



CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE
Paper for the Board Meeting on 26 January 2018
DIVERSITY AND INCLUSION STRATEGY 2017-20: first six-monthly update

KEY POINTS

- Significant progress has been made in the early delivery of the Action Plan, across all three key strands of the Strategy.
- Improvements to date are outlined in the report below and the Action Plan itself (with RAG status) is at Appendix 1.

1. AIM AND PURPOSE

The Diversity and Inclusion Strategy (2017-20) and accompanying Action Plan were endorsed at the Board meeting on 15 June 2017. The Board requested six-monthly updates, because of the importance of maintaining a momentum about diversity and inclusion work across Cafcass.

2. ACTION FOR THE BOARD/COMMITTEE

- 2.1. The Board is asked to review the progress and improvements outlined below, as well as the full overview contained within the Action Plan / RAG log at Appendix 1.
- 2.2. The Board is asked to review and endorse the next phase of further improvement

3. PROGRESS SO FAR

The Diversity and Inclusion Strategy has three overarching themes: **Child Impact**, **Inclusive Employer** and **Staff Diversity**. Good progress has been made in terms of the identified actions within each of these three strands, as set out below.

3.1. CHILD IMPACT

Family Justice Young People's Board (FJYPB) 'Top Tips'

The FJYPB have completed six 'Top Tips' to promote effective engagement with children and young people, which have been shared with practitioners and managers. A number of local authorities are keen to make use of the Top Tips guidance as well, so these are being made available on the revamped Cafcass internet site. These are:

- FJYPB's Top Tips for respecting children and young people's diversity;
- Aleesha's Top Tips for working with children and young people with a disability;
- Matthew's Top Tips for working with children and young people with autism;
- Sasha's Top Tips for Cafcass practitioners working with children and young people;
- Top tips for Cafcass practitioners for keeping children and young people informed and keeping them at the centre of their case;
- Top Tips for professionals when working with brothers and sisters.

Further Top Tips are also currently being developed, including:

- Top Tips for practitioners working with LGBTQ children and young people is currently being developed jointly with Cafcass;
- Top Tips for working with refugee and migrant children and young people.

'Off-the-Shelf' Training Packages

Ten 'off-the-shelf' training and briefing packages, specific to Diversity and Inclusion, have been developed. These will be available for Heads of Practice, Service Managers, Practice Supervisors and Diversity Champions (where appropriate) to deliver at a Service Area level, with a commitment to review their impact through our Diversity Champions and Virtual Diversity Networks. The ten themes are as follows:

- Working with Jewish families
- Working with LGBT+ families
- Working with Mormon families
- Learning from Cafcass submissions to Serious Case Reviews (SCRs)
- Working with Muslim families (refresh)
- Working with Hindu families
- Issues for working with parents with learning difficulties in public law
- Working with Quaker families
- Parental Orders and Surrogacy
- Working with Roma and travelling families

The next steps will be to review the impact of these packages and establish which further packages will be developed.

Thematic Audits

The National Improvement Service (NIS) undertook a national thematic audit on child exploitation, which assessed the effective operation of the Child Exploitation Strategy and made recommendations for improvement. The Child Exploitation Ambassadors are in place and continue to assist areas with duties such as signposting practitioners and implementing team support and learning networks.

All learning from National Thematic Audit activity and Area Quality Reviews in respect of diversity and inclusion are now considered and reported on separately to ensure that the quality of practice and outcomes for children can be enhanced. Findings from these activities will form the basis of new learning to be commissioned by the Learning & Development Working Group.

Cafcass Pilots

The first two pilots below were originally included in the Action Plan and there are now further pilots being carried out or planned, all supporting improved outcomes for children, so these have been added to the Action Plan.

Private law

- **The Cafcass Positive Parenting Programme:** creates a structured intervention for children and families involved in 16.4 cases, to attempt to reduce conflict and promote more timely case resolution. The national pilot of 50 cases launched in November 2017.
- **The Child Impact Analysis framework:** aims to ensure the private law Section 7 process is as child-focussed as possible, by requiring FCAs to apply the skills they have in a different manner. The pilot commenced on 1 July with a new court reporting template and runs in three areas: 1) Essex; 2) York and North Yorkshire; and 3) North Wales (Cafcass Cymru).
- **The Domestic Abuse Perpetrator Programme:** a project team has been set up within Cafcass and in partnership with *Respect* to research the need for a commissioned service in private law proceedings, which could address abusive behaviours by women within intimate partner relationships. The project team will use case studies and consider the wider research base and emerging literature to capture an extensive evidence-base. The outcome will be reported on in early 2018.
- **Support with Making Child Arrangements Pilot:** this will start in late January 2018, subject to the agreement of the new Family Justice Minister, offering a package of out-of-court dispute resolution services to parents who are assessed as suitable, to try and resolve their dispute without the need for either a Safeguarding Letter or a court hearing (FHDRA). The aim will be to reduce the caseload of the court in the context of rising numbers of applications, and to improve outcomes for children and their families by ensuring sustainable agreements.

Public law

- **The Cafcass Plus model:** this is local authority-led and initiates the involvement of an FCA in public law pre-proceedings. The aim of the model is to divert cases from court or narrow issues if the case does progress to proceedings. The model is currently being piloted in five teams in A10, A11, A13 and A14.
- **The Voice of the Child App Project:** this is utilising the expertise of *Dubit* (a children's entertainment research and analytics company) to consider how existing paper-based tools used with children can be digitised and enhanced. Assessments will be based on how Cafcass shares information with children and the volume/frequency throughout a case. The current App under development aims to convert the 'How It Looks to Me' booklet into a digital resource, with a prototype being piloted from December 2017.

Service User Diversity Data

A new report has been designed to share with Assistant Directors and Diversity Champions, which includes service user diversity data that can be filtered by service area and/or case type (public/private). The first report was shared in December 2017 and the information will be available monthly, with the view to areas reviewing it every quarter. This will be looked at in the context of local service needs e.g. interpreters and diversity training. The next step is for the OMT and Head of Practice diversity leads to review the current data and provide initial recommendations and support to areas.

3.2. INCLUSIVE EMPLOYER

Mental Health Support

As part of our wider Health and Wellbeing focus on mental health and resilience, 18 Mental Health First Aiders have been trained and staff are benefiting from having extra support from their peers, which includes being signposted to relevant professionals such as their GP. There have been three Mental Health First Aid (MHFA) training sessions for managers and staff, designed to build mental health awareness and confidence in recognising symptoms. The Mental Health First Aiders have delivered sessions in Service Area Meetings (SAMs), to give managers an overview of the MHFA approach and to give them the opportunity to ask questions. The MHFA programme is being reviewed to determine the requisite next steps to ensure the programme is further embedded and enhanced.

Macmillan Cancer Support Training

Over the last six-months we have rolled out *Macmillan* training for managers to help support staff affected by cancer. Bespoke training packages were developed with the help of *Macmillan* and Cafcass volunteers and train-the-trainer events were held, with 17 members of staff trained to deliver the sessions. 74 managers have been trained and the feedback has been very positive:

93% found the workshop useful.

“The main things I took away were how long issues can continue to impact, even after recovery, and therefore how we need to take this into consideration in terms of support and ongoing adjustment”

“The most striking action / observation is to respond to people’s individual needs and not make assumptions about what they might want / not want. It was invaluable to have Sue’s input into the course”.

In the last 12-months, there have been c5% sickness absences linked to cancer for our social work staff. This is a reduction on the previous 12 months of c11% but still a substantial figure.

Disability Confident Employer

Cafcass has successfully had its *Disability Confident Employer* status extended for two-years. In order to achieve this, a self-assessment was carried out around key areas such as attracting, retaining and developing staff with a disability. The next step is to be assessed for the highest level of Disability Confident status, which is *Disability Confident Leader*, which we are committed to achieving.

3.3. STAFF DIVERSITY

Diversity Champions

In July 2017 we re-launched our Diversity Champions network by having a development day and consulting with them on how they might best shape their diversity work across Cafcass. Dr Amy McKee from the Cafcass Psychologist Service gave a seminar on Radicalisation and CSE with a Diversity and Inclusion perspective. We now have a new Diversity Champion Job Description, a quarterly Diversity and Inclusion page in Channel C and regular contact with the champions, including a *SharePoint* site to share good practice. The aim for the next six-months is to continue to raise the profile, involvement and knowledge-sharing of the champions.

Virtual Diversity Networks

Virtual Diversity Networks have been launched and these will help staff to support each other and help to shape and inform best practice. There has been interest in Sexuality and Gender Identity, Staff with Caring Responsibility and Black, Asian and Minority Ethnic (BAME) groups. Governance material has been produced and each network has a teleconference facility and *SharePoint* site. The next objective is to build on membership numbers for these networks and raise interest for the Mental Health and Disability networks.

Workforce Diversity Metrics

Collaborative work between the HR and Analytics teams has taken place, which has resulted in a new Diversity and Inclusion data dashboard. This provides a visual aid to present staff diversity data to enable better focus on priority areas / line of enquiry as part of routine and ongoing local area Workforce Planning and analysis, and includes the following features:

- The ability to filter down to service area or corporate team level;
- Access to percentage and numerical data;
- A function which allows 'drill down' to a more detailed level of data or trend analysis;
- A query function which allows for interrogation of the data.

Appendix 2 provides some screenshot examples of the data dashboard. Work is ongoing to analyse and summarise the key themes from the current data and trend analysis, and to use this to inform necessary or priority lines of enquiry.

3.4. Key new theme of work - Domestic Abuse

Strengthening our approach to supporting staff affected by domestic abuse (victims and perpetrators) is a key workstream that has been added to the Action Plan for the next six months. This will sit under the Inclusive Employer section of the Strategy, with the first step being to share recommendations with OMT in January 2018 following the Employers' Initiative on Domestic Abuse conference held in November 2017 and attended by Baroness Tyler and Julie Bury, HR Manager (OD). Recommendations for the workplan include:

- Review, update and re-launch the 'Staff Care Policy in Situations of Domestic Abuse';
- Deliver training to managers and HR team;
- Produce eLearning for staff and signpost to external resources e.g. the new app via *Hestia*;
- Ensure our support is gender/sexuality inclusive e.g. LGBT+ relationships, impact on male survivors; and
- Include support for parents being abused by their own children.

4. BENEFITS FOR CHILDREN AND SERVICE USERS

- 4.1. The Diversity and Inclusion Strategy is inherently designed to deepen the positive impact of our work upon children and service users, where issues of diversity and inclusion are relevant and important.
- 4.2. The Child Impact strand of the Strategy is focused on improved outcomes for children by keeping relevant Diversity and Inclusion considerations central to our frontline service delivery and development. It is imperative that we acknowledge the individual life experiences of the child and reflect this in the advice and recommendations we make to the Family Courts.

- 4.3. The Inclusive Employer strand is premised on creating an inclusive working environment where all employees can flourish and maximise their potential, regardless of their differences and diverse needs. We aim to be recognised as an employer of choice, not least because of our commitment to advancing Diversity and Inclusion. This is an integral part of our approach to the recruitment and retention of a happy, purposive and productive workforce.
- 4.4. The Staff Diversity strand shows how we recognise and harness the value of a diverse workforce and celebrate differences, maximising the potential of those differences to improve service delivery. Our diverse workforce reflects our diverse service user base, and we continue to ensure our workforce grows professionally. By adapting our approach to learning in order to support all staff and encouraging the sharing of knowledge and best practice, we can deliver better outcomes for service users as a result.

5. SUMMARY OF NEXT STEPS

Here is a summary of the next steps for each of the actions highlighted above in section 4.

Child Impact

- Develop the FJYPB top tips for LGBTQ and refugee and migrant children and young people.
- Review the impact of the off the shelf diversity training packages and establish if further packages need to be developed.
- Review Diversity and Inclusion findings from any thematic audits and Area Quality Reviews to form the basis of new learning to be commissioned by the Learning & Development Working Group.
- Evaluate the Cafcass pilots as appropriate and make recommendations.
- Assess the service user diversity data report to provide initial recommendations and support to areas.

Inclusive Employer

- Review the MHFA programme to determine the requisite next steps to ensure the programme is further embedded and enhanced.
- Further develop the *Macmillan* cancer support work.
- To be assessed for the highest level of Disability Confident status, which is *Disability Confident Leader*.

Staff Diversity

- Continue to raise the profile, involvement and knowledge-sharing of Diversity Champions.
- Build on membership numbers for the Virtual Diversity Networks by further promotion.
- Further analyse and summarise the key themes from the current workforce diversity data and trend analysis, and to use this to inform necessary or priority lines of enquiry.
- Develop support for staff affected by domestic abuse, building on our existing approaches to developing effective support networks.

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<u>Acronym</u>	<u>Definition</u>
CSE	Children Sexual Exploitation
DA	Domestic Abuse
D&I	Diversity and Inclusion
ENEI	Employers' Network for Equality & Inclusion
FCA	Family Court Adviser
FHDRA	First Hearing Dispute Resolution Appointment
FJYPB	Family Justice Young People's Board
MHFA	Mental Health First Aid
OMT	Operational Managers' Meeting
RAG	Red, Amber Green (progress)
SAM	Service Area Managers' meetings

Appendix 1 – Diversity and Inclusion Action Plan / RAG Log

Appendix 2 – Data Dashboard Demonstration (Presentation)