

**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE
STRATEGIC PLAN DASHBOARD
2015-16 QUARTERS TWO & 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. 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 make good progress and the activities are assessed as green (on target to deliver against plan) despite a background of increasing risk in relation to uncertainty around the current spending review and the future budget, together with increasing demand on services.

All possible mitigation activities are in place to respond to the risks and to reduce the impact on services to children and families and these include various activities within the work programme. Risks and their mitigation are addressed in the Strategic Risk Register. The 2016/17 work programme to support the Strategic Priorities will be available in Q4.

Key issues /achievements during the quarter

QUALITY
<ul style="list-style-type: none"> Development of a new Quality Assurance and Impact framework which will replace all other Quality Assurance tools and provide a new electronic recording tool to replace the need to record in iTrent has been completed and will be launched in February. Development of a Cash Limited Budget Pilot in Devon is being discussed by the Chief Executive and the President of the Family Division. A programme of Area Quality Reviews is being implemented. The initial pilots in this area have identified improvement in the quality of work. Any learning or recommendations arising from the AQR will be incorporated into local area action plans. The AQR report is reviewed the Chief Executive, National Service Director and Area Assistant Director/Head of Service. Evaluation of work in the Birmingham IRO has been completed. The findings and recommendations were reviewed by the Cafcass Board in December 2015. The first thematic audit on the use of Position Statements in Public law and the Children’s Guardians

involvement was completed in Q1. The results were positive and identified that the quality of work in this area is achieving the met standard or above (overall 80% of the work was met or above based on review of the selected objective areas).

- The PLR Audit, carried out in Q1, 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, which is an extension of our former Child Sexual Exploitation Strategy, 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.
- A pilot programme to evaluate the immediate and intermediate outcomes of our work is being undertaken in four service areas between November 2015 and January 2016 and will be evaluated in February 2016.
- The FCA time recording exercise (which made a study of how our practitioners are now spending professional time as a result of change in case demand and duration in private law) was completed in Q1 and the draft report, setting out next steps, has been scrutinised by the Board. Work is now being taken forward to understand the environmental factors that are impacting productivity.
- Work is ongoing with HMCTS to proactively use data to target improvement areas and to explore ways of working together in order to improve the speed in which family proceedings are concluded and to develop areas of synergy.

FAMILY JUSTICE INNOVATION

- Work has commenced with the MOJ to design a joint project which will create the future operating model for an out of court service which efficiently meets the needs of a reformed family justice system, provides high quality safeguarding controls and benefits children, and their parents.
- All Cafcass Service Areas are achieving KPI requirements for the year to date.
- The DNA scheme in disputed Child Arrangements Order cases came into effect w/c 23 November. 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.
- The pilot relating to direct access to psychology services has been extended to incorporate a further phase of analysis based on a national consultation service with the existing psychologists. Evaluation of the pilot is due in March 2016, and recommendations to be reviewed by OMT.
- The drug and alcohol pilot in the Bristol family court is continuing until March 2016, pending a decision about whether a national roll out of the testing regime is affordable. The pilot has not been extended to other areas however work is progressing to identify activities needed for closure of the scheme as well as those needed to roll it out, such as a possible tender process early next year.
- 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.

DIVERSITY

- The PLR Audit, carried out in Q1 (April 2015), identified that 73.8% of all current eligible FCAs, SMs and OMs have completed their equality and diversity self-assessment which demonstrates an improving trend and embedding of the self-assessment.
- Diversity data is now being collated within ECMS. Following an initial embedding period, OMT will begin to review data to consider compliance together with the diversity of users within their areas, and identify any gaps in commissioning or training.
- A survey has been completed to assess the impact of diversity training on practice, along with an audit of diversity in case work. The results indicated that 83% of the work audited was of a met or above standard, and the children in this sample were safeguarded.

- Links with Barnardo's have been established through the Diversity Ambassadors including the sharing of information. Further links have been made with Deaf Parenting UK.
- An eLearning module on disability is being developed with Disability Matters.
- A Diversity Conference is being arranged for January, to be attended by Diversity Ambassadors and a representative of the Cafcass Board.

EFFICIENCY AND EFFECTIVENESS

- CafcassPlanning, a strategic workforce planning tool created to support effective decision making by defining current and future staffing requirements at a national and individual service area level, has been launched. The tool is now being regularly used within Service areas and OMT to analyse business issues within the area and provide 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.
- A Digital Strategy has been developed. Digital solutions currently under consideration and/or being delivered include:
 - Investment in Run My Process (RMP) to manage partnership referrals and payments and onward scoping of other processes RMP could support.
 - 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.
- The new finance system went live in January 2016.
- Work is progressing to scope requirements relating to the 'View my Case' application.
- The business case to extend the current contract for the core IT services delivered by Fujitsu until mid 2018 has been agreed.

INFLUENCE

- Working with the MOJ to pilot out of court pathway to support separating families to resolve disputes safely and constructively.
- Representation (Assistant Director of Policy) at the Association of Directors of Children's Services (ADCS) Research Group to feedback on research we are supporting and to share priorities with wider sector colleagues.
- Working with the MOJ on 'middle office' review
- The Chief Executive is involved with various accountability, challenge and reviews including the future remit of Ofsted and the future of the triennial review process within Government
- Relationships have been established with the Children's Commissioner for England and the Youth Justice Board. The Director of Strategy recently spoke at the Association of Independent Chairs LSCBs Conference and will be developing a memo of understanding between the Association and Cafcass.
- An options paper relating to recommendations for the potential future establishment of the Family Justice Young People Board (FJYPB) and future governance arrangements has been submitted to the FJYPB.
- 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.
- Cafcass has made various submissions for trade and industry awards since 2013. These have been

progressively successful. Awards achieved in 2015/16 are shown at Appendix A

- 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.
- 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.
- 'Keep in touch' meetings with Ofsted have been established 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.	

Appendix A – Award Submissions

2015/16		
Very Important Benefits	Employee Wellbeing Strategy	Won
ABP Award	Excellence in Coaching	Shortlisted
Strengths Partnership Award Conference	Best Organisational Development Initiative	Won
Working Families Awards	Best Approach to Flexible Working	Won
Midland HR Technology Impact Awards	Best Talent Management Initiative	Won
HR Magazine Awards	Young HR Talent of the Year (Kathryn Grant)	Shortlisted
	HR Practitioner of the Year (Kessar Kalim)	Highly Commended
ENEI Awards	Best Training	Won
	Employee Wellbeing Award	Won
	Overall Public Sector Winner	Won
HR Most Influential	7th Most Influential HR Director (Jabbar Sardar)	Won
Research in Practice Awards	Link Officer of the Year (Shauna Harris)	Won
IT Computing Awards	Best Use of IT Security	Won
Working Mum's Award	Innovation in Flexible Working	Won
	Overall Top Employer Award	Won

CYPN Awards	Best Public Sector Team	Shortlisted
Social Worker of the Year Award	Team of the Year (London Private Law)	Silver Award
	Student Social Worker of the Year (Tonia Dubidat)	Won
	Employer of the Year	Won
	Social Worker of the Year (Joy Manley, A12)	Won
Personnel Today Awards	Overall Winner (Kessar Kalim)	Won
	HR Business Partner of the Year (Kessar Kalim)	Won
	Rising Star Award (Kathryn Grant)	Shortlisted
	Best Health & Wellbeing	Shortlisted