

Cafcass Workforce Development Strategy 2017-20

Action Plan

TALENT ATTRACTION WORK PLAN

	Work stream	Project Owner/ Support	Current status/progress to date	Current or next actions	Target dates
EMPLOYER BRAND – Cafcass careers pages					
1	Define what is truly unique about Cafcass, our culture and key roles that we regularly recruit for e.g. FCA.	Paul Simpson Communications Team	<ul style="list-style-type: none"> Audience insight has been produced that has helped define this for use in videos. Adverts are now tailored to areas and differences in the work such as Early Intervention Team roles. 	<ul style="list-style-type: none"> Develop a flyer to be used in recruitment that will highlight the uniqueness of our work. This strand now completed in terms of definition of uniqueness and focus is now on the promotion of this. 	<ul style="list-style-type: none"> Will be used in recruitment in June 2017.
2	Identify the type and range of content (e.g. videos, people profiles, etc.) we would like to have on our careers pages. Create content that communicates the Cafcass unique offer.	Paul Simpson Communications Team Working Group	<ul style="list-style-type: none"> Video produced by Communication Team to indicate what can be done, specifically looking at flexible working. Project group assembled to devise content and oversee production of short recruitment videos. 	<ul style="list-style-type: none"> Final edit versions to be completed by end May 2017. Strategy required to decide how best to deploy or disseminate videos to potential candidates. 	<ul style="list-style-type: none"> Videos to be published June 2017.
3	Scope whether the ability to edit and modify the current website is sufficient. Will it be compatible for the range of content we propose to create and the candidate experience we want to deliver?	Ian Turley	<ul style="list-style-type: none"> We have assessed that our best immediate option is to develop a careers microsite for practice jobs as part of our Guardian jobs package. 	<ul style="list-style-type: none"> Continue to work with Communication Team to produce site design. 	<ul style="list-style-type: none"> Site to go live July-August 2017.

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EMPLOYER BRAND - advertising					
4	Review advertising options and find the best Value for Money solution for the future.	Paul Simpson Alastair Thirsk Ian Turley	<ul style="list-style-type: none"> We have analysed a number of advertising options and now have a renewed Guardian contract. We are also to progress with a supporting agreement with Networx to expand our advertising reach. 	<ul style="list-style-type: none"> To resolve issues with Networx re data and proceed with implementation of this contract. 	<ul style="list-style-type: none"> June-August 2017.
5	Explore methods of assessing the effectiveness of advertising.	Ian Turley	<ul style="list-style-type: none"> The Networx software will able us to assess the most effective recruitment sources. 	<ul style="list-style-type: none"> Following implementation of Networx, to work with Analytics Team to produce regular data to inform our practices. 	<ul style="list-style-type: none"> August 2017 and ongoing.
APPLICATION PROCESS					
6	Job search function	Paul Simpson Alastair Thirsk Ian Turley Becky Rusk Peter Dey Ben Rolfe	<ul style="list-style-type: none"> The job search function on i-Trent has some limitations. These will be resolved by the implementation of a new jobs page via Networx. 	<ul style="list-style-type: none"> Implement job portal with Networx. Monitor application rates and feedback on this from applicants. 	<ul style="list-style-type: none"> August 2017 and ongoing.

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7	Application process	Paul Simpson Alastair Thirsk Ian Turley Becky Rusk Peter Dey Ben Rolfe	<ul style="list-style-type: none"> The application process has been significantly simplified, allowing CV applications as part of this. 	<ul style="list-style-type: none"> Implementing the Networx portal will simplify the application process further. 	<ul style="list-style-type: none"> August 2017.
SELECTION PROCESS					
8	Agree the standard stages of the recruitment process for Family Court Adviser recruitment	Paul Simpson Alastair Thirsk Ian Turley	<ul style="list-style-type: none"> This process is now agreed, with a revised telephone interview and Mendas being used but not delaying the arrangement of interviews. 	<ul style="list-style-type: none"> Need to look at renewal of Mendas contract. Continue to monitor and review the process as required. 	<ul style="list-style-type: none"> Paper for Mendas migration and new contract to go to CMT in June 2017.
9	Consider the current interview questions and the need for refinement	Ian Turley	<ul style="list-style-type: none"> We are aware that managers would like a review of the questions and some greater perceived flexibility, however are not aware of any inherent issues with interviewers either selecting or selecting out the wrong candidates. 	<ul style="list-style-type: none"> As other matters are greater priority this will be reviewed in Q3 - Sep to Dec 17. 	<ul style="list-style-type: none"> December 2017

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RECRUITMENT AND PRE-EMPLOYMENT ADMINISTRATION					
10	Planning timescales for the process	Ian Turley	<ul style="list-style-type: none"> Recruitment plans now agreed with managers at the start of each campaign, preventing delays in the process. 	<ul style="list-style-type: none"> None – now completed. 	NA
ONBOARDING					
11	Create an Onboarding Programme that provides an opportunity for new starters to engage with us prior to joining so that they start their first day with a clear understanding of their role, the organisation and our culture.	David Palmer – HR Working Group made up of practice staff and non-practice staff Peter Dey – Analytics Lisa Hunt – MySkills Ian Turley & Sophie Kavia – HR Resourcing	<ul style="list-style-type: none"> Amendments to HR Resourcing team and i-Trent processes are proposed in order to facilitate implementation of onboarding via MySkills. Discussions with MySkills colleagues and HR Resourcing Team as to the different options available for an Onboarding Programme based on the existing infrastructure available. 	<ul style="list-style-type: none"> Learning Pool (MySkills provider) to build and design platform based on roadmap Submit a paper to CMT to approve the implementation Launch the programme to new starters Evaluate with new starters through to November 2017. 	<ul style="list-style-type: none"> Initial platform ready for late July 2017 CMT paper mid-June 2017 Aim to launch in late July/early August 2017 November 2017

SELF-EMPLOYED CONTRACTORS (SEC)					
12	Re-branding and expansion of Self Employed Contractor (SEC) Unit / SEC provision	Richard Morris SEC Unit	<ul style="list-style-type: none"> • Name change - series of focus groups with staff, stakeholders, managers and SECs. Possible alternative role titles shortlisted. One possible option being considered by NAGALRO as largest professional body supporting SECs. • Expansion to meet demand – the number of accredited SECs has risen from 85 to 130 since Nov 16 and we have increased other support to the SEC Unit (i.e. Business Support; Practice Supervisor; Contract Manager and Finance) to meet with the increased demand. • Streamlined our accreditation system and introduced new measures to make the distinction from employed staff more clear. • Branding – accessibility for service areas and communication with SECs have been reshaped and improved, resulting in a more efficient use of SharePoint for service areas and a full rebuild of our external MySkills site for the SECs. These aspects have been brought within the SEC Unit for the first time and we have trained staff who maintain and build upon the features. • Processes and SOPs –updated and redesigned 	<ul style="list-style-type: none"> • Determine rebranded role title within Cafcass and publicise this within and outside organisation. • Continue to develop the branding and communications relating to the SECs and SEC Unit within and outside of Cafcass for managers, staff and stakeholders • Continue the work to update and redefine standard operating procedures and processes in line with the national business standard operating procedures. • A new target of 150 SECs has been set, to be achieved for Sep 17. 	<ul style="list-style-type: none"> • August 2017 (Consulting with NAGALRO - completion 2 June 2017. OMT for comment - 14 June 2017. CMT approval - mid July 2017) • August 2017 • August 2017 • September 2017

SUPPORTING OUR PEOPLE WORKPLAN

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SUPPORTING OUR PEOPLE – managing workplace pressures					
13	Using data along with intelligence to enable us to make informed decisions to build long term capacity in our workforce	Helen Watson James Hyde Ben Rolfe	<ul style="list-style-type: none"> Design and construct a dataset using new reporting tools that enable us to consider a range of related and unrelated data with regard to the children’s social workforce and wider demographics. The outcome will enable us to make evidenced impact assessments with regard to a range of people-related planning and decision making. Exploration of the use of predictive analytics in the NHS and other public and private sector organisations. 	<ul style="list-style-type: none"> Working group to be set up including colleagues from Cafcass Analytics and Human Resources to consider design and analysis work streams. Meeting to be organised with Peter Davidson (Barts Hospital) to consider how they have piloted an approach to predictive analytics and how such an approach could be developed within Cafcass. 	<ul style="list-style-type: none"> Group to be set up by July 2017 Meeting with Peter Davidson July 2017 Paper to CMT August 2017
14	Recognising and raising awareness of the importance of positive mental health	Paul Dockerty Carl Bryce	<ul style="list-style-type: none"> External links made with Time to Change and Mindful Employer Network of Time to Change Champions established Internal delivery of H&W sessions on Stress, Resilience and Mindfulness Elearning for Stress and Mindfulness Introduced Mental Health First Aid and trained group of staff to offer individual support 	<ul style="list-style-type: none"> Maximise use of resources available from external organisations to fit Cafcass context Increase local engagement and create specific resources for them to use such as Talking Heads videos etc. Review and refresh of content and development of additional supporting resources Develop additional modules to support staff and managers Create a network of mindfulness coaches 	<ul style="list-style-type: none"> On going Evaluate on-going impact December 2017
15	Provide appropriate support to individuals to minimise negative impact of pressure	Paul Dockerty Carl Bryce	<ul style="list-style-type: none"> Provision of 1:1 advice and support Range of resources i.e. stress guides, signposting to videos, blogs etc. Use of Employee Assistance Programme (EAP), Day 1 Stress Intervention, PET/HSE questionnaire Recruitment of H&W officer with mental health expertise 	<ul style="list-style-type: none"> Enhance and promote range of resources so that staff and managers can access as needed Educate managers on their role in supporting mental health/minimising pressure Review absence processes 	<ul style="list-style-type: none"> Mental Health First Aid Launch end of May 2017 Managers workshop roll-out from September 2017 Ongoing

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				<ul style="list-style-type: none"> • Work with National Improvement Service and IT Trainers on holistic programme targeted at individuals 	
SUPPORTING OUR PEOPLE – an engaged and satisfied workforce					
16	Explore methods of obtaining feedback at organisational level to enhance employee voice and ensure that all staff feel part of and able to contribute to the Cafcass culture.	Paul Simpson Julie Bury	<ul style="list-style-type: none"> • Staff surveys currently used for specific topics and to gather data as part of Area Quality Review process 	<ul style="list-style-type: none"> • Investigate potential options for establishing a full staff survey • Review other methods of creating opportunities for staff to provide real time feedback and ideas 	<ul style="list-style-type: none"> • CMT paper June 2017 • Survey Sept/Oct 2017
17	Nurturing our workforce to be adaptable and respond positively to challenge and change – personal resourcefulness.	Julie Bury Paul Dockerty	<ul style="list-style-type: none"> • A focus on improving resilience through roll-out of Robertson Cooper tools and resources e.g. (iResilience questionnaire) and assessing alternative approaches • Resilience sessions at development day • Use of strengths-based approach • Flexible working • Collaborating across Corporate functions to support organisational change • Looking at next steps for organisational resilience through focus groups 	<ul style="list-style-type: none"> • Use a commissioned approach for delivery of support. • Strengths sessions cascaded through teams. • Introduction of growth mindset/positive thinking. • HR involvement at early stage of new projects. 	<ul style="list-style-type: none"> • Ongoing • Strengths sessions for teams available for commissioning now • Decision on use of resilience tools (including growth mindset) in June 2017 • Ongoing
18	Recognising contribution and achievements	Communications Team HR	<ul style="list-style-type: none"> • Hall of achievements currently available • External award submissions and publications 	<ul style="list-style-type: none"> • As part of feedback culture, look at additional methods of identifying, recognising and showcasing success at all levels 	<ul style="list-style-type: none"> • Ongoing
19	Create opportunities for our workforce to develop team spirit	Anji Owens Kathryn Grant Rachel Lockwood	<ul style="list-style-type: none"> • Caflon is established as an annual workforce activity that contributes to health and wellbeing and building social support in teams. • Team wellbeing and development days 	<ul style="list-style-type: none"> • Plan promotion and organisation of 2017 Caflon events • Capture and share positive stories of team activities 	<ul style="list-style-type: none"> • Launch Caflon 2017 in June 2017 • Ongoing

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SUPPORTING OUR PEOPLE – a focus on health and wellbeing					
20	Enable and encourage all staff to take responsibility for their own health and wellbeing	Paul Dockerty Carl Bryce	<ul style="list-style-type: none"> • Medicash plan in place and promoted to optimise usage • Network of H&W Champions in place and active • Regular communication of H&W topics via newsletter, Yammer, intranet articles • Schedule of local H&W days for 16/17 • Range of accessible H&W information 	<ul style="list-style-type: none"> • Closer monitoring of usage, contract renewal to March 2019. • Ensure all offices covered and champions engaged, assess skills and knowledge and offer further development • Create H&W calendar and use awareness weeks to promote specific topics • Using technology to extend reach of sessions, create flexible resources • Use available data to better target specific support and identify impact of activity 	<ul style="list-style-type: none"> • Ongoing new Medicash contract in place and promotion of benefits each month in H&W newsletter • Champions' Development Day 5 June 2017 • Ongoing monthly intranet article to promote topical resources • Ongoing • Ongoing
21	Provide managers with information to encourage a healthy team environment	Julie Bury Paul Dockerty Carl Bryce With HR People Services	<ul style="list-style-type: none"> • Topic covered in management development • Discussions in Service Area Management meetings 	<ul style="list-style-type: none"> • New resources for managers about supporting wellbeing. E.g. monthly top tips • More direct offer of support for managers to increase engagement with H&W – needs analysis 	<ul style="list-style-type: none"> • From September 2017 • From September 2017
22	Identify factors that can limit performance and satisfaction at work	Julie Bury Paul Dockerty	<ul style="list-style-type: none"> • Current Performance Learning Review (PLR) conversations cover general wellbeing 	<ul style="list-style-type: none"> • Resources developed to support topics such as cancer, bereavement, caring, financial etc. • Additional training for managers 	<ul style="list-style-type: none"> • Macmillan Cafcass workshop ready from July 2017 • Carers Commitment available from June 2017

PEOPLE DEVELOPMENT WORK PLAN

	Work stream	Project Owner/ Support	Current status/progress to date	Current or next actions	Target dates
PEOPLE DEVELOPMENT – supporting learning and development					
23	Provide learning and guidance to enable managers to effectively support their own learning and that of their team members	Julie Bury Kathryn Grant	<ul style="list-style-type: none"> • Cafcass Management Development programme includes modules on: <ul style="list-style-type: none"> ○ Developing Your Team. ○ Effective PLRs ○ Managing in a high pressured environment • Leadership development in place for senior team • PLR audit and observations in place with learning followed-up to improve focus on learning and performance 	<ul style="list-style-type: none"> • New learning to be developed for managers and staff members to support “Learning Every Day” • Review impact and next steps for leadership development. • Leadership offer available to senior leaders through Henley Business School and bespoke sessions • Use data from launch of PLR records and self-assessments on SharePoint to identify additional areas for learning. 	<ul style="list-style-type: none"> • October 2017 • May 2017 • September 2017 • From September 2017
24	Create, promote and maintain an engaging and topical range of learning materials that deliver impact to our work	Julie Bury Rachel Lockwood	<ul style="list-style-type: none"> • MySkills working group reviewing site, usage and feedback • Additional resources created to support flexible working, practice areas and management development • Re-contract from January 2018 	<ul style="list-style-type: none"> • Develop MySkills to be a learning portal with wider range of resources for just in time learning • New materials for management and business services development • Re-procurement for learning platform 	<ul style="list-style-type: none"> • On-going • Summer 2017 • Begin July 2017 – October 2017
25	Ensure child impact and opportunity for workforce development is maximised through offer of appropriate apprenticeships / qualifications to extend our Learning and Development offer, thus also maximising the value obtained through the apprenticeship levy	Julie Bury David Palmer	<ul style="list-style-type: none"> • Approach to extending offer of apprenticeships agreed by CMT • Initial planning and scoping of new programme in place • Preferred apprenticeship provider in place to allow planning and promotion activity • Collect information on potential eligibility for apprenticeship from National Business Centre and Business Support teams • Begin communications campaign to existing staff 	<ul style="list-style-type: none"> • Establish contract and offer with preferred provider • Communicate to staff and begin application process • Apprenticeships begin 	<ul style="list-style-type: none"> • June 2017 • June 2017 • July 2017
26	Maximise potential of staff	Julie Bury David Palmer Rachel Lockwood	<ul style="list-style-type: none"> • Emerging Talent programme in place (phase 13) and data demonstrates impact. 	<ul style="list-style-type: none"> • Continue Emerging Talent programme, promote success stories and monitor impact on our work 	<ul style="list-style-type: none"> • Ongoing

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			<ul style="list-style-type: none"> Emerging Talent pool is used to contribute to improvement projects (CMT paper approved) Strengths-based development embedded for Emerging Talent and in a number of Service Areas Increase networking of group via Yammer and quarterly newsletter 	<ul style="list-style-type: none"> Tap into talent pool for range of projects Continue to support use of strengths through commissioned team sessions Evaluate wider impact Promote use of Yammer and create new newsletter 	
27	Development of Newly Qualified Social Worker (NQSW) programme	Sarah Parsons / Debbie Blackshaw / NIS / HR	<ul style="list-style-type: none"> A number of NQSWs appointed each year to date as a vital means of 'growing our own' FCA talent. The NQSW pathway is an integral part of the journey from student in Cafcass, through the early years programme into full FCA status 	<ul style="list-style-type: none"> Review the NQSW programme and make recommendations for future development. Paper to CMT. 	<ul style="list-style-type: none"> July 2017
28	Teaching Partnerships	Sarah Parsons / Debbie Blackshaw / NIS	<ul style="list-style-type: none"> Currently actively involved with one teaching partnership (Keele University), and whilst firmly committed to the principles of such partnerships we have no firm plans to expand this involvement in the first year of this strategy. 	<ul style="list-style-type: none"> Focus on how to obtain maximum benefits nationally from what will always be local partnerships. Explore opportunities for joint working on Advanced Social Work apprenticeship 	<ul style="list-style-type: none"> Ongoing Initial work by December 2017
29	Student Alumni	Debbie Blackshaw / Alex Kemp / NIS / HR	<ul style="list-style-type: none"> New proposal linked to principles and plans around a wider Cafcass alumni of former employees 	<ul style="list-style-type: none"> Advance a specific alumni for students who have completed a placement at Cafcass. The plan being to keep in touch with this potential future talent pipeline and share relevant information and feedback via a mix of communication and media forums. To maintain that connection to the point that they are three-year post qualified, with a view to an ongoing discussion about their career and to encourage their interest in working for Cafcass. 	<ul style="list-style-type: none"> September 2017

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PEOPLE DEVELOPMENT – enabling a feedback culture					
30	Establish a feedback culture within Cafcass that drives improvements in work	David Palmer Rachel Lockwood Julie Bury Analytics	<ul style="list-style-type: none"> • 360 feedback tool is in place for operational managers and practice supervisors. • Maximise impact of existing 360 feedback through use of learning guide and guidance on accessing reporting data. 	<ul style="list-style-type: none"> • Create learning on Feedback Skills with supporting materials for delivering in Service Area Management meetings and team meetings • Extension of on-line 360 feedback to all staff via internal tool designed by Analytics Team 	<ul style="list-style-type: none"> • September 2017 • January 2018
31	Explore methods of obtaining feedback at organisational level to inform future planning	Paul Simpson Julie Bury	<ul style="list-style-type: none"> • Staff surveys currently used for specific topics and to gather data as part of Area Quality Review process 	<ul style="list-style-type: none"> • Investigate potential options for establishing a full staff survey 	<ul style="list-style-type: none"> • June 2017
PEOPLE DEVELOPMENT – self-directed learning					
32	Enable and encourage all staff to take responsibility for their own learning and maintain our culture of continuous learning and improvement	Julie Bury	<ul style="list-style-type: none"> • Reflection on learning included in PLR • Ongoing promotion of on-line resources • Use of Yammer to share learning in communities of practice 	<ul style="list-style-type: none"> • Increased focus on impact of learning in new PLR self-assessment tool • Raise awareness of different ways to learn (70-20-10 model) • Further development on social learning • Increase range and quality of MySkills materials 	<ul style="list-style-type: none"> • July 2017 • October 2017 • Yammer being used • On-going
33	Create frameworks to enable sharing of good practice and learning	Julie Bury Rachel Lockwood	<ul style="list-style-type: none"> • Initial project group looking at creation of network of Practice Experts • Proposal on Practice Experts approved by OMT 	<ul style="list-style-type: none"> • Subject to approval pilot implementation with initial 5 topics 	<ul style="list-style-type: none"> • July 2017

REWARDING PERFORMANCE WORKPLAN

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PAY SCALES					
34	Conclude and implement pay award for 2016-17	James Hyde Paul Simpson Alastair Thirsk Steph Watson	<ul style="list-style-type: none"> 2016-17 pay award implemented in Jan 2017 with further award for staff at Band 8+ implemented from May 2017. 	Nil	<ul style="list-style-type: none"> Completed
35	Strategic pay review	James Hyde Paul Simpson Alastair Thirsk	<ul style="list-style-type: none"> Initial considerations have flowed from talent attraction/resourcing review further highlighting the need to offer competitive/attractive pay in all service areas. Rationalise the pay spine so that pay progression between grades is more consistent and in particular to support career progression from FCA to Practice Supervisor to Service Manager as these are currently not well balanced/reflected in pay. Elements of pay structure in further details below. 	<ul style="list-style-type: none"> Options paper to go to CMT 	<ul style="list-style-type: none"> Options paper by end June 2017
PREMIUM RATES					
36	Golden Hello	James Hyde Paul Simpson Alastair Thirsk	<ul style="list-style-type: none"> Use and effectiveness of Golden Hello reviewed as part of earlier work on resourcing/attraction indicates that routinely offering Golden Hello may not be cost effective in all areas. Turnover data indicates that in some areas reducing the rate of leavers will be more effective than focusing only on attracting new starters. 	<ul style="list-style-type: none"> Drafting options paper to consider other approaches including focus on retention rather than just initial attraction. 	<ul style="list-style-type: none"> Options paper by end June 2017

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REGIONAL RATES					
37	London Weighting	James Hyde Paul Simpson Alastair Thirsk Ian Turley	<ul style="list-style-type: none"> • Intention to retain London weighting 	<ul style="list-style-type: none"> • Review recent inclusion of London Weighting within the advertised salary for roles in London. Initial view that this seems to provide better pay comparisons with advertised salaries for Social Worker roles in London Boroughs. 	<ul style="list-style-type: none"> • No further action proposed.
38	South East weighting	James Hyde Paul Simpson Alastair Thirsk Ian Turley	<ul style="list-style-type: none"> • Discussion only so far, but propose to include a regional weighting to salaries for areas neighbouring London to avoid geographical drop-off and to assist recruitment. Likely to link to review of Golden Hello and consideration of payments to incentivise retention. 	<ul style="list-style-type: none"> • To include within strategic pay options for consideration of CMT. 	<ul style="list-style-type: none"> • End of June 2017
39	Consider approach to pay progression	James Hyde Paul Simpson Alastair Thirsk	<ul style="list-style-type: none"> • Further indication given by MoJ that all forms of pay progression to be removed. • Mid-point salaries removed from pay scale in 2014-15. 	<ul style="list-style-type: none"> • MoJ likely to retain broad bands and pay minima/maxima. Indication in January 2017 that retaining commencement and target salaries likely to be acceptable so long as linked to job performance and not time served entitlement. Link needs to be re-established in CMT options paper. 	<ul style="list-style-type: none"> • Options paper by end June 2017.
OTHER TERMS AND CONDITIONS					
40	Annual Leave Accrual	James Hyde Paul Simpson Alastair Thirsk	<ul style="list-style-type: none"> • Identified option to accrue additional leave 1 day per year for first 5 years to support early years retention. 	<ul style="list-style-type: none"> • To include within strategic pay review proposal for consideration of CMT 	<ul style="list-style-type: none"> • Options paper by end June 2017.
41	Salary Sacrifice benefits	David Palmer	<ul style="list-style-type: none"> • Ongoing management of schemes for Childcare vouchers, Cycle to Work • Process requests and maintain accurate records • Report on up-take as needed • Keep up-to-date with legislative changes and impact on benefits available 	<ul style="list-style-type: none"> • Update staff on changes to childcare voucher scheme 	<ul style="list-style-type: none"> • June 2017