



# Cafcass Strategic Delivery Plan: Year One (2020/1)





# Practice

## DPI Practice Led

We need to build stronger relationships and trust so that we can better understand children's and families' experiences and ensure these are clear in our case plans and reports to court.

### To do this we need to:

- Implement further improvements to decision making and recording of reasons for recommendations on children's files.
- Ensure all children have access to an 'outcome letter' setting out what was decided for them and why.
- Introduce our new strengths-based restorative practice framework.
- Develop and introduce a methodology for seeking and acting on children and family feedback as part of our quality assurance process for casework.

## DP2 Feedback-Informed

We need to listen and learn better when we have got things wrong.

### To do this we need to:

- Deliver a pilot with the Family Justice Young People's Board to test ways of increasing and acting on children's feedback, during and after a case.
- Undertake a review of our complaints system and publish the revised model.
- Introduce 'listen and learn' conversations where complaints and feedback identify the potential for systemic learning, and use these to recruit initial members of our Family Forum.

## DP3 Learn & Improve

We want to show great ambition to improve through visible action to embed our best practice and tackle those areas where we need to strengthen.

### To do this we need to:

- Submit our self-evaluation to Ofsted.
- Introduce regional performance boards.
- Publish our first annual learning review and improvement plan.

# People



## DP4 Reward, Recognition, Recruitment & Retention

Without our people we are nothing. We need them to feel respected and valued whichever part of Cafcass they work for and whatever their background.

### To do this we need to:

- Publish our new workforce strategy and evaluation plan.
- Implement new approaches for staff engagement and employee voice.
- Develop and deliver an annual Equality, Diversity and Inclusion action plan.

## DP5 Efficient & Effective Systems & Resources

Our people need work environments that are safe and the information and resources to help them do their best work.

### To do this we need to:

- Complete priority actions resulting from the Information Commissioner's Office audit relating to security of personal information and effective records management.
- Implement our new Children & Family Information System.
- Implement our new intranet.

## DP6 Lines of Sight

We need effective leadership and oversight so that our delivery programme is focused on activity that makes a difference to children's outcomes.

### To do this we need to:

- Develop new standards for leadership and management.
- Develop a Success Framework with a strong focus on feedback from staff and children and families, including an annual review of progress against strategic delivery priorities.



# Partners

## DP7 Manage Demand

We must focus our attention on risk to children and keeping the system balanced on quality and throughput.

### To do this we need to:

- Work with partners to identify and reduce delays and repeated work (addendums) in cases resulting from the impact of Covid-19, prioritising children and families where the impact of delay is greatest.
- Review and publish thresholds for children in private law proceedings who we understand to be at risk of harm or significant harm and strengthen our I6A assessment capability in parallel.
- Work with HMCTS to deliver digital solutions which facilitate remote working and recovery: digital private law applications; validation of contact information; bulk scanning of records into a shared information portal so that priority cases can be identified and progressed.
- Review commissioned service provision in terms of impact and in line with Family Justice Reform in private law.

## DP8 Accountable for Outcomes

We need to share and use our knowledge so our partners have a better collective understanding about which children's outcomes are not being best served by our decisions or approach, and what action we need to take to improve.

### To do this we need to:

- Work with partners to improve presentation of data to help understand how the system is operating.
- Introduce quarterly publication of insights and trends drawn from analysis of data in our case management system; and produce core data on leading indicators for local level partnerships such as local family justice boards.
- Identify and plan for Cafcass contribution to improved data capture that will lead to better understanding of the characteristics, backgrounds and needs of children and families in the family justice system.
- Publish a new Research Governance Framework and establish a Research Advisory Committee.

## DP9 Family Justice Reform

We need to agree with partners a reform programme that redesigns the system so that it supports children and families to achieve sustainable change; with an approach and pace for delivery that is manageable for practitioners.

### To do this we need to:

- Contribute to the design and delivery of reform projects overseen by the Family Justice Reform Implementation Group that will take forward priority proposals from the judicial working groups in public and private law, the MoJ Expert Panel on harm in the family courts, and the targeted family justice review.