



CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE

Paper for the Board Meeting on Friday 16 April 2010

THE CAFCASS TRANSFORMATION PROGRAMME 2010/11

1. AIM AND PURPOSE

- 1.1 This report sets out the 8 main projects within the Transformation Programme for 2010/11 and the main features of each programme, along with the anticipated benefits.

2. RECOMMENDATIONS/ACTION FOR THE BOARD

- 2.1 To endorse the content of the overall Programme.

3. SHORT SUMMARY

- 3.1 The Transformation Programme aims to identify and implement all further changes Cafcass needs to make to meet its statutory responsibilities during the next Comprehensive Spending Review Period from 2011/14, when public sector finances will be under even more pressure than they are now. Cafcass continues to face pressure due to continued high levels of demand in both public and private law cases. Whilst some projects within the Programme will have immediate benefits, such as the projects covered by Frontline First to reduce unallocated cases, many of the benefits will be felt over the next CSR period, which is where they will be most needed. The Programme is supported by a £10 million grant from DCSF for the 2010/11 financial year. It builds on the Issues Analysis of Cafcass undertaken by PA Consulting during the last months of 2009. The funding is non-recurring for the purpose of changing the way Cafcass operates to release future efficiencies and cashable savings.
- 3.2 The main required Programme outcomes are further improvements in productivity and efficiency savings. These requirements are set out for us in the remit letter to Cafcass from the Secretary of State for 2010/11.

4. BACKGROUND

- 4.1 Cafcass has been changing and evolving since it was established in April 2001 and that process has to continue, not for the sake of it but because the environment in which Cafcass operates has also significantly changed. For example, the 30% rise in public law cases and 15% rise in private law cases over the last twelve months has stretched the organisation's capacity to the limit. Those increases required change and adaptation for them in the largest part to be absorbed and that process is still going on.
- 4.2 Major changes have been made in each of the 9 years since 2001, to put in place a sustainable organisation. It is best to see the 2010/11 programme set out in this report as part of a continuum, not as something radically different. It is the combination of

ever increasing demand along with the current public sector financial position which gives the programme its heightened relevance. In conjunction with this, significant changes in policy and legislation are likely to be shaped by the recommendations of the current Family Justice Review Panel, though any consequent changes in primary legislation are unlikely before 2013 or 2014. Cafcass is therefore likely to be operating in much the same environment until then, so has to find further ways of change and adaptation within current legislative parameters.

- 4.3 The Transformation Programme consists of 8 projects, set out below. Each has an implementation plan but they are inter-dependent and linked to each other. Their delivery will be co-ordinated and managed by a Programme Office.

Programme Office Management	Alan Critchley and Rob Langley	0.2
Project	Lead Role	Projected spend (Million)
National Business Centre	Christine Banim	circa 1.8
Tools for Effective Working	Darren Scates	1.5
Frontline First	Darren Shaw and Bruce Clark	3.6
Internal and External Engagement	Darren Shaw and Anthony Douglas	0.4
Maximising Online Services	Julie Brown	Funding within the tools for effective working programme
Cafcass Operating Model	Anthony Douglas	0.3
Workforce Development	Vince Clark and Jabbar Sardar	2
Estates Rationalisation	Darren Scates	2

NB: Up to £1 million funding for contingency in the mainstream budget allows for inevitable slippage in some projects, and budgets will be adjusted on a monthly basis to ensure the programme as a whole is delivered within the available budget (see Financial Analysis section).

4.4 Brief Description of each Programme

Programme Office

- 4.4.1 The Programme Office (PO) is responsible for the Transformation Programme as a whole, and for driving it forward and co-ordinating the inter-dependencies between the 9 separate projects. It will also monitor and identify where any project milestones are not being met and rectify that. The PO will also identify opportunities for synergy between the programmes, and for avoidable duplication. Finally, the PO will monitor the Programme to ensure the required benefits are being realised. This monitoring will include monthly profiling and stock-taking of spend and benefits. It will also include a rolling impact analysis of the Programme on each of the 21 Cafcass local service areas, in terms of differential need for different projects within the Programme, and the coherent delivery of these to each service area. Accrued benefits for children will also be monitored.
- 4.4.2 The Programme Office will be run by Alan Critchley and Rob Langley, supported by Nicola Blakebrough. They will report to the joint project leaders for the Transformation Programme, Julie Brown and Darren Scates. The Chief Executive sponsors the overall programme.

National Business Centre

- 4.4.3 This project centralises the processing of all C100's from local courts in a single national service, for speed and consistency of response, for example with data inputting. This project is already well under way and all C100's from Central Operational Area are now being processed through the Business Centre in Birmingham. A suitable property has been identified in Oldbury, Sandwell, West Midlands, and this will be fitted out as soon as possible so that the service which is currently provided from within the Birmingham Cafcass office can be re-located and then expand to take on work from the North and South of England operational areas.
- 4.4.4 The National Business Centre will also make its technology and processes available for other functions within Cafcass which can be centralised, such as GSCC registration, pensions administration, initial receipt of some complaints, database support etc.
- 4.4.5 A parallel change is the development of Level 1 and 2 business support roles in local teams. Both roles will support practitioners and managers more directly. Level 1 work is more basic and includes manual and e filing, archiving, processing court orders etc. Level 2 work includes improving data quality, especially on closures and allocations, and supporting case management and case progression, with practitioners in liaison with court service staff.
- 4.4.6 Local service areas are currently defining their Level 1 and 2 support needs, and business support staff will be assessed for the new Level 2 roles in an assessment centre.

Tools for Effective Working

- 4.4.7 This project will improve existing tools and develop some new ones. An example of improvement to existing tools will be improvements to electronic forms and templates.

An example of new tools will be Skype, video-conferencing and blackberry facilities, to support flexible working and earlier completion of cases by practitioners to the same quality as at present. Some of the more obvious improvements that would confer huge benefit are to give practitioners pre-populated templates which work straightforwardly every time they log on, either in the office or remotely. Whilst this is a basic tool for the job, the internal service to practitioners and managers is still not good enough. Automated letters are another example of a simple development bringing time and cost savings.

- 4.4.8 A key element of this programme will be to improve both the quality of data (eliminating inaccuracy), and to harmonise databases so they inter-relate with each other and can produce integrated information for the staff who need this. Rob Langley has been appointed as the 'data tsar' for this purpose.
- 4.4.9 Whilst this project excludes improvements to Flex, which will continue to be handled through normal contract management channels, it does include further improvements to the Cafcass case management system (CMS), and the way in which CMS inter-relates with other key databases such as the finance and HR databases. This is especially important in helping local managers keep control of budgets and to plan the future needs of their workforce.

Frontline First

- 4.4.10 This project will roll out new practice models which support the permanent elimination of delays and backlogs, and the promotion of the highest quality practice and management of that practice. Examples of practice models being developed and rolled out within this project are Children First as a post-first hearing option in private law cases, the helpline for children in private law cases which have been duty allocated, and defining some public law cases as 'watching brief' cases in which involvement by a Cafcass practitioner is less intensive. These programmes require organisational support in the form of supervision and training. Other programmes include a consolidation of the Work to first Hearing model in private law (now issued as a Practice Direction (the Private Law Programme) by the President of the Family Division): a similar framework for work done on public law cases before the key decision-taking Case Management Conference; and a programme to maximise the number of appropriately negotiated outcomes, with the requisite safeguards, in all types of case.
- 4.4.11 This project will also make funding available to local service areas to clear the remaining backlogs in both public and private law cases as soon as possible. The release of funding will be dependent upon the local Designated Family Judge agreeing to support the local Cafcass change programme, so that as well as clearing backlogs, systems and processes are in place to prevent them building up again. Where no such agreement can be reached, funding will not be made available; as there will be insufficient joint working to guarantee problems will not arise again in a few months time. Funding will be allocated on the basis of a business case. This programme is run by the 3 Operational Directors. The Chief Executive will counter-sign business cases, and, where agreements cannot be reached despite backlogs remaining, will work jointly with the relevant Operational Director and the Director of Policy, Bruce Clark, to engage as strongly as possible with the local judiciary.

Internal and external engagement

4.4.12 Cafcass needs to connect strongly with staff and stakeholders about the aims and practicalities of the Transformation Programme, especially as many staff and contractors experience change fatigue. Some stakeholders (and staff) remain unconvinced about the organisation's direction of travel so they need to be both engaged and inspired about what Cafcass is seeking to do. Engagement with service users continues to be insufficient in some service areas, both in respect of their own cases and with voluntary and community organisations representing specific service groups. For these reasons, this engagement project is based upon developing a stronger model of engagement and inclusivity with service users, staff and stakeholders.

4.4.13 This project features a number of programmes including:

- A development partnership with key stakeholders in which the practice changes being made (see Frontline First) are discussed with and influenced by stakeholders before and during their development
- A new helpline for children and young people
- Adoption of the Health Check programme for the organisation as a whole, as recommended in the report of the Social Work Task force last year, and which is now being taken forward under the auspices of the Social Work Reform Board
- Use of the Appreciative Inquiry model in local service areas, in which a strengths-based approach takes specific steps to improve job satisfaction and mutual awareness between service users, staff and stakeholders
- Embedding a revised Complaints Procedure, which aims to process and resolve complaints more quickly

Maximising online services

4.4.14 This project seeks to build on the development of the Cafcass portal to maximise online access and support for service users, and to maximise the use of electronic transactional processing for internal functions like finance, HR and all business support services. An example of wider portal access for service users is the offer of more structured support for facilitated self-assessment and negotiated outcomes on cases. An example of internal services is all HR and finance related forms. More timely and consistent intranet design, development and control will be crucial.

4.4.15 This project overlaps with other projects like Tools for Effective Working, as pre-populated templates need to be of a high quality and to be operationally reliable for this to work, as does the basic IT system used by Cafcass, Flex.

Cafcass Future Operating Model/Manual

4.4.16 This project will confirm in one place, in one operating manual, 'the way we do things around here'. At present, policies and procedures are developed in different ways by different people, and whilst standardisation and quality assurance processes are in place, the end product is not always clear, not always consistently accessible and not always well enough supported. Whilst the Online Policy Centre has helped to deliver higher levels of awareness and knowledge of policy, more work is needed to consolidate existing policies, procedures and forms in one single document, available online, which can be updated when needed and kept under regular review. In some ways this is a simple enough project, but it will involve the revision of a number of

policies to bring them up to date and to reflect changes made elsewhere in this Programme. It is also an opportunity to engage a wide range of staff in the development and testing of the Future Operating Model/ Manual.

- 4.4.17 Current work to develop a whole-organisation model of safe minimum working or proportionate working, to ensure a safe minimum service, will be finalised within this project. This includes all functions e.g., safe minimum budget forecasting and monitoring; safe minimum business planning and risk management; safe minimum complaints handling; proportionate work in a public or private law case. Much of this work does not involve revision or re-writing but demonstrating how the work can be carried out safely and appropriately within existing resources.

Workforce Development

- 4.4.18 This project will focus on how productivity can be improved without detriment to staff. There is an optimal point for caseloads, above which productivity and effectiveness decreases because practitioners do not have the time to carry out the necessary work on a case. This project will review levels and quality of supervision, training and organisational support, with a view to enhancing performance and staff well-being.
- 4.4.19 The project will also oversee the implementation of the new workforce strategy, including the scheme for Newly Qualified Social Workers, some of whom will have been high-performing students who will stay with us after their final placements. In addition, support for Family Support Workers to become FCA's through sponsoring onto their social work degree courses will continue.
- 4.4.20 This project will also link closely with the National Business Centre project to ensure that we maximise efficiencies in business support by changing and developing the business support structure.
- 4.4.21 The need for this programme strand is substantial, not least because up to 200 Cafcass staff are projected to retire during the current financial year, which means this is an ideal as well as essential time to start building a workforce who will be with Cafcass for the next 5-10 years.
- 4.4.22 This project will also feature a management development programme to support and improve leadership and effectiveness at the service manager level within Cafcass. By focusing on the competencies and skills required for the post, the programme will offer customised training to individual managers, according to need. The existing leadership and development programme for Heads of Service will continue throughout the year. Redundancy programmes and costs as required will be co-ordinated through this project, in line with existing Cafcass policies.

Estates rationalisation

- 4.4.23 This project is anticipated to make a significant contribution to efficiency savings from 2011 onwards. Plans are being implemented to further modernise our estate and to reduce the number of properties that are no longer fit for purpose. This will result in up to 25 local offices being closed during 2010/11. This has to go hand-in-hand with an increase in flexible working. Experience to date shows that larger offices with larger staff groups make it easier to run core services such as early intervention services where swift responses are needed. Larger offices can help to ensure that staff are better connected to mainstream developments.

- 4.4.24 In some service areas, this will mean re-configuring existing offices. In other areas, all sites will be closed and staff will move to a more fit-for-purpose building within the service area. This programme will also allow for us to vacate offices that are poorly equipped and not easy to access.
- 4.4.25 Touch-down facilities will be identified, in which staff can interview service users and use the facilities. This will mean working in partnership with other social care agencies to identify buildings such as children's centres which are the right type of environment for our service users to meet and work with practitioners.

5. KEY STRATEGIC ISSUES FOR THE BOARD TO CONSIDER

Governance arrangements

- 5.1 Governance will remain within the corporate structure, with the Board and the Corporate Management Team all devoting time to the programme, as part of their mainstream work throughout 2010/11. CMT will meet monthly as the Transformation Board, chaired by the Chief Executive. Each monthly meeting will receive a progress report from the Programme Office managers. The Board and Audit and Risk Assurance Committee will also receive regular reports.
- 5.2 In consultation with the Chair and Chief Executive, individual Board members may be invited to play a specific role in one or more of the projects, in addition to their basic Board accountability work. An ex officio right of attendance at CMT/Board meetings when the Transformation Programme is being discussed has been offered to our DCSF sponsor.

Analysis of the overall programme

- 5.3 This programme is a national change programme but its success depends upon the quality and timeliness of local services at any one time. Local change programmes have been under way for some years and are in reality continuous, especially given recent pressures. The 2010/11 Transformation Programme must make sense locally, and to support local change programmes, which is where the bulk of productivity improvements and efficiency savings are made.
- 5.4 The Programme will be delivered at a time of great stress in and on Cafcass. Demand in public law rose again in February and March 2010 and, whilst the Interim President's Guidance has been extended, its implementation remains problematic in some service areas. Scenario planning for some aspects of the Transformation Programme cannot be undertaken with any certainty, because a new Government could make early policy choices. Discussions will be needed with the newly appointed President of the Family Division, Sir Nicholas Wall, so that there is a clear position in respect of this Guidance after October 2010.
- 5.5 However, despite this, many projects can be delivered reliably in the knowledge that whatever happens, delivery of these projects will be required, not least because of the external financial scenario facing the incoming Government. These projects include estates rationalisation, the National Business Centre, tools for effective working, and workforce development. It is the projects concerned with front line practice models which are uncertain, and I suspect, will be for a little time yet. It is also these projects which hold the key to further productivity improvements.

5.6 Cafcass has 4 priorities for 2010/11, and they have equal importance and status. They are essentially the same as 2009/10:

- Safeguarding
- Reducing delays and backlogs
- Balancing the budget
- Improving the quality of the front-line service

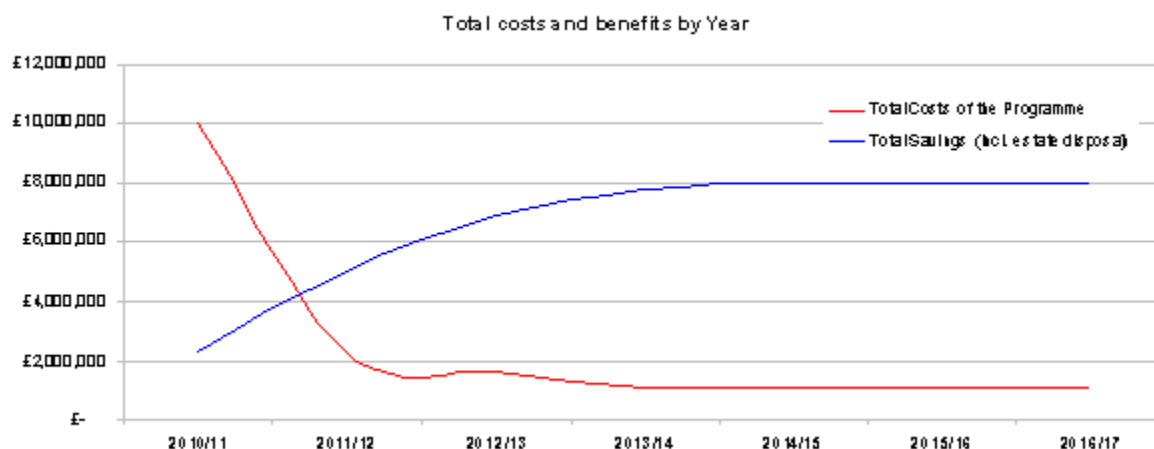
5.7 These priorities will be set out in an updated Corporate Business Plan, which will set out a slimmed down number of priorities and a safe minimum or proportionate framework for delivering all services, in direct response to demand and resource pressures. This programme is essential if Cafcass is to manage further increases in demand within existing resources.

6. BENEFITS FOR CHILDREN

6.1 Children and young people will benefit if the Cafcass service they receive is of a higher quality and delivered in a more timely way. Whilst that is a simple sentence, it is the main driver for the overall Transformation Programme. The accrued benefits for children and young people will form part of the core monitoring process.

7. FINANCIAL ANALYSIS

7.1 We currently anticipate benefits of £2.4 million in year 1 of the programme(excluding capital receipts), rising to £5 million in year 2, £6.8 million in year 3, and then a sustained position of around £8 million per year from year 4 onwards.



7.2 Overall, the programme is anticipated to deliver efficiency and effectiveness benefits – primarily in staff productivity terms. Benefits have been translated into a financial position to aid cost benefit analysis, with a conservative approach being made in our assumptions.

7.3 A productivity increase of around 6.5% (shown across the streams) is reflected but the scope for this level of improvement to be increased will continue to be tested and challenged throughout the implementation of the programme.

7.4 Key benefit delivery streams are business centres - where administrative resource costs could be reduced by around 25% - and estates rationalisation - where reduced running costs, plus asset realisation from sales could be significant.

7.5 Key components of cost, in year one, are workforce development (where redundancy costs for 125 have been included), estates rationalisation (exit costs from buildings), tools for effective working (technical specification and upgrade costs) and business centres (salary and building fit out costs).

7.6 Subsequent programme costs are planned to be met from within the Cafcass base budget. A programme review will be undertaken in Q3 2010/11 to assess progress and confirm funding requirements. This review will consider the size and scheduling of the investment planned in this business case in light of any emerging spending priorities and relative leverage of the intended efficiencies against the potential outcomes of other pressures.

7.7 The table below sets out the profile of expenditure and benefits across the original seven workstreams of the programme, to which have now been added 'Maximising Online Services'. As the details of the activities for each workstream are being finalised so too are the spending intentions with a view to redistributing the £10m investment to meet all 8 project priorities.

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
People Costs associated with the Programme							
Programme & Change Management	£ 390,000	£ 390,000	£ -	£ -	£ -	£ -	£ -
FrontlineFirst	£ 610,000	£ -	£ -	£ -	£ -	£ -	£ -
Engagement	£ 100,000	£ -	£ -	£ -	£ -	£ -	£ -
Developing a Future Operating Model	£ 550,000	£ -	£ -	£ -	£ -	£ -	£ -
Developing more effective working tools	£ 190,000	£ -	£ -	£ -	£ -	£ -	£ -
Creating Business Centres	£ 140,000	£ -	£ -	£ -	£ -	£ -	£ -
Estate Rationalisation	£ 150,000	£ 150,000	£ 140,000	£ -	£ -	£ -	£ -
Developing a more effective workforce	£ 240,000	£ -	£ -	£ -	£ -	£ -	£ -
Technology/Other costs associated with the programme							
Programme & Change Management	£ 190,000	£ 160,000	£ -	£ -	£ -	£ -	£ -
FrontlineFirst	£ 120,000	£ -	£ -	£ -	£ -	£ -	£ -
Engagement	£ 420,000	£ -	£ -	£ -	£ -	£ -	£ -
Developing a Future Operating Model	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Developing more effective working tools	£ 1,620,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000	£ 100,000
Creating Business Centres	£ 1,840,000	£ 1,090,000	£ 1,090,000	£ 1,090,000	£ 1,090,000	£ 1,090,000	£ 1,090,000
Estate Rationalisation	£ 1,860,000	£ 1,350,000	£ 1,260,000	£ 730,000	£ 770,000	£ 250,000	£ 180,000
Developing a more effective workforce	£ 2,670,000	£ -	£ -	£ -	£ -	£ -	£ -
Total Costs of the Programme	£ 11,090,000	£ 3,240,000	£ 2,590,000	£ 1,920,000	£ 1,960,000	£ 1,440,000	£ 1,370,000
Benefits							
Programme & Change Management	£ -	£ -	£ -	£ -	£ -	£ -	£ -
FrontlineFirst	£ 1,043,260	£ 1,564,890	£ 2,086,519	£ 2,086,519	£ 2,086,519	£ 2,086,519	£ 2,086,519
Engagement	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Developing a Future Operating Model	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Developing more effective working tools	£ -	£ 767,150	£ 1,709,450	£ 2,231,079	£ 2,231,079	£ 2,231,079	£ 2,231,079
Creating Business Centres	£ 1,051,674	£ 2,103,349	£ 2,103,349	£ 2,103,349	£ 2,103,349	£ 2,103,349	£ 2,103,349
Estate Rationalisation	£ 17,500	£ 353,000	£ 705,000	£ 1,092,000	£ 1,315,000	£ 1,292,000	£ 1,333,000
Developing a more effective workforce	£ 260,815	£ 260,815	£ 260,815	£ 260,815	£ 260,815	£ 260,815	£ 260,815
Total Cashable Savings	£ 1,051,674	£ 2,870,499	£ 3,291,168	£ 3,291,168	£ 3,291,168	£ 4,583,168	£ 4,624,168
Total Non Cashable Savings	£ 1,321,575	£ 2,178,704	£ 3,573,964	£ 4,482,594	£ 4,705,594	£ 3,390,594	£ 3,390,594
One off Benefits							
Estate Disposal	£ 380,000	£ 380,000	£ 380,000	£ 380,000	£ 380,000	£ 380,000	£ -
Total Savings (incl. estate disposal)	£ 2,753,249	£ 5,429,203	£ 7,245,133	£ 8,153,762	£ 8,376,762	£ 8,353,762	£ 8,014,762
Funding required by the programme ²	£ 9,990,000	£ 2,270,000	£ 1,620,000	£ 1,190,000	£ 1,190,000	£ 1,190,000	£ 1,190,000

7.8 The overall impact on the ongoing operating budget from 2011/12 onwards is shown below. As cashable benefits exceed costs for the programme after 2010/11, the programme contributes to the budget in the region of between **£600k in 2011/12 (savings of 2.8m less funding required by programme of 2.2m), rising to £3.4m from 2015/16 onwards** when benefits are being realised in full. The figures include only cashable benefits.

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Impact on Operating Budget		-£ 600,499	-£ 1,671,168	-£ 2,101,168	-£ 2,101,168	-£ 3,393,168	-£ 3,434,168

8. RISK ANALYSIS

8.1 There are risks that will require robust management. The Transformation Programme will document a Risk Management Plan and Strategy, which follows best practice and conforms to DCSF standards. A weekly review of these registers including ensuring that mitigation actions are being adequately progressed will be reported to CMT to be assured that risks are being managed, and allowing them to focus squarely on those risks which are very high profile or which have been escalated for a specific decision or guidance. There are several key, high level challenges to successful benefits realisation and these have been set out below.

#	Name	Description
01	Ongoing funding is not available	The programme has ongoing costs beyond March 2011. The current assumption is that these will be covered from within Cafcass' mainstream budget. Should the budget settlement be severely reduced, this may make the programme unsustainable and prevent benefits realisation.
02	Tactical IT changes create resistance	Some of the more innovative and unfamiliar changes for staff will come from the tactical IT changes. These changes will be among the first to occur, and will set precedents and expectations for the rest of the programme. It is crucial that the programme gives these projects attention as symbols of success, otherwise cynicism will soon set in because expectations will have been raised only for the expectation not to be delivered.
03	Family Justice Review	The family justice review may fundamentally alter the delivery landscape for Cafcass, rendering the programme irrelevant and/or obsolete
04	Change in Judicial leadership	There is a risk that the level of judicial support enjoyed by Cafcass changes under a new President. This could impact on the president's current interim guidance, and create extra delivery challenges for Cafcass.
05	Staff and union resistance	Estate rationalisation and single business centre will cause staff to relocate and some posts to be deleted. Culture changes for practitioners around use of IT, mobile working and short term casework models may conflict with their professional values. There is great potential for conflict with staff and unions if not handled sensitively.
06	Under-resourced Programme	There is a risk that Cafcass attempts to drive the change programme by using business as usual resources without sufficient temporary or specialist support, causing the programme to miss deadlines or stall completely. This can be mitigated by ensuring that DCSF funding is used to establish the right number and type of support posts.
07	Requirements of CMS not met	If we do not engage practitioners and admin staff fully in deciding changes to CMS, there is a danger that any replacement or extension to CMS does not do what is needed, or is not practically usable, and does not therefore deliver the anticipated benefits.
08	Change without benefit	Proposed changes will show benefit on paper, but there is a risk that those benefits are not actually captured and realised. Good programme management and insistence on a benefit realisation plan will mitigate this.

#	Name	Description
09	Property market risk	The estates rationalisation programme involves large financial amounts, and projected costs and benefits are partly dependent on the commercial property market.
10	Low ambition	There is a risk that the programme does not cast around widely for alternative ways of working, or dismisses possibilities without full consideration and therefore limits the benefits that the programme can achieve.

9. DIVERSITY ANALYSIS

- 9.1 More resource is being invested in equality and diversity work in 2010/11, with the full time secondment of a Head of Service, Myra O'Farrell, to lead the work in conjunction with the Head of Human Resources and Organisational Development, Jabbar Sardar. Equality Impact Assessments (EIA's) are in place now in all service areas and the actions to deliver these need supporting and monitoring. There is no specific issue of concern about the Transformation Programme in respect of equality and diversity, though the following safeguards will be built in through the Programme Office:
- An equality impact assessment of any major new practice model
 - An equality impact assessment of any restructuring undertaken during 2010/11
- 9.2 Progression of each EIA action plan is now part of the mainstream Service Improvement process led by Operational Directors.

Anthony Douglas CBE
Chief Executive
April 2010