 3 years.	March 2010	Corporate Director / Head of HR
Two Ticks status as employer achieved	March 2010	Corporate Director / Head of HR	

### Theme 3 Delivering Value

**Objective 9: To provide the tools, skills and confidence to enable Cafcass to behave as and to be recognised as a credible and professional organisation.**

Priorities	Milestones	Target date for completion	Corporate Lead
<b>9.1 Procure effective IT and telephony solutions</b>	Re-tendering process for Desktop and network services completed	September 2007	Corporate Director
	Re-tendering process for HR database completed	September 2007	Head of HR
	Re-tendering process for Finance database completed	September 2007	Head of Financial Strategy and Audit
	Telephony brought into national contract and VoIP implemented	April 2007 March 2008	Corporate Director

Priorities	Milestones	Target date for completion	Corporate Lead
<b>9.2 To provide appropriate IT solutions to support all staff to meet the requirements of the job.</b>	Staff assessed for their requirements and their IT needs, including those with special needs, met	March 2008	Corporate Director
	Flexible working implementation to increase	September 2007	Corporate Director
	Appropriate and relevant IT equipment and training to meet individual job requirements delivered	March 2008 & ongoing	Corporate Director
	IT training team in place to provide ongoing support	June 2007	Head of KLPD
<b>9.3 Further develop CMS to deliver an effective case management system.</b>	50% of FCAs using CMS to maintain accuracy on their current cases	March'08	Corporate Director
	75% of FCAs	March'09	
	100% of FCAs	March'10	
	Templates for case plans, standard letters, contract management etc to be agreed and uploaded on CMS	Sept 07	Corporate Director
	E protocol with courts agreed and implemented nationally	March 07- March 08	Corporate Director
Business support staff job roles and workloads refocused to include customer focus.	Ongoing - March 2010	Corporate Director	
<b>9.4 Review Business Support services nationally and implement new structures and roles.</b>	All business support functions to be reviewed and re-aligned within the 3 new corporate support services (North of England, Middle England and London/South of England respectively)	September 2008	Corporate Director
	Business Support Review implemented and job descriptions and personal specifications for any new roles finalised	October 2007	Corporate Director
	HR change programme completed and aligned to the national Business support services.	March 2008	Head of HR
	New corporate support developed with links to other co-terminous DfES corporate support services e.g Ofsted, Partnerships for schools	March 2009	Corporate Director

Priorities	Milestones	Target date for completion	Corporate Lead
<b>9.5 Implement an effective record keeping and storage system</b>	Tendering process completed	March 2008	Corporate Director
	Record keeping system agreed and implemented	March 2008	Corporate Director
	Archiving and storage facility on CMS developed.	March 2009	Corporate Director

### Objective 10: Being more efficient and adding value in all we do

Priorities	Milestones	Target date for completion	Corporate Lead
<b>10.1 Managing within our financial resource limits</b>	A 3 year capital strategy developed	March 2008	Corporate Director
	Quarterly review meetings with budget holders to monitor progress (target achieved - a tolerance of 0.5% of their allocated budget)	Quarterly	Head of Financial Strategy and Audit
	Robust and timely financial information available to budget holders, Board & DfES	Monthly	Head of Financial Strategy and Audit
	Budgets devolved to new operational areas to ensure budgetary decisions are linked to front line service delivery	March 2009	Head of Financial Strategy and Audit
	DfES/Government efficiency savings targets delivered	March 2010	Head of Financial Strategy and Audit
	Financial skills of budget holders developed through training, coaching, mentoring.	May 2007 - March 2010	Head of KLPD

Priorities	Milestones	Target date for completion	Corporate Lead
<p><b>10.2 Identify and release efficiency savings from our existing spend to allow investment in key front line priority areas</b></p>	<p>Review of top 20 spend areas achieved and contracts re-tendered where savings can be achieved.</p> <p>Review of T&amp;S completed</p> <p>Review of Home workers completed</p> <p>Optimum use being made of video and telephone conferencing. .</p> <p>Review of all “partnerships” completed, and all such funding meeting procedural requirements and value for money</p> <p>End to end examination of all business processes carried out to reduce bureaucracy and improve outcomes and all routine transactions streamlined through Corporate Support Services .</p>	<p>March 2008</p> <p>June 2007</p> <p>September 2007 Reviewed Annually</p> <p>March 2008</p> <p>March 2009</p>	<p>Corporate Director</p> <p>Corporate Director Corporate Director Corporate Director</p> <p>Corporate Director</p> <p>Corporate Director</p>
<p><b>10.3 Embed the principles of sustainability into our strategies and policies and culture.</b></p>	<p>A strategy for sustainable development completed.</p> <p>Staff are aware of sustainable development issues and local business plans reflect this.</p> <p>Staff have completed an audit to identify gaps in practices and any property issues against the sustainability strategy.</p> <p>All our procurement and partnership arrangements take account of our strategy</p> <p>Reduction in our carbon footprint achieved as per the steps in our strategy</p>	<p>June 2007</p> <p>Reviewed annually to March 2010</p> <p>June 2009</p> <p>March 2010</p> <p>March 2010</p>	<p>Corporate Director Strategy &amp; Performance</p>

## Key Performance Indicators for 2007-2008

Key Performance Indicator	Definition	Target
<b>KPI 1 Public</b>	Public Law (Sec 31) allocations during the month should be within 2 working days from receipt of request (receipt day counted as day 0). Target is 5% over 0607 baseline (55%).	+ 60% 😊 59% to 50% 😐 - 50% 😞
<b>KPI 2 Public</b>	No more than 3% of the public law workload should remain unallocated at month end.	- 3.0% 😊 3.1% to 3.9% 😐 + 4.0% 😞
<b>KPI 3 Private</b>	Percentage of Private Law early interventions resulting in full or partial agreement.	+ 60% 😊 59% to 50% 😐 - 50% 😞
<b>KPI 4 Corporate</b>	Service users giving feedback express overall satisfaction with the service they have received from CAFCASS. a) Feedback form & Viewpoint – children b) Feedback form – adults	Monitor for Baseline in 0708
<b>KPI 5 Corporate</b>	95% of all closed cases, which are allocated within the year, should have diversity monitoring recorded for all service users.	95% 😊 94% to 85% 😐 - 85% 😞
<b>KPI 6 Corporate</b>	95% appraisals completed for all eligible staff within a rolling 12-month period.	95% 😊 94% to 85% 😐 - 85% 😞

Meets target (green) 😊

On target to meet (amber) 😐

Does not meet target (red) 😞



## Section 4 Our Resources for 2007-2010

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Cafcass' budget in 2007/08 is £106.698m.

The 2007/08 settlement represents a £5.9m, equivalent to a 5.8% increase on our 2006/07 baseline budget allocation (i.e. baseline budget of £100.8m excluding one off change funding and non recurring allocations of £5m in year). The 2007/08 allocations represent an important increase in Cafcass' purchasing power. Whilst this is still a challenging budget given our aspirations and growing demand, it places us in a good position to achieve the objectives we have set ourselves within the business plan.

Cafcass' budget is fully committed and fully stretched. We will need to absorb unavoidable budget pressures, including inflationary pressures (such as pay awards, increments and increases in pension contribution rates, running cost inflation) and demand growth. In addition we have identified a number of areas for investment and activity.

In HR, we are undertaking a strategic review of pay to ensure we pay the right rate for the job and recruit and retain high quality, highly qualified staff. A Property Board has been established to take forward the accommodation strategy, ensuring the accommodation we have is fit for purpose and supports the delivery of high quality customer focused services. In ICT, we have undertaken a significant capital investment and upgrade of our IT infrastructure in 2006/07. This new kit along with the IT training commenced in 2006/07 provides us with building blocks to transform working practices. During 2007/08 training will continue and kit will be rolled out to practitioners. Our current contract to provide IT and Financial managed services expires on 31<sup>st</sup> March 2007. During 2007/08 we will be undertaking a competitive tendering process to identify a new provider of these services.

Cafcass must also identify efficiencies and savings within our existing spend to deliver on the final year of our current Government efficiency targets. The current targets we are working to require Cafcass to deliver the following savings over the 3 year period ending 2007/08; 7.5% or £6.5m on frontline expenditure and 15% or £1.6m on back office expenditure. These savings will also be required to help Cafcass deliver a balanced budget (absorbing inflationary pressures) and adequately fund areas identified for investment.

A Budget Task Force was established in 2005/06 to co-ordinate in-year remedial budget control measures and ensure that efficiencies were delivered. The budget task force will continue to operate in 2007/08 to deliver budgets and spend aligned to meet service priorities in 2007/08.

Our approach to resource management and allocation continues to be an inclusive one. Frontline managers play a key and growing part in ensuring we



manage our resources well. A number of national functions are increasingly being managed within the regions as we move to greater portfolio working of regional staff. This approach builds on the work of our finance team, who have developed the right blend and balance of skills between the national, regional and local levels of the organisation.

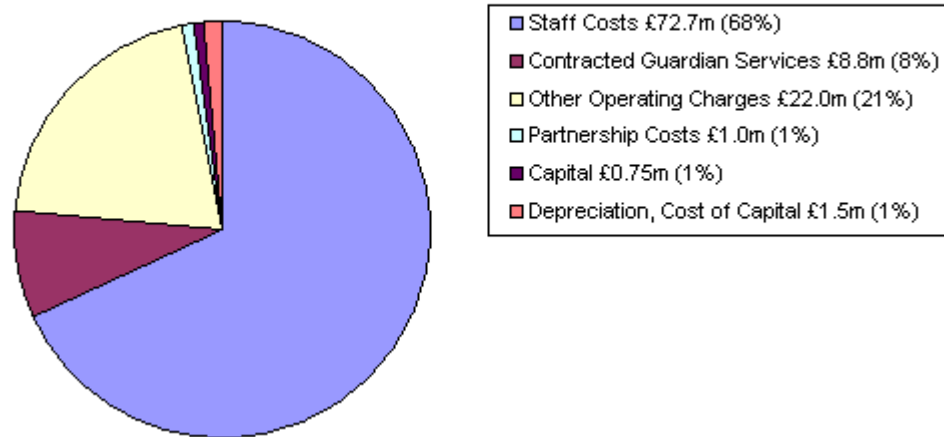
We operate a small strategic national office focused on changing the way resources are used in the organisation and providing strategic direction and expertise to front line services. Resources are targeted towards frontline services and delivering improvements in the quality of service we provide to the children and families referred to us.

DfES have received confirmation of their Comprehensive Spending Review settlement. This confirms that investment in education, skills and children's services will continue to grow significantly faster than inflation. The overall department budget (capital and revenue) will increase from £64 billion in 2007-08 to £67.3 billion in 2008-09, £70.6 billion in 2009-10 and £75.2 billion in 2010-11.

Within the overall financial context this is a good settlement for the DfES, with investment in the sector outstripping growth in government spending as a whole. Within this allocation the DfES has been set a number of challenging objectives to deliver, in addition to these they must release year on year cashable efficiency savings of 3% on front line programmes/budgets and 5% on administration budgets. The savings will be reinvested into better services for children, young people and learners. The exact allocation of funding and targets across the various organisations and departments of DfES is now being worked through and Cafcass will receive this in due course. Early notification of the CSR allocation, targets and efficiencies will allow Cafcass to plan for the future, in a more strategic way.

## How we propose to spend our resources in 2007-08

2007/08 Budget by Category



## Section 5 Risk Management

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Good risk management will support the achievement of the objectives set out in this plan and has a vital role to play in ensuring that the organisation is well run. Our approach covers both the identification and management of the strategic risks, which face the whole organisation and also the operational risks which impact on the whole business.

Board members and senior staff will focus on significant risks, matters of key strategic and operational importance that could potentially have an effect on our ability to achieve our objectives. These are set out in our risk register.

The internal statement of risk appetite, which has been approved by the Board, gives guidance to Cafcass senior managers on the level of risk considered appropriate against areas of strategic risk. In considering its risk appetite against some risks the Cafcass Board are mindful of the stated risk appetite of its key partner, the DfES. The Board also recognise the balance between risks involved in innovation and reform, and the need to ensure that these risks are well considered and well managed.

Cafcass' risk appetite has been divided into five areas based on the risks identified in the Corporate Risk Register. Each area of risk has been assessed on a four-point risk tolerance scale *nil–low–medium–high*.

- Influencing and promoting change - medium
- Operational - medium
- Working with external partners – medium
- Financial management and propriety – nil
- Human resources - low

Monitoring and reporting of any changes to the risks and any new or emerging risks will be carried out at the Board, CDG and Regional level as follows:

- |                         |  |
|-------------------------|--|
| ✓ Board                 | Quarterly  |
| ✓ Audit Committee       | Quarterly  |
| ✓ CDG Performance Board | Quarterly  |
| ✓ Regions               | Quarterly as part of the quarterly performance and finance meetings. |



In addition the risks will be shared with and communicated to our sponsorship department, the DfES, with whom we have a shared risk register.

This process will ensure that Board Members and Senior Management have an up-to-date picture of Cafcass' current risks and the controls that are in place to manage them. It is effectively a process of continuous assessment that needs to ensure that all significant aspects of the business have been addressed.

## **Section 6**

### **Monitoring Progress**

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Our three-year Strategic Business Plan is a challenging and demanding one, and rightly so. We will be monitoring progress monthly through the CDG Performance Board, through quarterly performance meetings with teams and through the work of the Cafcass Board and Audit Committee, who receive regular performance and finance updates.

The development and implementation of our electronic case management systems (CMS) has provided us with a powerful information and management tool and we will be using this to its best purpose to monitor the achievement of our milestones.

Although we have set out our priorities for the next three years, we will review them each year, to ensure that they remain relevant and timely.

We will publish our progress each year in our annual report.