



Cafcass Strategy Refresh: early thinking

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Open Board – 23 January 2019



Chair's introduction: why a new strategy now?



Sustain

- Build on our Ofsted rating and organisational journey to date to sustain our outstanding judgement
- Even this is challenging given increasing demand and constrained resources

Improve

- Priority is continuous improvement:
 - More casework good or outstanding
 - Support staff and work with partners to meet sector challenges
- Maintain capacity to test small number of long term options - so we are ready for reform when the time is right.

Engage

- We are part of a system and need to work together:
 - With children & families
 - With our staff
 - With our partners
- That includes strategy development
- Today is part of that process

Part 1: Strategic Context

Current Strategic Plan Period



Current strategic plan 2015-20 – ‘Towards Outstanding’



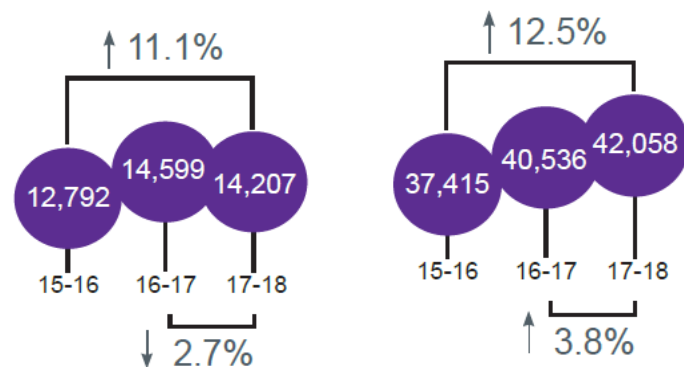
Assessment of current strategy period 2015-20



Demand

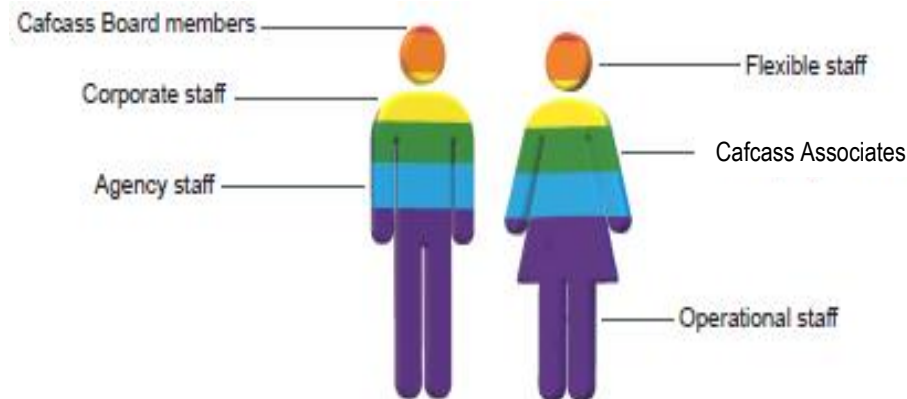
- Increased across all areas of work.
- More work within cases as well as new applications

Care applications Private law applications



Resources

- Are spread more thinly.
- We continue to invest in tech and streamline back-office functions
- So we can focus on the frontline: recruitment; flexibility;



Performance

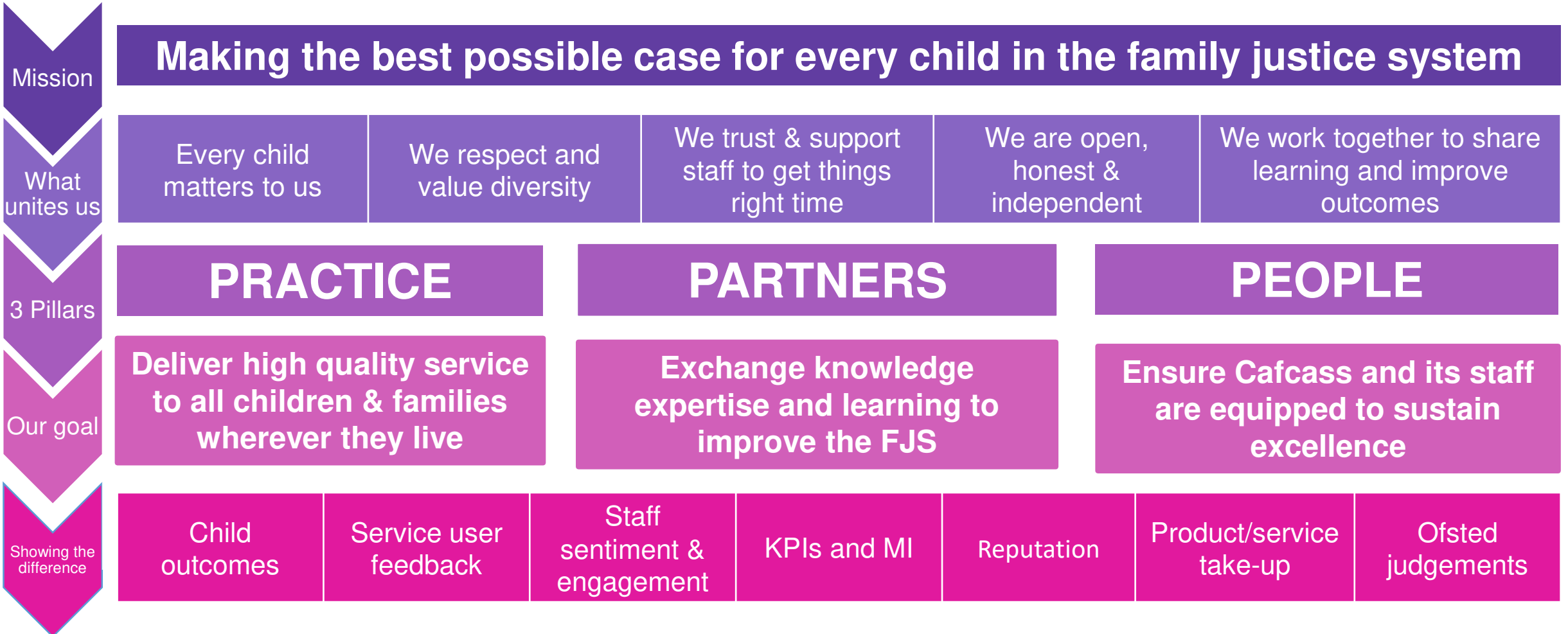
- We continue to meet children's needs.
- Outstanding Ofsted rating in March 2018.
- Innovation and evaluating new ways of working – both in our practice and support processes.

Part 2: Where next?

Emerging thinking on a new strategy



Overview: outline framework for a new plan



Our emerging ambition - PRACTICE



Continuous Improvement: even more casework is good or outstanding

1. Improve consistency in case planning and child impact analysis, but with tailored pathways to reflect diversity
2. Getting it right first time: do the right work once and as early as possible
3. Enhance child and family journey to improve outcomes

A more ambitious approach?

Extend the menu of commissioned services and interventions?

Our emerging ambition - PARTNERS



Continuous Improvement: exchange knowledge and expertise to improve the Family Justice System

1. Improve our 'local offer' to help tackle local regional variation: data, expertise, engagement with local forums
2. Work together to manage demand and improve outcomes – focusing on those which do not need legislation
3. Improve the research base in Family Justice – through collaboration with the Nuffield Family Justice Observatory, What Works Centre and international links

A more ambitious approach?

Extend our partnerships to include other areas of public policy: especially (public and mental) health, DWP, Home Office

Our emerging ambition - PEOPLE



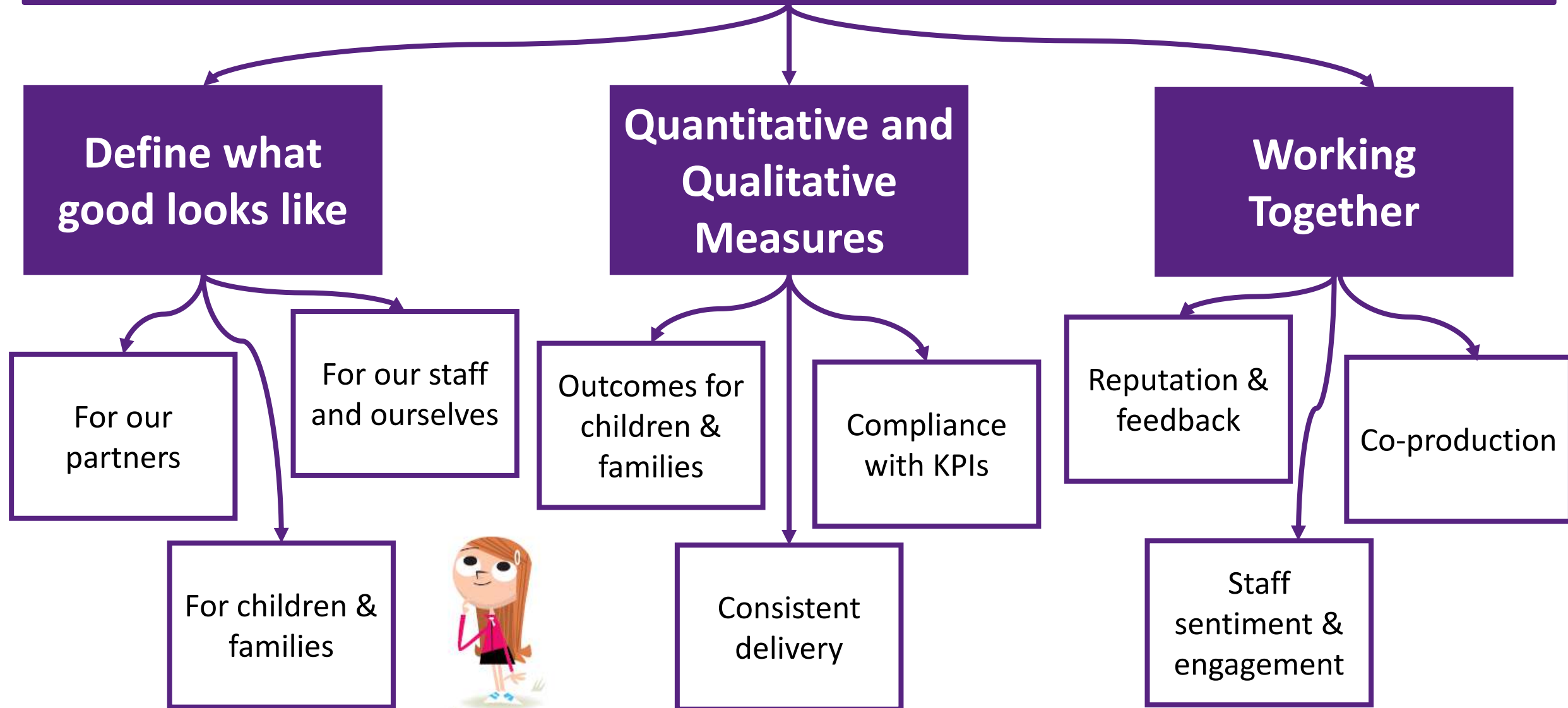
Continuous Improvement: Cafcass and its staff equipped to sustain excellence

1. Continue to support staff to deliver in increasingly challenging circumstances
2. Further develop our infrastructure and capability: resources, technology, knowledge, relationships, workforce, partnerships
3. Equip staff with the right tools for the job: including upgrading our electronic case-management system.

A more ambitious approach?

Play a more active role in sector-led improvement, shared services and workforce development for children's social care

How will we measure success?



Successful outcomes for children and families

- Did they understand what was happening and why?
- Did they feel their voice was heard and understood?
- Did they understand the decision (especially if not what they wanted/asked for)?
- Did they get practical help/interventions to improve parenting/family relationships?



- Did the order given reflect our recommendation?
- Judged manageable and safe by the parties?
- Returning cases?

Short term

- E.g. Restoration of meaningful relationships with parents and sibling (where safe)

Long-term:

- E.g. educational and health outcomes

Part 3: Focus on children & families

Improving engagement & outcomes



We are already doing well on many fronts

- Positive feedback from children, families and stakeholders
- Low volume of complaints from adults and children
- Reduction in Ombudsman investigations, none fully upheld
- Greater engagement with service user representatives e.g. on the Child Impact Assessment Framework

- And not least our role in sponsoring the FJYPB.....



But we think we can do more.....



...to enhance the Voice of the Child

...to improve the case journey

....to better engage children and families

.....so that we improve outcomes

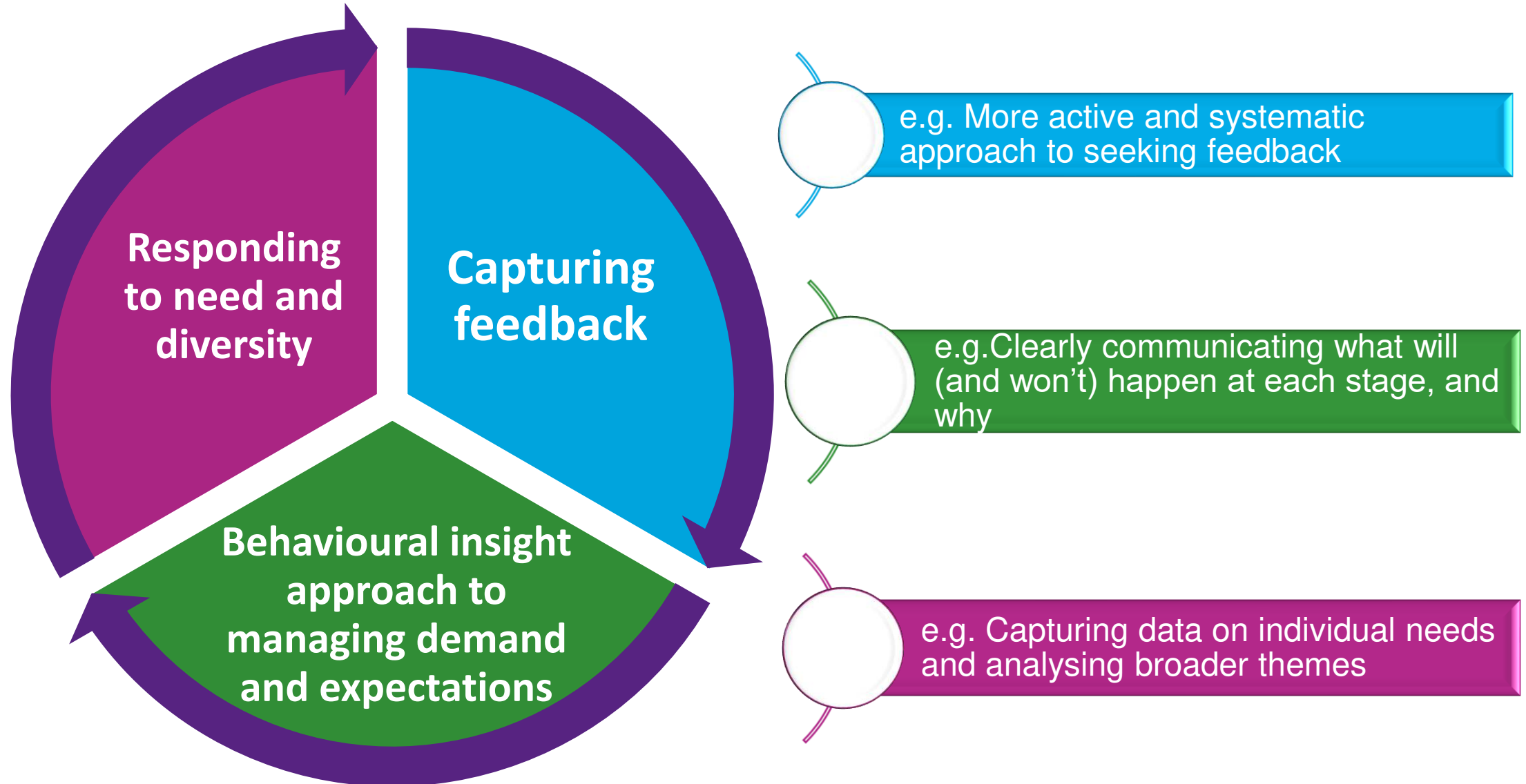
Continuous Improvement: further development of practice and culture

1. **PRACTICE:** Deepen our assessment, direct work and case work with CYP
2. **FJYPB:** Continue our sponsorship and support
3. **Case transparency:** scope how we make sure children know the outcomes of their case (where appropriate) in the right way for them

A more ambitious approach?

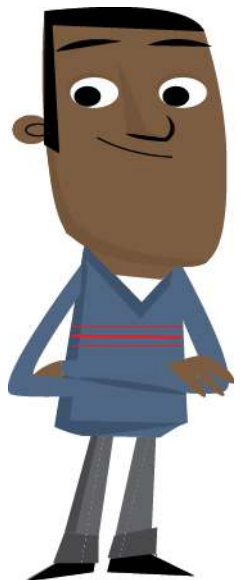
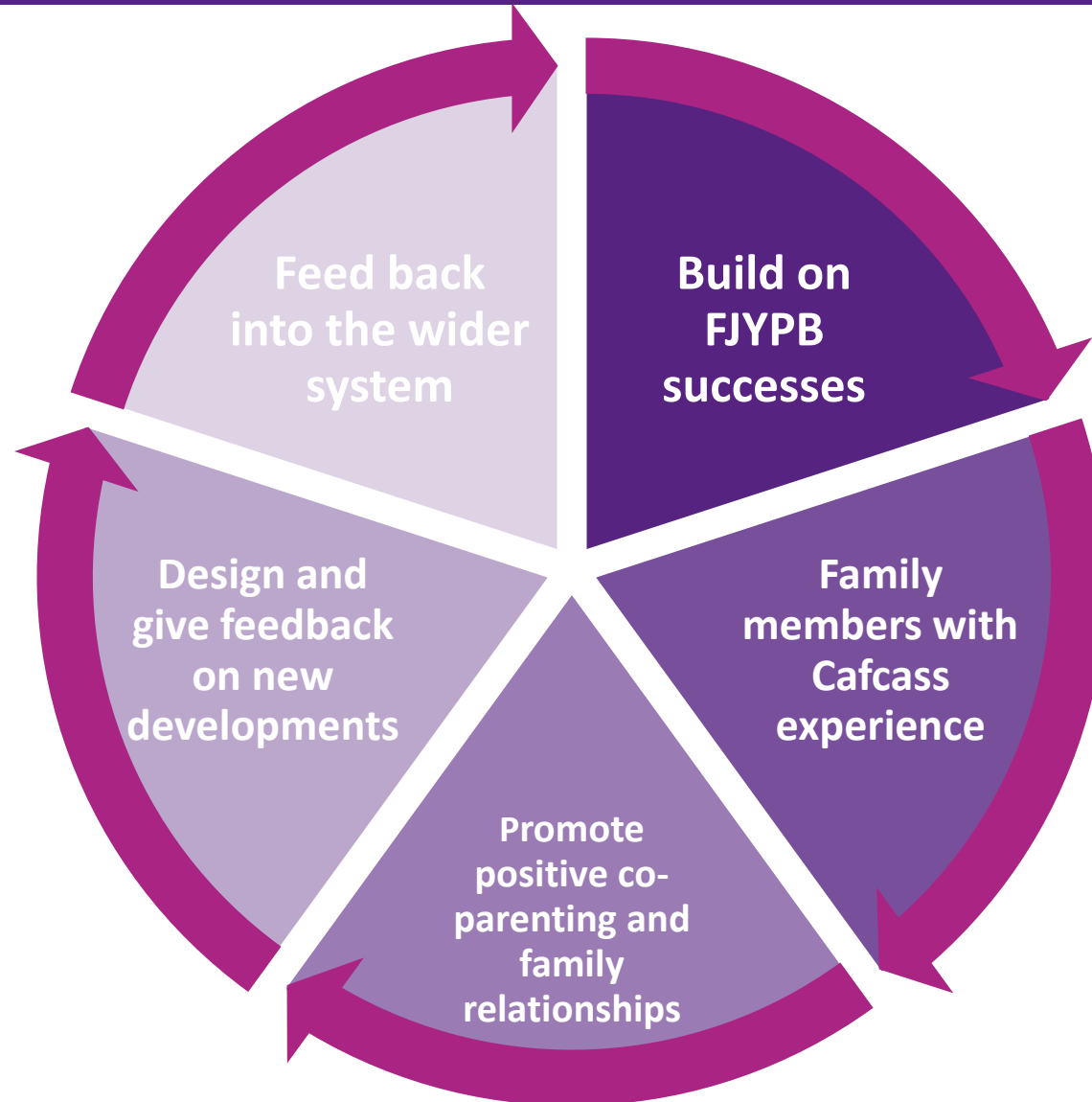
Create a virtual Voice of the Child Centre as an information bank to share resources and standards across the sector and internationally?

Improving the journey for children and families?



Next steps: improving family engagement?

Establish a Cafcass Family Forum?



Any Questions?



We are keen to get your feedback! Please do follow up to:
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