



## CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE STRATEGIC PLAN DASHBOARD 2016-17 QUARTER ONE (APRIL – JUNE 2016)

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. 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.	
FAMILY JUSTICE INNOVATION	Implement our part of the family justice reform programme and bring innovation to our services.	
DIVERSITY	Build further on our understanding of diversity in casework, always seeing the uniqueness of each child we have responsibilities towards.	
EFFICIENCY AND EFFECTIVENESS	Continue to pursue efficiency and effectiveness in all services, looking to make further savings in our budget.	
INFLUENCE	Use our influence positively as the voice of the child and the eyes and ears of family courts.	

### Key organisation issues during the quarter

- Demand: Both Private and Public Law year to date demand are higher than the same time last year (14.2% and 21.5% respectively).
- Absorption of rising demand and maintaining improvements to quality are near the point of becoming truly conflicting priorities.
- The ability to recruit social workers with the required skills and experience on either a permanent or temporary basis is becoming extremely difficult in some local service areas.
- Political leadership of the MOJ and change of Ministers following the referendum on membership of the EU and change of Prime Minister. Time will inevitably be needed for them to familiarise themselves with the department, its ALB’s and the challenging decisions that arise from the current and future financial position.
- Business as usual ICT services suffered several periods of significant disruption as part of an essential migration of storage services. This added pressure to an already stretched frontline. The migration work has now completed.
- The next quarter is expected to be largely a continuation of the current with demand and capacity pressures becoming increasingly pronounced.

## Key organisational achievements during the quarter

### QUALITY

- Towards Outstanding - initial target for the quality of our casework – by September 2016. To increase the percentage of outstanding casework to 10%; At least 60% of our casework graded as Good; No less than 20% of our casework graded as Met; Casework graded Requires Improvement not exceeding 10%.
- The new Quality Assurance and Impact (QAI) site was launched to all service areas on 1 April 2016. In the latest three month period of May to July 2016 a total of 2,714 QAIs have been recorded for 1,161 current eligible staff – an average of 2.3 QAIs per staff with 74% (857) having had 2 or more QAIs in this period and 8% (90) with no QAI.
- For the most recent QAI in last 3 months, grading has been positive with 74% of QAIs being graded as Good (55%) or Outstanding (19% - exceeding 10% national target), and in contrast 5% of QAIs were graded as Requires Improvement.
- The 2015-16 Quality Account, which provides an innovative and rich analysis of the quality of our organisation and its work, was published on our website in July 2016.
- As of June 2016 Heads of Services changed titles to Head of Practice; and as of July Enhanced Practitioners changed job title to Practice Supervisors. These changes have been made to reflect the roles they play in our improvement agenda and to better reflect the job titles being used in the social work profession.
- The National Improvement Service (NIS) has collaborated with the NSPCC to develop a new tool for our public law practitioners to help them assess cases featuring neglect. The tool is based on the principles of the Graded Care Profile tool which aims to help local authority social workers measure the quality of care being given to children and attribute risk to the neglect they are experiencing.
- Updates to the workload weighting system on ECMS reflect the way we now work under the CAP and revised PLO. The Workload Weighting system is a way of assessing someone's workload at a particular point in time, by taking into account the working hours and the types of cases allocated to the individual.
- Total staff on Emerging Talent is 217, made up of 159 (13% of overall total of social work workforce) social work staff and 58 (14% of overall total of non-social work workforce) non-social work staff. Analysis of myWork data strongly indicates that staff on Emerging Talent are performing above organisation averages across a range of measures.
- 'Good practice' visit from Ofsted in March 2016. The visit was considered successful. Ofsted are visiting 3 or 4 local authorities with grades in the Single Inspection Framework of good with outstanding features along with Cafcass. The commentary-on-social-care-june-2016 (<https://www.gov.uk/government/speeches/commentary-on-social-care-june-2016>) was written by Eleanor Schooling, Ofsted's National Director of Social Care and introduced by Sir Michael Wilshaw, Ofsted's Chief Inspector.
- Thematic audits commissioned through the Operational Management Team (OMT):
  - Voice of the Child (February 2016): audit to ascertain whether there is sufficient evidence on file to support the record of direct work and to assess the validity and compliance of the direct work recorded in line with the guidance; and to recommend any further work required to embed this process to be fully compliant.
  - IRO in public law cases (January and June 2016). An initial audit was undertaken in January 2016 to assess the liaison with IROs throughout the life of public law cases. The audit considered cases where the final reports had recently been filed along with relevant case file records. A further audit was commissioned to supplement the January audit to provide quality in the number of cases per area.

- An internal audit of our approach to domestic abuse is being carried out. The audit will provide an indication of the merit of Cafcass' approach 'on the ground' and of the ways this might be strengthened through amendments to the Operating Framework and learning and development strategy.
- The Domestic Abuse Practice Pathway has been launched. The Pathway has been formulated to provide the practitioner with a structured, focussed and stepped framework for assessing cases where domestic abuse is a predominant feature.
- As part of the internal audit programme the management of health and safety issues was audited and received a substantial rating.

## **FAMILY JUSTICE INNOVATION**

- All Cafcass Service Areas are achieving KPI requirements for the year to date. This is against a continuing background of rising workloads in public law.
- The pilot relating to direct access to psychology services has completed and has become a permanent service. The overwhelmingly positive feedback provided by FCAs, the service's support to continuing professional development, as well as the improved quality of assessment in complex cases was significant in the recommendation to keep the service on.
- The drug and alcohol pilot ended on 31 July due to a lack of funding to continue or extend it.
- Pilots to trial different methodologies to produce 'faster s7 reports' that are more focused and use fewer resources is continuing. The ongoing work includes a time study to identify potential FCA resource efficiency savings and to further understand the mechanisms that drive improved filing times and productivity.
- Final evaluation of the Private Law Pathway Pilot has been reported to the CMT, OMT and MOJ. Further work is being undertaken to provide an estimated annual cost to Cafcass for establishing a national service.
- Two bids have been submitted to the DfE Innovation Fund in respect of pre-proceedings work. One bid is jointly with Cheshire and Merseyside Local Authorities in regards to settlement conferences and the second broader submission is focused on developing and testing a new national pre proceedings model.
- The Court Skills training app is in the last stages of development and due to be rolled out in the autumn 2016. The app can be used by Cafcass staff and will be available externally to local authority social workers, children and service users. The app guides the user through various aspects of court.
- Individual Board member lead roles have now been identified. Lead roles are linked directly to the key strategic priorities in the Strategic Plan and individuals are working directly with CMT to progress activities.
- The Strategic Innovations Task Group has been exploring options around Video Enhanced Observation (VEO) following a presentation from VEO group and Barnardos at the Strategic Innovations Group meeting in July 2016. An overview of the VEO presentation will be provided to the Cafcass Quality Committee in September 2016.

## **DIVERSITY**

- Diversity data continues to be collated within ECMS and data reviewed by the Operational Management Team to consider compliance together with an analysis of the diversity of users within their areas to identify any gaps in commissioning or training.
- A 'Partner in Practice' programme is being established with the Foreign and Commonwealth Office (FCWO) to provide child safeguarding training to public sector staff in the British Overseas Territories.

## **EFFICIENCY AND EFFECTIVENESS**

- Migration to cloud based Office 2013, which includes provision of upgraded versions of Microsoft Office applications and access to Skype for Business, has been completed and rolled out to all users. The introduction of Skype for Business provides staff with more options for communicating both with colleague and service users. The next stage is to migrate users to Office 365.
- Smartphones have now been introduced for Business Support, so all staff are working from Smartphones. VOIP is due to be removed in mid-July 2016.
- Work to procure new communication services (i.e. WAN, Broadband, Telephones and VC) and hosting of ECMS is continuing with new contracts to go live in 2016.
- A version of ECMS to be usable via the new smartphones is being developed and due to be released in autumn 2016.
- Work is progressing to scope the business requirements and a solution for more proactive electronic communication with services users following relevant changes to their cases (i.e. SMS/Email).
- The Workforce Strategy is in development and will be based upon the principle of enabling staff to achieve their potential, which in turn will lead to outstanding organisation performance.
- In April 2016, the Cafcass IT Team achieved independent external accreditation by the National Computing Centre for the services we provide. The accreditation demonstrated that our IT team are of a good standard and match those of the best in both the public and private sector.
- The new structure of Business Service Managers, Team Leaders and Business Services Officers has been implemented as part of the Business Services Review. As part of the BSR a centralised national EIT business support service is being implemented. The EIT will run from the NBC as a virtual team.
- The pilot for a centralised business support public law intake team will commence in September.

## **INFLUENCE**

- Further work is being undertaken to provide an estimated annual cost to Cafcass for establishing a national service. Learning from the pilot continues to inform MOJ Digital's private law redesign work.
- CMT have signed the Time to Change Employer pledge. As part of our commitment to the Time to Change pledge an Interactive Guide for Managing Stress is being launched.
- Cafcass provided evidence for the All Party Parliamentary Group for children enquiry into social care.
- Meeting held with the Chief Social Worker to discuss the Partners in Practice Programme and role of children's trusts in improving child protection services.
- Secured press coverage in Telegraph and Mail, setting out how Cafcass approach coercive control, as portrayed on the Archers; followed up by blog from Chief Social Worker
- The Cafcass 2016/17 internal research programme includes: –
  - a study of cases featuring domestic abuse (in partnership with Women's Aid);
  - a survey of interim outcomes for private law service users looking at how court-ordered arrangements have worked out and current communication ability for out of court solutions;
  - a study of recurrence of private law cases; and

- a study of professionals' views on best practice in high conflict private law and care cases, to identify common views on what 'works' for effective and timely case resolution.
- There are ten ongoing external research projects which include studies of the experiences and outcomes of parents and children involved in various types of cases, with potential policy and practice implications for how Cafcass practitioners work with them to achieve the best outcomes.
- Corporate representation at the steering group for the 'What Works' Family Justice Observatory.
- Regular communication with key national voluntary organisations is in place (covering the National Children's Bureau, Barnardo's, NCH Action for Children and the NSPCC). Partnership opportunities with national child care organisations are in development.
- Liaison with key interest groups (Men's Aid, Families Need Fathers, Grandparents Plus, Family Law Society, Real Fathers for Justice, Mankind Initiative, Family Rights Group and Mumsnet) continues with meetings having taken place each quarter and with regular contact with specific groups to respond to specific issues.
- Cafcass won the 'Recruitment, reward and retention' category of this year's Public Service People Managers' Association (PPMA) Excellence in People Management awards.

### Measurement Key

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