



CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE

Paper for the Cafcass Board Meeting on 9 October 2019

Strategic Plan

KEY POINTS

- Our new Strategy to 2023 was published on 2 September to coincide with the arrival of our new Chief Executive, Jacky Tiotto.
- An advance copy was shared with staff in July, and with key partners shortly before public release.
- The next steps are to develop:
 - i. the Success Framework which will set out what good looks like and how we plan to measure it;
 - ii. the Delivery Plan for 2020 – 2023 which will set out the cross-cutting workstreams under each pillar (Practice, Partners and People); and
 - iii. the arrangements for reporting on progress.
- These are in development and will be finalised in time for implementation to commence at the start of next financial year. We will continue to engage staff, children & families and partners in the process.

1. AIM AND PURPOSE

- 1.1. This paper updates the Board on the publication of the Strategy and next steps.

2. ACTION FOR THE BOARD

- 2.1. The Board is asked to note the publication of the Strategy and next steps in implementation.

3. BACKGROUND

- 3.1. The new Strategy was published in line with the arrangements agreed by the Board in June. An advance copy was shared with all Cafcass staff in July, through a combination of presentations at team meetings, and a news story on the intranet. In addition, the Director of Strategy hosted a well-attended webinar on 'Turning the Strategy into Action' on the day of the launch, with valuable input from Caroline Corby from the Board, Imogen Tutt from the Family Justice Young People's Board and Julie Bury from Human Resources.
- 3.2. The public release of the Strategy was on 2nd September, to coincide with Jacky Tiotto's arrival as our new Chief Executive. Media coverage gave particular prominence to how Cafcass plans to improve children's experience of the family courts and how we want to establish channels for feedback from adult family members, including the Family Forum. A

number of partners have written in response offering to collaborate on some of our priorities, including developing the evidence base on the experience of children and families; the development of public health approaches; and sharing learning on children's participation. Social media monitoring continues to indicate scepticism from a number of adults who have experienced our service. It is imperative that we develop concrete plans to that ensure we can show the difference.

4. KEY ISSUES TO CONSIDER

- 4.1. Our priority now is to put the Strategy into the action. We will do this through the development of the following
 - 4.1.1. A new Success Framework. This will set out what good looks like for children and families, our partners and our staff, and how we plan to measure it. We already have rich data which we will draw on to produce additional analysis, for example to base more data on children rather than cases. There are also some areas where we need to consider collecting new information, particularly in relation to feedback and impact on children's lives.
 - 4.1.2. a three-year Delivery Plan from April 2020 to March 2023: which will set out the cross-cutting workstreams under each pillar (Practice, Partners and People), who will lead them, and how the improvements identified in the Strategy will be delivered over the next three years.
 - 4.1.3. revised reporting arrangements: to ensure that we communicate our progress - and learning along the way - to staff, and both national and local partners, as well as to the Board and the public.
- 4.2. Each of the above is in development and will be in place before the end of the current reporting year. We will continue to engage children and families, staff and partners in the process.

5. IMPACT ON CHILDREN AND YOUNG PEOPLE

- 5.1. Children and young people, and those who matter to them, are at the centre of our work. The Strategy sets out what more we will do to prioritise their safety, voice their needs, and make their lives better. Our future success framework seeks to improve our data and insight on the difference we make.

6. FINANCIAL AND RISK ANALYSIS

- 6.1. The Strategy is a key tool to help us manage immediate pressures and longer-term demand. We will review resource requirements and allocation, and strategic risks, as we develop the cross-cutting workstreams between now and the end of the financial year.

7. DIVERSITY ANALYSIS

- 7.1. We will continue to promote diversity and inclusion for the children and families we work with, our workforce and our partners, and will seek to improve our diversity analysis through the Success Framework.

Teresa Williams, Director of Strategy
September 2019