



## CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE

Discussion Paper for the Board Meeting on 6<sup>th</sup> February 2015

### CAFCASS STRATEGIC PLAN 2015-2020

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#### KEY POINTS

- This paper presents the Strategic Plan covering the period from April 2015 to March 2020.
- The plan has been produced through the collaboration of representatives of the Board and the Executive. The Assistant Director group made a notable contribution. The Plan was also fully discussed at Board and Open Board meetings during 2014. Our sponsoring Department, the Ministry of Justice (MOJ), was fully consulted.
- The plan retains its balance between the ambitions of continuing the journey towards high quality, responsive and innovative services and the challenging current and future financial context.

#### 1. AIM AND PURPOSE

- 1.1 To provide the Board with a final version Strategic Plan for 2015-2020.

#### 2. RECOMMENDATIONS/ACTION FOR THE BOARD

- 2.1 To consider and approve the final Strategic Plan for 2015-2020.

#### 3. BACKGROUND

- 3.1 The current Strategic Plan covers the period from 2013-2015 and so is due for review and refresh and a period extending to 2020 was considered and agreed by the Board as appropriate.
- 3.2 At its meeting in June 2014, the Board invited a number of its members to work with the Executive to review and prepare a draft Strategic Plan for sharing and consulting through both the full Board and more widely through the December 2014 Open Board meeting. The Assistant Director group made a notable input and MOJ were fully consulted at both an early and late stage.
- 3.3 This final version represents the culmination of the collaboration and discussion generated throughout this process.

#### 4. CONTRIBUTION OF THE REPORT TO DELIVERY OF THE 2013-15 AND 2015-2020 CAFCASS STRATEGIC PLANS

- 4.1 The process for developing the Strategic Plan beyond 2015 has incorporated a review of the current strategic priorities and endorsement of these again from April 2015 with some changes and updates to better reflect the requirements of this next period.

## **5. KEY STRATEGIC ISSUES FOR THE BOARD TO CONSIDER**

- 5.1 The Strategic Plan 2015-2020 begins with its first year being one where funding now appears relatively certain, which in turn enables a greater degree of confidence for planning particular work programmes.
- 5.2 The challenge for subsequent years lies in the far greater uncertainty for the public sector as a whole, given the challenging financial context being projected.
- 5.3 Nonetheless, the plan still asserts a vision and a set of strategic priorities for Cafcass over the next five years, and sets out the parameters for our role and contribution to the lives of children and young people we will be working with over that timeframe.

## **6. BENEFITS FOR CHILDREN**

- 6.1 The delivery of safe, high quality and timely services remains a key strategic priority for service delivery, and the Strategic Plan sets out the particular work programmes that will enable delivery of this.

## **7. FINANCIAL ANALYSIS**

- 7.1 Delivery of the Strategic Plan 2015-2020 is based on current assumptions about future funding, which are considered to be clear for 2015-2016 but uncertain from April 2016 onwards.

## **8. RISK ANALYSIS**

- 8.1 Risks to delivery of the Strategic Plan are carefully assessed and managed through the Strategic Risk Register. The Register will be reviewed in light of any change to these priorities and any necessary mitigating actions planned.

## **9. DIVERSITY ANALYSIS**

- 9.1 Recognising the uniqueness of every child has been retained as a strategic priority in the new Strategic Plan from April 2015.

## **10. COMMENTS FROM THE HEAD OF LEGAL SERVICES**

- 10.1 No additional comments required.

## **11. COMMENTS FROM THE DIRECTOR OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

- 11.1 No additional comments required.

**Anthony Douglas, Chief Executive**  
**Julie Brown, Director of Resources**  
**23 January 2015**