

No.	Work Stream	Project Owner	Green	Amber	Red	RAG
TALENT ATTRACTION						
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"> Videos live on microsite August 17. Adverts are tailored to geographic areas as well as specific teams (e.g. EIT). A4 poster and A5 flyer have been developed with Communications and distributed to offices. Completed by Sep 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"> Project group worked with external production company to produce 4 x videos to support recruitment – now live. Subtitled videos uploaded to microsite 			
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"> Guardian Microsite live Aug 17 	<ul style="list-style-type: none"> Work closely with Communications Team to review and edit current content prior to transfer to new website. Once completed seek to make further short-term changes to enhance the employer brand and explore creating greater distinction from corporate brand. By Nov/Dec 2017. 		
4	Review advertising options and find the best Value for Money solution for the future.	Paul Simpson Ian Turley	<ul style="list-style-type: none"> Networx software selected and implemented with advertising included. 50% of Networx managed campaigns are either live or have been planned for Balance of campaigns to be used when suitable requirements / opportunities identified. Completed Sep 2017.			

5	Explore methods of assessing the effectiveness of advertising.	Ian Turley	<ul style="list-style-type: none"> The Networx software will enable us to assess the most effective recruitment sources. Working closely with Communications to use Social Media channels and ensure maximum reach, particularly on high profile / hard-to-fill roles. 	<ul style="list-style-type: none"> Work with Analytics Team to produce regular data to inform our practices. 		
6	Job search function	Paul Simpson Ian Turley	<ul style="list-style-type: none"> Complete 			
7	Application process	Paul Simpson Ian Turley Peter Dey Ben Rolfe	<ul style="list-style-type: none"> Implementing Networx allows candidates to apply using social media accounts. Continually monitor and review / refine application process as required. <p>Ongoing.</p>			
8	Agree the standard stages of the recruitment process for Family Court Adviser recruitment	Paul Simpson Alastair Thirsk Ian Turley	<p>This process is now agreed, with a revised telephone interview and T-three (Mendas) being used but not delaying the arrangement of interviews.</p> <ul style="list-style-type: none"> Contract renewed with T-three (Mendas) and migrating to new delivery platform. FCA and SM assessments retained. Other assessment to be decommissioned due to VfM. Continue to monitor and review the process as required. T-three new platform now live. 			
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. 		
10	Planning timescales for the process	Ian Turley	Recruitment plans now agreed with managers at the start of each campaign, preventing delays in the process.			

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 Ian Turley – HR Resourcing	<ul style="list-style-type: none"> • Have scoped out how the Network and MySkills platforms will be used to ensure a natural pathway for candidates joining Cafcass. • Content for On-boarding pages identified and has been created • Trial of portal in A11, 12 & 13 agreed and in progress to end of January 2018. • Link in with NIS on their new standard induction templates for FCAs 	<ul style="list-style-type: none"> • Seek feedback from new starters in mid-January 2018. • Rollout to all Services Areas mid-February 2017. • Possible extension of content for role specific content by June 2018. 		
12	Re-branding and expansion of Self Employed Contractor (SEC) Unit / SEC provision. The unit is now called Cafcass Associates and SECs called Associate Family Court Advisers (Assoc. FCAs).	Richard Morris - Cafcass Associates	<ul style="list-style-type: none"> • Name change - series of focus groups with staff, stakeholders, managers and SECs. Consulted with NAGALRO as largest professional body supporting SECs. New rebranded role title has been determined – Associate Family Court Advisers. • Expansion to meet demand – the number of accredited Assoc. FCAs has risen from 85 to 130 since Nov 16 and we have increased other support to the Cafcass Associates team (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 Assoc. FCAs 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 Assoc. FCAs. These aspects have been brought within the Cafcass Associates team 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"> • New rebranded role title to be publicised within Cafcass and outside organisation. • Continue to develop the branding and communications relating to the Assoc. FCAs and Cafcass Associates team 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 Assoc. FCAs has been set, to be achieved for Sep 17. 			
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SUPPORTING OUR PEOPLE

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, by July 2017. • 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. By July 2017. • Paper to CMT August 2017 		
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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 • Mental Health sessions delivered at Staff Development Days • Practical Mindfulness programme piloted with EIT team in A5 and A9. • MHFA workshops for managers available December and January 2018 	<ul style="list-style-type: none"> • Maximise use of resources available from external organisations to fit Cafcass context. Ongoing, evaluate on-going impact March 2018. • Increase local engagement and create specific resources for them to use such as Talking Heads videos etc. • Report on mindfulness pilots to CMT with recommendations for further roll-out - February 2018. • Create a network of mindfulness coaches, by March 2018. • Use external awareness days such as National Work Life Week and World Mental Health Day to spotlight support available and offer webinar learning. 		
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 • Management Development module - supporting managers in their role supporting mental health/minimising pressure • Working with National Improvement Service and IT Trainers on holistic productivity programme targeted at individuals. Until October 2017. Then on a commissioned basis - evaluation positive. • Holistic H&W model – Optimising wellbeing for performance - launched at Managers workshop in September 2017. Now included in a range of materials including webinar and team development days. 	<ul style="list-style-type: none"> • Enhance and promote range of resources so that staff and managers can access as needed. Ongoing. • Review absence processes • Investigate efficacy of externally delivered learning on email effectiveness or smarter working. End September 2017. • Create new resources to support the holistic H&W model – Optimising wellbeing for performance . Organise open workshops for all staff - April - Dec 2018. 		

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"> • Review other methods of creating opportunities for staff to provide real time feedback and ideas. Ofsted survey Nov 2017 and focus groups based on PLR data - March 2018 	<ul style="list-style-type: none"> • Investigate potential options for establishing a full staff survey. CMT paper due 2018 	
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 	<ul style="list-style-type: none"> • Use a commissioned approach for delivery of support. Ongoing. • Strengths sessions cascaded through teams. Strengths sessions for teams available for commissioning now. • Introduction of growth mindset/positive thinking. • HR involvement at early stage of new projects. Ongoing. • Link to staff voice - focus groups based on PLR responses on wellbeing etc. 		
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 		
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. 2017 Caflon completed with a 55% increase in participants and 11 more events than 2016. Fundraising total for Children in Need exceeded - £4,342 for a £2,500 target. • Team wellbeing and development days • Offer of team building workshops based on strengths approach. • Capture and share positive stories of team activities <p>Ongoing.</p>			

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 through promotion of benefits each month in H&W newsletter • Network of H&W Champions in place and active • Regular communication of H&W topics via newsletter, Yammer, intranet articles • Range of accessible H&W information • Increased level of 1:1 H&W consultations • Ensure all offices covered and champions engaged, assess skills and knowledge and offer further development. Champions' Development Day 5 June 2017. • H&W calendar and use awareness weeks to promote specific topics. Ongoing monthly intranet article to promote topical resources. • Using technology to extend reach of sessions, create flexible resources. Ongoing. • Use available data to better target specific support and identify impact of activity. 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 • Session at managers meeting in September 2017. 	<ul style="list-style-type: none"> • New resources for managers about supporting wellbeing. E.g. monthly top tips. From February 2018. • More direct offer of support for managers to increase engagement with H&W – needs analysis. From April 2018. 		
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 • Carers Commitment launched • New offer for managers on Supporting People Affected by Cancer and Dyslexia Awareness 	<ul style="list-style-type: none"> • Resources developed to support topics such as bereavement, financial etc. February 2018 onwards. • Additional training for managers. 		

PEOPLE 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"> o Developing Your Team. o Effective PLRs o Managing in a high pressured environment • Leadership development in place for senior team • CMT approved next steps for leadership development for managers • PLR audit and observations in place with learning followed-up to improve focus on learning and performance • Leadership offer available to senior leaders through Henley Business School and bespoke sessions 	<ul style="list-style-type: none"> • New learning to be developed for new managers with NIS on practice specific management. April 2018. • Identify provider for next phase of leadership development. March 2018. • Use data from launch of PLR records and self-assessments on SharePoint to identify additional areas for learning. From January 2018. 		
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 • Contract extension approved to end March 2018 	<ul style="list-style-type: none"> • Develop MySkills to be a learning portal with wider range of resources for just in time learning. Ongoing. • New materials for management and business services development. End 2017/18. • Re-procurement for learning platform. In place by April 2018. 		

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 • Preferred provider contract awarded to Babington Group • Pilot group of 7 staff started apprenticeships • Process and numbers of places available agreed with OMT and for NBC and BS • Develop prospectus and communications for launch of programme and application process • First set of applications reviewed and 7 approved for January 2018 start. 	<ul style="list-style-type: none"> • Monitor performance of Babington and experience of learners. Ongoing. • Meet with University Teaching Partnership for social work to discuss potential for an Advanced Social Work apprenticeship as PQ. Ongoing. • Investigate and clarify options for leadership apprenticeships with Henley and OU • Open application process for April intake. February 2018. 		
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. • Emerging Talent pool is used to contribute to improvement projects • Strengths-based development embedded for Emerging Talent and in a number of Service Areas • Increase networking of group via Yammer and quarterly newsletter • Continue Emerging Talent programme, promote success stories and monitor impact on our work • 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. <p>Ongoing.</p>			

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 by 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. Ongoing. • Explore opportunities for joint working on Advanced Social Work apprenticeship. 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. 		
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. March 2018. • Extension of on-line 360 feedback to all staff via internal tool designed by Analytics Team. April 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. From April 2018. 		

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"> • Raise awareness of different ways to learn (70-20-10 model). • Further development on social learning. Yammer being used. • Increase range and quality of MySkills materials. Ongoing. 		
33	Create frameworks to enable sharing of good practice and learning	Julie Bury Rachel Lockwood	<ul style="list-style-type: none"> • Network of Cafcass Experts created for initial 5 topics. • Briefed Cafcass Experts on process. • Supporting intranet pages built. • Developed communications for launch including blog and intranet article completed. 	<ul style="list-style-type: none"> • Monitoring usage and impact on FCAs and Experts. From December 2017. 		

REWARDING PERFORMANCE

34	Implement 2017-18 Pay Award	James Hyde Paul Simpson Alastair Thirsk Steph Watson	<ul style="list-style-type: none"> • Pay remit approved by MoJ based on 1% consolidated increase. • Budget accrual/offsetting allows for full 1% to be implemented Dec '17 • Negotiations with TUs completed Dec 2017 agreement with Napo, rejected by Unison. Implemented pay award Dec 2017. • Back pay to BS agency staff under AWR to be completed during Q4. 			
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. Options paper approved by CMT • Pay Spine adjusted for bands 8 and 9 to provide alignment with career progression. Implemented in Dec '17. • Elements of pay structure in further details below (No. 37). • Discussions with TUs regarding strategic pay is underway alongside 2017-18 pay award. 	<ul style="list-style-type: none"> • Approval from CMT for attraction and retention payments December 2017 subject to minor changes. Implementation planning underway. 		

36	Job Evaluation Framework	Alastair Thirsk	<ul style="list-style-type: none"> • Proposal to streamline the JE policy approved by CMT. Ensure robust and timely evaluation of roles in support of role development, organisational change and recruitment. Maintain existing Framework to ensure equal pay. • 2 x training sessions completed for job evaluators. • Revised policy published after no further input from TUs. • JE panels being continued. • JE underway as BaU from Jan '18 			
37	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. • CMT approved to limit Golden Hello to £4k. • Retention scheme approved in principle by CMT. Reducing turnover rates may limit short-term applicability. • Outer London Weighting approved. 	<ul style="list-style-type: none"> • Implementation underway. 		
38	London Weighting	James Hyde Paul Simpson Alastair Thirsk Ian Turley	<ul style="list-style-type: none"> • Retain London weighting • 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. • No further action proposed. 			

39	South East/Outer London weighting	James Hyde Paul Simpson Alastair Thirsk Ian Turley	<ul style="list-style-type: none"> • Approved by CMT. • Establishing areas/offices to which weighting/payment will apply. Costs have been modelled for 4 x offices along with relevant job market research. • Link to 2017-18 pay award implementation. 	Implementation planning underway.		
40	Market supplement	James Hyde Paul Simpson Alastair Thirsk	<ul style="list-style-type: none"> • Approved in principle by CMT 	Potentially expand to include retention of high value individuals. Implementation planning underway		
41	Retention Scheme	James Hyde Paul Simpson Alastair Thirsk	<ul style="list-style-type: none"> • Approved in principle by CMT 	<ul style="list-style-type: none"> • Implementation underway. 		
42	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 only time served entitlement. 		
43	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. • Proposal rejected by CMT August 2017. • No action required. 			
44	Salary Sacrifice benefits	Alastair Thirsk Steph Watson	<ul style="list-style-type: none"> • Management of schemes for Childcare vouchers, Cycle to Work to transfer to Payroll/Rewards team January 2018. • Process requests and maintain accurate records • Report on up-take as needed • Keep up-to-date with legislative changes and impact on benefits available - updated staff on changes to childcare voucher scheme. • On-going management of applications, payments and contracts 	Will transfer to Payroll team in January 2018 following appointment of Reward, Benefits and Payroll Officer.		