

**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE
STRATEGIC PLAN DASHBOARD
2014-15 QUARTER 4**

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	Make further improvements to the quality of our work	No change
FAMILY JUSTICE REFORM	Implement our part of the family justice reform programme and actively support the overall reform programme	No change
DIVERSITY	Enhance our understanding of diversity in casework, given the uniqueness of each child we have responsibilities towards	No change
ECONOMY AND EFFICIENCY	Become even more resilient by handling higher volumes of work whilst making further savings in our budget	No change
INFLUENCE	Use our influence positively as the voice of the child and the eyes and ears of family courts	No change

Key issues /achievements during the quarter

<p><u>Quality</u></p> <ul style="list-style-type: none"> The ‘Getting Better and Better’ benchmark audit was completed in November 2014 and evidenced that targets have been exceeded with 65% of the work graded as Good and 9% of the work being graded as Not Met. These results are set against targets of reducing Not Met work to 14% and increasing the percentage of Good work to 60% by May 2015. The future focus for quality will be to consolidate the improvements already made and develop measures to focus more on outcomes for children, leaving the existing percentage targets unchanged. The 2014-15 Quality Account has been drafted and will be published shortly. The Cafcass Police National Computer (PNC) service was awarded a ‘pass’ following an audit by Her Majesty’s Inspectorate of Constabularies. Inspectors were very impressed with the PNC activities and explained that in the previous grading Cafcass would have gained top level results. 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. The substance misuse and DNA testing pilots have completed. Evaluation is being undertaken by the MOJ. It has been agreed that the provision of substance misuse testing will continue in the pilot areas (i.e. Bristol and Taunton) until the end of the current financial year. DNA testing arrangements will proceed to a full national roll out during 2015-16. The action plan arising from the 2013-14 Ofsted inspection is being delivered via the Operational Management Team and all work is in hand. All local managers have increased the level of advice and quality assurance to practitioners and the National Improvement Service (NIS) has prioritised time to provide more targeted coaching to improve the consistency and quality in the minority of safeguarding letters

which are not yet fit for purpose.

- Best practice examples have been circulated following the Ofsted inspection to increase managers' expectations and staff understanding of 'Good' work.
- Practice guidance along with a MySkills module for children's guardians working with children subject to an application for a secure accommodation order has been published.

Family Justice Reform

- KPIs continue to exceed target
- KPI1 (public law care cases allocated to CG at month end) 99.7% (G)
- KPI2 (average working days to allocate CG to care cases) 0.8 days
- KPI3 (private law workload allocated at month end) 99.4% (G)
- KPI4 (section 7 reports filed by agreed date) 97.8% (G)
- The Private Law Pathway Pilots Programme has been agreed with the MOJ and has commenced. A 'midway' analysis report being produced for MOJ Ministers.
- Pilots to test the impact of providing Section 7 assessments in a day and filing in shorter timescales whilst promoting Parental Responsibility, has been evaluated. The recommendations regarding the model, based on evaluation, will be reviewed by the OMT.
- A national training programme is underway which will enhance FCA skills in dispute resolution and promoting parental responsibility.
- The standard data set on CAP implementation has been agreed and is part of the OMT monthly MIS dataset.
- Delivery of training to all magistrates on the CAP has completed. Training was delivered jointly with the Judicial College.

Diversity

- As of 31 March 2015, 72.5% of eligible employees had completed an equality and diversity (E&D) self-assessment and discussed it with the manager as part of their PLR. Limited increase is as a result of turnover of staff, with new staff yet to complete their first PLR and former employees leaving who had completed an E&D assessment;
- The E&D self-assessment form has been reviewed and is being updated to further enhance the quality of the discussions around E&D in PLRs;
- The national audit was completed in November 2014 and examples of 'Good' E&D case work are being collated to cascade to staff.
- Diversity data is now being collected via ECMS, as of 1 April 2015.
- Diversity Ambassadors are establishing links with external local partners, including Barnardo's and Commissioning Partners, to ensure that local Service Areas can identify and respond to local and national E&D issues arising from our work.
- Diversity Ambassador Briefings continue to be published to share and embed the local knowledge, learning and development across all the Service Areas;
- An E&D newsfeed has been developed to be launched on the intranet, providing access to the most recent research on E&D to encourage the sharing of knowledge for relevant equality and diversity issues.
- Links have been established with learning and development of Knowledge Site and Alerts, which will share relevant focused resources with FCAs. E&D resources will be incorporated into this site so that it is seen as integral to learning and development rather than a separate issue. Alerts will ensure that FCAs will be notified of updated information and/or resources and will be delivered directly to their mailbox as soon as it becomes available.
- An internal survey to evidence FCAs experience of our translation and interpretation services contract provider has identified that 60% of respondents are satisfied with service. The recommendation following the survey is that the current contract should continue until 2015 at which time we will be able to review the new Crown Commercial Services Framework and consider a change of supplier.
- An audit of equipment in all offices has been completed and confirms that there are hearing loop facilities in all offices. Contacta, our contract provider, is scheduling the replacement of

standalone units with new upgrades as and when they are due for servicing.

Becoming more efficient and economical

- Draft Digital Strategy to be in place by early 2015/16.
- The Director of Strategy and Assistant Director (Policy) have now been recruited.
- Transfer plans have been agreed relating to the transfer of the role of Head of Internal Audit and the delivery of the Annual Assurance Programme to the MOJ Internal Audit Service. Final TUPE transfer likely to be after 1 April 2015 but the HIA role effective from that date.
- The draft Strategic Plan for 2015-2020 has been agreed and is awaiting publication, following the election.
- The Business Change Programme Board, which provides a governance framework for the development of options for the replacement of the Cafcass IT Platform, is in place and will review the final set of options on 15 May. These will then be presented to the Cabinet Office for a response by 30 June.
- 29 business requirements workshops have been undertaken with staff across 18 locations to inform the future requirements for IT.
- The Cafcass Innovation Board is now in place to identify relevant, viable and affordable innovations across the organisation. The Innovation Board includes representation from the Cafcass Board.
- 'Track My Case App' development has been prioritised by the Innovation Board and proof of concept work has commenced.
- The Model Office portfolio of pilots now in active management has grown and includes section 7 assessment, joint working; smarter working campaign, clinical psychologists and working electronically with less paper.
- 'Cafcass Planning', a workforce planning tool designed to identify future workforce and recruitment requirements on an organisational, service area and team level under varying future scenarios has been developed and will be launched during the first quarter of 2015-16.
- Work is ongoing to develop a stronger business analytical function including work with HMCTS to align reporting and work with the MOJ Analytical Services to agree to produce annual demand forecasting projections on behalf of Cafcass.
- A Data linking project has been set up and is meeting quarterly. The project aims to match cases and share data between agencies.
- Enhanced Practitioners conference was held in February 2015.
- National Managers Conference was held in March 2015.
- New pay scales have been implemented. Personalised communications sent to every individual informing them of the change, and analysis completed showing the transfer has had no impact on staff pay.
- Approval for the salary sacrifice car scheme is awaited from the MOJ and Cabinet Office. Once received the scheme will be launched immediately.
- Second pension scheme implementation is ongoing, with expected completion date in the summer 2015.
- Wellbeing and resilience surveys are currently live for remaining service areas (A2, A5, A6, A8, A9, A11, A12, A15a, A15b, A16, A17, NBC).

Influence

- 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 at the national and local family justice board levels to change policy and practice across the family justice system, in line with the recommendations of the Family Justice

Review and to meet current operational pressures and requirements.

- Working with the MOJ to pilot out of court pathway to support separating families to resolve disputes safely and constructively.
- Working with local authorities, MOJ and DfE to play a key role in sector-led improvement e.g. managing two IRO services on a pilot basis and providing an HR service to NACCC.
- Cafcass statistics on private law demand used by 'Resolution Spokesperson' in article relating to the impact of family justice reforms.
- Attendance at Liverpool Civil Service Live Event. Contact has been made with event organisers to move Cafcass towards acting as keynote speakers at future events to showcase achievements in line with the government reform agenda.
- '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.
- Scoping of work relating to the potential establishment of the FJYPB as a separate trust is ongoing.
- Recognition of Cafcass staff through 'Children's Social Worker of the Year' and various HR awards ('Personnel Today Awards 2014', 'Employee Benefits Awards', 'Midland HR').

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
Getting Better and Better	
Gain more systematic Feedback from Children and Families	
Become expert social workers within parameters set out in the Family Court Social Work Model	

FAMILY JUSTICE REFORM	RAG
Implement the Family Court Social work model now being developed with ADCS	
Steadily improve the quality & timeliness of case analyses and engagement with parties on this	
Play a key role on the National Family Justice Board and on local LFJBs, demonstrating we are making a difference	
Play a key role in wider networks of professionals working with children and young people	

DIVERSITY	RAG
Bring the uniqueness of each child to the court's attention, including any diversity-related needs	

BECOMING MORE EFFICIENT AND ECONOMICAL	RAG
Strengthen strategic, operational and improvement planning and delivery	
Equip the organisation with IT which supports staff in their job role and Cafcass' business objectives	
Deliver the savings package required in beyond April 2015; focus on changing working practices on cases and centralising more functions into the National Business Centre	
Embed the Health and Wellbeing Plan, so that staff, team and organisational resilience increases as a direct result	
Enhance Employee Development options to support organisational stability	

INFLUENCE	RAG
Maintain positive relationships with all partner organisations, interest groups and pressure groups, nationally and locally	
Become known for expert social work in family court cases / and as a powerhouse of ideas and thinking regarding children's rights and needs	