

## Engaging Fathers Action Plan March 2016 - SMART Action Plan (CROYDON)

**S-** Be **Specific** about what you want to achieve, do not be ambiguous, communicate clearly.

**M-** Ensure your result is **Measurable**. Have a clearly defined outcome and ensure this is measurable (KPIs).

**A-** Make sure it is **Appropriate**. Is it an **Achievable** outcome?

**R-** Check that its **Realistic**, it must be possible taking account of time, ability and finances.

**T-** Make sure it is **Time** restricted. Set yourself an achievable time frame, set deadlines and milestones to check your progress.

Action	Specific	Measurable	Appropriate	Realistic	Time	Staff Responsible	Status
Secure L/T support from LSCB and CSMT	LSCB and all Sub-groups add the project's objectives to their own plans (3 years)  People's Department, CSC, EH, CIN and Permanence Services do likewise	Increasingly evidenced in specific and generic strategic documentation  A culture of father inclusion materialises from the top (supporting middle and operational application)	It is fundamental to have this l/t support from these individuals and strategic bodies.	Yes a priority on some many levels and agendas	31.3.16	All senior leaders / Gavin Swann (GS) to facilitate	
Secure L/T support from EHB & CAFPB, Gateway	All other relevant strategic groups commit to this long term strategy	Increasingly evidenced in specific and generic strategic documentation  A culture of father inclusion materialises from the top (supporting middle and operational application)	It is fundamental to have this l/t support from these individuals and strategic bodies.	Yes a priority on some many levels and agendas e.g. Croydon Challenge	31.3.16	All senior leaders / Gavin Swann (GS) to facilitate	
WWM SLA Agreed	Clarity over allocation of resource, role and function agreed via an SLA	Via a signed SLA	A key partnership	Yes expected	4.3.16	GS & Owen Thomas	
Set Up a Project Implementation Group	Recruit a set of fathers champions Recruit members for the Project Group Invite to a recruit sessions Agree a contract	A group established	Research indicates this model will achieve father inclusion	Research indicates this model will achieve father inclusion	30.4.16	GS to establish	
Complete a Pre-Audit	Establish a current understanding of practice	Yes via a report of the audit findings	Yes we need to establish a base line	Yes we need to establish a base line	30.4.16	GS to establish	

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Establish, implement data collection systems and report on a set of agreed targets	See project aims for agreed targets	Monthly reports	A fundamental tool to success of the project	Yes a methodology already exists	30.4.16	Caroline Bruce	
L/T strategy for domestic abuse	Further work is needed here in discussion with Paul Doherty	Yes in an increase in services to men who abuse	Yes domestic abuse must be addressed for the project to be successful	Yes domestic abuse must be addressed for the project to be successful	30.4.16	Paul Doherty & GS	
EH / CSC contact & referral point	EHM & CRS designed to record fathers & paternal families All referrers systematically asked for father and paternal families details	Yes via monthly reports	Yes we need to identify fathers as early in the process as possible	Yes our systems are already conducive to engagement of fathers	31.5.16	TBA	
FGCs to act as the key method to engage fathers	Data required Coordinators trained	Monthly reports	Yes research indicates FGCs are one of the most important methods in which to engage fathers	Yes research indicates FGCs are one of the most important methods to engage fathers	30.4.16	TBA	
Pre-Birth & ICPC to include & or plan to include fathers	All CP plans to include safety planning to ensure abusive men are engaged and general plans of father engagement and inclusion.	Monthly reports	Yes as fathers and paternal extended families need to be involved and assessed for risk and strengths	Yes a key project objective	30.4.16	Dawn Maxwell	
LPMs / PLO planning to include & or plan to include fathers	All PLO & LPM plans to include father & paternal extended family engagement, assessment and inclusion.	Via audit	Yes to divert from care	Yes	31.5.16	TBA	
Edge of Care Panel to include & or plan to include fathers	All edge of care plans to include father & paternal extended family engagement, assessment and inclusion.	Via audit	Yes to divert from care	Yes	31.5.16	TBA	
Communication Plan  Every opportunity will be used to advance and communicate the project aims and intentions across the Borough (all suggestions welcome)	Presentations at all key forums (conferences, strategic groups, team meetings) across LBC throughout 2016, 17 and 18. Articles in all newsletters & websites. Posters displayed across the borough. A conference will be held. A Learning and Development Plan in place and a set of KPIs developed & reported	Evidence of cultural shift as professionals feel safe to talk about fathers General awareness of project and increase in fathers engaged and professionals attending training	Yes we need to maintain a very proactive approach to communication	Yes a key project activity	31.5.16 for review	GS and Anita McGrath	

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Implementation of the 7 Point Plan to Engage Fathers	See below	Independent Evaluation as well as internal audit and evaluation	The project will be a success if this is achieved	Not sure as this will depend on amelioration of risks to the project (see PID)	March 2018	All	
Create and adopt a fatherhood strategy for the Universal and Targeted Services, the Children-in-Need Service, Early Help and Family Support Service and other related services, (commissioning, Midwifery, FNP and Health visiting services), with realistic goals and targets.	<p>This should include;</p> <p>A policy for communicating with fathers</p> <p>An explicit code of practice for dealing with fathers and male carers.</p> <p>This strategy should be communicated and discussed with all staff and visible for families.</p> <p>The development of a Paternal Pledge</p> <p>Ex Director to commit the organisation to focus on father engagement at all levels within the hierarchy</p> <p>Domestic abuse and Sexual Violence strategy and work with those who abuse e.g. better resourcing to Caring Dads and domestic abuse intervention projects / programmes.</p> <p>CIN Project, Best Start, Gateway and EHM – all projects can support the early identification and support to fathers</p> <p>CSCB – specific priority given to fathers with training etc.</p> <p>Support from voluntary sector</p> <p>Supervisory policy – creating a safe place to talk about fear</p> <p>A Safety Plan procedure for all staff so they feel safe to engage dangerous men which has associated KPIs</p>	<p>KPIs</p> <p>Evidence of regular communication</p> <p>A Paternal Pledge etc.</p> <p>Evidence in resource allocation and strategic documentation and planning</p>	Prerequisite for Project success	<p>Subject to risks</p> <p>Prerequisite for Project success</p>	March 2018	<p>All</p> <p>Project Group</p> <p>LSCB members</p>	

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Identify objectives for engagement with fathers as a whole agency/ies, individual services and individual staff, with these objectives being discussed in supervision and appraisal systems as well as being used for performance management.	<p>We need to identify a set of basic expectations and targets in social work practice that will become a set of KPIs</p> <p>Altering the case file audit document to include questions of father engagement.</p> <p>Father engagement to become a strategic aim for the service for three consecutive years. (To include: the aim to include fathers in practice in all social workers' and other professionals' appraisals for two consecutive years. Whilst in managers' appraisals there needs to be an expectation that discussion on father engagement (resistance, fears and barriers) were regularly undertaken.</p>	Yes via KPIs and internal & external audit	Prerequisite for Project success	There are a range of actions we know we take individually, as managers as well across organisations to improve how we engage fathers	March 2018	All  Project Group LSCB members	
Refine the existing referral and assessment process and the accompanying paperwork to ensure that fathers' data is collected explicitly, systematically and accurately.	We would need to undertake a significant amount of work at the 'front door'. The EHM and the referral form on EHM/ CRS will need to be redesigned to include questions about the fathers' details. Social workers and administrators will need to be trained to ask all referrers for details of the father. The 6 monthly audit of threshold decisions will need to be redesigned to include questions about father engagement.	EHM & CRS & monthly reports	Prerequisite for Project success	Yes we already have a methodology and a system to achieve this.	March 2018	All  Project Group LSCB members	

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Use data collection system/s to regularly assess patterns of use in services, and identify areas where fathers are not being included to focus communication and services.	Data generated from the 6 weekly project meeting, the case file audits and the KPIs, will need to be shared across CSC, CSCB etc.	These KPIs need to be included into the monthly Dashboard regularly discussed throughout the organisation	Prerequisite for Project success. This will be an important milestone in terms of sustainability as well as an acknowledgement of the importance of father engagement throughout the organisation.	Yes we already have a methodology and a system to achieve this.	30.4.16	CFS, GS & Caroline Bruce	
Ensure that training is available for staff at every level of the organisation/s in father-inclusive practice.	<p>We need a dedicated training programme for professionals to be trained in father inclusion practice.</p> <p>The managers' supervision training must focus on this topic as an example. A fatherhood training programme will need to be included on for example; the annual social work and managers training syllabus, on the induction programme for all new starters and on the Newly Qualified Social Workers Programme as well as other similar programmes for other professions. However we will need to fund this as well as support funding some activities for men specifically. I know there is no money for a perpetrator programme but we could better resource the 'Caring Dads' activities.</p>	Via L&D reporting and evaluation	Prerequisite for Project success. This will ensure that father-inclusive practice becomes embedded in all levels of work and not reliant on the commitment of targeted services or committed individuals within teams.	The training programme will need to be re-designed with input from a range of others so that all trains e.g. assessment, care planning etc. include father engagement and assessment.	30.4.16	Anita McGrath	

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Establish better pathways and referral processes between generic "preventative" provision including Children's Centres and related services and "crisis" intervention services such as CIN. This could enable vulnerable fathers to be identified and supported earlier.	<p>Colleagues from Early Years Services and from other 'Tier 2' preventative services will need to be offered similar training as above. Whilst managers from these services will need to be encouraged to implement the research aims. But it will need to go wider</p> <p>for example; Midwifery / Early Years services could commission a specific six hour 'Expectant Fathers Programme' which can be run from different children centres across the borough on Saturdays.</p> <p>Another example; we could ensure that all new birth registrations are undertaken in local children centres.</p> <p>A further example; the Family Nurse Partnership, could train all staff in father engagement, and the Health and CSCB partnership could fully adopted the 'Seven Aims' and we encourage all CSCB members to do the same with associated measures.</p>	<p>Increase in services and referral pathways</p> <p>Increase in early identification of fathers</p> <p>Increase in fathers attending parenting programmes &amp; children centres</p> <p>Increase in fathers registered on birth certificates</p>	Yes as early intervention is at the cornerstone of this 7 point plan	Yes	31.3.18	TBA	

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Ensure appropriate focused and gender specific information is available to give fathers antenatally and subsequently. This information, publicity and communication should state "mother, fathers and other carers.	Colleagues in Early Years Services will need to publish pamphlets on their support to fathers including details of Saturday activities, as well services such as an expectant fathers' courses and another fathers' courses such as ' <i>hit the ground crawling</i> '. We would need to collect other information and advertise services for men regularly updating the Council's website. The link would need to be regularly sent to social workers and others so staff are aware of services.	<p>Increase in services and referral pathways</p> <p>Increase in early identification of fathers</p> <p>Increase in fathers attending parenting programmes &amp; children centres</p> <p>Increase in fathers registered on birth certificates</p>	Yes as early intervention is at the cornerstone of this 7 point plan	Yes	31.3.18	TBA	