



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

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 in private law continues at a very high level and the number of open cases in the system continues to increase.
- Demand in public law has seen some levelling off although still at a very high level and with the stock of cases in the system increasing.
- The continuing demand and active stock is continuing to put pressure on capacity and allocation of cases and the related risks (demand and workforce capacity) are considered high.
- Notwithstanding the above, case and system performance continues to be strong and overall 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. There are a small number of individual service areas not quite meeting the standard.
- Recruitment for a new Chief Executive Officer is ongoing. Interim arrangements are in place for the period from 1 May 2019 including enhanced responsibilities for the three Directors and for the Director of Resources acting as the Interim Chief Executive and Accounting Officer. These arrangements will be in place during the period from 1 May until the new Chief Executive Officer is in post. A transition working group has been established to ensure the smooth transition and induction for the incoming Chief Executive Officer.

- Work on refreshing the organisation's strategic plan is continuing and the plan is on track to be published in July 2019. There has been a positive response from staff, young people and stakeholders during consultation.
- The ICO informed Cafcass (letter dated 5 March 2019) that they were undertaking a further investigation into 39 cases affecting 148 data subjects. Various initiatives continue to be delivered to help reduce and avoid breaches including compulsory training for staff and an information assurance communications campaign to promote best data protection practice.

KEY ORGANISATIONAL ACHIEVEMENTS DURING THE QUARTER

QUALITY

- In the latest three-month period of January to March 2019 a total of 2,659 QAIs have been recorded for 1,053 current eligible staff – an average of 2.5 QAIs per staff. Grading continues to be positive with 77% of QAIs being graded as Good or Outstanding.
- National Thematic audits commissioned through OMT continue to demonstrate that quality is being maintained. Audits during the year have focused on areas of practice and performance including: the effectiveness of child impact analysis reports compared to traditional s7 working; the effectiveness and suitability of position statements; the quality of support provided by managers to improve productivity.
- A substantial audit opinion was awarded for the Audit Programme 2018-19 delivered by the Government Internal Audit Agency (GIAA). All audits, bar one, 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 in the 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 Open Board meeting held in January 2019.
- The £2.2m investment in the Nuffield Family Justice Observatory Data Platform was announced at the beginning of April, alongside the appointment of its Director, Lisa Harker and membership of the governing Board. The Director of Strategy has been appointed to the FJO Board, Chaired by Sir James Munby. Good progress has been made on data transfer arrangements, which will now take place for both Cafcass and Cafcass Cymru in Q1 of 2019/20 and there is now a real prospect that linkage with other administrative data in England as well as Wales will be possible earlier than anticipated.

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 has been delivered to private law practitioners.
- Cafcass co-hosted a co-parenting conference with the Association of Family and Conciliation Courts (AFCC) on 21 March 2019 and is now working with partners, including through the judicial group chaired by Mr Justice Cobb on amendments to the Child Arrangements Programme, to identify the scope of a possible Support for Separated Families Alliance that would integrate family solutions services with co-parenting (where appropriate) at its heart.
- 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 'Support with Making Child Arrangements' pilot evaluation report was provided to the Minister by MoJ on 26 February and she has responded positively. The Minister's office signed off agreement to share an executive summary of the evaluation report with stakeholders. Cafcass will also now offer telephone discussions with any stakeholders who would like to discuss the findings in more detail.
- 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 May 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 into 2019-20.
- 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 have a positive impact for lower risk domestic abuse perpetrators and tackle current rates of low-engagement. The pilot is being run in A1, A2 and A15 with 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 Director of Strategy is taking forward with the Family Justice Board secretariat how Cafcass data and practice insights can play a more prominent role in supporting Local Family Justice Board (LFJB) performance, as recommended in the Care Crisis Review and subsequent targeted Family Justice Review. 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 partnerships.
- We were unsuccessful with our bid to the recently released Department for Work and Pensions (DWP) 'Reducing Parental Conflict Challenge Fund'. The main elements of our bid covered 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.
- Cafcass continues to engage with DWP on their Reducing Parental Conflict Programme which aims to ensure proven interventions are more widely available to reduce parental conflict and improve child outcomes; and persuade local authorities to make services to help address parental conflict a part of mainstream provision for children. Cafcass also sits on DWP's quarterly Cross Government Delivery Group for the programme and has appointed local leads to support DWP Integration Leads to implement the programme at local level.

INFLUENCE

- Cafcass continues to work on problem-solving the current issues in the family justice system through membership of the national Family Justice Board and all 40 LFJB 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 plays an active role in two judicially-led working groups, established by the President of the Family Division, looking at how the Public Law Outline and Child Arrangements Programme could be reformed. Their summary recommendations will be discussed at the FJB on 7th May and then shared with the senior family judiciary at the President of the Family Division's annual conference on 16/17 May prior to wider consultation. Both groups have identified a number of short-term practical steps that could help relieve immediate pressure as well as longer term changes.

- 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.
- 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, 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.
- The Director of Strategy represents Cafcass on the advisory group for the judicial-led Settlement Conferences pilot. MoJ has now published its process evaluation of the pilot and is planning a consultation on the future of settlement conference and other inquisitorial approaches in public and private law proceedings. The policy team has invited Cafcass and Cafcass Cymru to work with them to shape the consultation prior to release.

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).
- Cafcass has produced various mental health talking heads videos where staff share their personal stories to promote awareness and reduce the stigma of mental illness.
- 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 – working with our Diversity Networks - 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. Our Director of Strategy is now the CMT Champion for these networks and will be working with them to further strengthen their profile over the coming months. The networks have also been invited to comment on the emerging strategic plan.
- 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, Coventry and Manchester will be scanned and delivered to courts and Cafcass within 24 hours of receipt. The pilot will run to Spring 2019. Early positive results include receipt of application c100 within 0.48 days (from pre-pilot range of 3.8 to 10.2). Receipt of C6 now at 1.4 days compared to 6-7 days pre-pilot. These improvements reduce the pressure on staff when applications are delayed and so timescales to complete key stages of work are then reduced.
- New desktop monitors are being rolled out to all offices.
- The new Cafcass Learning portal was launched in September 2018.
- The Innovation Programme and Delivery Board has received the business case regarding a replacement for ECMS (the existing system is built on SharePoint 2010 technology which goes out of support in October 2020). The preferred option has been agreed to update and redevelop the existing system to remove dependencies on SharePoint 2010.
- 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)