



<b>Meeting</b>	Board
<b>Date</b>	Friday, 28 May 2021
<b>Title of report</b>	Strategic Plan Proposed Year 2 Delivery Priorities
<b>Purpose</b>	For approval/decision
<b>Public/private report</b>	Public
<b>If private, exemption reason (see appendix 1)</b>	Choose an item.
<b>Author</b>	Director of Strategy
<b>Appendix</b>	Appendix 1 – Cafcass Strategic Delivery Plan Year Two (2021–2)

### KEY POINTS

- In April we published a summary of our delivery priorities for all three years of current strategy period – 2020-2023. These set out the improvement activities which we identified we needed to take forward to sustain excellence.
- The first year is now complete, and a formal account of what we delivered will be published in our Annual Report and Accounts for 2020/1.
- Our draft Delivery Plan for Year 2 (2021/2) is provided at Appendix 1 for the Board's approval for publication in June.
- The Year 2 Delivery Plan identifies four 'Transformation Projects' which, taken together, will result in a more radical change to how we help children and their families. These will not be completed before 2023 when our current plan ends, but we want to get started on them now.

## 1. AIM AND PURPOSE

- 1.1 To update the Board on the progress of planning and development of the Year 2 Strategic Delivery Plan (2021 – 22).

## 2. BACKGROUND

- 2.1 Year 1 of the Strategic Delivery Programme (2020 – 21) is now complete. The highlights were reported to the Board in January 2021 and will be published as part of our Annual Report and Accounts later in the year.

## 3. KEY STRATEGIC AREAS TO CONSIDER

- 3.1 The suggested priorities for Year 2 were shared with the Board in January. We have reviewed these to make sure that we make the changes that the FJYPB have said are most important to them, or that Ofsted have told us we need to improve on. We have also been careful not to

try and do too much at once ~ we want to make sure that the changes we make are manageable and make the biggest difference to children's lives.

3.2 Some of the improvements we want to work on this year are more ambitious than we planned to begin with. This is because we think we have a chance to make some big changes in the following ways:

3.2.1 Our new Practice Framework, '**Together with children and families**' will change the way we view our relationships with children and their families so that we build on what is good as well as keeping children safe. We want it to affect how everyone in Cafcass does their job, not just social workers. We are really excited that everyone will be involved, and that the Framework will set out how we will make sure everyone feels included, that we are fair to everyone, and that each child and family gets a service that is right for them.

3.2.2 **Private law:** We have been working with the Ministry of Justice, judges and the courts to improve the journey of children and families needing help from the family courts: to make it as short and painless as possible; with less arguing and more help to make plan that will work for children in the long-term. We will provide the right mix of social work and other help that suits the circumstances of each family, including where there is domestic abuse. We are going to try this out in Dorset to start with, and then add other areas so we can really test what work for different families in different parts of England and Wales.

3.2.3 **Digital services:** the pandemic has really shown us how important it is to make it as easy as possible to find clear information online, that they can find quickly and is easy to understand. We want them to have more choice about what mix of digital and in-person services best works for them, and for them to help us design the menu of options.

3.2.4 **Workforce strategy:** we need to think carefully about the shape of the organisation, and the roles and responsibilities within it as well as the spans of control. This will help us develop clear plans about how many people we need and in what roles and with what skill sets.

#### 4. IMPACT ON CHILDREN AND YOUNG PEOPLE

4.1 The Strategic Plan sets out our ambition for the way in which our service meets the need of the children and families we are working with. It was developed in consultation with the FJYPB, through their engagement in an initial series of Keeping It Real sessions in 2020 – 21, through which they were able to provide early feedback on the shape of the 9 Delivery Priorities, and the projects established to help deliver them across the 3 year-strategy. We want the FJYPB to be really involved in designing our four 'Transformation Projects' as these are the ones that will make the biggest difference to how children and families experience us.

#### 5. FINANCIAL AND RISK ANALYSIS

5.1 The Strategic Plan contains a number of projects over the next few years. Our ability to deliver these projects is impacted by the availability of sufficient capacity in a business as usual environment as well other external factors such as the current pandemic and its impact on how we are working.

5.2 The need for resources and identification and management of risks to delivery of the Strategic Plan are inherent within the project management standards overseen by the PMO. The Strategic Risk Register is regularly reviewed alongside the Strategic Plan Highlight Reports on a 6 weekly cycle so that risks emerging, and mitigations are reviewed and updated.

- 5.3 Our new Transformation Board will ensure we focus most of our resources on the 4 projects which will make the biggest improvements to children and families. We will be asking Ministry of Justice for some of these resources, as part of the money they have been given to make changes in response to the Expert Panel on Harm in the Family Courts, and to reform the way private law works.

## 6. DIVERSITY ANALYSIS

- 6.1 The Strategic Delivery Priorities, and the four Transformation Projects in particular, will help us work in ways that are much better tailored to the unique circumstances of each child and family; so that our service is easier to access and our recommendations are fairer. We will be able to show this is the case through improved information and insights. Our new Equality, Diversity and Inclusion strategy and action plan will set out our plans in more detail. This will be published in November 2021.

## 7. ACTION REQUIRED

- 7.1 The Board is invited to **APPROVE** publication of the Year 2 delivery plan set out at Appendix 1. Quarterly updates will be provided at future Board meetings.