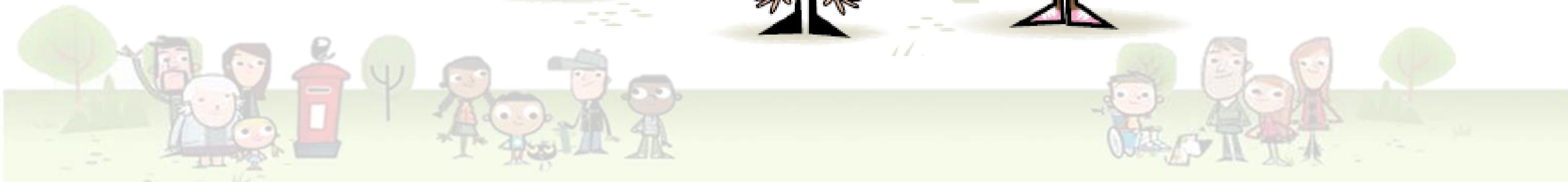
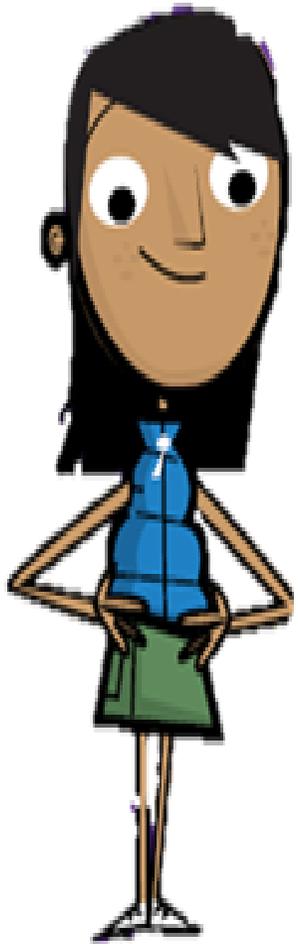


Ofsted annual self – assessment – a summary

Public Board meeting
20 January 2021



Today's content



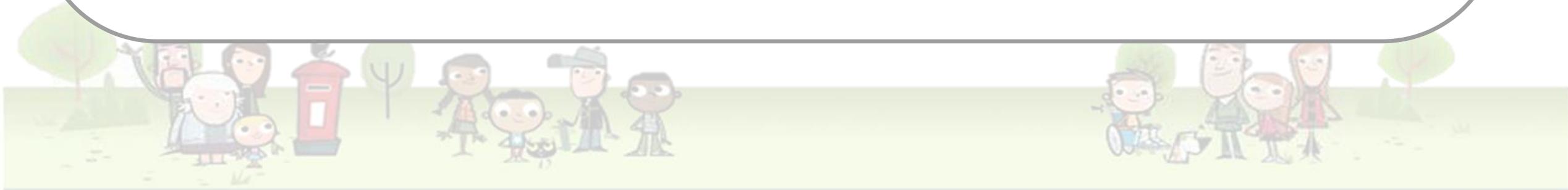
1. Ofsted self – evaluation

2. COVID – 19 update

3. Demand and system pressures

1. Strategic planning

2. Together for children and families – our new practice framework





Our Context

1. A transitional year
2. The numbers
3. The 'stretch'
4. The impact of Covid –19

What do we know about the quality of practice and how do we know it ?

1. Our quality Assurance Framework
2. What have children told us?
3. The quality of practice
4. Learning from practice



Improvement

1. Since the last inspection
2. A national improvement plan

Leadership

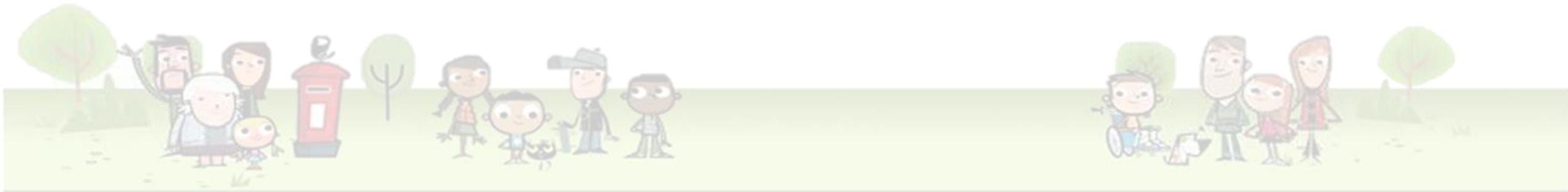
1. The impact of leaders
2. Influencing the Family Justice System





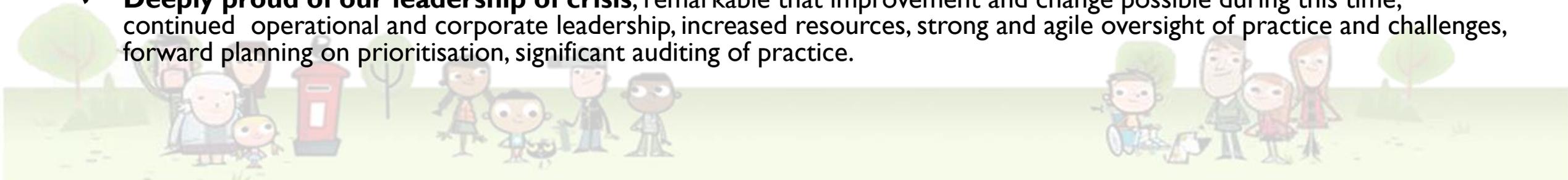
Our Context

1. A transitional year
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A transitional 15 months

- ✓ **Significant leadership changes** – September 2019 - CEO, operational directors (continuity prioritised), board chair (interim) and three new board members
- ✓ A **global pandemic** to compete with our new **three year strategy!**
- ✓ Intention – keep the grip and oversight, keep the consistent leadership and delivery structures **AND stretch further** by:
 1. Developing our own **practice framework** to enhance relationships, strengthen analysis and explicitly focus on children's needs, wishes and feelings
 2. **Strengthened leadership footprint on practice**
 3. Seeking and learning from **feedback from families**
 4. **System leadership** of reform in private and public law proceedings
 5. Becoming a **stronger employer overall** but with a recognition that we are the largest social work employer in England
- ✓ Six months consolidating and then March 2020 happened. Most challenging time in our history
- ✓ **Deeply proud of our leadership of crisis**, remarkable that improvement and change possible during this time, continued operational and corporate leadership, increased resources, strong and agile oversight of practice and challenges, forward planning on prioritisation, significant auditing of practice.



The numbers

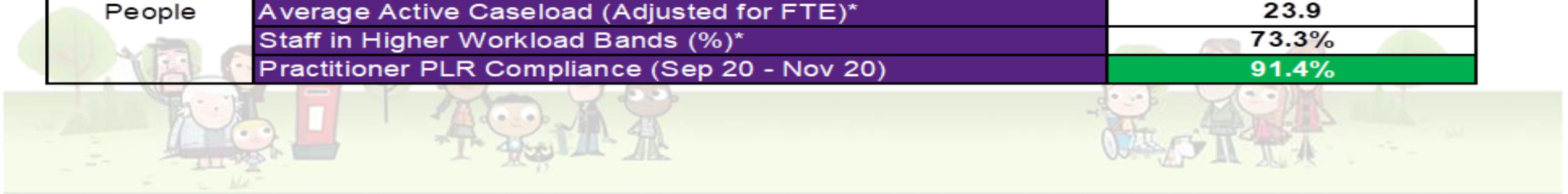
- ✓ **141 000 children** in 2019-20 - upwards trend 5% year on year – 1/3rd Public Law and 2/3rd Private Law
- ✓ December 2020, highest number ever of **open active cases 36 881 (59 000 children)** – 40% higher than at inspection 2018 – 17,000 more children!
- ✓ **July – September 2020 – busiest financial quarter in Cafcass history**
- ✓ **14 124 Public Law cases** (17% higher than pre – Covid), **22 757 Private Law cases** (25% higher than pre – Covid)
- ✓ **22 700 section 7 reports (25 hours)** in 2019-20 – 30% increase in three years and **2 800 RI6.4 reports (50-60 hours)** – 54% increase in three years
- ✓ **Caseloads** highest on record despite **136 more social workers in two years – 24 work after first hearing teams and 55 work to first hearing teams**
- ✓ **Duration in Public law average 40 weeks, Private Law – 11 weeks to first hearing and 45 weeks after first hearing**
- ✓ **1802 qualified social workers (1471 fte including, 105 active associates , 34 students) 508 corporate colleagues**
- ✓ **Turnover – 8.7% a year - half national rate – Dfe snapshot 2019**



Unless indicated data is year to date April 2020 - November 2020 compared to the same period in 2019.

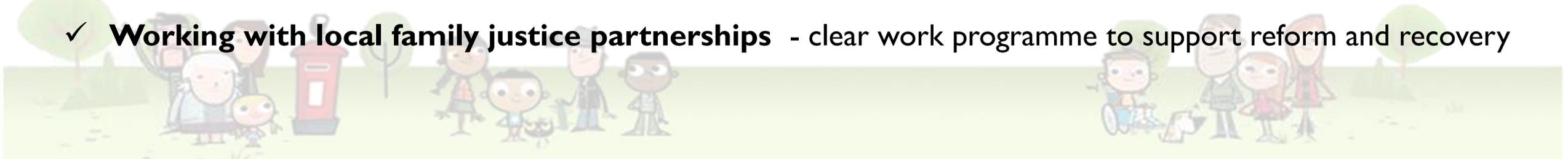
*Indicates 'snapshot' data taken on 1 December 2020

	Measure	April-November 2020	
Service	KPI 1 - % Allocated (Care)	99.5%	
	KPI 2 - Working Days to Allocate (Care)	1.2	
	KPI 3 - % Private Allocated	99.3%	
	KPI 4 - % S7 Filed on Time	98.4%	
	National Quality Assurance Audit (Latest): Good/Outstanding	63.0%	
Practice (Public Law)	Total Public Case Demand (% Change)	12,092	-2.3%
	Care Application Demand (% Change)	8,863	-0.8%
	S31 Care & Supervision Duration (Closed Cases Q2 2020)	40 (Weeks)	
	Active Children Cases (Change)*	14,124	16.5%
	Open Children's Cases Duty Allocated (%)*	95	4.4%
Practice (Private Law)	Total Private Case Demand (% Change)	30,472	-1.8%
	Active Children's Cases (%Change)*	22,757	20.6%
	Section 7 Demand (% Change)	13,459	-8.8%
	R16.4 Demand (% Change)	1,560	-24.1%
	Open Children's Cases Duty Allocated (%)*	533	-59.1%
People	Social Work FTE*	1,471.7	4.9%
	Sickness (3 Month SW AWDL)*	9.9	
	Average Active Caseload (Adjusted for FTE)*	23.9	
	Staff in Higher Workload Bands (%)*	73.3%	
	Practitioner PLR Compliance (Sep 20 - Nov 20)	91.4%	



The 'Stretch' – our strategic priorities

- ✓ **A new practice framework** – led at the frontline, relationship focus, clearer reasoning, family and child understanding
- ✓ **Complaints review** – listening, listening again and adapting in response
- ✓ **Listening and learning** – family forum, feedback in quality assurance, new listening post (staffed service for children's feedback)
- ✓ **Organisational development strategy** – becoming 'the best employer'
- ✓ **Social Work Academy** – developing internal expertise and sharing with local authorities
- ✓ **Governance and oversight of performance** – focus on work less than good and regional performance boards to prioritise improvement
- ✓ **Transforming within our means** – emerging from the pandemic to be better and more efficient
- ✓ **Equality, Diversity and Inclusion** – a strategy that makes a difference in all that we do
- ✓ **System leadership for Public law** - a partner implementing the recommendations of working group report
- ✓ **System reform for private law** – recovery and reform to reduce demand and provide earlier family solutions
- ✓ **Working with local family justice partnerships** - clear work programme to support reform and recovery



'Together with children and families' – our new practice framework



Always looking for the strengths and risks

'To develop skills in asking strengths-based questions; Appreciative Inquiry (AI) will be used with families and organisationally to understand what is working well, how we are addressing risks and the difference we are making'

Decision making is clear and reasoned

'An analysis and planning instrument to make sense of complex information and show strong rationale for decision making about the protection of children and promotion of their welfare'

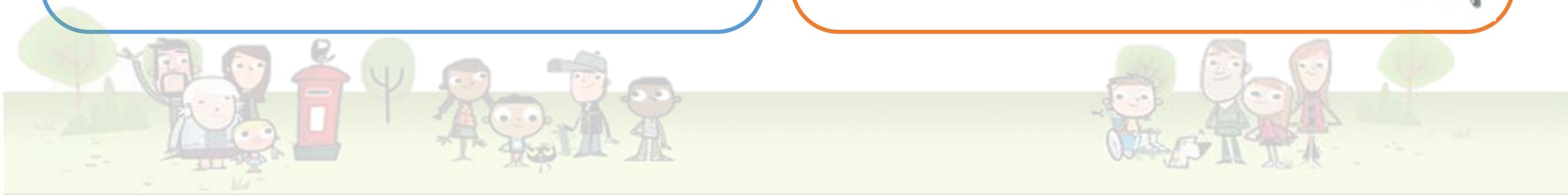


Believing in respectful relationships

'A model of group supervision will help colleagues to reflect, develop their practice confidence and commit to consistency in using the practice framework'

Holding children and their families at the heart of our practice

'Family story boards will help children to understand why they are involved in the family courts and we will support parents to share this directly with their children'



How will we know we have made a difference?



Always looking for the strengths and risks

‘Our reports to the court and our records are balanced. They set out the strengths, risks and difficulties for families’

Decision making is clear and reasoned

‘Children and Families have an outcome during and at the end of their proceedings that they know and understand’

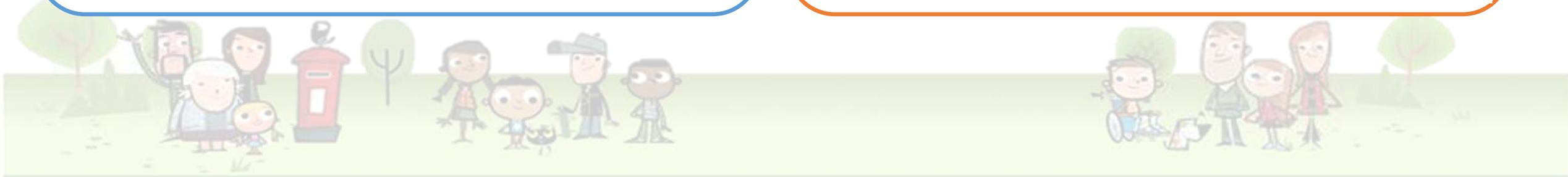


Believing in respectful relationships

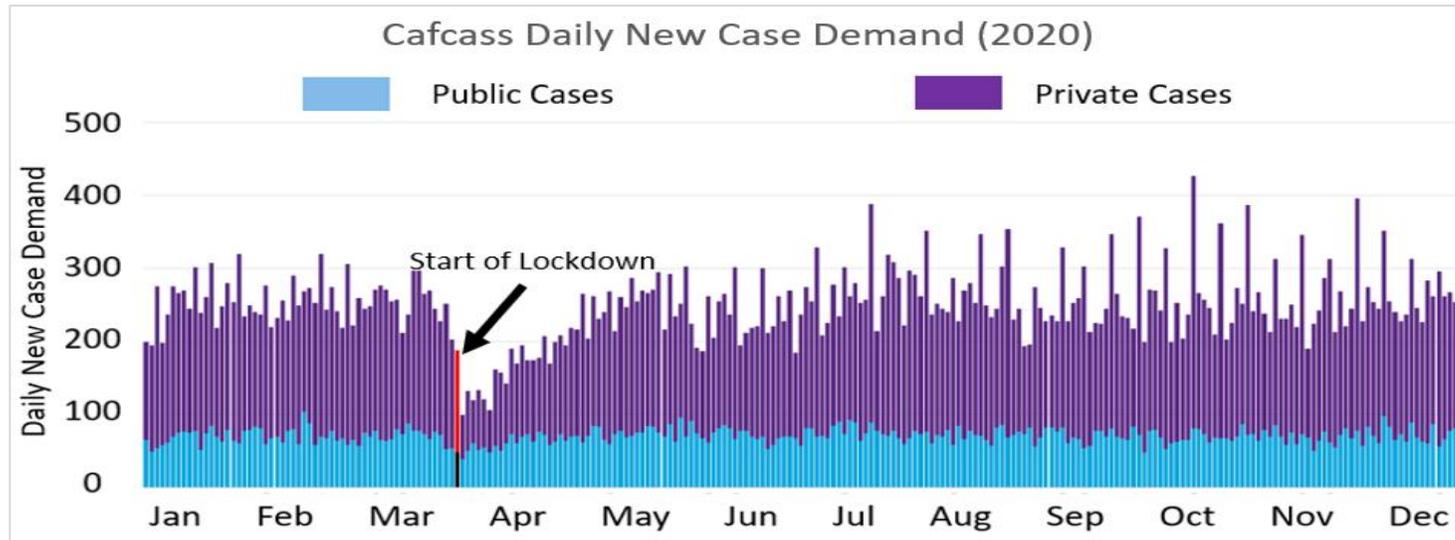
‘Our work with each other will seek to understand our own and other’s strengths; including children and families’

Holding children and their families at the heart of our practice

‘Children and families feel they are understood and that their views and experiences have been heard’



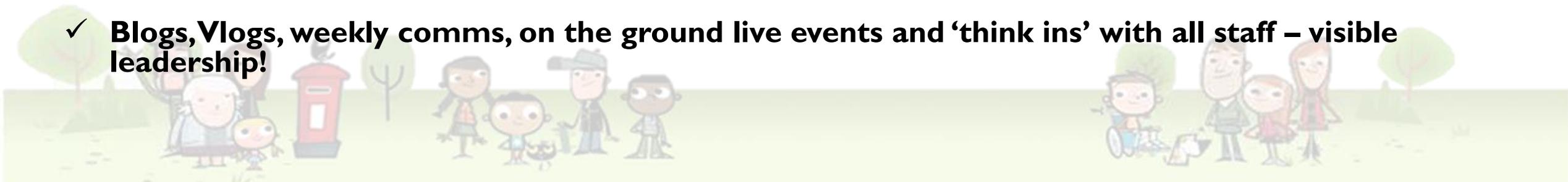
The impact of Covid -19



- ✓ **Demand for the year** – prior to the January 2021 lockdown was forecast to be busiest on record despite ‘system shock’ in March. July – September 2020, busiest financial quarter in our history for new case demand
- ✓ Demand at this rate with c20% slower throughput in family courts is the reason for our **highest ever open active work**
- ✓ **74% of social work staff in work** after first hearing teams carrying in excess of 20 cases – average 24.
- ✓ **Practice Supervisors are carrying a near full caseload.** Currently around 1 in 20 active cases is allocated to PS which is remains an essential tool in managing overall children’s cases, but impacting on practice support to FCAs.
- ✓ **Case durations resulting in repeat work** – Recent addendum ordering rate **+25%** than pre-Covid while filing rates remain lower. **Delay is a significant worry in public law proceedings**
- ✓ **Prioritisation** of new work triggered in one region – 2 others at risk at time of writing
- ✓ **Courageous leadership** and work with partners to protect the frontline and **assess the risks to children in proceedings**
- ✓ **Quality has sustained in practice – home working and increased productivity**
- ✓ Performance against **Key Performance Indicators under threat** – allocating all work and in required timescales

Leading Covid -19

- ✓ **Full incident management** March – October – now a weekly programme board - fully remote from 20 March – an agile response focused on full service delivery
- ✓ Of note – **national business centre** and high security police checks – made fully remote – no change in experience of parties
- ✓ **Move to remote work** until May. In person work again until January 2021. Remote again currently – December 2020 – 75% of children seen of whom 53% in person. Offices remain open to see families
- ✓ **Priorities include seeing children, managing demand, staff well – being, impact data, regional fortnightly self – assessments, attending court and opening offices, diversity and inclusion, partnership, recovery and communications – we have led much of the recovery planning including Public Law snapshot**
- ✓ Monthly Cafcass **board briefings** and full programme of governance
- ✓ **Staff well – being** surveys and fast developing enhanced well – being strategy – **reduced staff absence this year by 1.53 days – despite showing red on slide 6 . We have worked tirelessly to support and lead the frontline and we have continued to offer full support to ALL students Exceptional management**
- ✓ **Blogs, Vlogs, weekly comms, on the ground live events and ‘think ins’ with all staff – visible leadership!**



What do we know about the quality of practice and how do we know it ?

1. Quality Assurance
2. What have children told us?
3. The quality of practice
4. Learning from practice

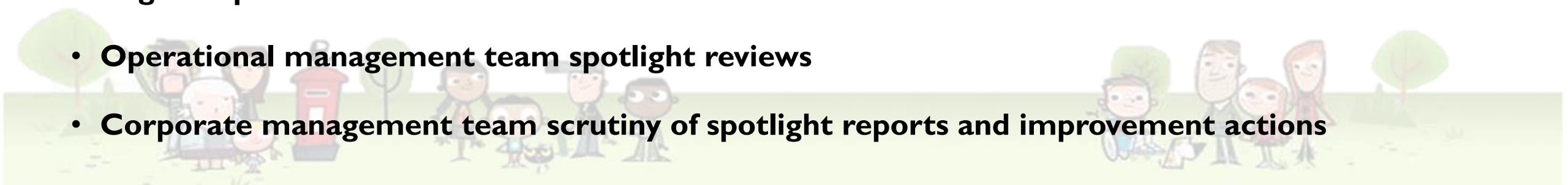


Quality Assurance

- All Family Court Advisers who are not approved to self-authorise (including all prior to confirmation in post) have **reports to court Quality assured prior to filing** – 73% of applicable staff self – authorise
- **Every Family Court Adviser where possible has a minimum 8 case file audits per year** - on average 850 per month across all regions – note reduction to 4 for collaborative feedback and harder look at quality of engagements – we are ready for that stretch

Note – all Cafcass staff are 3 years qualified so come with a level of experience that supports self – filing

- There are **frequent assurance/ supervision points through the life of a child’s engagement**. These include: management review on allocation, review of the case plan at the 10 day point, when ‘at the point of need’ supervision takes place, scheduled supervision (including group supervision) and during practice observations
- **National improvement benchmarking sessions** (x4 per year per region) but becoming more regionally focused on moderation where quality judgements differ and to coach for ‘improved practice’
- **Regional performance boards**
- **Operational management team spotlight reviews**
- **Corporate management team scrutiny of spotlight reports and improvement actions**

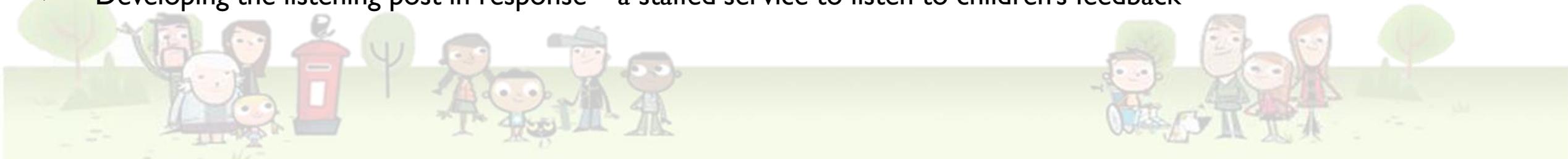


What have children told us?

- ✓ May 2020 survey (end of lockdown 1) – 186 interviews with families and children
- ✓ Adults preferring in person, children remote working
- ✓ Judgement from adults was that work was helpful (8.8 of 10 average)
- ✓ 90% of children said their Cafcass worker had helped them
- ✓ Many expressing they were missing friends, family and school
- ✓ FJYPB (February 2020) mystery shopper calls – less jargon and language they understand please, calm music and not rushing calls . Loved that children's calls given 'high priority' status

In response

- ✓ New introductory letters for children and the children's preferred form of engagement to be considered in case plan
- ✓ Half of all quality audits will include family feedback
- ✓ Developing the listening post in response – a staffed service to listen to children's feedback

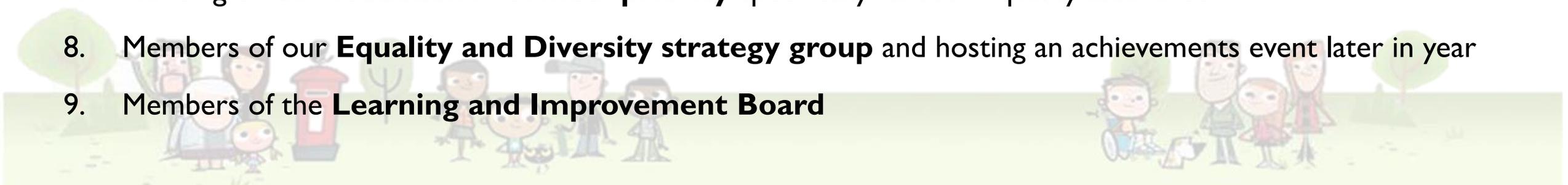


Working closely with the Family Justice Young People's Board

- ✓ The FJYPB (funded entirely by Cafcass) have agreed an extensive work programme with us and our work together brings the voice of children and young people into our planning, delivery and improvement providing direct feedback and challenge.

In the year ahead, some of the work they are involved with:

1. **Regional performance board panels** – first in January
2. **Complaints review**
3. **Prominent role** at Cafcass board meetings
4. **Research Advisory Committee** as members
5. Lead roles in our 'how was it for you' **family forum development**
6. Designing an '**impact of separation**' letter for our separated parents work
7. Advising on our '**feedback informed**' priority specifically its use in quality assurance
8. Members of our **Equality and Diversity strategy group** and hosting an achievements event later in year
9. Members of the **Learning and Improvement Board**

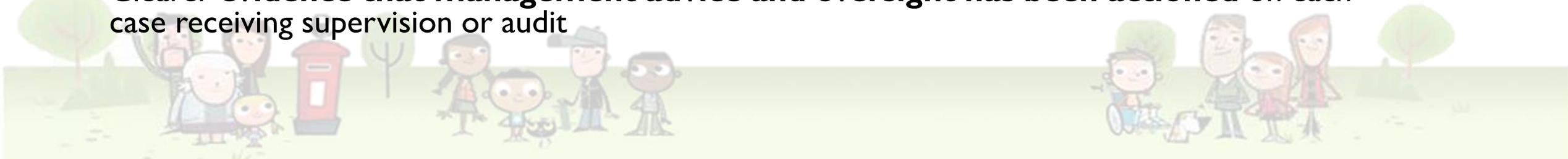


The quality of practice (1) what are we doing well?

- ✓ Despite the unprecedented growth in demand and open work, **the quality of our frontline practice has continued to improve**
- ✓ **63% good or better, 30% meets the standard, 7% requires improvement** – better than 2018 inspection
- ✓ **Effective planning** in our direct work which means children's unique needs are considered in our work and reports
- ✓ **Good use of direct work resources** to support children's engagement
- ✓ **Clear analysis of risks**, supported by meaningful use of evidence informed practice materials
- ✓ **Children's work and words embedded directly into reports** – showing we have been able to communicate effectively with them about their experiences
- ✓ **Robust advocacy** in evidence for children
- ✓ **Well written, credible reports** which Judges confirm
- ✓ **Effective multi-professional working** across both public and private law children's records. This is noted to **add depth to analysis** and present a rounded picture of the children and young people's lived experience
- ✓ **Sensitive work to resolve disputes** and narrow issues and help courts reach the best decisions for children
- ✓ **Reflections on the value added** for the child by the FCA/ Guardian at the point of closure of the case

The quality of practice (2) what do we need to do better?

- ✓ Improve the **focus on children's experiences and report their unique needs** consistently
- ✓ Strengthen **analysis and rationales** for recommendations in reports
- ✓ Seek and use **children's feedback and reflection** in all reports
- ✓ Improve our **engagement to help children and their families understand the basis for our recommendations to the court**
- ✓ Record **proactive action to minimise delays** and the impact on children
- ✓ Record **children seen consistently** and way in which they are seen
- ✓ Where there are many complex issues for the children and brothers and sisters in the family, the **risks need to be more clearly explained with regard to the recommendations we make to the court** – for example regarding contact with the non – resident parent
- ✓ Clearer accounts to the court in respect of **decisions about contact with the non – resident parent**
- ✓ Clearer **evidence that management advice and oversight has been actioned** on each case receiving supervision or audit



Domestic Abuse – in response to ‘Harm in family courts ‘ report

✓ **Audit of 200 children’s records – November 2020**

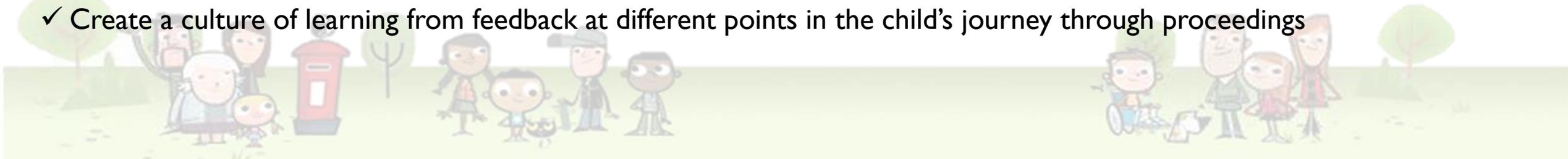
✓ 61% good or better, 31% (62 cases) judged to meet the standard and 8% to require improvement (17 cases)

Going well:

- Initial safeguarding interviews enable disclosure of domestic abuse from the adult parties which are communicated to court ahead of the first hearing
- Majority of recommendations clear and well-reasoned
- Majority of child records, harm and impact of adult behaviour on individual children is understood and identified
- Family feedback was clear about the positive effect our work has on their lives

Do better:

- ✓ Speak consistently to other agencies who know the child and family, to strengthen our risk assessment
- ✓ Improve understanding about faith, culture, background, gender identity, disability in context of domestic abuse
- ✓ Improve challenge on potentially unsafe court orders
- ✓ Improve communication to children about our rationales and recommendations
- ✓ Distinguish domestic abuse from harmful conflict
- ✓ Create a culture of learning from feedback at different points in the child’s journey through proceedings



Learning from practice

- ✓ **Range of learning interventions** which include : Practice alerts, new training, quarterly serious incident learning bulletin (subject to full cascade from Operational Management Team). **Monitored through regional improvement plans**

Practice examples include:

- ✓ Addressing the **safety and protection of non- subject children** – including referrals to local authorities
- ✓ Establishing **clear purpose of S37 reports** and staying in contact with local authorities
- ✓ Using **restorative and not punitive language** – eg ‘beyond parental control’
- ✓ Developing a **national position for guardians on the impact for children in unregulated settings** where secure accommodation is in their best interests
- ✓ Improved **scrutiny of SGO assessments** – including safeguarding checks





Improvement

1. Since the last inspection
2. A national improvement plan



Since the last inspection - Eight areas of practice reflection (6 completed)

✓ **Supervision and Management Oversight (Rec)** – July 2020 review

- 72% of case plans with management review, oversight at allocation, 10 day case plan review, situational supervision, performance learning reviews (PLRs), non – self filed work signed off by managers and new staff same benchmark

Actions in response: *New guidance issued and monthly review in OMT. Oversight added to QA framework*

✓ **Domestic Abuse** – July 2020 review

- Well – reasoned assessments, strong analysis when child impact assessment is used. Need to improve evidence of challenge to unsafe orders, use domestic perpetrator programme referrals more consistently, separate harmful conflict and abuse more clearly in assessment and reporting

Actions in response: *Management oversight for no contact cases, explanations to children to improve, targeted support for work judged less than good, guidance on challenging unsafe orders, 'pro contact' training with judiciary*

✓ **Unregulated and unregistered placements (including DOLS and secure accommodation)** - August 2020 review

- Separate representation always considered, good rationales, child always seen, need to improve analysis of impact on children, work through normalised 'missing' behaviour

Actions in response: *Stronger management oversight during proceedings, consistent use of practice templates, re-issued guidance on DOLS and secure accommodation with emphasis on escalation protocol*



Since the last inspection (2)

✓ **Communication and direct work with children (Rec)** – May 2020 review

- 186 children and families interviewed. Preparation and understanding of FCA role most important. Older children liking remote engagement. Adults liking in person.

Actions in response:

6 month review (August 2021), new letters, new guidance, new child seen record, feedback integrated into case management system

✓ **Analysis of children's diverse and unique needs (Rec)** – October 2020 review

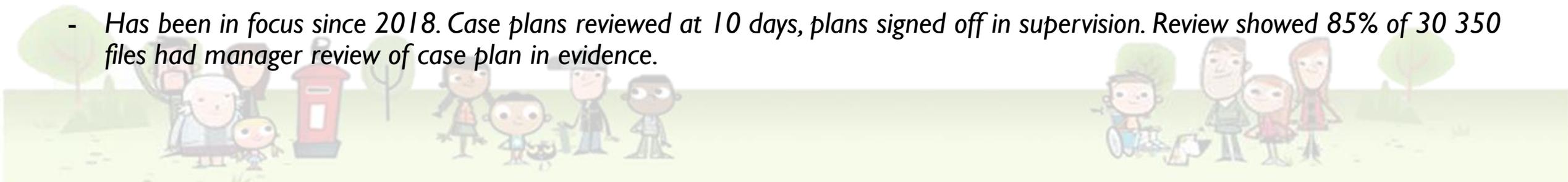
- 8300 audits, 81% identified diverse needs of which 50% showed good analysis.

Actions in response:

Second review due (February), considering limiting judgement if not identified with analysis, developing new guidance

• **Case planning and case recording (Rec)** - April – December 2020 review

- *Has been in focus since 2018. Case plans reviewed at 10 days, plans signed off in supervision. Review showed 85% of 30 350 files had manager review of case plan in evidence.*



A national improvement plan

Area of practice	Success measure
1. Quality of social work analysis , transparency of reasoning and clarity of decisions	Children see our reports and say they understand our recommendations to the court
2. Understanding of diverse and unique needs of children	All reports to the court, describe children's unique needs and their relevance to our recommendations
3. Extended understanding about the impact of domestic abuse on children's lives and futures	Work with children shows understanding about the impact and risks of domestic abuse and this is clearly reported to the courts
4. Improve use of Child Impact Assessment Framework in proceedings so that all forms of harm to children is clearly described	Framework is used to explain and explore the impact of parental conflict and harm
5 and 6. Improved recording of quality of engagement with children and records generally	Children's records are clear, show the quality of our work and management oversight
7. Improved communication with children before and after our meetings with them	Children say they understand what will happen when we meet and what will happen next
8. Use of specialist materials to enhance our understanding about children's experiences, wishes and feelings	Wishes and feelings work is exceptional in every case
9. Improve the evidence the impact of management oversight on practice	The experiences of children are enhanced by the management oversight of practice
10. . Internal scrutiny of pre – proceedings work and our support for care orders at home in public law	Support for care orders at home is not generally supported and court reports explain the impact and added value of pre – proceedings work in every public law case
11 and 12. Report children's feedback on our recommendations to the court and generally use feedback to influence practice explicitly	Children's feedback is written into reports to court and there is evidence of our learning action in response.

Leadership

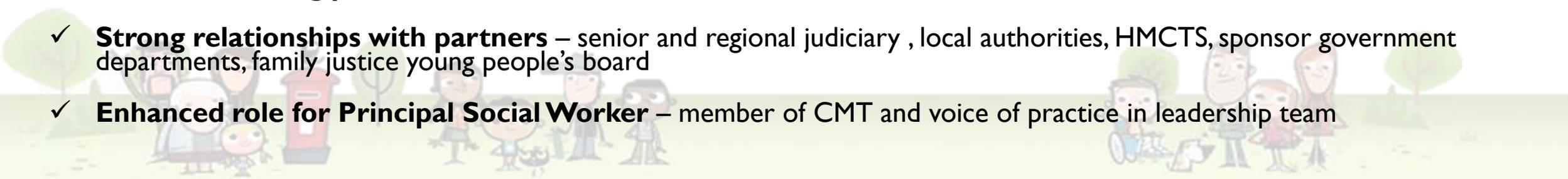
1. The impact of leaders

2. Influencing the Family Justice System



The impact of leaders

- ✓ **Visible senior team** with reputation for collaboration across organisation
- ✓ **Practice leadership remains strong** with operational management team as accountability vehicle
- ✓ **Confident and agile decisions through COVID – 19** . Focus on how to sustain high quality practice with families – clear guidance and communication
- ✓ **Early thinking about impact of demand and protocol for prioritisation** to protect front line and quality of work
- ✓ Able to **evidence listening** to colleagues and changing in response – ‘think ins and live events’ . Service manager and practice supervisor events
- ✓ **Productivity sustained, quality promoted, allocations prioritised, filing reports, quality assuring and innovating – S7 hub, backlog handling**
- ✓ **System leadership** role – recovery planning and public law snapshot
- ✓ **Good connectivity between corporate management team, operational team and Cafcass board**
- ✓ **New auditing by CEO and Directors** to start
- ✓ **Leaders touching practice** – children seen
- ✓ **Strong relationships with partners** – senior and regional judiciary , local authorities, HMCTS, sponsor government departments, family justice young people’s board
- ✓ **Enhanced role for Principal Social Worker** – member of CMT and voice of practice in leadership team



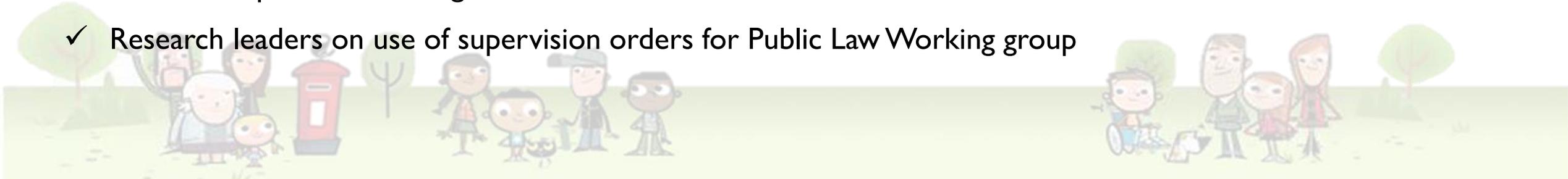
Influencing the reform of family justice

Private law

- ✓ Active members of advisory and working groups – early leadership of Practice Direction 36Q - enabling local solutions during Pandemic for children needing to be prioritised
- ✓ Leaders in two year reform planning – with pilots commencing now to reduce demand and help families earlier or speed up their journey in proceedings
- ✓ Strong regional relationships and arrangements to manage demand, backlogs and quality

Public law

- ✓ Active members of advisory and working groups
- ✓ local prioritisation of delay from public law snapshot - working with courts and local authorities
- ✓ system leadership with ADCS – national launch of working group report, content and guidance – specifically on ‘good enough’ assessment during COVID – 19
- ✓ Revision and publication of Social Work Evidence Template with ADCS
- ✓ Partners in practice learning review on ‘care at home’
- ✓ Research leaders on use of supervision orders for Public Law Working group



END OF OFSTED SECTION



Covid -19: January 2021 update

- Strategic risk raised to Red given national scenario and rates of transmission
- 5 January **change to guidance** on seeing children in person - driven by new variant of COVID and need to protect staff and families
- **Start of 'live events'** – managers and all staff – 1200 at all staff event – good feedback about the instant access to decisions and workings out - events fortnightly
- 15 Jan - 27 **Covid-19 absences**. Increase of 8 on previous week reflecting national picture
- 15 Jan - 29 **staff self – isolating**. Increase of 10 from 8 January 2021
- **Keyworker school places** at risk combined with anxiety over their use - special leave policy re-introduced
- **Business continuity** being revisited given risks of absence, exhaustion and new wave of work associated with lockdown 3
- **Prioritisation** still in place for South Yorks and Humber. Decision take to **develop protocol for work to first hearing cases**



Demand and system pressures

- **Case demand** has continued at a higher level. December 2020 was the busiest on record for new cases. During December 2020 Cafcass received 4,893 new cases (8.2% or 369 more cases than December 2019)
- In the latest snapshot there are currently **37,070** open active cases with known future work for Cafcass (21.6% higher 6,579 compared to December 2019). 16% more public law and 25% private than in January 2020
- **Throughput in the family courts remains slow**
- We are concerned that so far **January is quieter than in a normal year** . Lockdown 3 may be creating another lull as was the case in March 2020, meaning that we will be overwhelmed again at some future point
- There are currently **4 Cafcass teams where year to date KPI 2 performance** (timeliness to appoint Children's Guardian to S31 Care Application) is 3 days or higher
- Caseloads in work after first hearing remain high - national average **23.6** with **71.0%** of qualifying staff holding > 20 cases.
- Work to first hearing caseloads now average **55.8** cases
- **Addendum and section 7 ordering rates** still rising
- Practice Supervisors continue to carry a near full caseload currently averaging **18.7** active cases of which **86.4%** are lead allocations.
- Case durations increasing still .Active cases with a duration above 36 weeks are **+62.0%** (+1,376 cases) for the same period last year
- Private Law pre-first hearing (EIT) cases are **+41.6%** (**+3,158 cases**) when compared to February snapshot.

Strategic plan & delivery: Year 1 highlights

Practice

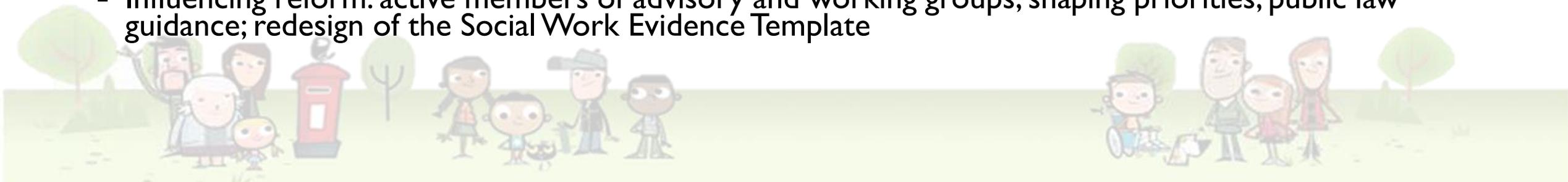
- New Practice Framework and updated values
- New mechanisms to listen and learn: review of complaints, feedback in quality assurance; family forum 'listen and learn' conversation; 'how was it for you' conversations with children (facilitated by FJYPB)
- New introductory letters for children

People

- Social work academy: developing internal expertise & sharing with local authorities
- People first work environment: major IT projects delivered; **strong wellbeing offer**;
- Connected leadership: regular briefings, think-ins and live events; regional performance boards

Partners

- Opening up our work to external thinking and challenge: learning & improvement board, family forum development, research advisory committee
- Solving problems together: leadership of national FJS recovery group; early leadership of Practice Direction 36Q; enabling solutions during pandemic for children needing to be prioritised
- Influencing reform: active members of advisory and working groups; shaping priorities; public law guidance; redesign of the Social Work Evidence Template



Strategic plan & delivery: initial priorities for Year 2

Practice

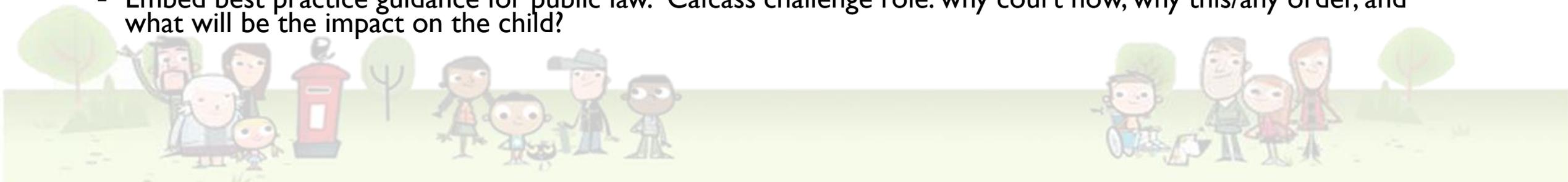
- Deliver domestic abuse practice improvement plan
- Strengthen diversity recording & analysis across all aspects of practice and QA
- Feedback: Family Forum in flight, new 'listening post' – staffed service to listen to children's feedback
- Develop our digital offer for children and families

People

- Develop post-covid operating model: so we emerge better and more efficient
- Workforce development and organisational development strategy
- New Equality, Diversity & Inclusion strategy

Partners

- Work to reduce the increased backlogs which result in delay for children
- Support design & delivery of private law reform pilots
- Embed best practice guidance for public law. Cafcass challenge role: why court now, why this/any order, and what will be the impact on the child?



Strategic plan & delivery: next steps

- Publication of our delivery priorities to 2023 with year 3 to be determined (February)
- Planned partner engagement event (March)
 - ✓ review of achievements and learning in Year 1
 - ✓ priorities for Year 2
- Year 2 plan published, following approval at next Board meeting (April)
- Formal report of Y1 progress in next Annual Report & Accounts (early Autumn)



'Together with children and families' – the principles



Always looking for the strengths and risks

'To develop skills in asking strengths-based questions; Appreciative Inquiry (AI) will be used with families and organisationally to understand what is working well, how we are addressing risks and the difference we are making'

Decision making is clear and reasoned

'An analysis and planning instrument to make sense of complex information and show strong rationale for decision making about the protection of children and promotion of their welfare'

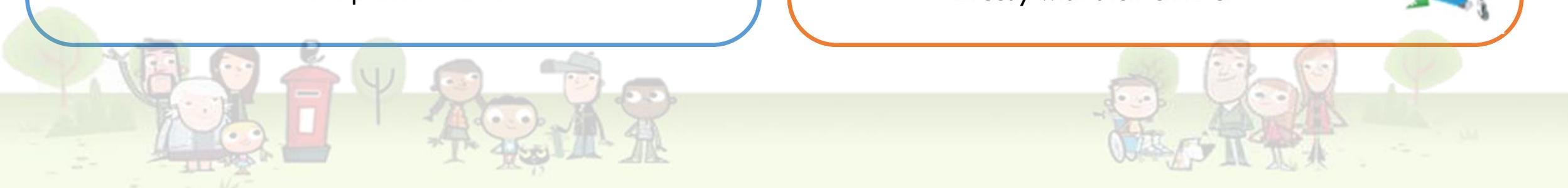


Believing in respectful relationships

'A model of group supervision will help colleagues to reflect, develop their practice confidence and commit to consistency in using the practice framework'

Holding children and their families at the heart of our practice

'Family story boards will help children to understand why they are involved in the family courts and we will support parents to share this directly with their children'



'Together with children and families' – our new practice framework



Always looking for the strengths and risks

'We make balanced decisions and have reflective involvements with people'

Decision making is clear and reasoned

'We are competent in managing risk and uncertainty'

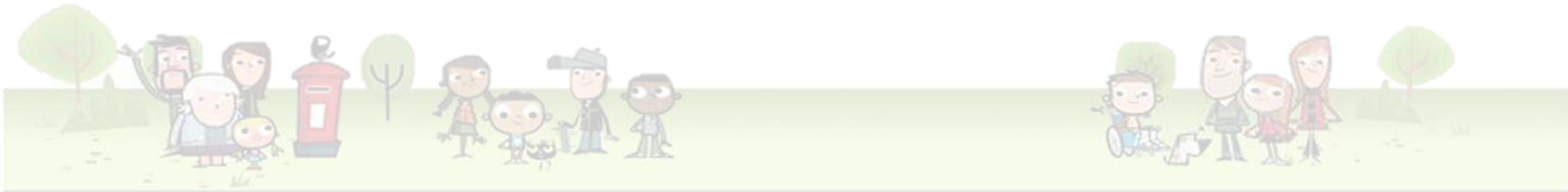


Believing in respectful relationships

'We are centred on listening, empathy and integrity'

Holding children and their families at the heart of our practice

'We promote the safety and welfare of children'



How will we know Together has made a difference?



Always looking for the strengths driven practice

‘Our reports to the court and our records are balanced. They set out the strengths and difficulties for families’

Decision making is clear and reasoned

‘Children and Families have an outcome during and at the end of their proceedings that they know and understand’

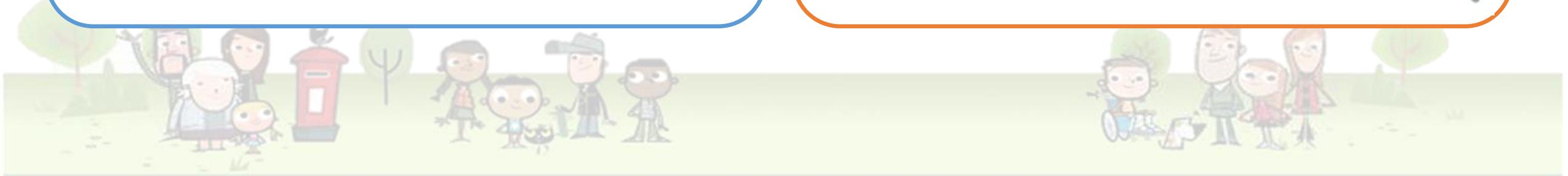


Believing in respectful relationships

‘Our work with each other will seek to understand our own and other’s strengths; including children and families’

Holding children and their families at the heart of our practice

‘Children and families feel they are understood and that their views and experiences have been heard’



Together with children and Families – an emerging practice framework



We want to ensure we provide the knowledge, tools and skills to enable great social work practice with children and families to thrive by developing a bespoke practice framework, framed by restorative, strengths and relationship-based practice



Creating a framework that hears and learns from practitioners and families through feedback so that it continues to develop and have impact



It continues to be developed collaboratively overtime with frontline practitioners and managers; becoming owned by those practitioners



Thank you – any questions?

