

Putting children and young people first



EQUALITY AND DIVERSITY STRATEGY: 2005-2010

An integrated approach

Contents

Foreword	3
Executive Summary	4
Introduction	5
Our Equality and Diversity Objectives	5
Our Equality and Diversity Focus	6
Why we need an Equality and Diversity Strategy	6
a) Race Relations (Amendment) Act 2000	6
b) The Disability Discrimination Act 2005	8
c) Employment Equality (Age) Regulations 2006	9
d) Gender Equality Public Sector Duty	9
e) Other drivers for change	10
The Diversity Continuum	12
Equality Impact Assessments	12
Achievements and challenges ahead: An analysis	12
a) Service user and workforce monitoring	14
b) Race Equality Duty	14
c) Inspection	14
d) Disability Equality Duty	14
e) The National Equality and Diversity Steering Group	15
f) Employment	15
g) Service delivery	15
h) Gender Equality Duty	16
Risks	17
Road Map to Success: Action Plan	18
Measurement	18
Implementation, Monitoring and Review	18
Having your say	19
Conclusion	20
Acknowledgements	20
Appendix 1 SWOT and PESTLE Analysis	21
Appendix 2 Action Plan	23

FOREWORD

This updated edition of the Cafcass Equality and Diversity Strategy marks an important step in the organisation's evolution. Following a thorough external report in 2003, the Cafcass Board decided that a continuous programme of improvement on diversity was the essential way forward. The Board asked our senior management to bring forward an improved framework of policy and practice and our strategic plan for 2005 to 2010 was developed. I was very pleased to be appointed by the Board as their lead member on diversity and entrusted with keeping diversity firmly on our agenda.

The following edition of our strategy contains a summary of the actions taken in the past two years and a realistic assessment of what remains to be done. The reader will note that it is wide in scope and represents an integrated approach to diversity work within Cafcass. It is very much a working document to be referred to regularly by our staff and contractors as they carry out their professional duties. It is also available to service users and our partner agencies so that they are fully informed about what we as an agency are striving towards: a consistently high quality level of performance delivered to all who receive a service from us.

Harry Marsh
Cafcass Board Member

Equality and Diversity Strategy: Executive Summary

2005-2010

“Equality of opportunity and the promotion and support of diversity will be a mainstream feature of Cafcass”

Rationale	Aims	Objectives	Achievable Goals
1. Transforming Services	Leadership – putting equality and diversity on the agenda from the top	To inspire a culture in which all children and families are respected and valued, and their rights are promoted and supported	<ul style="list-style-type: none">• National Equality and Diversity Steering Group set up• Regional Business Plans to take account of the needs of local communities and diversity issues in their areas• Guidance in place for culture & child protection, disability, gender, religion and beliefs, sexual orientation and working with interpreters.• Workforce and Service User profiling – improved collection of monitoring forms• Developing the systems to implement the Local Government Equality Standard• Workforce to be aware of the Race Equality Scheme (RES) and our duties under the Race Relations (Amendment) Act 2000 and associated policies• Ensure that children's rights to participation, consultation and representation is adhered to• Set up and advocate support networks across Cafcass for minority groups• Ensure our publications and adverts are visually representative and that• Undertake national staff survey about their perceptions of working for Cafcass• Develop a recruitment and selection strategy and process to monitor selection of minority and disadvantaged staff• Work with stakeholder organisations to develop more trusting and stable relationships
	Service Delivery - ensuring that the services we deliver meet the needs of the multiracial and diverse communities we serve.	To eliminate all forms of institutional discrimination and ensure adherence to legislation and appropriate codes of practice	
2. Transforming the Organisation	Mainstreaming – ensuring equality and diversity is integral to all our strategies, policies and plans and translated into targets; ensuring behaviours match our vision.	To hold all managers and staff to account through the appraisal process and performance targets	
	Inclusivity – developing a broad and inclusive focus across all equality and diversity issues	To initiate and deliver appropriate services that respect the needs of individuals from marginalised and minority communities or groups	
		To understand the capacity and professional capabilities of our workforce and make necessary changes	
		Clarify the types of behaviours that are needed and acceptable, and those that are not	





1. Introduction

This five-year Equality and Diversity Strategy which incorporates the **Race Equality Scheme** and **Disability Equality Scheme** as is our duty under the Race Relations (Amendment) Act 2000 as well as the Disability Discrimination Act 2005 and has been developed to ensure that our work in Cafcass promotes equality around **race, age, disability, gender, religious faith and sexual orientation**. It has at its heart our goal of building an inclusive organisation that promotes equality in our services and our work environment and values difference – of experience, culture and background.

In this, our first five-year strategy, we outline what we have already done to promote equality and then provide an action plan for the next five years. This is a road map with clear priorities, timelines, target dates, and benchmarks aimed at realising identifiable progress in achieving our vision, across all parts of our organisation.

To develop our strategy, the Board and CDG met at an away day and identified key equality and diversity issues, which Cafcass needs to address in relation to the work we do and our workforce. These are aligned to our two corporate strategic aims set out in our Business Plan for 2005-07:

1. Transforming services
2. Transforming the organisation

In addition, a series of workshops were held in each region to promote the Diversity Monitoring Policy and to pick up wider issues of diversity practice in the organisation. The members of the National Equality and Diversity Steering Group (NEDSG) who represent all regions and functions, have informed and shaped this strategy as has the work of Mann Weaver Drew, external consultants commissioned to ‘hold a mirror’ up to Cafcass work on diversity.

Cafcass is driving forward the changes necessary to make it a world-class service and this strategy along with other key strategies, supports that vision.

2. Our Equality and Diversity Objectives

We have set ourselves **4 key diversity objectives**:

- **Leadership** – Putting equalities and diversity on the agenda from the top of the organisation
- **Service delivery** – ensuring that the services we deliver meet the needs of the multiracial and diverse communities we serve
- **Mainstreaming** – ensuring equality and diversity is integral to all our strategies, policies and plans and translated into targets; ensuring behaviours match our vision.
- **Inclusivity** – developing a broad and inclusive focus across all equalities issues.

These overarching objectives, translated into our Action Plan, are supported by the delivery of our strategic vision.

3. Our Equality and Diversity Focus

Equality of opportunity along with the promotion and support for diversity will be a mainstream feature of our organisation, as both a service provider and employer. All Cafcass staff will have a high level of knowledge and skills related to equality and diversity issues in general and in particular issues arising in their local communities.

We will achieve this over the next five years, in an incremental way, taking stock of our progress and updating our strategy in line with organisational changes as well as changes in society and legislation.

Together we must all work to:

- ✓ Inspire a culture in which all children and their families are respected and valued, and their rights are promoted and supported.
- ✓ Eliminate all forms of institutional discrimination¹ and ensure adherence to legislation and appropriate codes of practice.
- ✓ Ensure diversity principles are fully reflected in the actions of all staff and contractors within Cafcass.
- ✓ Hold all managers and staff to account through the appraisal process and performance targets.
- ✓ Initiate and deliver appropriate services that respect the needs of individuals from marginalised and minority communities or groups.
- ✓ Understand the capacity and professional capabilities of our workforce and make necessary changes;
- ✓ Clarify the types of behaviours that are needed and acceptable to developing a safe and inclusive culture for staff and service users.

4. Why we need an Equality and Diversity Strategy - Drivers and Influencers for Change

In an ever-changing multi-racial and diverse society, meeting the needs of the children and families we serve and the workforce we employ must be a priority within Cafcass. These values are bound by Government legislation in particular the Race Relations (Amendment) Act 2000 and other forthcoming legislation. These include the Disability Discrimination Act 2005 (DDA 2005), the Employment Equality (Age) Regulations 2006 and the provisions in the Equality Bill outlawing discrimination on the grounds of religion, belief or sex in the provision of goods, facilities and services, and a positive public sector gender equality duty.

a) Race Relations (Amendment) Act 2000

Following the Inquiry into the murder of Stephen Lawrence, the Government announced its intention to amend the Race Relations Act 1976 to put public authorities under a statutory duty to promote race equality. This new legislation will ensure policies, practices and procedures of all public services promote race equality.

¹ See table 1 for the legal explanation and requirements

The elements of the statutory duty are complementary which supports that all must be addressed in order to meet the whole general statutory duty. The General statutory duty has 3 parts:

1. Eliminating unlawful racial discrimination
2. Promoting equality of opportunity between people of different racial groups; and
3. Promoting good relations between people of different racial groups.

The **general duty** will mean that, in performing their functions public authorities must have due regard to the need to promote race equality. Cafcass will need to ensure that we:

- ✓ Consult ethnic minority representatives;
- ✓ Take account of the potential impact of policies on ethnic minorities;
- ✓ Monitor the actual impact of policies and services and take remedial action when necessary to address any unexpected or unwarranted disparities;
- ✓ Monitor their workforce and employment practices to ensure that the procedures and practices are fair.

As a listed public body our organisation is required to review all of our functions and policies, including procured functions and policies that are relevant to the general duty to promote race equality. In addition to this we have a **specific duty** to have in place a Race Equality Scheme (RES). The 2002 Cafcass Race Equality Scheme demonstrated how we would do the following:

- ✓ Decide which of our services and policies were relevant to the general duty;
- ✓ Assess and monitor our services and policies, including services and policies we were proposing to introduce, to make sure that they were not affecting some groups negatively;
- ✓ Deal with evidence that our services and policies were not in line with the general duty;
- ✓ Consult the general public and, particularly, involve ethnic minorities at all stages;
- ✓ Deal with complaints about the way we were meeting the duties, or other complaints about racial equality;
- ✓ Publish the results of our assessments, consultations and monitoring;
- ✓ Make sure that everyone, whatever their ethnic background, had access to information about our Organisation and our services;
- ✓ Ensure that all of our staff understood their responsibilities under the duty; and
- ✓ Carry out a review of the scheme.

Why do we collect Staff and Service Users Diversity Data?

- Cafcass is committed to developing positive policies to promote equal opportunities in employment and prohibiting unlawful or unfair discrimination on the grounds of an employee's sex, marital status, disability, race, colour, national or ethnic origin. In order to ensure that these policies are successful, all

employees are asked to provide this information which can be used as evidence of our effectiveness.

- Without information on the makeup of our staff and service users, we are unable to understand any emerging patterns and carry out effective impact assessments on Cafcass policies.
- We also need information on disability in order to plan the best allocation of resources to make reasonable adjustments to meet people's needs.
- Asking Service Users for their diversity characteristics and responding accordingly, i.e using interpreters or seeking further information from appropriate sources, helps Cafcass to provide a better service through improved communication and greater understanding of the issues for the service user and the practitioner.

b) The Disability Discrimination Act 2005

The 2005 Act makes substantial amendments to the Disability Discrimination Act 1995. The Disability Discrimination Act 1995 contains provisions making it unlawful to discriminate against a disabled person in relation to employment, the provision of goods, facilities and services, and the disposal and management of premises. Following the final report of the Disability Rights Task Force, the Government agreed to take forward some of the Task Force's recommendations, which includes recommendations to extend the coverage of the Disability Discrimination Act 1995.

General Duty -The 2005 Act takes forward the Government's remaining proposals, including the introduction of a new general duty on public bodies requiring them, when exercising their functions,

- To have due regard to the need to eliminate harassment of and unlawful discrimination against disabled persons;
- To promote positive attitudes towards disabled persons;
- To encourage participation by disabled persons in public life; and
- To promote equality of opportunity between disabled persons and other persons.
- Take steps to take account of disabled person's disabilities, even where that involves treating disabled persons more favorably than other persons.

This new general duty on public authorities brings the Disability Discrimination Act 2005 in line with the Race Relations (Amendment) Act 2000, although the main difference is that the definition of discrimination is more extensive in the 2005 Act as discrimination can include not making a reasonable adjustment to the way the public body function is carried out. All of the authorities listed in schedule 1a of the Race Relations (Amendment) Act 2000 will also be covered by the DDA 2005.

Specific Duty - In addition to the general duty outlined above, the 2005 Act also places specific duties on some public authorities, which are key to improving disability equality. The specific duties will provide us with a clear framework for

meeting the general duty and also includes the requirement to produce a Disability Equality Scheme by December 2006.

As such Cafcass will need to:

- Publish a Disability Equality Scheme by December 2006;
- Demonstrate they have taken actions in the scheme and achieved appropriate outcomes;
- Report on progress every year; and
- Review and revise the scheme at least every 3 years.

An important aspect of the specific duty is that the Disability Equality Scheme must show how disabled people have been involved in producing the scheme and action plan. Consultation and engagement with disabled people is an essential element of the new disability equality public sector duty.

c) Employment Equality (Age) Regulations 2006

The Age Regulations come into force in October 2006 and will implement the age strand of the EU Employment Directive 2000/78/EC. They will outlaw age discrimination in employment and vocational training. The Age Regulations will apply to all workers and to people who apply for work, and in addition, they will cover access to vocational training. The Age Regulations will prohibit direct and indirect age discrimination, harassment and victimisation.

Unlike other forms of discrimination such as sex and race which provides for only very limited possibilities of justifying direct discrimination, the Age Regulations will enable those with obligations to justify treating people differently on grounds of age, but only by reference to specific aims and only if it is appropriate and necessary in the particular circumstances. Supporting evidence will have to be provided if challenged.

d) Gender Equality Public Sector Duty

The duty requires organisations to take action on the most important gender equality issues within their functions. Under the duty Cafcass will also have an obligation to eliminate discrimination and harassment towards current and potential trans-sexual staff. This duty will also extend to trans-sexual service users in December 2007.

The duty is made up of two elements the 'general' duty and the 'specific' duty. The general duty is the overall duty to eliminate discrimination and harassment and to promote equality. The specific duties are not objectives in themselves, but a means of meeting the general duty.

Within the Duty we will need to consider:

- Whether our organisation collects information about the proportions of men and women using your services? Are these proportions taken into account when you're developing new policies?
- Are the staff responsible for policy development clear on what gender equality is and how to incorporate it into their planning?
- Have you taken steps to promote a gender balance at all levels in the workforce? What about equal pay?

- Can gender, race and disability equality be tackled in the round?

The gender equality duty is part of the larger Equality Bill that is currently going through Parliament. The Bill will establish a new single Commission for Equality and Human Rights (CEHR) that will bring together all six strands of discrimination – race, age, gender, disability, religion and sexual orientation – into one unified organisation. The CEHR will be responsible for monitoring compliance with the duty.

e) Other drivers for change

Over and above a legal requirement there are a number of reasons to pursue this strategy. The following table (*Table 1*) highlights some key issues that drive and influence the diversity agenda forward for us.

Table 1. Why Cafcass needs a Equality and Diversity Strategy

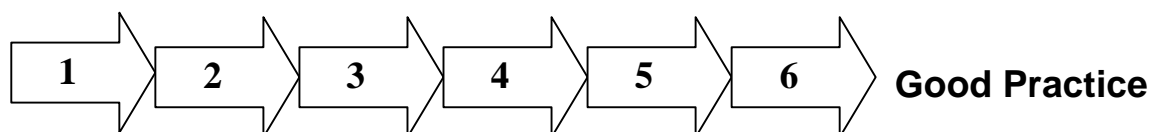
Key Issue	Drivers and Influencers for Change
Ethical	<p>Encouraging and supporting diversity moves us beyond meeting legislative requirements. Equality and diversity for our organisation is more than acknowledging and accepting differences between groups. It is about including all service users and employees, not just those covered by legislation, and valuing their individual contributions. This will be our starting point.</p> <p>Furthermore when people suffer from multiple discrimination and prejudices, it can have a major effect on them. It can result in very low:</p> <ul style="list-style-type: none"> • Confidence and self-esteem • Social expectations • Health • Career opportunities • Life chances <p>By having an integrated equality strategy that challenges all forms of inequality, experiences of 'multiple discrimination' will be tackled head on and not piecemeal.</p>
The Social Model of Disability	<p>There are two mainstream models of disability, which view disability in very different lights. There have been criticisms within the disabled people's movement that the definition of "disability" under the Disability Discrimination Act 1995 comes from a medical model of disability. The medical model views the person with a disability as the problem, focusing on people's impairments and things that they cannot do.</p> <p>In contrast to this the social model of disability views society as a problem, not the person with a disability. It comes from a different perspective and not only provides a different way of understanding ourselves as people with disabilities, but also the world that we live in. With the social model of disability it is not the limitation or the impairment of a person that is seen as</p>

	<p>the disability but all of other barriers that limit an individual's ability to fully participate in society in an equal way to people without impairments or long-term health conditions.</p> <p>The barriers are viewed as disabling features. We can list the barriers that we experience at home, at work or whilst accessing services. For some these barriers are things such as steps leading up to a building, people's attitudes, badly designed equipment, inaccessible computer templates or software, heavy doors or inaccessible transport. People with disabilities have found that when they view these barriers as the disabling features it empowers them to focus on solutions that promote inclusion. It also serves to challenge society to remove the barriers to full participation of all people as equal citizens.</p>
Inspection	<p>Previous HMICA inspections have pointed out our lack of attention to equality and diversity and failure to meet the needs of a diverse society, from both a service user and employee perspective. In 2005 HMICA will conduct a diversity inspection. We are determined to ensure that the outcome of this inspection will be a positive reflection of our changed ethos.</p>
Business Case	<p>A workforce empowered through a culture of openness to manage diversity will be one that delivers an effective and efficient service. Through this our organisation will gain further credibility and an enhanced reputation with both internal and external stakeholders, as both an excellent service provider and an ideal employer.</p> <p>A catalyst to our own development was the work of Mann Weaver Drew, external consultants commissioned in 2003 to 'hold a mirror' up to Cafcass' work on diversity. They highlighted the need to position diversity as a service quality issue with implications for leadership, management and culture, the need to build on the expertise, goodwill and commitment amongst many Cafcass staff and to address the fears and anxieties which may arise when fully addressing a diversity agenda.</p>

Equality of opportunity and promotion of diversity are key strategic business issues for Cafcass. Our aim over the next 5 years is to change the culture and value base of our organisation so that diversity is seen as the basis for delivering a quality service. We have made a start towards achieving this aim through structural and cultural changes. These changes will see equality and diversity underpinning all of the corporate strategic work that we undertake as both an employer and service provider.

5. The Diversity Continuum

Within our organisation we are at different places along the diversity continuum within different teams and regions. Our goal is to be more consistently at the upper end and move beyond compliance to good practice.



1. Diversity

2. Compliance - obeying legislation

3. Moving Beyond – being seen to do good

4. The Business Case – doing diversity

5. Integrated Diversity – being diverse

6. Beyond Integrated Diversity – creating diversity

(Source Audit Commission Diversity Scheme)

The Quality Assurance Team Self Assessment tool (QA9) is designed to help teams to audit their work and to set a framework for moving from compliance towards good practice.

6. Equality Impact Assessments

The purpose of conducting Equality Impact Assessments is to ensure that all Cafcass policies are compliant with all equality legislation, but it also assists in moving the organisation beyond compliance. It ensures involvement of our diverse workforce, provides the focus for positive change and gives the legal weight where reasonably practicable to carry out changes to policy and practice to ensure we are treating staff and service users equitable.

A programme for senior management and policy makers to receive training on equality impact assessments is being put in place and minority groups within the workforce have been invited to attend this training to help carry out impact assessments on Cafcass policies. Recommendations and the business case for change following these assessments will be put to the Corporate Directors Group (CDG) who will act on these as appropriate.

7. Achievements and challenges ahead: An analysis

We have already made some progress in promoting equality of opportunity and diversity. Table 2 highlights the different activities Cafcass have completed to date.

Table 2. Activities and Achievements To Date

	Feature of equality and diversity to have benefited						
	Age	Disability	Gender	Race Equality	Religion	Sexual Orientation	Other
Board sponsorship and Corporate Director lead role identified	✓	✓	✓	✓	✓	✓	✓
National Equality and Diversity Steering Group	✓	✓	✓	✓	✓	✓	✓
Regional Equality and Diversity Forums	✓	✓	✓	✓	✓	✓	✓
Diversity Policy	✓	✓	✓	✓	✓	✓	✓
Race Equality Scheme				✓			
Diversity Awareness Week		✓	✓	✓	✓		
Diversity Monitoring of Workforce	✓	✓	✓	✓			
Diversity Monitoring of Service Users	✓	✓	✓	✓	✓		
Diversity Awareness Training	✓	✓	✓	✓	✓	✓	
Black Workers Support Groups				✓			
Audit of Office Accessibility		✓					
Children and Young People's Leaflets							✓
Adult leaflets							✓

Overall considerable progress has been achieved in only some areas, whilst progress in other areas has been limited. A summary of progress includes:

a) Service user and workforce monitoring: Although we have systems and processes in place to collect and report service user diversity information to help plan our services better, in some teams returns have been at a consistently low level. Mann Weaver Drew found that they would have expected a basic level of understanding amongst staff that collection of monitoring data was a 'non-negotiable issue' but that this was by no means the case across the board.

The 1st Quarter returns from 2005/06 shows an overall return rate of 46.4%, which is an improvement from return rates nationally of around 20% in 2004. However, we still have some way to go and also ensure that the data is robust. The Business Plan for 2005-07 sets out our objective to achieve 100% of diversity monitoring of all our service users.

Our workforce data profiling to inform our workforce and recruitment and retention strategy is much stronger, with a 91% return rate (High: NE: 100%, Low: SW: 77%). However, it is imperative for us to improve our service user diversity monitoring in order to understand what our future recruitment needs might be.

b) Race Equality Scheme and the Race Relations Amendment Act 2000: Progress has been with a 3 year review of the Race Equality Scheme, which is incorporated into the Equality and Diversity Action plan (see **Appendix 2**). Promoting race equality is a priority and is incorporated throughout the equality and diversity action plan. The action plan takes steps to remove barriers and obstacles to race equality. As part of promoting race equality changes have been made to the way we recruit staff and a diversity week coinciding with a conference has happened supporting good practice.

c) Inspection: Inspection reports have highlighted the low level of attention paid to diversity issues, particularly in private law reports. The confidence of practitioners in addressing diversity issues needs to be strengthened. Our Business Plan 2005-07 sets out our objective to ensure that all our Regional development plans take account of the needs of their communities and diversity issues in their area and be able to demonstrate ways in which teams respond to these.

d) Disability Equality Duty: Involvement of disabled staff and service users has been a key component in establishing the Disability Equality Scheme DES. There have been a number of meetings and events to work with disabled service users groups for example Families need Fathers who we met to discuss issues that they have experienced from using the service. This has lead to clear actions being devised such as amendments being proposed to ensure future contact centre funding applications incorporate DDA compliance and accessibility of service users.

There has been regional collaborative work focusing on service delivery with the creation of a DVD to provide information about Cafcass for deaf service users. This

was done in local partnership with the Cumbria Deaf Association. Another example of joint work is on the 'Powerpack' DVD that was developed together with NSPCC and disabled young people to assist young people going through public law proceedings. The Cafcass Children's Rights team has also worked with young and disabled children to develop feedback methods such as Viewpoint for young service users.

Disabled employees were actively involved in creating the DES action plan (see **Appendix 2**) for the 3-year scheme. A workshop of disabled staff took place in Birmingham to first understand the Social Model of Disability and then how it can be addressed within Cafcass and in the DES action plan. The involvement of disabled staff is ongoing with review meetings planned throughout each year to ensure progress against the action plan. Also a number of those involved have volunteered to be trained to undertake impact assessments and part of action plan is to carry out assessments on Cafcass policies identified as a priority by disabled staff.

e) The National Equality and Diversity Steering Group: has a committed membership representing all regions and functions and has a work plan to achieve both practice based and strategic objectives by March 2006. Activities are on target to be achieved and these will take the organisation significantly forward in meeting its diversity challenges.

f) Employment: Our workforce and recruitment and retention strategy set out our ambitions. A significant proportion of our staff will be retiring in the next 5 years and this provides an opportunity to plan a more balanced workforce profile incrementally. Alongside this, we will also concentrate efforts to develop diversity initiatives with our existing staff, making sure that we enable them to develop the experience and expertise to deliver high quality services, relevant to the needs of diverse communities. Much of our efforts will be aimed at building on our untapped or underused resources of skill and experience. And we need staff to tell us if we are getting it right.

g) Service Delivery: Our professional strategy will outline how to meet the needs of children and families referred to us in the most effective and efficient way. This will be in line with the Government agenda in Every Child Matters, and Government Green Paper "Parental Separation – Children's Needs and Parental Responsibilities." At the heart of it will be how to provide a service that truly addresses issues of diversity in the complex work we do with families from many different communities and with sometimes, complex needs. We intervene in the lives of families when they are going through some of the most difficult times and if we do not address issues of equality and diversity, which are integral to the resolution of their problems, we will not be providing a quality service. Our Performance Framework, which includes our Quality Assurance Scheme, provides us with the tools to demonstrate our commitment to continuously improve the way in which we deliver a high quality service and we must use these.

h) Gender Equality Duty: The current Equality and Diversity Strategy and action plan has already incorporated issues of promoting gender equality within the organisation. In particular, equality impact assessment training has taken place for

senior managers and those responsible for policy development. This coincides with the introduction of the 'fit for purpose' sign off document for all policies, which specifically includes gender as part of the impact assessment. A consultation exercise with staff to draw up an action plan took place that looked at the two areas of 1) service delivery and the service user experience; and 2) The workplace environment. The action plan below will be further consulted on to ensure it is achievable and realistic. Furthermore our Equality and Diversity Strategy will be updated to incorporate the gender equality scheme, which will strengthen the Strategy and give us a unified approach to equalities in Cafcass. We will monitor the effectiveness of the gender equality duty through the National Equality and Diversity Steering Group, NEDSG.

Our workforce plan set out our ambitions to transform our workforce. A significant proportion of our staff will be retiring in the next 5 years and this provides an opportunity to plan a more balanced workforce profile incrementally. Alongside this, we will also concentrate efforts to develop diversity initiatives with our existing staff, making sure that we enable them to develop the experience and expertise to deliver high quality services relevant to the needs of diverse communities. Much of our efforts will be aimed at building on our untapped or underused resources of skill and experience. We will also need staff to tell us if we are getting it right.

The areas of the general duty that we will need to give particular attention to are as follows:

Monitoring information - We will continue to gather information on how our policies and practices affect equality in the workplace. This includes an assessment of the needs and status of current and potential employees, or part time and full time staff, and of staff with caring responsibilities. Our revised exit questionnaire will also help us to build up a picture of why people leave Cafcass.

Pay and benefits. Is there a gender pay gap? Our job evaluation process is transparent and systematic, and trade union representatives are involved in the process of determining salaries of posts. As part of the 'strategic pay review' process we will need to ensure that there is no undue bias towards post occupied by a particular gender. This may mean that we market test posts to ensure that we have a true and accurate reflection of what the post is worth. We are confident that the benefits that we offer to staff do not have a gender bias, i.e. bonus payments, child care vouchers, car allowances, etc, but we will continue to monitor this.

Job types and areas - The majority of our staff are family court advisors, of which approximately 75% are women. We need to ensure that our recruitment processes are sophisticated enough to attract applicants from all sections of the community including men.

Our administrators are primarily women, and again we will need to address this. We will also need to ensure that there is an equal gender balance at all levels of the business support scale.

Working Hours - We will need to consider whether flexible working is taken up by both sexes, i.e. home working, bank working, part time and full time work. Further analysis will be required in this area to ensure that our systems are fair and accessible to all.

Training and Development - We have systems in place to monitor training activity by gender. We will ensure that sponsorship arrangements, and training needs are considered equally for all groups of staff.

Disciplinary/dismissals/grievances/harassment/dignity at work - We already have in place systems to monitor the gender of staff involved in disciplinary action/ dismissals/ grievances and who raise complaints under the dignity at work policy. We have not identified any particular bias or trends in this process, but will monitor this as part of our ongoing HR activity. We will pay particular attention to the number of men or women raising complaints of sexual harassment, and monitor the outcome of such complaints.

Pregnancy and caring responsibilities - We will need to ensure that we actively monitor any complaints from 'parents to be', and consider how many women return to work after maternity leave, and whether they return to the same or an equivalent job in terms of pay and conditions.

We should also ensure that our childcare voucher scheme and work life balance initiatives are promoted to both men and women who have child care responsibilities.

Transgender staff - We will need to ensure that any training relating to gender equality includes how this impacts on transgender staff. We should also try to identify through dialogue whether there are any barriers or issues, which may affect existing or potential transgender staff.

Cafcass have been monitoring its workforce for a number of years and recognises that the gender equality duty has similar principles to the race equality duty and disability equality duty. We do however acknowledge that the gender pay issue is unique to the gender equality scheme and must be carefully monitored and addressed.

8. Risks

We have set ourselves an end goal of realising our vision to mainstream equality and diversity within 5 years. We are determined to be successful. We have conducted an in-depth SWOT and PESTLE analysis. (**See Appendix 1**) In addition we have identified the risks that could inhibit our success and addressed them through actions contained within our roadmap.

Identified risks:

- Insufficient leadership;
- Workforce capacity overload;

- Using capacity overload as an avoidance tactic for not participating;
- Individual attitudes and anxieties leading to a reluctance to participate;
- Failure to take workforce with us;
- Failure to take the Unions with us;
- Initiative overload;
- Over ambitious targets;
- Insufficient resources
- Media misinterpretation;
- Political fragility;
- Absence of key individuals with responsibility for implementing change on the ground.

9. Road Map to success – Action Plan

Our Action Plan (**Appendix 2**) is a working document. We have set out key corporate priorities, with actions for our Leadership, for diversity as a whole and for each main group. For some priorities we can identify action across the 5-year life of this strategy, for others activities in years 3 to 5 will flow from our evaluation of our activities in year 2. We believe that getting conditions right for one group will lead to positive spin-offs for all and by looking at the whole diversity dimension we are challenging ourselves to improve each area.

10. Measurement

We will know to what extent we have achieved our activities by measuring them against targets.

We will measure our achievements through the:

- Analysis of our own Performance Management Information Systems;
- Implementation of the Equality Standard and utilisation of the validation scheme introduced by the Employers' Organisation;
- Conducting of customer satisfaction surveys;
- Conducting of employee and contractor surveys;
- Conducting of internal and external benchmarking exercises.

11. Implementation, Monitoring and Review

Monitoring and Evaluating our performance against our objectives is critical to our understanding of whether we have delivered or not. It also helps to ensure that our objectives remain relevant and challenging. Our roadmap provides us with the details of who is responsible within the organisation for implementing activities. This could be a lead person or a team.

Reporting of the success of the Equality and Diversity road map and action plan will be published annually in line with the Race Equality Scheme and Disability Equality

Duty and will be available publicly on the Cafcass website. Also in line with the two schemes a statutory review will be conducted every 3 years of each scheme. The dates of the next reviews are:

Race Equality Scheme	September 2008
Disability Equality Scheme	December 2009
Gender Equality Scheme	October 2010

Overall responsibility for success will sit with our Chief Executive, who will work with our managers to integrate equality and diversity within all relevant management processes, national and regional service, and business plans and strategies.

Our National Equality and Diversity Steering Group will hold responsibility for monitoring and reviewing the activities within our roadmap on a regular basis.

12. Having your say

It is important that all Cafcass staff feel ownership of our Equality and Diversity Strategy. This strategy is neither a static document nor an end in itself, but has been developed to reflect our approach to diversity, flexible enough to respond to our own changing internal environment. We want to hear from you and for you to input to and help shape this strategy. We also welcome external views from our partners and stakeholders. You can do this either individually, or as a team or region by:

- Directly emailing either Paul.Brown@Cafcass.gov.uk or Sherry.Malik@Cafcass.gov.uk or
- Contacting your regional representative on the National Equality and Diversity Steering group, who is also a member of your regional diversity forum (Please see list of names below):

First name	Last Name	Job Title	Region
Beverley	Barnett	FCA	WM
Marcia	Lennon	FCA	London
Helena	Calixte	PA	SE
Vernal	Cooper	FCA	EM
Claudia	Crawley	Network Manager / NAPO	NO
Michael	Donoghue	FCA	Y&H
Takki	Suliaman	Comms Executive	NO
Suzie	Goodman	RM	SW
Hayley	Green	BM	NE
Halycon	Hamilton	SM	Eastern
Yasmin	Jeelani	FCA	SE
Margaret	Longson	FCA	NW
Harry	Marsh	Diversity Lead	Board Member
Kim	McKenzie	Corporate strategist	NO
Paul	Brown	Corporate Strategist	NO
Mike	Ravey	SM	NW
Vivien	Salisbury	RD	Greater London

Mary	Savage	FCA	Y&H
Fareena	Shaheed	SM	S
Yasmin	Hussain	NAGALRO	Self-Employed

13. Conclusion

Our organisation is committed to embracing all aspects of equality of opportunity and diversity. We embrace change in this area. Success is a must. We have not chosen the easy route, by setting such an ambitious agenda, but we believe we have chosen a route that will allow us to fulfil our vision and reach our potential.

This document is a live, evolving mechanism for change. Living within an ever-evolving society means that it is inevitable that our laws will change and what we, as members of society find acceptable and unacceptable, will also change. As such occurrences take place, this document will be updated to reflect those changes.

14. Acknowledgements

The people who had directly contributed to the Cafcass Disability Equality Scheme include:

Margaret Longson	FCA, Sandbach
Ruth Jeffrey	Administrator, Wells St.
Lorraine Moore	Admin Manager, West Midlands
Uzma Bhatti	Service Manager, Birmingham
Suzie Faber	FCA, Birmingham
Patricia Harrison	Administrator, Chester
Veron Sherlock	FCA, Swindon
Greta McLaughlin	Administrator, Durham
Lucinda Towler	Administrator, Coventry
Carol Hobson	FCA, Croydon
Ann Sharpe	FCA, Peterborough
Kevin Coley	National Health & Safety Officer
Gareth Foulkes	Families Need Fathers
Colin Bennett	Families Need Fathers
Paul Kelly	Disability Worker, Sale






SWOT Analysis





Internal	<p>Strengths</p> <p>Re-launch of the Diversity Monitoring Form</p> <p>Increase in completion of employee diversity forms</p> <p>Diversity Policy launched</p> <p>Commitment at senior level</p> <p>National Diversity Steering Group</p> <p>Regional Diversity Forums</p> <p>National Diversity Conference</p> <p>HR work programmes on: PAS, Grow Your Own, training and development, recruitment and retention, pay, flexible working, religious observance</p> <p>Positive Action Training opportunities for BME internal workforce</p>	<p>Weaknesses</p> <p>Poor percentage of practitioners completing service user diversity forms</p> <p>Poor understanding of diversity in reports</p> <p>Practitioner confidence is low</p> <p>Low percentage of BME, disabled and male staff and staff under the age of 45 years</p> <p>IT Systems</p> <p>No monitoring of internal and external recruitment, training and promotion of applicants by ethnicity.</p> <p>No monitoring of performance appraisal, and involvement in grievance and disciplinary action by ethnicity</p>
External	<p>Opportunities</p> <p>Recruitment through PAS</p> <p>Training programmes – external agencies, conferences, seminars and distance learning programme</p> <p>Children Workforce Development Council</p> <p>Change of Cafcass culture through re-structure</p>	<p>Threats</p> <p>Non-legislative compliance</p> <p>Competition from LAs</p> <p>Recruitment crisis in social care field</p>








PESTLE Analysis:







Political	Government drive/Modernising agenda Staff hearts and minds Cafcass Image
Environmental	Cost – Recruitment/Support Translated materials Training DDA Compliance “Diverse” environment
Social	Fairness in provision Cohesion Demonstrate understanding to family
Technological	CRS
Legal	Non-compliance with Equality Legislation GOQ posts
Economic	Regional profiles





Appendix 2. Action Plan to deliver Equality and Diversity Strategy








Objective 1. To inspire a culture in which all children and families are respected and valued, and their rights are promoted and supported.						
No.	Priority	Activities/Success Measures	Lead Person	Target Date	Progress	Status
1.1a	Highlight diversity and ensure needs of local communities are taken into account in all corporate documents e.g. business plan, national policies.	Impact Assessment training rolled out throughout the year	KLPD	Mar-08	Dates set for 3 events: 23 January 2008 - Manchester 19 February 2008 - London 18 March 2008 - Derby	
1.1b		All policies documents to be impact assessed at policy review stage	Policy Leads	Ongoing	HR Policies already impact assessed, along with Workforce Strategy, KLD Strategy and Business Plan 2007-10	
1.1c		Communications team to ensure both internal and external publications are reflective of UK society	Takki Sulaiman	Ongoing	Completed - To be reflected in Comms strategy	
1.2a	Cafcass to promote and highlight positive experience stories both internally and externally.	Identify and publicise positive experience stories that can be used nationally from a diverse range of Service Users (SUs)	Takki Sulaiman	Ongoing	2006/07 Annual Report DVD highlights Service User experience	
1.2b		Promote service user satisfaction in service delivery by developing a range of methods SUs can feedback.	Sherry Malik	Sep-07	New system being launched in Oct 07 which merges viewpoint and QA feedback	










1.3a	Have greater involvement and collaboration with diverse support groups and stakeholder organisations	Use the framework of the engagement and participation strategy to work with local groups	Fiona Green		Recruitment for Partnership managers begun in September 07	
Objective 2. To eliminate all forms of institutional discrimination and ensure adherence to legislation and appropriate codes of practice						
Actions for achieving this objective are covered in the action plans of the Race Equality Scheme, Disability Equality Scheme that are found at the end of the action plan.						
Objective 3. To ensure diversity principles are fully reflected in the actions of all staff and partners within Cafcass.						
No.	Priority	Activities/Success Measures	Lead Person	Target Date	Progress	Status
3.1a	All training for Cafcass staff should have equality and diversity principles included in the content	Roll out of Culturally Competent assessment framework to all FCAs	Christine Smart	Mar-08	Begum Maitra has designed course outline and trainers are currently being recruited	
3.1b		Create Questionnaire to help staff to measure the level of their awareness	Paul Brown	Dec-07		
3.1c		Roll out 3 level of diversity training – online learning (basic), regional training (medium level) and impact assessment training (higher).	KLDP	Dec-07		








3.2	Improve diversity information being supplied from the courts	Work with the courts service to receive diversity information and develop system	Sherry Malik	Dec-07	Diversity information linked to IT upgrade in the family courts. Been informed diversity data being forwarded in Oct 08	
3.3a	Ensure that all Equality and Diversity initiatives are regularly communicated to all Cafcass Staff	Regular Articles in Channel C	Paul Brown	Ongoing	Article from B. Kirby, Equality and Diversity handbook and Diversity conference all included in Channel C	
3.3b		NEDSG Members to provide a strong link between national strategy and front line initiatives	NEDSG Leads	Ongoing	Updates show activity in regions. Regional diversity conferences and regional training all taking place. Some region little activity	
3.4	Carry out staff survey	Use findings from staff survey to understand diversity implications for all staff and take steps to address them.	NEDSG	Jun-07	Completed - Staff Survey results were released in May 07	
3.5a	Information for Service Users to be made available in easily accessible forms	Ensure all materials can be translated or made available in audio-visual ways upon request.	Takki Sulaiman	Jun-07	Completed - To be reflected in Comms strategy	
3.5b		Multi-faith calendars of festivals in all teams	Paul Brown	Apr-07	Completed - Calendar included in every copy of Channel C. Online Calendar on the intranet	
3.5c		Actively promote good community relations	Service Managers	Ongoing	Guidance needed to provide managers with ideas how to promote good practice	








3.5d		All offices to do an audit to ensure it is comfortable, reflective and meets the needs of all SUs	NEDSG Leads	Sep-07	Linked with Health & Safety, Estates and Sustainable development office audit to be completed in October 07	
3.6	Develop a sustainability strategy	Strategy developed and embeded in teams	Paul Brown	Oct-07	Currently out for consultation in September 07	
Objective 4. To hold all managers and staff to account through the appraisal process and performance targets						
No.	Priority	Activities/Success Measures	Lead Person	Target Date	Progress	Status
4.1	Use Viewpoint and Service User feedback findings in the appraisal process	Increased use of viewpoint and SU feedback being utilised in teams	Sherry Malik	Dec-07	KPI for 2007/08. Appraisals incorporate section for 360 feedback including service user. Low rate of appraisals	
4.2	Diversity Monitoring rate to reach KPI target	Team action plans and increasing KPI results	Sherry Malik	Mar-08	End of August Diversity KPI at 82%.	
4.3	Diversity is addressed during the apprasial process	100% appraisals - ensuring personal and SU diversity issues are raised - as per revised forms	Jabbar Sardar	Mar-08	Annual appraisals of all staff at 60%	
4.4	To monitor the number of complaints where the complaint is raised on the basis of diversity issues	Findings to distributed to staff through Intranet, Channel, as well as reported in Annual report	David Moy	Ongoing	Completed - Clear regular reporting of complaints including diversity happening	






4.5	Team business plans to address equality and diversity issues within teams	Team plan includes measures to work with local communities and improve assistance for individual staff needs	Sherry Malik	Sep-07	Team plans received in September need to be audited for content.	
Objective 5. To initiate and deliver appropriate services that respect the needs of individuals from marginalised and minority communities or groups						
Actions for achieving this objective are covered in the action plans of the Race Equality Scheme, Disability Equality Scheme that are found at the end of the action plan.						
Objective 6. To understand the capacity and professional capabilities of our workforce and make necessary changes						
No.	Priority	Activities/Success Measures	Lead Person	Target Date	Progress	Status
6.1	Team self-assessments to be completed for all teams	Team self-assessment inform Team business plans	QA Leads	Jul-07	100% of Team self-assessments received. Team business plans being received in September 07	
6.2	FCA qualifications to be updated onto the KCS system	100% of qualifications on KCS	Anita Davies	Dec-07	Data cleansing audit of KCS (Mandy Michealsen) underway including qualifications	
6.3	Developing the systems to implement the Local government Equality Standard	Regions to put themselves forward for assessment	Sandy Watkins	Dec-07	Plan for single operational area to act as pilot. Paper to CMt to be submitted	
Objective 7. Clarify the types of behaviours that are needed and acceptable, and those that are not.						
No.	Priority	Activities/Success Measures	Lead Person	Target Date	Progress	Status






7.1	Produce guidance and resource pack for staff on effective service delivery on a range of diverse issues	Published and distributed via intranet and Channel C	Paul Brown	Jun-07	Complete - on intranet and advertised in Channel C	
7.2	Diversity resource pack to be incorporated in staff practice manual	Staff practice manual developed and issued to staff	Jane Booth	Mar-08	Unclear of current status of practice manual for practitioners	
7.3	Develop protocol with the Borders and Immigration Authority BIA	Protocol agreed and issued	Fareena Shaheed	Sep-07	Joint workshop with Cafcass and BIA held 1st June 07, basic protocol agreed	
7.4	Treating each other with respect	Sponsor staff/team award for diversity to be awarded annually	Sherry Malik	Mar-08		
7.5	Research findings being used to inform practice	Research findings on diversity issues being routinely shared with staff	Flo Watson	Ongoing		
Race Equality Scheme: Action Plan (objectives 2 and 5)						
No.	Priority	Activities/Success Measures	Lead Person	Target Date	Progress	Status
R1	Comply with requirements of the Race Relations (Amendment) Act in providing statistical data	Review RES and Publish report on progress to date	Paul Brown	Oct-07	October Diversity Board report includes review of progress against the RES	
R2		Consult with BME staff on further improvements to be made and use staff survey to discuss with BME staff	Anita Davies	Ongoing	Consultations in the last year include BME perceptions of the employer and how to improve recruitment from BME groups	

R3		Achieve 100% monitoring of all staff diversity information	Anita Davies	Ongoing	Complete	
R4		Data published bi-annually internally	Paul Brown	Sept-07 Mar-08	October Diversity Board report includes diversity data.	
R5	Support and Promote a network of BME staff support groups	Profile in Channel C	Anita Davies	Jun-07	Yet to be done	
R6		Involve in consultation purposes on the development of new policies	Policy Leads	Ongoing	Not always systematically involved as a staff group	
R7	Regional diversity forums have action plan on achieving KPI target	Action plans for 2007/08 developed	NEDSG Leads	Jul-07	Discussed at Sept 07 NEDSG meeting	
R8		Effective Teams and Regions to share good practice	NEDSG Leads	Ongoing	Regional updates and initiatives shared at NEDSG meeting	
R9	Encourage applications from under-represented groups	Monitor impact of new recruitment campaigns in particular middle management.	Sandy Watkins	Dec-07	Monitoring of recruitment campaigns now in place. First time reporting in Oct 07	
R10		Roll out of interview panel training for newly recruited managers as well as BME staff	Anita Davies	Ongoing	Interview panel training in place and open to staff from minority groups to attend	
R11	Improve and monitor opportunities for BME staff to advance through the organisation	Consult BME support groups on proactive employment strategies	Anita Davies	Sep-07	Completed - See R2	






R12		Mentoring and Coaching opportunities for BME staff made available	Victoria Phillipson	Mar-08	No information on how this is being taken forward	
R13		NEDSG to annually review grievances broken down by ethnicity	Anita Davies	Jul-07	Completed but late - Reported in Sept 07 NEDSG report	
R14		NEDSG to monitor access to KLD and training opportunities	Claudia Crawley	Jul-07	Completed but late - Reported in Sept 07 NEDSG report	
Disability Equality Scheme: Action Plan (Objectives 2 and 5)						
No.	Priority	Activities/Success Measures	Lead Person	Target Date	Progress	Status
D1	Achieve the Two Ticks status as employer	Improve recruitment standards, documentation and procedures.	Sandy Watkins	Sep-07	Steps in place to achieve accreditation by end of Oct 07	
D2	Have disabled staff available to be used on interview panels	Recruitment training undertaken by disabled staff and participate on interview panels	Anita Davies	Dec-07	On target - See R10	
D3	Improve the induction process for disabled staff	Staff feel supported and know where to get assistance and help from	Anita Davies	Aug-07	Completed - Induction process updated and staff informed via Channel C	
D4	Personal Escape Evacuation Plans for all our less able employees	Questionnaire and evacuation plan created and used in all offices	Kevin Coley			







D5	Set up Staff Support Network and Disability Advisory Group	Advertised, staff attending and being supported	Margaret Longson	Sep-07	Need to clarify leading role in the group	
D6		Group set up and raise general awareness of legal obligations and issues within Cafcass	Paul Brown	Sep-07	First meeting held in August 07	
D7	Disabled Staff trained to carry out Impact Assessments of Cafcass policies and Strategies	Training taken place of disabled staff and impact assessments undertaken.	Paul Brown	Mar-08	See action 1.1a - original target was to be trained prior to January 08	
D8	Supervision and Appraisals to be better at addressing the needs of disabled staff	Ensure quality training and better guidance to line managers.	Paul Brown	Dec-07	Audit of appraisals improved the process. Appraisal skills training being rolled out	
D9	Ensure that benefits such as the disabled rail card are used by Cafcass	Arrange to purchase disabled user rail cards for staff as part of the Travel and Subsistence Policy	Anita Davies	Sep-07	Has been agreed and is in the updated version of the Travel & Subsistence Policy to be relaunched	
D10	Link with Equal Rights/Support Groups eg. RNIB/RNID	Local teams and regions to have awareness of availability of local services and work in partnership	Margaret Longson	Ongoing	No work has yet been carried out	
D11	Update the Internet and Intranet so it is more easily accessible for disabled users	Ability to change font size and colour of text and background.	Takki Sulaiman	Jul-07	Completed - update of the intranet includes accessibility function	

D12	Training on working with disabled clients, visitors or employees to be incorporated into KLD training plans in all regions	KLD program incorporates training around the social model of disability. Training provided in all regions. Workshop given at Diversity Conference	Claudia Crawley	Aug-07	No developments in training including the social model of disability or offered to regions.	
D13	For sensory impaired people, leaflets produced on yellow paper with black writing, available in large print, & also accessible in Braille and audio tapes	Leaflets created and readily available	Takki Sulaiman	Jun-07	Completed - To be reflected in Comms strategy	
D14	Ensure Partnership strategy is Impact assessed and Contact Centres are DDA compliant and suitable for disabled users	In funding applications make sure the DDA compliance is a pre-requisite for funding.	Fiona Green	Aug-07	Impact assessment to be carried out	
D15	Full access audit of all premises, including contact centres, courts, etc, to make sure that all possible adjustments have been made - training provided by presentation	Audit completed. Training given. Adjustments made (eg. loop systems for people with a hearing impairment. Adapted toilets)	Paul Brown	Sep-07	See action 3.5d - Office audit to be merged with H&S, estates and sustainability policies	
D16	Future IT and Accommodation strategies to be impact assessed	Carry out Impact assessment on the future IT strategy to ensure the needs of disabled staff are being met.	Bernd Sass	Aug-07	Part completed - awaiting the new building quality standards policy to be completed by Estates	

D18	Centralise the budget for Assistive Technology with the Health & Safety department.	Efficient and effective allocation of resources distributed across Cafcass. Requirements of staff met and no complaints received.	Kevin Coley	Dec-07	Report on assistive technology to be submitted to CMT for discussion and approval	
D19	Carry out audit of all users of Occupational Health and ensure a quality service is delivered	Following audit of employees who have used the occupational health provider compile a impact assessment report and findings on the service.	Anita Davies	Mar-08	Part of Health and Well being strategy	
D20	Car Hire Scheme is simple and designed to ensure disabled staff are not disadvantaged.	Impact assessment undertaken of Car Hire scheme and amended so is clear to use and non-discriminatory.	Sharon Reed	Aug-07	Completed - flexibility introduced to policy to allow discretionary use of personal cars.	
D21	Find out what is happening in regions to the benefit of disabled users/staff and share with the rest of Cafcass. Such as DVD for Hard of hearing service users.	Good practice is shared and put into use in all regions			No lead on this work to take forward	
D22	Sickness and Absence Recording to be clearly understood and used correctly	Clearer guidance that is understood by both line managers and staff.	Lorraine Moore	Sep-07	Past target date - Work has commenced as part of delivering the health and well being strategy	

Gender Equality Scheme: Action Plan (Objectives 2 and 5)						
No.	Priority	Activities/Success Measures	Lead Person	Target Date	Progress	Status
G1	Highlight gender equality in all corporate documents e.g. business plan/workforce Strategy.	Gender Equality issues appropriately addressed in key corporate documents	Takki Sulaiman	Ongoing	Completed - To be reflected in Comms strategy	😊
G2	Improve monitoring information for our service users so we can better understand the needs of our male and female clients	Diversity Monitoring forms completed for all service users. Service User feedback forms are given to all service users.	Sherry Malik	Mar-08	Diversity forms include Sexual Orientation. At end of August Diversity KPI at 82%.	😐
G3	By 2010 to be able to offer more choice to clients re gender of worker.	Increased proportion of available male employees. User satisfaction survey	Jabbar Sardar	2010	Workforce strategy in place to encourage a more reflective workforce	😐
G4	Children's Rights to review gender equality in their work	All documents and initiatives (inc. Viewpoint) are gender equal and promote equality. Members of Children rights teams to attend Equality impact assessment training	Christine Smart	Mar-08	Impact assessment training to be carried out by Children's Rights Team	😊
G5	Review Viewpoint findings to see if there is a gender bias in terms of the experience of boys and girls.	Lessons learnt from viewpoint fed back to all teams.	Christine Smart	Oct-07	As part of Service User feedback launch report on findings to date of viewpoint to be issued	😐

G6	Undertake an Equality Impact Assessment on our staff care policy in situations of Domestic Violence.	DV Policy assessed for impact on gender roles and equality	Policy Leads	TBC	See 1.1b. DV policy will impact assessed when its is due to be reviewed	
G7	Briefing to Regional Management Groups on implications and aims of the Gender Equality Duty	All Management groups briefed by Oct 2007			No lead on this work to take forward	
G8	Cafcass to be involved in the broader agenda around gender differences for childrens placements and needs within the welfare checklist.	QA6 tool to reflect input to welfare checklist.			No lead on this work to take forward	
G9	Ensure that Gender equality is included in all contracts and commissioning agreements where equality is a core requirement in the delivery of the service.	Contracts updated to reflect Cafcass's requirements to promote equality.	Fiona Green	Aug-07	See D14 - Impact assessment to be carried out	
G10	Review information in reception areas to ensure that they reinforce our commitment to gender equality.	Introduce office checklist to ensure offices and culturally sensitive and promote gender equality.	Paul Brown	Aug-07	see 3.5d - Linked with Health & Safety, Estates and Sustainable development office audit to be completed in October 07	

G11	Review the recruitment process to ensure that there is no gender bias in the tools we use to assess candidates	Continue to monitor applications at the short listing, interview and appointment stage,	Sandy Watkins	Dec-07	Reported to NEDSG every 6 months.	
G12	Review the sponsorship process to ensure that there is no gender bias in training and development	Monitor all requests, and flag concerns if either gender do not appear to be either applying or receiving sponsorship in proportion to their numbers in the workforce	Claudia Crawley	Dec-07	Reported annually to NEDSG	
G13	To have a positive action recruitment drive to attract males where they are under represented in our workforce	Work with the workforce development council to promote the role of men in social care	Jabbar Sardar		First planning meeting of CWDC diversity steering group to be held in Oct 07. Paul Brown. No steps in place for recruitment drive	
G14	Raise awareness of dignity at work procedures	"Dignity at work week"	Lorraine Coy-Taylor	Mar-08	Planning for the week yet to begin.	
G15	Ensure our employee assistance programme is promoted equally to men and women.	Monitor the take up of the service.	Sandy Watkins	Mar-08	No progress yet made	
G16	Actively encourage male social work students to consider a placement with cafcass	Links with Universities.	Claudia Crawley	Mar-08	No progress yet made	

G17a	To ensure that women returning to work after maternity leave are not discriminated against	Monitor number of women returning to work for periods of 12 week, and greater than 12 weeks.	Sandy Watkins	Mar-08	No progress yet made	☹️
G17b		Monitor number of women returning to the same or a similar post.	Sandy Watkins	Mar-08	No progress yet made	☹️
G18	To increase the opportunities for flexible working across the workforce	Raise awareness of HR policies and practices.	Anita Davies	Dec-07	Flexible working policy in place. Awareness levels to be raised	☹️
G19	Ensure that all jobs are audited as part of the strategic pay review.	Undertake an impact assessment of our job evaluation scheme.	Jabbar Sardar		Strategic pay review in hand	☹️
G20	Ensure that there is no gender bias in appointments to secondments or other interim positions,	Monitor the proportion of men/ women offered interim positions or promotion	Sandy Watkins	Mar-08	To be reported annually and reviewed by NEDSG as part of total HR diversity staff report	☹️
G21	Review the analysis from the staff survey and take appropriate action on gender specific issues	Staff focus groups conducted to find root cause of issues. Follow up through staff engagement strategy	Sherry Malik	Mar-08	Work on focus groups and staff engagement strategy has begun	😊
G22	Interview Panels to have appropriate Gender balance. No single Gender panels	HR Audit to establish panels compliant	Sandy Watkins	Mar-08	No audits yet conducted	☹️
G23	Ensure Gay, lesbian Bi sexual and transgender staff are not discriminated against in the workplace.	Introduce monitoring systems to identify Gay. Lesbian bi sexual and transgender staff.	Sherry Malik	Sep-07	Voluntary sexual orientation monitoring happens for both new recruits, participants of staff survey and service users.	😊