

Cafcass Public Board Meeting

Chief Executive and Corporate Management Team
Overview

17 October 2024



Contents



Part 1: Demand, performance and operational practice

1. Quarter 2 2024 - Demand and performance headlines
2. Prioritisation – overview
3. Complaints – overview and improvement priorities
4. Domestic abuse and harmful parenting – policy and practice update

Part 2: And in other news...

1. Practice Week 2024 – summary and successes
2. Awards shortlist
3. Legal services update

Part 3: People & Workforce

1. Introducing our new Cafcass senior leaders
2. Workforce overview and update report Q2, 2024-25
3. Health and Safety strategic priority - update
4. Career pathways – operational update
5. Improving induction – summary

Part 4: Priorities in the next period

1. Improving children's experiences in private law proceedings: Pathfinder court update
2. Preparing for inspection.....



Part 1: Demand, performance and operational practice:



Part 1: Demand, performance and operational practice:

1 April – 31 August 2024: Demand and performance headlines



- **New demand this year to date (1 April to 31 August 2024)**
- Cafcass received **23,016 total new children's cases featuring 35,270 children in the period; a decrease of 0.3%** (-63 children's cases / -481 children)
 - **Public law demand is 1.4% higher** (+97 children's cases with 74 fewer children). **Section 31 care demand remains unchanged compared to the same YTD figure last year**
 - **Private law demand is 1.0% lower** (-160 children's cases / -407 children)
 - **In private law proceedings, 8,055 new Section 7 reports were ordered - a decrease of 5.2%** (441 fewer reports), which included 2,341 addendum reports, **also a decrease (-7.9% / -202 reports)**.
 - On average, we received **211 new children's cases per working day** compared to 220 in the same period in 2023.

NOTE: The national averages are characterised by operational service area outliers which will be reported in future meetings

- **Social work caseloads have reduced further.** At the end of August 2024, for long-term teams the average is **18.5** (adjusted for full time equivalent) (20 in August 2023). For work to first hearing teams in private law, the average is **32.0**; (38.7 in August 2023)
- **In the last three months (1 June to 31 August 2024) 1,352 local audits were completed.** 91.5% of eligible Family Court Advisers had a local case file audit (undertaken for **890 Family Court Advisors** against 973 intended) and an **additional 379 local audits** were also undertaken as part of our national quality assurance framework.

Part 1: Demand, performance and operational practice:

Family Justice System Objective One: Ensure children and families have timely outcomes



1) Reduce number of children in long running open proceedings:

- **In the last year there has been a 21.3% decrease in children (2,669 fewer children) in proceedings lasting more than 52 weeks. At the end of August 2024, there were 9,863 children (5,780 cases) whose cases have been open for 52 weeks and 2,971 children (1,811 cases) open for 100 weeks or longer**
- **In public law proceedings, there are 3,450 children (1,680 cases) whose cases have been open for 52 weeks of whom 528 children (253 cases) have been open for 100 weeks or longer. The number of children whose cases are open for more than 52 weeks has reduced by 20.2% (873 fewer children) and by 26.5% (190 fewer children) in proceedings for more than 100 weeks compared to the end of August 2023**
- **In private law proceedings, there are 6,413 children (4,100 cases) whose cases have been open for 52 weeks of whom 2,443 children (1,558 cases) have been open for 100 weeks or longer. The number of children on cases running for more than 52 weeks has reduced by 21.9% (1,796 fewer children) and by 27.7% (938 fewer children) in proceedings for more than 100 weeks compared to the end of August 2023.**
- **At the end of August 2024, 4,092 private law children's cases (6,419 children) were 'court ready', meaning Cafcass has filed a report and there is a hearing in the next 6 weeks. In addition, where Cafcass had filed a report, there were 1,636 private law children's cases (2,532 children) with a hearing listed for 6 weeks or more and 236 private law children's cases (375 children) with no future hearing listed.**

Part 1: Demand, performance and operational practice:

Family Justice System Objective One: Ensure children and families have timely outcomes



2) Increase the percentage of proceedings resolving within 26 weeks (1):

- In the latest reportable period for these measures (cases closed 1 April to 30 June 2024):
 - **Final decisions were reached in 30.8% of section 31 care proceedings in 26 weeks or less** (1,660 children) a 5.7% increase (249 more children) compared to cases closed April to 30 June 2023
 - **Final decisions in S31 cases took 42 weeks** (3 weeks lower compared to the same period last year).
 - **Section 8 child arrangements proceedings resolving in 26 weeks or less increased by 4.2%** (1,536 more children) to 61.6% (9,186 children) compared to the same period last year
 - In this period **Private law work completing at the first hearing took 11 weeks** (1 week less than the same period last year)
 - **Where further work is ordered at the first hearing, this took 57 weeks** (4 weeks less than the same period last year)

Part 1: Demand, performance and operational practice:

Family Justice System Objective One: Ensure children and families have timely outcomes



2 (continued) Increase the percentage of proceedings resolving within 26 weeks (2): Filing and extensions

- **9.2 working weeks (average) to file in public law cases, 0.1 of a working week lower compared to the same period last year.**
- **4.0 working weeks (average) to file safeguarding letters, 0.3 of a working week lower compared to the same period last year.**
- **14.4 working weeks (average) to file Section 7 reports, unchanged from the same period last year.**
- **Circa. 28% of Section 7 reports extended beyond the first agreed filing date, 8% lower than same period last year.**



Part 1: Demand, performance and operational practice:

Family Justice System Objective Two: Ensure the family justice system runs efficiently the resources available



1) Reduce the number of open children's cases

- At the end of August 2024, the overall number of open children's cases (28,092 cases and 45,697 children) had reduced by 10.8% (3,403 fewer children's cases / -5,050 fewer children) compared to the end of August 2023.
- This represents a reduction of 6.4% for open public law children's cases (-776 children's cases / -1,593 fewer children) and a reduction of 13.6% private law children's cases (-2,627 children's cases / -3,457 children).

2) Minimise loss of capacity, especially in social work

- At the end of August 2024 there were 1,277 Employed Family Court Advisers. Our headcount aligns with demand overall and is adjusted for operational service areas where additional capacity is required. We continue to rely on the capacity of our flexible workforce, including 41 locum Family Court Advisers and 93 active Cafcass Associates.
- Social work 12-month turnover is stable at 14.2%, compared to 15.8% in the previous year. 34 fewer Family Court Advisers have left Cafcass in the last 12-months compared to the previous 12-month period (196 Family Court Advisers compared to 230).
- 38.9% of Family Court Advisers working in public law / private law work after the first hearing teams have caseloads of 20+ (31 August 2024 / adjusted for full time equivalent), this an 11.3% reduction compared to August 2023. Just 6.2% now have caseloads of 25+ (31 August 2024), a reduction of 5.8% compared August 2023.

Part 1: Demand, performance and operational practice:

Family Justice System Objective Three: Improve the experiences of children and families in proceedings (1)



Improve children's understanding and ability to engage in their proceedings:

- At the end of August 2024, **98.2%** of children on applicable cases had a completed child engagement record, with **94.1% seen in person**. This is further improvement compared to the same period last year.
- For children in **public law proceedings**, **57.2%** of audited files showed personalised letters of introduction had been sent – a 16.1% increase on the previous year.
- For children in **private law proceedings**, **76.6%** of audited files showed personalised letters of introduction had been sent – a 12.6% increase on the previous year.
- There has been an increase in the percentage of public law children's files showing recommendations shared with children from 63.8% in the same period in 2023 to **71.1%** in August 2024.
- The percentage of private law children's files showing recommendations shared with children has increased from 48.6% in the same period in 2023 to **50.5%** in August 2024.



Part 1: Demand, performance and operational practice:

Family Justice System Objective Three: Improve the experiences of children and families proceedings (2)



Improve the quality & consistency of practice

- **In the year to date (1 April to 31 August 2024) Cafcass received 2,500 items of feedback from children and families from our audit or Digital Feedback system. 1,359 of these (54.4%) were positive**
- Negative feedback themes include a sense of bias in whose account is taken about the children, not understanding children's needs, and failure to engage respectfully. Some children express unhappiness when family time is restricted or when communication falls short in explaining recommendations or they have a perception that the Family Court Adviser is not considering their wishes and feelings
- Feedback is shared in teams to consider any learning with quarterly feedback reports provided to senior leaders setting out national learning themes with an action plan. Locally operational service area improvement plans include information on how feedback has been used to make improvements.

There has been a significant and intended rise in local quality and impact audits that are collaborative between the manager and the practitioner:

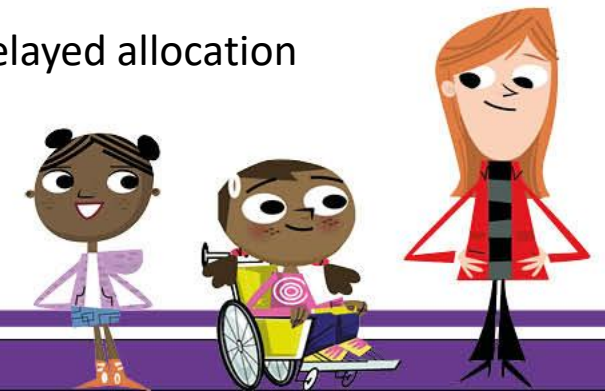
- **Of the 2,077 completed local audits in the year to date from 1 April to 31 August 2024, 880 were for public law and 1,197 for private law. 59.3% of local public law audits and 63.7% of private law local audits were collaborative**

Part 1: Demand, performance and operational practice:

Prioritisation – Overview



- **Prioritisation enables the timely allocation of public law proceedings and private law proceedings where the information provided indicates that the welfare or safety of a child may be at risk**
- Prioritisation is the mechanism we employ, very reluctantly and when all other measures have been tried, when **the pressures of demand and delay across a local family justice system outstrip our capacity to undertake the work with children and families safely and to the required standards** of practice, without overwhelming practitioners and managers
- It requires the **close and dedicated oversight** of those children's private law cases that are allocated to a manager and **held on duty in an 'Allocation Hub' for an extended period agreed with the court**, pending the availability of a Family Court Adviser. The manager provides children and their family with a **single point of contact** and oversees any new information that may indicate the need to allocate to a Family Court Adviser sooner
- There are **two Operational Service Areas currently prioritised** , **Essex, Suffolk and Norfolk** although children's cases in the Norfolk court are no longer held in the Allocation Hub, and **London Private Law** – affecting 4 court areas
- While Essex, Suffolk and Norfolk have made good progress in excluding Norfolk cases from delayed allocation and are in the process of excluding Suffolk cases, there is no prospect of ending prioritisation for Essex cases in the near future. **Partnership meetings are being held to develop a plan to resolve the challenges across the system in London.**



Part 1: Demand, performance and operational practice:

Complaints – Overview and improvement priorities



Demand in the year to date

- In the first six months of the year (April-September) we recorded receipt of **826 complaints, including 10 children's complaints**
- The most common themes recorded in adult complaints are **professional behaviour, the quality of communication and the content of a report to court.**
- For children, the most common themes are **communication and professional behaviour.** Multiple themes are often recorded per complaint
- We recorded **111 learning points from complaints in this period,** most commonly relating to communication and case management

Improvement priorities 2024-25

- To continue to work with families, colleagues and partners to further strengthen how we work with children and families who raise complaints about Cafcass' work, **particularly how we communicate the outcomes of complaints and how we monitor and report on the changes in response**
- To **introduce a system to record the satisfaction of adults and children** with the service they received while making a complaint



Part 1: Demand, performance and operational practice:

Domestic abuse and harmful parenting: Policy and practice update



- The **fourth annual Domestic Abuse Practice Quality audit** published findings internally in April 2024
- Progress in evidence but more consistency needed in understanding the impact of domestic abuse for children and families, specifically in the making of arrangements for contact and family time between parents and family members
- The **new Domestic Abuse Practice Policy** launched on 26 September and published on 08 October is framed to assist FCA's and Children's Guardians to safeguard child and adult victims, based on learning from feedback, complaints, critical judgements, and audit

Practice priorities for domestic abuse include:

1. **Apply the starting point in the policy of not supporting or recommending (suspending) time with or live with arrangements between a child and a parent when there is a report, investigation, or record of domestic abuse until the risk of harm has been fully assessed and analysed –and the recommendations shared with the victims**
2. **Be specific about the abusive behaviours**, the impact of the harm and risk of further harm for the child and adult.
3. Read, assess, and analyse in detail **all records of previous proceedings and criminal histories** so that the advice to court is fully informed by all known information – drawing on the knowledge and expertise of other professionals involved
4. Understand and take full account of **coercively controlling and high-risk harmful behaviour**, using the practice guidance
5. Distinguish domestic abuse from harmful conflict and do not **minimise any harmful behaviour as 'historical'**
6. Consider that **counter allegations of alienating behaviour can be** used as a form of coercive control
7. **Use the words of victims** so as not to minimise their experience of domestic abuse



Part 1: Demand, performance and operational practice:

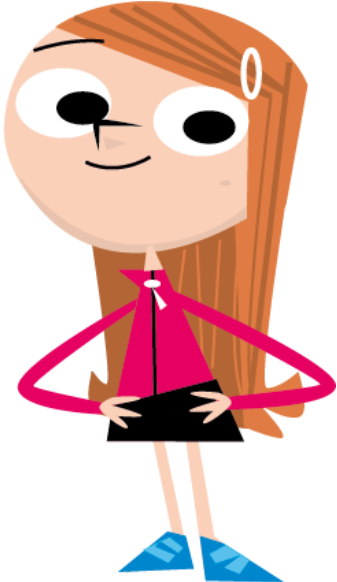
Domestic abuse - A new Cafcass policy



- **No child or adult should have to live with or worry about the prospect of spending time with another adult who threatens, controls, abuses, and harms them.** This new policy is a very significant step to further improve the way, together as a system, we protect child and adult victims of domestic abuse
- **The policy makes clear that:**
 - FCAs and Children’s Guardians will no longer use language such as ‘**claims**’ or ‘**alleges**’ in reports to court, using instead the words of children and adults who are victims of domestic abuse. It is for the court to determine the facts.
 - **The starting point** for recommendations about a child spending time with a parent who is being investigated by the police for a sexual offence, who has a conviction for a sexual offence and/or who has served a prison sentence for violent and sexual offences is for **that child not to spend time with the parent due to the significant risk of harm and the risk of further harm to the child victim**, as well as the impact on the adult victim of the abuse; and
 - FCAs and Children’s Guardians are required to **provide clear, unequivocal, and compelling rationales in their reports to the court if they do not adhere to the starting points set out in the policy** and if in their assessment and analysis, they recommend ‘time with’ or ‘live with’ arrangements when domestic abuse is being investigated, has been found, is known or is reported by a child or adult
- **Every practitioner and manager is required to confirm that they have read and understood the policy and will incorporate it into their practice**



Part 2: And in other news...



Part 2: And in other news:

Practice week 2024 – summary and successes



- Practice Week is our opportunity to **invest time in embedding, developing and making further improvements to the skills and knowledge** we need to do our best for children and their families as well as making sure that we are **learning and changing in response to feedback**. We come together every year, to pause and to connect together as a **single professional community**.
- In this fourth annual Practice Week, we focused our learning on the **National Improvement Plan Priorities – Listening to children – Lighting the way** and the specific practice theme was **domestic abuse and harmful parenting**.
- Throughout the week colleagues from all directorates attended required learning sessions as well choosing from a range of elective learning events focused on **debate, learning, professional development, health and wellbeing, and connecting with our different diversity networks**.



Part 2: And in other news:

Practice week 2024 – summary and successes (2)

- **1230 colleagues** joined for the opening session with a leading judge in conversation with Cafcass Chief Executive – focus was balancing legal requirements (practice directions specifically) with social work assessment (safety, risks and strengths), professional judgement and the reported experiences (in their voices) of children and adults.
- **770 social work colleagues** attended the **Domestic Abuse Practice Policy session** - Time provided to read and attest – a requirement
- Closing event - **expectations to embed learning and share feedback and highlights from the event**
- For practice week 2024, there were a total of **12,175 learning episodes** attended - most of them live during the week.
- **50 hours of training and development** were on offer in total
- **85% of colleagues** were engaged with practice week



Part 2: And in other news:

Practice week 2024 – summary and successes (3)

- **Sir Quentin Blake has gifted to Cafcass five dedicated prints.** They are only for Cafcass use and are not available or on show anywhere other than our offices :

Coventry, Birmingham and London

- **FJYPB members revealed these to audiences –** connecting them to our Together values and posing a practice challenge

Believing in respectful relationships

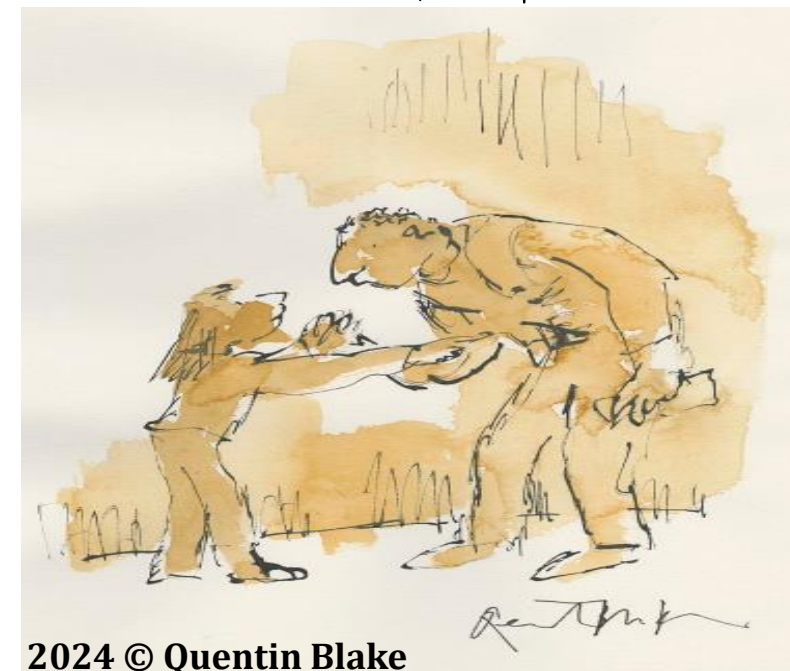


2024 © Quentin Blake

“How will you protect us and keep us safe in proceedings?”



Holding children and families at the heart of our practice



2024 © Quentin Blake

“What do you think needs to change so that we are not sometimes left in unsafe situations in our families when you know that we are victims of domestic abuse?”

Part 2: And in other news:

Practice week 2024 – summary and successes (3)



Always looking for strengths and risks



2024 © Quentin Blake

"We think you could do better at understanding what works well in our families and what doesn't. As me really clearly what I think and if I feel safe. Tell the court what I say and show me the words you use."

Decision making is clear and reasoned



2024 © Quentin Blake

"Can I really understand what you are thinking about what is safe and right for me?"

Wanting to know more about you and what is important in your life



2024 © Quentin Blake

"We want to know, who you ask about what is important to me – especially if I am a baby or if I find communication in speech difficult?"

Part 2: And in other news....

Awards Shortlist



Social Worker of the Year 2024 – Finalists (Award Presentation - 8 November 2024)

Lifetime Achievement Award – Hilary Barrett, Assistant Director (Manchester)

- Nominated for working tirelessly throughout her career to develop people and services and for being focused on getting things right for children and striving to always improve

Lifetime Achievement Award – Rachel Humphries, Family Court Adviser (Manchester)

- Nominated for dedication to children and families and the difference she has made to children and their families throughout her career.

Children’s Social Worker of the Year – Hema Johal, Children’s Complaints Manager (National)

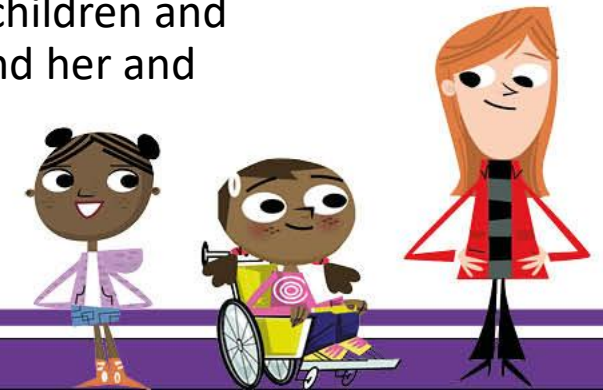
- Nominated for enabling the voice of the child to be central in her work and for children being at the heart of every decision she makes



National Children and Young People Awards – Finalist (Award Presentation – 24 October 2024)

Children and Families Social Worker Award - Eve Twyford, Family Court Adviser (Birmingham)

- Nominated for demonstrating courage, tenacity and leadership in her work with children and families, displaying a level of calm and resilience that is comforting to those around her and especially to the children with whom she works



Legal Services update



1) New protective orders for victims of domestic abuse

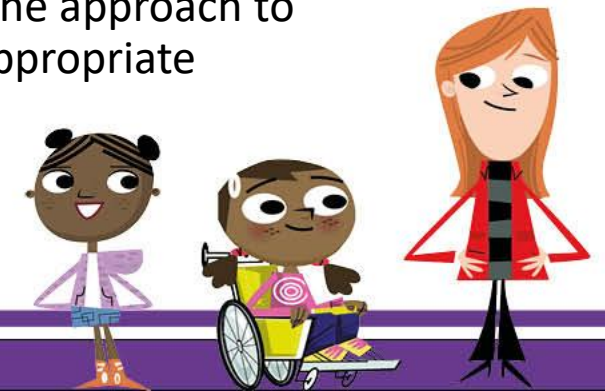
- November 2024 - implementation of the Domestic Abuse Protection Order pilot - intended to provide longer term and more effective protection for victims of domestic abuse. Orders can include specific requirements such as electronic 'tagging' and the imposition on perpetrators of mandatory behaviour change or substance misuse programmes

2) Transparency in the family court

- Transparency pilot continues and has recently been extended to include a further 16 courts bringing in courts in London, the Midlands, the North and South of England. The pilot has for the first time introduced the presumption that accredited media and legal bloggers can report on what they hear and see in family courts subject to strict parameters around preserving the anonymity of children and families. It is anticipated that there will be a national roll-out of the scheme in 2025.

3) Adoption

- Public Law Working Group adoption sub- group is due to report following the consultation on its interim report published in September 2023. The report is expected to recommend a 'sea change' in the approach to adoption including post-adoption contact and a move towards open adoption where appropriate



Part 3: People & Workforce



Part 3: People & Workforce

Introducing our new Cafcass senior leaders



- **Rehana Hanif** – Deputy Director of Operations & Improvement
- **Gemma Gerrish** – Deputy Director of Operations & Improvement
- **Jen Skila** – Chief People Officer
- **Dawn Goodwin** – Assistant Director, Principal Social Worker
- **Barry Tilzey** – Assistant Director, Performance and Quality Assurance
- **Julia Dark** – Head of Chief Executive’s Office
- **Rebecca Anderson** – Head of Programmes and Change (*on Maternity Leave*)



People & Workforce

Workforce overview and update: July – September 30, 2024



- Nationally, our **twelve-month turnover for social workers has decreased** to 14.5% in September 2024 from 14.9% in June 2024, although high, its down on the peak of 15.7% in September 2023 and down on Local Authority average 16%
- **Challenges to recruit and retain** people remain in specific parts of the country
- **Social Work vacancy rate is 11.9%** (the latest comparable national Local Authority figure is 18.9%)
- **Locum social workers use remains low** at 2.4% of the national workforce - significantly lower when compared to most local authorities (17.4%)
- Twelve - month **sickness for social workers has decreased** to 5.7% in September 2024, from 5.9% in June 2024. 76.6% of sickness absence for social workers is due to long term absence.
- **Significant work to reduce absence** is in place
- **Annual staff survey** – launches 12 November



Part 3: People & Workforce

Health and Safety strategic priority (1)



Court security

- Regular meetings with His Majesty's Court and Tribunal Service security colleagues. Working on **security guidance for attendance at court to protect operational colleagues** from abuse, harassment and threatening behaviour from adult parties in proceedings.
- The Professional Users Access Scheme (PUAS), the court fast pass system, continues to work well for colleagues and is given to all new starters as part of their induction

Cafcass office security

- Security audits commissioned for our London, Croydon and Birmingham. Further series of independent security assessments looking at all risks both internally and externally for our offices by end of 2024. Prioritised investment to end of financial year.
- **Summer 2024 Civil unrest – immediate 'Staying Safe' response team established.** Programme of risk assessments of public areas of our 33 core offices. Improvements to be completed end November 2024
- **Fortnightly recovery and improvement board adapted to accommodate priority actions** to protect staff and implement initiatives to afford safe travel to work/court and to report all incidents with expected follow up from managers and leaders



Part 3: People & Workforce

Health and Safety strategic priority (2)



Health and safety

- The review of all health and safety policies, procedures and guidance is in place
- The managing unacceptable behaviour guidance is under review, a new policy being developed with clear expectations for managers and our public office statement poster will be reviewed by Corporate Management Team in November
- The lone working policy under review by a working group for sign off and reissue
- The development of essential health and safety and security training for staff continues
- A new health and safety management standard for staff reporting is in development



Part 3: People & Workforce

Career and Learning Pathway – operational update



A Career and Learning Pathway for social workers

The first step - recruitment to Consultant Family Court Adviser posts.

- Between April and July 2024, recruiting to 110 posts for 98 teams in 19 Operational Service Areas. Co-ordinated campaign involving Human Resources and operational managers
- Average of 3.56 applications per post. 171 applicants short listed for interview
- 94 posts successfully filled - 68% obtained first choice of post
- Currently 109 Consultant Family Court Advisers in post

The second step – recruitment to Senior Service Manager posts

- Recruitment to 38 Senior Service Managers (2 per Operational Service Area) – commenced and will complete 30 November 2024
- Senior Service Managers in post from 1 January 2025.



Part 3: People & Workforce

Improving Induction – summary



- **Induction improvement programme** (commencing in 2022) main objective – **Induct new starters to organisational culture and expectations** – specifically the intention to offer all children and families exceptional experiences everywhere and every time

Streamlined induction	Improved New Starter Experience	Manager Support
<ul style="list-style-type: none">▪ 40% reduction of overall required Induction learning materials▪ Automatic enrolment onto relevant required induction learning modules and Virtual Induction Day	<ul style="list-style-type: none">▪ Re-branding for on-boarding▪ New professionally designed, user-friendly induction guides tailored to specific role▪ New design of Learning dashboard tailored to specific role▪ New virtual induction days informed by feedback from new starters	<ul style="list-style-type: none">▪ Manager guidance and support automated during on-boarding▪ Improved reporting on required learning



Part 3: People & Workforce

Improving Induction – Phase 2 - Connecting In Person



New Approach

All new starters will meet the Senior Leadership team in person within the first 3 months of employment

Proposal:

- **5 In-person events per year**
- **Location:** Gray's Inn Road, London
- **Duration:** 3-hour event, delivered in 2 parts

Why is it important?

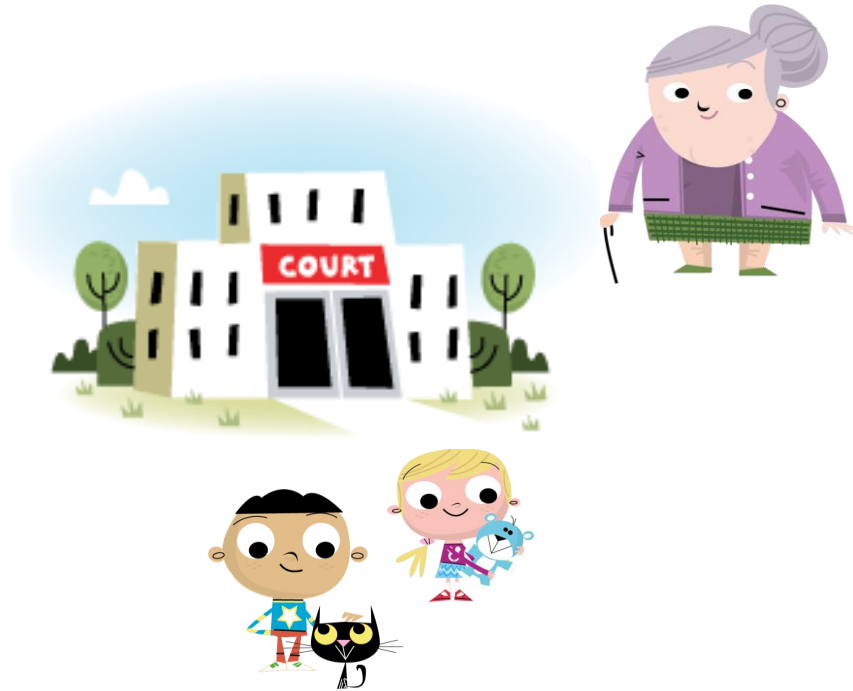
- Meeting the Leadership Senior team in person to hear what is important at Cafcass
- Creating a sense of belonging and a connection to the Leadership team
- Connecting with other new starters

Content including but not limited to:

- Overview of Corporate Management Team
- Overview of the organisational structure
- Overview of values and Together Framework
- Overview of our strategic plan and priorities
- Health, Safety and Security
- What attracts people to Cafcass
- Questions & Answer session



Part 4: Priorities in the next period



Part 4: Priorities in the next period

Improving children's experiences in private law – Pathfinder court update (1)



- **The principles** associated with seeing children earlier in proceedings, strengthening an earlier assessment of harm and the risk of further harm, concluding matters more efficiently and holding child and adult victims of domestic abuse centrally in the arrangements are **fundamentally important and necessary in the administration of family justice**
- Implementing the Pathfinder family court model nationally, **moving from an approach that has been in place for over 10 years is a complex undertaking**, carrying uncertainty and risk for Cafcass - specifically given minimal evaluation and potential for inconsistency in application of the new approach nationally
- Birmingham and Solihull pilot is progressing well in that it is **crystalising what is required to make a successful transition from the Child Arrangements Programme** – which includes careful consideration of the risks, consistency in application and resourcing barriers
- **Comprehensive risk log developed by Cafcass** through the test and learn process has been shared with the Ministry of Justice, His Majesty's Courts and Tribunals Service and senior judiciary.
- Risks include adequate funding for the transition over 18 months, clarity of the Practice direction, fidelity to the model and in particular the performance of pivotal roles and resolving errors in business processes.
- **Fundamental now to assess the experiences of adult and child victims of domestic abuse**



Part 4: Priorities in the next period

Improving children's experiences in private law – Pathfinder court update (2)



- **Agreement in principle that it takes up to 6 months to prepare a new court area** to make the transfer from the Child Arrangements Programme to the Pathfinder model, which includes progressing the backlog of delayed proceedings, the appointment to key roles, negotiating and agreeing local protocols with the key partners, and whole system training in the application of the new model of working. **It has been agreed in principle that it takes up to 12 months to embed the new model**
- **Subject to ministerial decision, recommendation for the next area to implement the Pathfinder model has been agreed** between the Ministry of Justice, His Majesty's Courts and Tribunals Service, senior judiciary, and Cafcass. In anticipation of a positive decision the plan for the extensive preparation is being developed.
- **Subject to sufficient funding and a whole system commitment to identifying and managing the risks,** Cafcass is committed to the new model



Part 4: Priorities in the next period

Preparing for inspection – a focused visit



- Corporate Management Team values the **support, challenge and learning that accrues from an Ofsted focused visit** as our regulator
- Several aspects of **practice improvement set out in our national and local improvement plans**, where we would benefit from a focused visit
- While we have made significant improvements in our domestic abuse practice since the Harm Panel Report of 2019, but feedback, complaints, audits, significant incidents, and learning reviews still show that **in some cases practitioners and managers, and we as an organisation, have not yet achieved our ambition for consistency** in this aspect of practice
- The **new Domestic Abuse Practice Policy**, supported by **mandatory specialist training, revised practice guidance and practice aids** could be tested in operation (although still new) in an inspection
- We are **in discussion** with Ofsted

ENDS

