



## CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE

Paper for the Board Meeting on 25 June 2010

### TRANSFORMATION PROGRAMME – PROGRESS REVIEW JUNE 2010

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#### 1. AIM AND PURPOSE

- 1.1 To provide a progress review of the Transformation programme.

#### 2. RECOMMENDATIONS/ACTION FOR THE BOARD

- 2.1 To note the latest position.

#### 3. SHORT SUMMARY

- 3.1 The Transformation Programme aims to identify and implement key changes that Cafcass needs to make to be in the best possible position to meet its statutory responsibilities during the next Comprehensive Spending Review Period (2011/14), when public sector finances will be under even more pressure than they are now. Whilst some projects within the Programme will have immediate benefits, such as the cash for change programme to put local family justice systems in a better position to meet higher levels of demand with fewer net resources, many of the benefits will be felt over the next CSR period, which is where they will be most needed. The Programme is supported by a £10million grant from DCSF for the 2010/11 financial year. It builds on the Issues Analysis of Cafcass undertaken by PA Consulting during the last months of 2009.
- 3.2 The main required Programme outcomes are further improvements in productivity and efficiency savings. These requirements are set out for us in the remit letter to Cafcass from the Secretary of State for 2010/11.
- 3.3 Work has continued to manage existing and emerging challenges and risks including the new guidance from the Treasury and Cabinet Office on reducing public sector spending which has meant that certain elements of the program may need to be re-focused and contingency plans activated.

#### 4 Review of progress of work streams

- 4.1 The following work streams have a number of external and internal inter-dependencies and they are laid out so that the Board can see the potential impact of pressures on the programme with a proposed way forward to meet key targets / deadlines.

## 4.2 **Operating Model**

4.2.1 The Operating Model is the overarching driver for how services are delivered and ensures that there is a consistent process of working with all stakeholders. Sitting alongside and supporting this model is the Front Line First project relating to how cases are best managed in future. This work stream is currently being developed using the model drafted by PA consulting as a source document.

4.2.2 The model is based upon a proportionate casework model in all types of law, and a safe minimum bureaucratic framework, for all functions like accountancy, policy development and communications.

4.2.3 The Model will be in place by December 2010. It has to take into account the framework for public law work agreed with the senior judiciary following the expiry of the President's Interim Guidance on 30 September 2010.

## 4.3 **Front Line First**

4.3.1 This work stream is focusing on how cases are worked from beginning to end, looking at proportionate ways of working. The detail of how cases are managed and how the working arrangements with the Judiciary, children, families and Local Authorities are operating, are at the heart of this project. 'Cash for Change' bids have been scrutinised and mostly approved. All the bids will be monitored against success criteria and an analysis of the benefits will be carried out regularly and updated e.g., further productivity increases in line with the 6-15% Ministerial expectation.

## 4.4 **National Business Centre (NBC)**

4.4.1 The first stage of this service has been delivered in the Central area, with all C100's now being processed through the Hub and Central Intake Team in Birmingham. Phone calls to parties as well as checks are being undertaken in the Hub in relation to Northamptonshire C100's, to clarify the type, level and amount of work that can be done in the Hub and in the local team respectively. The next phase of this program is at risk of completion due to the current lack of approval centrally for a new building to house the NBC. Contingency plans are being worked up.

## 4.5 **Engagement**

4.5.1 This work captures all elements of how Cafcass engages with all stakeholders split into three areas:

- a) Engagement in each project within the Transformation programme
- b) Stronger individual engagement in cases
- c) Engagement in service development and improvement

4.5.2 The target groups are:

- Staff (direct and via Unions and Professional Associations)
- Service Users (children and families)
- Court system (Judiciary, HMCS, Lawyers, )
- Partners (Local Authorities, Commissioned services)

#### 4.5.3 The following are the guiding elements for engagement

- Develop principles of engagement for all work streams of the transformation project
- Map / evaluate current engagement activities
- Establish success measures for engagement with each stakeholder group
- Design a core set of engagement activities / tools (based on current work)
- Develop systems to support engagement initiatives
- Roll out plans
- Measurement of impact

4.5.4 Some early progress has been made in deepening external engagement with key stakeholders like legal practitioners and this has led to a higher level of confidence and a greater degree of engagement in joint working e.g, the London agreement on public and private law cases

#### 4.6 **Tools for Effective Working**

4.6.1 This area of the programme concentrates on tactical and medium term incremental improvement to IT bringing benefit to practitioners. The work stream consists broadly of 4 projects:

- A combined training, usability and technical improvement project focussed on operational staff to improve the benefits of the Flex system
- Improvements to CMS to bring greater stability and provide for the automatic generation of forms and outputs
- The development of an electronic filing solution based on commercial off the shelf Microsoft SharePoint solution which is already used elsewhere on the Flex system
- The introduction of a business intelligence tool bringing together management information from our key IT systems

4.6.2 A half day workshop is planned for 7 July to bring a representative group of practitioners and managers together, to test out the proposed improvements to CMS, pre-populated templates for reports, and Flex, especially for remote working. Progress has been made in developing greater CMS capability following recent performance problems.

#### 4.7 **Estates**

4.7.1 The Estates program has all the project plans in place and the work is ready to commence, if approval is granted centrally.

#### 4.8 **Workforce Development**

4.8.1 This work stream is well developed and is moving to align with the new operating model and Front Line First service. The major element of savings – the business support service restructuring – is under threat because of the difficulties with the National Business Centre approval process. This is a key inter-dependency to decide and resolve.

## 5 KEY STRATEGIC ISSUES FOR THE BOARD TO CONSIDER

- 5.1 General scale and pace of progress.
- 5.2 Risks and contingencies arising from emerging Treasury guidance and new practices.
- 5.3 Impact of Presidents Guidance ending 30 September 2010.

## 6 BENEFITS FOR CHILDREN

- 6.1 Children will benefit if the Cafcass service they receive is of a higher quality and delivered in a more timely way. Whilst that is a simple sentence, it is the main driver for the overall Transformation Programme. The accrued benefits for children will form part of the core monitoring process

## 7. RISK ANALYSIS

- 7.1 The risk register and risk log are being revised to consolidate the risks associated with the transformation program projects and linked to the corporate risk register as they inevitably overlap.
- 7.2 The approach to capturing the key risk is to categorise them as a number of risks over a number of projects. Each project has their own identified risk register and risk owner who manages this as part of the project plan.

## 8. TRANSFORMATION PROGRAMME INFRASTRUCTURE

- 8.1 An OGC health check will be carried out in July 2010
- 8.2 The Programme Office has been strengthened by bringing in a senior manager specifically for this programme whose specific role will be provide a clear direction for the whole program, bring together a consistent approach for all individual projects, taking control of blocking issues and resolving them, identify projects that need additional support to meet targets and to alleviate some of the capacity issues for SRO's by working with all the project managers in each project, bringing them together in order to keep on track with the program.

## 9. FINANCE

- 9.1 The year to date financial position at the end of May 2010 is as follows:

	YTD Spend	YTD Budget	Variance
Maximising Online Transactions	-	-	0
Programme Management Office	22,701	23,556	(855)
Tools for Effective Working	-	-	0
National Business Centre	17,899	-	17,899
Estates	57,728	9,792	47,936
Workforce Development	19,245	7,100	12,145
Frontline First	2,338	-	2,338
Future Operating Model	-	-	0
Cash for Change	-	-	0
Engagement	2,338	-	2,338
<b>Total net expenditure</b>	<b>122,249</b>	<b>40,448</b>	<b>81,801</b>

9.2 This table shows expenditure year to date of £122k against a budget of £40k; an overspend to date in year of £82k. Of the £82k overspend, £63k relates to services for GVA Grimley & Michelmores, which are budgeted for within various Estates projects and the National Business Centre in future months. The remaining overspends are timing differences and the projects have budget allowances for these costs in future months.

## 10 FULL YEAR FORECAST EXPENDITURE

	Full Year Forecast	Full Year Budget	Variance
Maximising Online Transactions	100,000	100,000	-
Programme Management Office	225,000	225,000	-
Tools for Effective Working	1,700,000	1,700,000	-
National Business Centre	1,385,000	1,335,000	50,000
Estates	2,439,000	1,922,500	516,500
Workforce Development	2,495,000	2,495,000	-
Frontline First	200,000	200,000	-
Future Operating Model	220,000	220,000	-
Cash for Change	3,170,000	2,740,000	430,000
Engagement	130,000	130,000	-
NBC Savings	(1,070,000)	(1,050,000)	(20,000)
Estates savings	(17,500)	(17,500)	-
<b>Total net expenditure</b>	<b>10,976,500</b>	<b>10,000,000</b>	<b>976,500</b>

10.1 This forecast has been prepared by the Programme Office based on current internal Program Office knowledge. No formal forecasting process has been undertaken with each project as yet, but will be completed in conjunction with the first quarter results at the end of June. Based on the above, the Transformation Programme is forecasting a £0.976m overspend.

10.2 The forecast for the Estates programme has increased by £0.8m, from £1.6m in the business case to £2.4m full year forecasted expenditure. This increase is the result of the following Estates projects that were not fully identifiable at the business case stage:

Flexible working & Hotspots	£250k
Brighton new core site	£250k
Eastbourne & Canterbury closure	£ 75k
Wells St., Oxford & Chatham refurbishment	£215k

10.3 The £516k projected overspend on Estates will be funded by Grant in Aid budget already held within the normal Estates Department.

10.4 The Business Centre savings forecast of £1.070m is based on the Business Support Realignment and NBC paper that was approved at CMT on 1<sup>st</sup> June 2010. This figure is 50% of the annual savings as identified in Option 2, on the assumption that business support realignment will only commence as each operational area transfers their data processing to the Business Centre. This figure is in line with the estimated cashable savings outlined to DfE in the original business case. The figures may be subject to further revision depending on the outcome of the current Estates approval process.

## **11 DIVERSITY ANALYSIS**

11.1 There is no specific issue of concern about the Transformation Programme in respect of equality and diversity, though the following safeguards will be built in through the Programme Office:

- An equality impact assessment of any major new practice model
- An equality impact assessment of any restructuring undertaken during 2010/11
- Progression of each EIA action plan as part of the mainstream Service Improvement process led by Operational Directors

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**June 2010**

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