



CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE STRATEGIC PLAN DASHBOARD 2015-16 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. 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. The dashboard is augmented with a further layer presenting progress against each programme which supports the Strategic Priority.

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.	

Current Status

The work programme which supports the Strategic Priorities continues to be on track and the itemised activities are assessed as green (on target to deliver against plan) despite a background of increasing risk and uncertainty about future demand and budget pressures.

Mitigating actions are in place to respond to risks and to reduce the impact on services to children and families. Risks and their mitigation are addressed in the Strategic Risk Register.

Key issues/achievements during the quarter

QUALITY
<ul style="list-style-type: none"> • '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. • Three thematic audits focusing on quality of work have been delivered: (a) The extent of the improvement in the joint working/liaison between the IRO and the Guardian during the life of Cafcass involvement in proceedings (January 2016); (b) The guardian's involvement and agreement to any position statement filed in proceedings either written or verbally; and (c) In Private Law Work After First Hearing the improvement in analysis of assessment and increased use of research and tools. • An outcome strengths based Quality Assurance and Impact framework to support the 'Towards Outstanding' agenda was launched in February. The Framework will replace all other Quality Assurance tools and enable the organisation to measure outcomes for children. • A programme of Peer Area Quality Reviews (AQR) has been implemented. The initial pilots in this work have identified continued improvements in the quality of work. Learning and

recommendations arising from the AQR will be incorporated into local area action plans.

- Evaluation of the project in which Cafcass managed the IRO service for Birmingham City Council has been completed and reported to the Cafcass Board.
- A Performance and Learning Review (PLR) audit was carried out in Q1 and identified that the majority of PLRs were assessed as 'met' and that more than 90% of service managers, practitioners and business support staff were recorded as having 4 or more PLRs during the year to March 2015.
- The Child Exploitation Strategy was launched in Q1. The Strategy is an extension of the former Child Sexual Exploitation (CSE) Strategy and has grown to incorporate radicalisation and child trafficking as well as CSE. National delivery of the Strategy is being overseen by the Child Exploitation Steering Group and is supported by a network of Child Exploitation Ambassadors who will assist in delivering the strategy within service areas.
- The FCA time recording exercise was completed in Q1 and the draft report including next steps was presented to the Cafcass Board.
- To further support continuous improvement, detailed work has been undertaken to better understand the relative productivity and quality of individual staff. Using a complex method of statistical cluster analysis, the outcome of this work was shared with managers during Q4 to further inform performance management. Further development is ongoing to embed this information to support operational planning.
- The programme to evaluate the immediate and intermediate outcomes of our work continues to be delivered in four service areas.
- Development of a Cash Limited Budget Pilot in Devon is being discussed with the MOJ and partner agencies in Devon to prepare the groundwork should this major potential strategic development go ahead across the family justice system.
- The 2015-16 Quality Account, which provides an innovative and rich analysis of the quality of our organisation and its work, is due to be submitted to the Cafcass Board in June 2016.

FAMILY JUSTICE INNOVATION

- Work has commenced with the MOJ to support their work in designing a future operating model for private law.
- All Cafcass Service Areas are achieving KPI requirements for the year to date. This is against a background of rising workloads and complexity of cases in private law.
- The DNA scheme in disputed Child Arrangements Order cases came into effect in November 2016. The service arose out of concern that too many finding of fact hearings were being convened because courts could not order a DNA test to determine paternity. The new service is intended only for those cases where the case turns on the need for a DNA test to establish paternity. At the time of writing, 50 tests had been completed with no major issues arising.
- The pilot relating to direct access to psychology services has completed. The evaluation report including recommendations was presented to the joint Quality and Performance Committee in May.
- The drug and alcohol pilot in the Bristol family court is continuing in to the early part of the new year, pending an evaluation and decision about whether a national roll out of the testing regime is affordable.
- Pilots to trial different methodologies to produce 'faster s7 reports' that are more focused and use fewer resources have been completed. The evaluation report has been reviewed by OMT and next steps are being considered.
- Evaluation of the Private Law Pathway Pilot has commenced. The pilot will continue until a

decision around next steps is known.

- Children meeting Judges Pilot has concluded and evaluation reported to the Operational Management Team.

DIVERSITY

- The PLR Audit completed in Q1 identified that 73.8% of all current eligible FCAs, SMs and OMs have completed their equality and diversity self-assessment demonstrating an improving trend.
- Diversity data is now being 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 survey to assess the impact of diversity training on practice, along with an audit of diversity in case work has been completed. The results indicated that 83% of the work audited was of a met or above standard.
- Links with Barnardo's and Deaf Parenting UK have been established.
- An eLearning module on disability is being developed with Disability Matters.

EFFICIENCY AND EFFECTIVENESS

- A bespoke strategic workforce planning tool was launched to senior managers in Q1 2015/16. 'CafcassPlanning' has been built to support effective decision making by defining current and future staffing requirements at a national and individual service area level. The tool is now being regularly used within Service Areas and OMT to help define and analyse business issues and risks within the area through detailed forecasting data relating to demand and resource. The tool is also being used by CMT to support discussions with MOJ regarding future demand and resource risks.
- The new finance system 'E5' went live in January 2016, with associated training and guidance successfully rolled out to all managers and relevant staff.
- A Digital Strategy has been developed. Digital solutions currently under consideration and/or being delivered include:
 - Digitisation of all remaining incoming post and outgoing correspondence.
 - Replacement of OCS and Live Meeting with Lync allowing the capability for Skype meetings with Service Users.
- Work is progressing to scope requirements/solution for more proactive electronic communication with services users following relevant changes to their cases (i.e. SMS/Email). This replaces the previous workstream relating to developing a "View my Case' app.
- The business case to extend the current contract for the core IT services delivered by Fujitsu until mid 2018 has been agreed.
- Work to procure new communication services (i.e. WAN, Broadband, Telephones and VC) and hosting of ECMS has commenced with new contracts to go live in 2016.
- A suite of interactive performance dashboards has been developed and launched to all staff to improve access and understanding with regard to the complex range of performance analytics. Leveraging newly available technology, the objective of these new tools is to augment local and strategic performance management through the simplification of data, and reducing the time needed to review complex information. Work continues to launch further interactive analytics throughout 2016.

INFLUENCE

- Evaluation of the Private Law Pathway Pilot has commenced. The pilot will continue until a decision around next steps is known.
- Work continues with the MOJ on a 'middle office' review.
- Relationships have been established with the Children's Commissioner for England and the Youth Justice Board;
- Working with the Chair of the Family Justice Board, the President of ADCS and civil servants in private law policy developments and the public law stocktake.
- Meeting with the Association of Directors of Children's Services (ADCS) Research Group to feedback on research we are supporting and to share priorities with colleagues in our sector.
- Working with the Association of Independent Chairs LSCBs to develop a memo of understanding between the Association and Cafcass.
- Meeting with the British Association of Social Workers (BASW) to discuss Assessment and Accreditation system for social workers.
- An options paper has been submitted to the Family Justice Young People Board (FJYPB) regarding the future governance arrangements.
- Work is continuing to implement our commitments to the Access Accountancy programme. The first placements of work experience are expected in the 16/17 academic years. The scope has been extended to work with a small number of local authorities to provide fast track access for any looked after children who may be interested.
- Working with the Department of Education to contribute to the pilot for the assessment and accreditation of social workers.
- 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.
- Various submissions for trade and industry awards since 2013 all of which have been progressively successful.
- Working with Ofsted to ensure ongoing contribution to the knowledge and assessment of quality of children's social work and our role in that.

Measurement Key

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

PROGRAMMES DELIVERING STRATEGIC PRIORITIES

QUALITY	RAG
Show continuous improvement in our performance and in the quality of our work, and do well in our next scheduled Ofsted inspection in 2017.	
Extend and embed the domains of our Quality Account to provide an innovative and rich analysis of the quality of our organisation and its work.	
Improve our capacity to identify and measure experiential outcomes for children from our involvement, including use of feedback from children and families to understand the impact of our work and to apply.	
Develop our practice models as set out in the Operating Framework to practice at an increasingly expert social work level, evidenced by quality assurance.	

FAMILY JUSTICE REFORM AND INNOVATION	RAG
Meet all Key Performance Indicators for Cafcass and evidence our contribution to the Key Performance Measures for the family justice system.	
Innovate and reform in public and private law, so as to use our resources to best effect.	
Play a key role on the National Family Justice Board and on Local Family Justice Boards, demonstrating we are making a difference.	
Anticipate and shape future remits we might be given, being clear what the irreducible level of value in our service to vulnerable children is.	

DIVERSITY	RAG
Make sure we bring the uniqueness of each child to the court's attention, including any diversity related needs.	
Promote a culture of urgency and a 'team around the child' in the court setting, including the support a child needs after a set of court proceedings comes to an end.	
Promote a greater awareness of all dimensions of the child's journey and that of their family, including international contexts, and what children need in these circumstances.	
Develop an evidence base that analyses the diversity related needs of current and emerging service users and in turn briefs and trains our staff to respond to these changes.	

EFFICIENCY AND EFFECTIVENESS	RAG
Continue delivering savings packages required by continuing to innovate throughout all front and back office functions and across organisational boundaries.	
Innovate further with technology to support service delivery both within Cafcass, between Cafcass and its partners and directly to children and families, including expanding our digital services.	
Full implementation of our Talent Management and Succession Planning strategies so that the organisation remains stable, e.g. through completion of a professional and career progression framework, including progression for as many practitioners as possible to Advanced Social Worker Status.	
Continue the strategy of estates rationalisation, supported by a clear assessment of the rationale for retention of a smaller number of collaborative spaces to ensure all Cafcass staff remain connected into our operational culture and requirements.	

INFLUENCE	RAG
Use our unique position and insight to generate high impact and timely research to inform our own practice and influence that across the family justice system.	
Maintain positive working relationships with all partner organisations, interest and pressure groups and share our tools and knowledge to bring improvements in others.	
Build on and share our ideas and thinking about children and their families' rights and needs in the UK today, drawing on our knowledge and that from the FJ Young People's Board.	

Become known for expert social work in family court cases, and to earn more widespread respect for our contribution to improving children and their families' lives.

