Cafcass Diversity and Inclusion Strategy 2017-2020

Action Plan

CHILD IMPACT

	Work stream	Project Owner/ Support	Current status/progress to date	Current or next actions	Target dates
1	Developing and issuing further practice guidance about the needs of children with specific diversity and inclusion factors, as they arise in the context of our casework	CEO/Learning and Development/NIS	• Operating Framework update is in draft and will be further updated as a result of this work. • Masterclass is being planned • Some 'ethnographic interviews' will be undertaken to inform the practice guidance, concentrating on the impact of the issue on the child and the impact of potential interventions e.g., type of engagement, assessment as an intervention	• Publishing Operating Framework updates (June and October 2016) • Masterclass course development • Delivery of masterclasses • 'Ethnographic' style interviews to be undertaken	• June 2017 for Operating Framework • September 2017 for Masterclass • Completion of training by March 2018 • Ethnographic interviews ongoing throughout 2017-20
2	Impact of parental mental health and how this affects parenting capacity and the thresholds for removal (public law) and a change of residence (private law)	Learning and Development/NIS	• Work is underway to develop programme materials	• FCAs identified they would like additional learning in this area. NIS currently working on this. • Programme delivery	• September 2017 • Completion by March 2018
3	Continue to develop practice in cases featuring Female Genital Mutilation (FGM), Radicalisation, and Child Trafficking.	Learning and Development/NIS	• Built in to Area Quality Review (AQR) framework	• Ensure that all relevant Diversity and Inclusion factors have been taken into consideration and assessed/analysed • Gaps identified will inform the national training plan	• Ongoing
4	The National Improvement Service will undertake a national thematic audit on child exploitation that will assess the effective operation of the Child	Alex Kemp, NIS	• Child Exploitation strategy and ambassadors in place	• Audit • Practice Recommendations	• Audit by December 2017 • Recommendations by February 2018

	Work stream	Project Owner/ Support	Current status/progress to date	Current or next actions	Target dates
	Exploitation Strategy and make recommendations for improvement				
5	Review the Quality Assurance and Impact tool to ensure that diversity and inclusion issues are fully captured	Anji Owens, NIS	• Not yet started	• Paper to OMT • Actions resulting	• June 2017 • October 2017
6	Undertake two pilot studies in Essex and North Yorkshire to test the Child Impact Analysis Framework	Sarah Parsons and Marie Gittins	• Pilot areas being agreed with DFJs and teams	• Pilots underway • Evaluation by Model Office • Decisions about national roll out	• July 2017 • Evaluation by November 2017 • December 2017
7	Develop a work stream and structured intervention for children suffering from emotional harm through high parental conflict	Sarah Parsons	• Design workshop being held in May 2017	• Development of training • Implementation • Evaluation	• July 2017 • October 2017 • December 2017
8	National Improvement Service to undertake a national benchmarking audit that will include an assessment of the quality and consistency of diversity and inclusion practice in case audits.	NIS	• Confirmation of methodology being sought.	• National benchmarking audit to be undertaken	• December 2017
9	Develop a network of 'Cafcass Experts' that include those able to provide casework consultation and support in areas associated with diversity and inclusion e.g. Stacey Gill (A4) about Roma/Slovak children: Caroline Starr (DfE) about children with CMB	Alex Kemp (lead) CMT/ OMT lead	• Work programme underway	• To collate and share good practice examples	• July 2017
10	Agreeing the service user data set for diversity monitoring and analysis purposes	CMT / OMT / NIS	• Work Programme underway	• Development of the work on the 'matched dataset' across MoJ, DfE and Cafcass. • Agree key 17/18 lines of enquiry/actions.	• July 2017

	Work stream	Project Owner/ Support	Current status/progress to date	Current or next actions	Target dates
11	Agree the services performance dataset to go in		• New provider in place for translating and interpreting (numbers and analysis).	• Data set to be agreed/to be monitored	• July 2017

INCLUSIVE EMPLOYER

	Work stream	Project Owner/ Support	Current status/progress to date	Current or next actions	Target dates
12	National Equality Impact Assessment	James Hyde/KG	• Equality Impact Assessment in place	• Update the national Equality Impact Assessment and ensure integration with area business and workforce planning	• July 2017 and annual update thereafter
13	Continuing to be sector-leading in respect of flexible and agile working practices that recognise the diverse needs and circumstances of our workforce.	James Hyde	• Culture and mindset of flexible working developed, assisted by supportive technology. • Steps taken to ensure staff in all teams remain connected to their teams and organisations when working flexibly • Understanding the needs of our workforce by age e.g., millennials, older staff, and introducing flexible arrangements accordingly • Flexible Working awards and commendations received	• Promote flexible and agile working practices for recruitment and retention purposes, to continue to attract and retain diverse staff group. • Develop IT resources and remote-working capability, with appropriate EIA of technologies to ensure user-specific needs and necessary reasonable adjustments taken into account • Dip sample 'connectedness', evaluating morale, productivity and compliance.	• Ongoing
14	Recognising and raising awareness of the importance of Mental Health	Paul Dockerty/Carl Bryce	• 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 • Mental Health First Aider training has taken place and training for managers and promotion planned.	• 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	• From January 2017 and on-going • By March and then at least quarterly • April 2017

	Work stream	Project Owner/ Support	Current status/progress to date	Current or next actions	Target dates
15	Provide appropriate support to individuals affected by cancer	Paul Dockerty/ Julie Bury	• Macmillan training commissioned and underway	• Creating a bespoke Cafcass session for managers to support staff affected by cancer in any way. • Create team specific session that can be delivered by trainers at team meetings across the organisation (additional Management Development module). • Setting up network of cancer buddies	• May 2017 onwards • December 2017
16	Provide learning and guidance for managers on how to support staff with dyslexia	Julie Bury	• Dyslexia awareness training and materials in place.	• Rerun Dyslexia Awareness training for managers	• June 2017
17	Acknowledge caring responsibilities and the impact on health and wellbeing for staff	David Palmer	• Draft carer commitments developed.	• Carers Commitment to be approved by CMT and then communicated to staff.	June 2017
18	Disability Confident employer	Kathryn Alston	• Transfer from the 'Two Ticks' scheme to Disability Confident Employer complete.	• Ensure Cafcass branding and stationery reflects the change to the new scheme and communicate to staff. • Submit completed self-assessment by 31/10/17 to automatically extend scheme for another two years. • Work towards being a 'Disability Confident Leader' (level 3).	June 2017 October 2017 December 2017
19	Ensuring our infrastructure is accessible and safe for staff and service users	Emma Ryley (Terry Johnson)	• Audits ongoing	• To ensure that all of our buildings are fully compliant with Equality legislation and meet the diverse needs of staff and Service Users (where this is practicably possible and is our direct responsibility).	• Review our estate by April 2018 • Set priorities for work to be completed by April 2019
20	Ensure that Cafcass is benchmarked against and compliant with key	James Hyde	• National standard in development	• Awaiting launch of national standard • Benchmark standards with Cafcass	• May 2017

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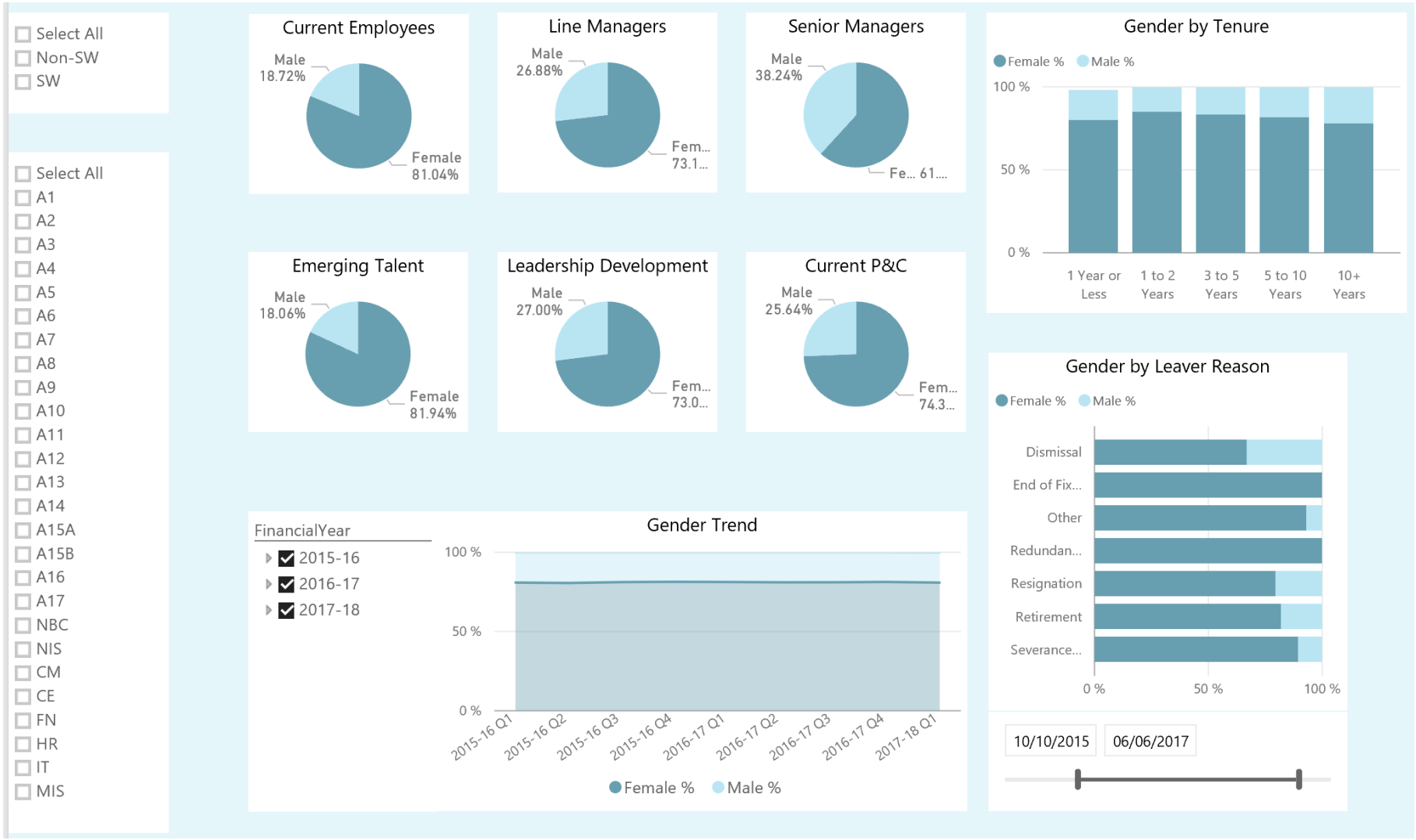
	industry measures and standards, e.g. the new British standard on diversity currently in development by Manchester University's Alliance Business School		• Ensure that the experience of staff with a diversity and inclusion needs is positive, by carrying out regular surveys and sampling of their experience of the application of policies and other frameworks in Cafcass e.g. procured contracts		• September 2017

STAFF DIVERSITY

	Work stream	Project Owner/ Support	Current status/progress to date	Current or next actions	Target dates
21	Develop the network of existing and new Diversity Champions	James Hyde/KG	• Network established but refresh needed.	• Reaffirm what is expected of Diversity Champions and what their role involves. • Co-ordinate current Diversity Champions and recruit new ones • All teams to have a Diversity Champion • Link champions with Heads of Practice • Re-establish regular Diversity and Inclusion Newsletter to disseminate best practice and knowledge across Cafcass	December 2017
22	Provide relevant and appropriate virtual network groups for staff	James Hyde/KG	• Research undertaken to establish success criteria for self-sustaining and focused network groups, to be continued. • Exploration of platforms to enable network activity, including Sharepoint and Yammer	• These groups need clear terms of reference and capacity to support them until self-sustaining. • Request volunteers to get the networks up and running	July 2017 September 2017
23	Agree the workforce metrics to go into the 2017/20 strategy and lines of enquiry/actions resulting.	James Hyde / Ben Rolfe	• Links to the ongoing work to develop a 'matched dataset' across MoJ, DfE and Cafcass. • Data produced by Cafcass Analytics team relating to the key protected characteristics, which is monitored and reported on periodically and kept under review through National Partnership Committee.	• Develop a more visual 'dashboard' of the key workforce diversity data set to enable better focus on key priority actions. • Conduct a thorough analysis of the key workforce metrics and what the impact / potential impact of these is on service delivery and improvement, to inform priority actions.	June 2017 onwards
24	Consider strategies to address any imbalances within the Cafcass workforce e.g., any gender, race or disability imbalances – starting with any gender imbalance	CMT / OMT / James Hyde	• Current workforce ratio of female to male frontline social work staff in Cafcass is circa 80:20, which is broadly reflective of the wider social work profession	• Establish the scope for addressing the root cause and supporting wider strategies to redress this imbalance, working with key partners e.g. Guardian, other Social Work Employers / Networks	September 2017

Appendix 1 – Draft Diversity and Inclusion Dashboard

Gender



Disability

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Non-SW
SW
Select All
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A2
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A4
A5
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NBC
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Current Employees
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Disa... 6.9...
None 81....
Line Managers
Unk... 3.2...
Disa... 3.76...
None 93.0...
Senior Managers
Unk... 5.8...
Disa... 2.94...
None 91....
Disability by Tenure
Disabled %
Not Disabled %
Unknown (Disabled) %
100%
50%
0%
1 Year or Less
1 to 2 Years
3 to 5 Years
5 to 10 Years
10+ Years
Emerging Talent
Unk... 2.20...
Disa... 7.9...
None 89....
Leadership Development
Disa... 7.0...
None 92....
Current P&C
Unk... 7.6...
Disabl... 10.26%
None 82....
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Redundan...
Resignation
Retirement
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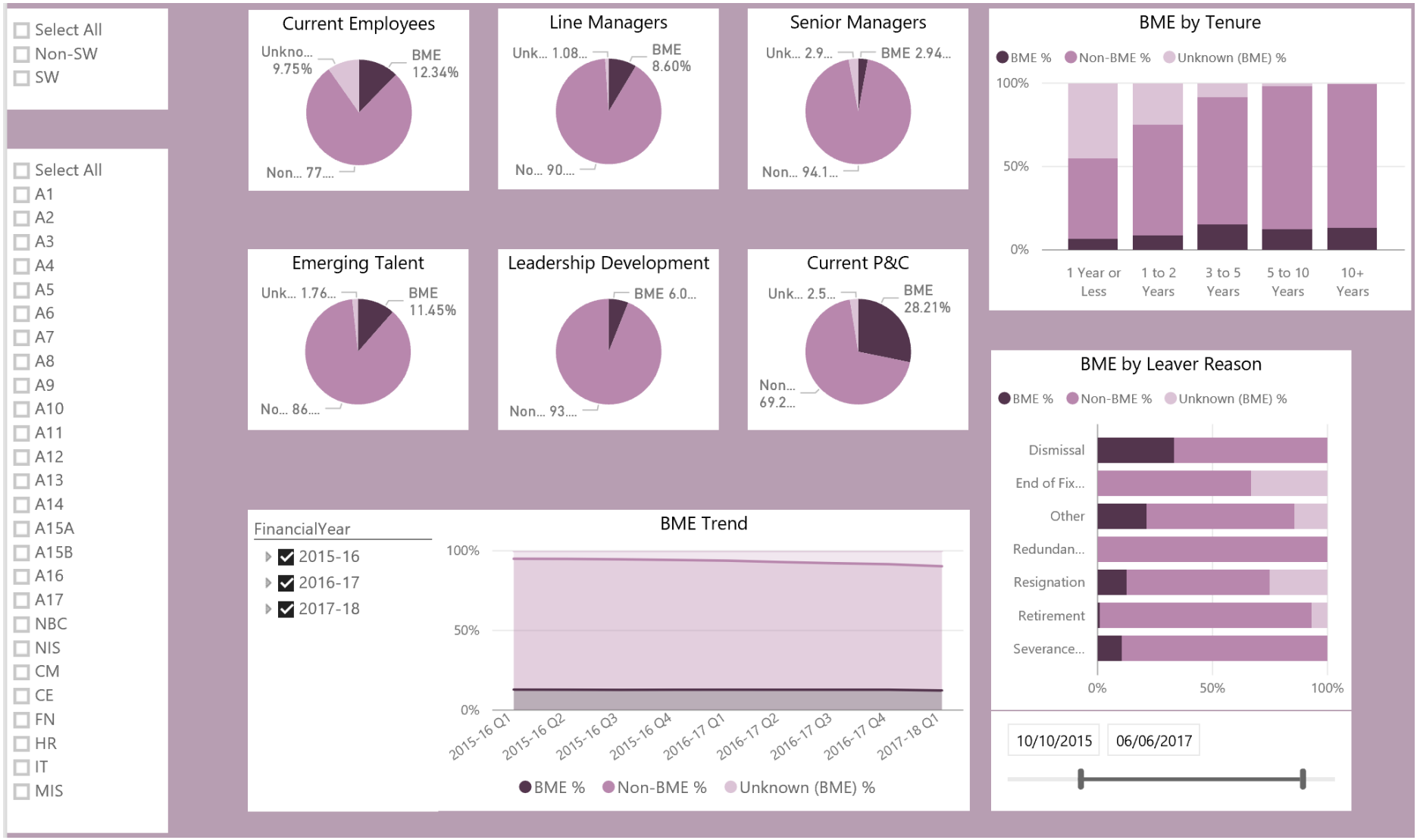
Black and Minority Ethnic (BME)