



**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE**  
**STRATEGIC PLAN DASHBOARD**  
**2018-19 QUARTER THREE**

The dashboard identifies the progress of each of the five Strategic Priorities for the quarter and indicates how we are ‘trending’ from the previous quarter. The measurement key provides a guide to the RAG scoring which is used to show progress against plans. The assessment of progress is made by the Corporate Management Team in conjunction with review of the organisations’ Corporate Work Programme and Strategic Risk Register.

Strategic Priority		RAG Status
QUALITY	Continue with further improvements to the quality of our work.	No Change
FAMILY JUSTICE INNOVATION	Implement our part of the family justice reform programme and bring innovation to our services.	No Change
DIVERSITY	Build further on our understanding of diversity in casework, always seeing the uniqueness of each child we have responsibilities towards.	No Change
EFFICIENCY AND EFFECTIVENESS	Continue to pursue efficiency and effectiveness in all services, looking to make further savings in our budget.	Improving
INFLUENCE	Use our influence positively as the voice of the child and the eyes and ears of family courts.	No Change

**KEY ORGANISATIONAL ISSUES/UPDATES DURING THE QUARTER**

- Demand continues at a high level and the number of open cases in the system continues to increase. In public law cases there are more hearings and use of experts. Within private law cases, there is a greater percentage of reports being requested (per number of applications) and the numbers of Rule 16.4 appointments, in which a children’s guardian is appointed, are also rising fast. These tend to be the most complex private law cases.
- The continuing demand, active stock and growing complexity of cases (longer duration, extra court hearings etc), is adding pressure to capacity and allocation of cases and the related risks (demand and workforce capacity) are considered high.
- Case and system performance however continues to be strong and national KPIs are being met and quality assurance audits indicate that quality of work remains high with more cases graded as outstanding and fewer as requiring improvement.
- Work on refreshing the organisation’s strategic plan has commenced. A video message to all staff from the Chair and Chief Executive was published in November. During January/February staff will be engaged through team meetings for their views on the developing plan. The aim to launch the new plan in June (at the Board meeting).

## **KEY ORGANISATIONAL ACHIEVEMENTS DURING THE QUARTER**

### **QUALITY**

- In the latest three-month period of October to December 2018 a total of 2,408 QAIs have been recorded for 1,046 current eligible staff – an average of 2.3 QAIs per staff. Grading continues to be positive with 74% of QAIs being graded as Good or Outstanding. The Operational Management Team (OMT) has raised the target to 90% compliance of 2 x QAIs per PLR period since the Ofsted inspection.
- National Thematic audits commissioned through OMT continue to demonstrate that quality is being maintained.
- All internal audits carried out by internal auditors Government Internal Audit Agency (GIAA), bar one, have received a substantial (outstanding) rating. The Data Breaches audit received the second highest audit rating.
- The number of Parliamentary and Health Service Ombudsman (PHSO) investigations has fallen in recent years, with no investigations proposed so far this financial year.
- The service user engagement working group has been established and has identified three key workstreams (1) Improving mechanisms for inviting and acting on feedback from children and families, including the role of local resolution and the feasibility of establishing a parents/families reference group; (2) Streamlining the approach for handling web enquiries; (3) Using behavioural insight approaches to develop case-related communications that improve the Cafcass journey for children and families. A presentation was given to the Board and stakeholders at the Board meeting held in January 2019.
- Agreement has been received from Nuffield Trustees to fund the Family Justice Observatory (FJO) data platform in full. Data transfer is slightly delayed and expected in Q4. Cafcass and Cafcass Cymru are working with the FJO and others to identify contextual data analyses in public and private law that could be made available to LFJBs on a regular basis to improve understanding of system performance. Teresa Williams has been appointed to the FJO Board, chaired by Sir James Munby.

### **FAMILY JUSTICE INNOVATION**

- The Child Impact Assessment Framework (CIAF) was launched on 10 October to stakeholders and staff. Training on the application of the CIAF will be delivered to private law practitioners to be completed by March 2019.
- With the international Association of Family and Conciliation Courts (AFCC), we are co-hosting Co-parenting Conference on 21 March 2019.
- A combined private and public law strategy group has been established to prioritise and coordinate where practice changes are most needed, and to catalyse and provide oversight for work to be delivered in partnership.
- The evaluation report of the 'Support with Making Child Arrangements' pilot has been drafted and is with MoJ to share with the Minister. Thereafter it will be made available to stakeholders.
- The first phase of the evaluation of the 'Cafcass Positive Parenting Programme' pilot has been completed and the learning reported to OMT. The second phase pilot launched in September and will report in March 2019.
- Cafcass has been working with a family relationships organisation, One Plus One, to create a Co-Parent Hub which will bring together a range of self-help tools and programmes available to parents. The platform has been built and is being piloted in A3, A2 and A9. The project is potentially likely to extend to March 2019.
- The Lower Threshold Domestic Abuse Perpetrator (DAPP) pilot aims to explore whether the development of a lower threshold DAPP, and its integration within the current justice system, can

add value for lower risk domestic abuse perpetrators and tackle current rates of low-engagement. The pilot is being run in A1, A2 and A15 and of this first phase to be completed in March.

- Cafcass has a member of staff seconded to MoJ once a week to support collaborative working around private and public law, this includes further cross-departmental working, for example with DWP and HMCTS
- The CEO is leading work on a Local Family Justice Board (LFJB) 'Success Framework' for the national Family Justice Board, so that best practice from high performing LFJBs can be more systematically captured and shared. Cafcass is continuing to make many local improvements to how the family justice system works, via our chairing or sponsorship of LFJBs and our Assistant Director for Policy is reviewing our offer across all local partnership.
- We are making a bid to the recently released Department for Work and Pensions (DWP) 'Reducing Parental Conflict Challenge Fund'. The main elements of our bid would cover development of the digital Separated Parents Information Programme (SPIP) and continued behavioural insights work to inform the improved engagement and understanding by separated parents of the benefits of early engagement as an alternative to formal court proceedings.

## **INFLUENCE**

- Cafcass responded to the consultation on reform of divorce law and MoJ has subsequently invited us to work with them on our request that the proposed 'reflection period' is used as an early intervention with parents to encourage co-parenting and reduce conflict.
- We continue to work on problem-solving the current issues in the family justice system through our membership of the national Family Justice Board and all 40 local Family Justice Boards in England. In addition, the Director of Strategy is a member of the national Adoption and Special Guardianship Board (having taken this over from the Chief Executive) and Assistant Directors sit on the regional equivalent boards.
- Cafcass has played a leadership role in sponsoring and convening the majority of subgroups in the Family Justice Board and judge-led public and private law working groups to reduce pressures and improve performance service services. We have worked increasingly closely and constructively with Cafcass Cymru in developing consistent positions across England and Wales.
- Cafcass remains actively involved in the Foreign and Commonwealth Office programme to improve the standards of child safeguarding in the British Overseas Territories. Training of staff in overseas territories continues to take place, facilitated by Cafcass and partners.
- Cafcass is represented on the Children and Families across Borders working group which meets quarterly. The working group launched its research into international children and family cases in September.
- Domestic Abuse Perpetrator Programme: A project has been undertaken in partnership with Respect to research the need for a commissioned service in private law proceedings which could address abusive behaviours by women within intimate partner relationships. The findings report has been signed off and the learning and next steps option will be shared with OMT in April.
- The local authority-led Cafcass Plus model has been piloted in five teams and evaluation reported to OMT. An organisational position is being developed and will feed into the public law judicial group.
- The Head of Legal Services represents Cafcass on the Family Procedure Rule Committee and contributing in development of Practice Directions and changes to the family Procedure Rules. This has included the new Practice Direction regarding Vulnerable Witnesses. The Committee meets every month under the Chairmanship of the President of the Family Division.
- Cafcass is represented by the Head of Legal Services at the Law Society Children's Committee which is a forum for exchanging information about issues in relation to children law from the legal profession and an opportunity to develop relationships with the children's solicitors and to provide them with news about Cafcass.

- Cafcass is represented at the Family Justice Council and contributing to the development of new Pre-Proceedings Guidance and a good practice template for courts in relation to domestic abuse.
- The Director of Strategy represents Cafcass on the advisory group for the judicial-led Settlement Conferences pilot. MoJ is leading the evaluation of the pilot, and a consultation on the future place of settlement conferences in public and private proceedings expected in the next few months.
- Cafcass has been working with Dubit (a children's entertainment research and analytics company) to develop a Voice of the Child App. The App has converted the 'How It Looks To Me' booklet into a digital resource. The prototype has been piloted and the final product will be launched in February 2019.
- Senior Service Manager (Carol Pennington) won an award for Inspirational Leadership at the MoJ Awards. Two teams were also shortlisted – the Commissioned Services Support Team for 'Efficiency and Value for Money' and the Diversity Networks, for 'Diversity and Inclusion'.
- The Chief Executive was awarded the Outstanding Contribution to Social Work award at the Social Worker of the Year Awards 2018.

## **DIVERSITY (INCLUDING HEALTH & WELLBEING)**

- Diversity data continues to be collated within ECMS and data reviewed by the OMT to consider compliance together with an analysis of the diversity of users within their areas to identify any gaps in commissioning or training.
- Development and delivery of proactive and preventative wellbeing support to staff continues, including: Developing a domestic abuse policy including toolkit, risk assessment, and an e-learning module (to be launched April/May); Delivering a bespoke project for the NBC on nutrition and body image, including information on eating disorders; Providing resources on dementia and Alzheimer's aimed at staff in general, managers and carers; undertaking research about the impact of remote working on the health and wellbeing of staff; setting up a Menopause Working Group to look at ways we can support staff.
- Cafcass has produced six mental health talking heads videos where staff share their personal stories to promote awareness and reduce the stigma of mental illness. Three more will be available imminently.
- The Macmillan team workshop pilot has completed and sessions are ready to be commissioned by managers in local teams.
- Cafcass is part of a national network, Mental Health Allies (MHAs), spearheaded by MoJ. This staff-led network of volunteers provides confidential support to staff and managers.
- A Stress Management Guide is available to all staff.
- Diversity Champions continue to promote diversity for practice and staff at national and local level and help us shape how we engage with our service users at local level and address their needs.
- A dashboard is now in use to record interpreter use and individual translations requested in each service area. It lists the top ten languages in each area requested for interpreters and for translations, which will help inform discussions about the cultural needs of our local areas, assist us in shaping our responses and connections with the community and support improved engagement.

## **EFFICIENCY AND EFFECTIVENESS**

- The joint Cafcass and HMCTS project to centralise processing of C100s has moved into the pilot stage. All C100 applications received for Bournemouth, Brighton and Coventry will be scanned and delivered to courts and Cafcass within 24 hours of receipt. The pilot will run to Spring 2019.

- New mobile phone and video conference service contracts have been rolled out to staff/offices.
- The new Cafcass Learning portal was launched in September 2018.
- The Innovation Programme and Delivery Board has reviewed proposals for the 2018-19 and 2019-20 programme and business cases have been agreed for the discovery work for ECMS 2; email signatures, replacement of monitors and a health and safety management system. The pipeline of work is under continuous review.
- The Emerging Talent programme is continuing to develop high performers and data shows that staff on the Emerging Talent scheme perform positively on key measures such as throughput, sickness absence and PLR scores. The 2018/19 internal audit confirmed that the approach to Talent Management is effective resulting in a “substantial” rating.
- Talent attraction and recruitment and selection of new staff remains a priority with a number of activities ongoing to ensure that we attract not only sufficient quality and quantity of applicants but also seek to ensure we have a diverse workforce. HR Resourcing is establishing closer links to internal stakeholders and continuing to establish more ways to provide insight to managers while adding demonstrable value to associated processes.

### Measurement Key

	Inadequate Progress (not being met; remedial action required)
	Satisfactory Progress (Issues occurring but action in place)
	Good Progress (on target)