



**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE**  
**Information Paper for the Board Meeting on 23 October 2015**  
**STRATEGIC PLAN DASHBOARD - QUARTER ONE UPDATE**

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**KEY POINTS**

- The Strategic Plan Dashboard identifies the progress of each of the five Cafcass strategic priorities (2015-20).
- All five strategic priorities are judged to have made good progress.

**1. AIM AND PURPOSE**

- 1.1 To provide the Board with a summary overview of progress towards its strategic priorities.

**2. ACTION FOR THE BOARD**

- 2.1 To review the progress presented in the Strategic Plan Dashboard and to provide any comments or amendments.

**3. BACKGROUND**

- 3.1 The Strategic Plan Dashboard identifies the progress of each of the five strategic priorities for the quarter. The measurement key provides a guide to the RAG scoring which is used in conjunction with the Corporate Management Team's best judgement to show progress. The dashboard is augmented with a further layer presenting progress against each programme which supports the strategic priority.
- 3.2 The Strategic Plan is aligned with the organisation's corporate work programme in order to draw out the specific improvement initiatives/activities to inform progress against the strategic priorities.
- 3.3 Where performance against particular areas is, or is at risk of, falling below the expected level then the Board have the opportunity to consider options to bring delivery of the strategic priority back on line.

**4. KEY STRATEGIC ISSUES FOR THE BOARD TO CONSIDER**

- 4.1 The dashboard shows that good progress has been made against all five strategic priorities. The achievements over the last two years include external validation of our work with children as good and solid performance against the key measures agreed with government. In addition our contribution to family justice reform is both broad and embedded.

## 4.2 Highlights from quarter one:

### **Quality:**

- The 'Getting Better and Better' benchmark audit completed in November 2014 evidenced that targets have been exceeded with 65% of the work graded as Good and 9% of the work being graded as Not Met. Three thematic audits will be delivered during 2015-16 which will focus on the further improvements required.
- The first thematic audit on the use of Position Statements in Public law and the Children's Guardians involvement in them has been completed. 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 April 2015, 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.
- A Child Exploitation Strategy has been launched. 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.
- 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) has been completed and the draft report has been scrutinised by the Board and next steps set out.

### **Family Justice Innovation:**

- Performance against key indicators remains a continuing area of strength and we are maintaining our prominent role nationally and locally in delivering the family justice reforms and providing leadership in the development of a portfolio of pilots to improve whole system working.
- 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. Interim evaluation will be carried out during quarter 2 (August 2015).
- Pilots to trial different methodologies to produce 'faster s7 reports' that are more focused and use fewer resources is ongoing and full evaluation is scheduled for December 2015.

### **Diversity:**

- The PLR Audit, carried out in 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. A three month period for re-embedding the process is in place (July to September 2015). Following that period the Operational Management Team 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.

### **Efficiency and Effectiveness:**

- The estates programme is currently on track to reduce the estate by 15-20 offices. Work is also progressing with the MOJ on their business case for a new Birmingham office.

- A Digital Strategy has been developed (currently in draft pending sign off by the Corporate Management Team). 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 has commenced to introduce Run My Process (RMP) to manage partnership referrals and payments. The project will also deliver onward scoping of other processes which RMP could support.
  - A new finance system has been procured which is due to go live in quarter 3 (November 2015).
  - Work is progressing to scope requirements relating to the 'View my Case' application. The business case will be available in quarter 3 (November 2015).
- The business case to extend the current contract for the core IT services delivered by Fujitsu until mid 2018 has been agreed.

**Influence:**

- Work is continuing to implement our commitments to the Access Accountancy programme. The main Programme will be launched in September 2015 and the first placements of work experience are expected in the 2016/17 academic years.
- Cafcass has made various submissions for trade and industry awards since 2013. These have been progressively successful.
- Regular communication with key national voluntary organisations is in place (covering the National Children's Bureau, Barnardo's, NCB, Action for Children and the NSPCC). Partnership opportunities with national child care organisations are in development.
- Work continues with the MOJ to pilot out of court pathways to support separating families to resolve disputes safely and constructively.

**5. BENEFITS FOR CHILDREN**

- 5.1 The delivery of safe, high quality and timely services remains a priority for service delivery. Timely and appropriate monitoring of strategic priorities will ensure opportunities to deliver and improve our work in this area are maximized.

**6. FINANCIAL ANALYSIS**

- 6.1 Delivery of the Strategic Plan is supported through the annual budget setting cycle.

**7. RISK ANALYSIS**

- 7.1 Risks to delivery of strategic and operational priorities are kept under careful review by the Board and its Committees through the monitoring and reporting of the Strategic Risk Register.

**8. DIVERSITY ANALYSIS**

- 8.1 Ensuring that Equality and Diversity are central to all our work remains a key strategic and operational priority. Timely and appropriate monitoring of strategic objectives will ensure opportunities to deliver and improve our work in this area are maximized.

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**12 October 2015**