

**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE  
STRATEGIC PLAN DASHBOARD  
2014/15 QUARTER 3**

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 in conjunction with the Corporate Management Team's best judgement. 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	
FAMILY JUSTICE REFORM	Implement our part of the family justice reform programme and actively support the overall reform programme	
DIVERSITY	Enhance our understanding of diversity in casework, given the uniqueness of each child we have responsibilities towards	
ECONOMY AND EFFICIENCY	Become even more resilient by handling higher volumes of work whilst making 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 issues /achievements during the quarter**

Quality

- Quality of Casework has been reduced to Green following the results of the 'Getting Better and Better' benchmark audit carried out in November 2014. The audit 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 pilot relating to direct access to psychology services (in A12 and A7) has now completed. An evaluation report has been drafted and is due to be issued for consideration of next steps.
- The substance misuse and DNA testing pilot has completed. Evaluation is being undertaken by the MoJ and is expected to be completed in February. It has been agreed that the provision of testing will continue in the pilot areas (i.e. Bristol and Taunton) and will be extended to two other areas until detail of national rollout is known.
- Interviews with 130 service users involved in private law WAFH cases have been completed. The results of the Service User Survey were presented to the Board's Quality Committee in November.
- 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.
- New best practice examples have been circulated following the Ofsted inspection to increase manager's expectations and staff understanding of 'Good' work.
- Practice guidance for children's guardians working with children subject to an application for a secure accommodation is being drafted for consultation internally and with ADCS.
- The standard data set on CAP implementation has been agreed and is shared monthly with HMCTS.
- Delivery of training to all magistrates on the CAP has completed. Training delivery jointly with the Judicial College.

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) 99.5% (G)
  - KPI4 (section 7 reports filed by agreed date) 97.6% (G)

- Child Arrangements Programme continues to be implemented.
- The Private Law Pathway Pilots Programme has been agreed with the MoJ. The Pilots will deliver a dedicated free-phone helpline supporting separating parents in dispute; and a support service for mediators.
- Evaluation is underway of the pilots trialling the 'One Day Assessment' model where FCAs work with families in a day to gather section 7 information to enable swifter completion and filing of reports. The Pilots are being managed through the Model Office and the evaluation will be available in February 2015.
- The pilot of the national training programme to enhance FCA skills in dispute resolution and promoting parental responsibility will take place in January and national rollout will take place between March and June 2015.
- Opportunities are being mapped to develop stronger links with the Youth Justice Board to make better arrangements particularly for teenagers placed in secure accommodation.
- The Birmingham Independent Reviewing Officer (IRO) pilot is ongoing.

#### Diversity

- The role of the Diversity Ambassador is now fully embedded and functioning in all Service Areas, along with some of the Corporate Services.
- Two Diversity Ambassador Away Days have been held, which have been hugely successful.
- A Diversity Ambassador Briefing is published every quarter.
- PLRs now include an analysis of E&D factors supported by E&D self-assessment forms. Currently just under 70% of eligible employees have completed this E&D self-assessment and discussed it with their manager as part of their PLR. The aim is to ensure that this figure is 90% by 31 March 2015.
- Proof reading and QA of work by Service Managers, Enhanced Practitioners and the National Improvement Service, with a consistent emphasis on E&D considerations underpins and strengthens diversity in practice by highlighting where relevant diversity factors either need to be covered or analysed in more depth or detail.
- An internal survey to evidence Family Court Adviser's 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.
- Investigations are ongoing into the cost and benefits of introducing 'telephone minicomms' (which allow communication through the phone using text).
- Diversity data will be collated via ECMS from February 2015.

#### Becoming more efficient and economical

- The draft Strategic Plan for 2015-2020 was the topic at the Open Board meeting in December and is due to be finalised in February.
- 29 Business Requirements Workshops were undertaken with staff across 18 locations as part of the IT services replacement project discovery work. The Business Change Programme Board is now in place and chaired by the Director of HR & OD, and representation from the Board and the MOJ.
- The new 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 delivery of the Private Law Pathway, 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 quarter 1 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.
- Planning is ongoing to offer a second pension scheme with a target implementation date of 1 April 2015.
- Robertson Cooper wellbeing and resilience surveys have been piloted in six service areas. Cafcass Board

approval has been received for national roll out by April 2015 with follow up surveys to be delivered 1 year on.

- Enhanced Practitioners conference is planned for February 2015.
- National Managers Workshop to be held in March 2015.

#### Influence

- Co-production of the national social work statement with ADCS and extension of this work into other areas of social work practice.
- 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 Ministry of Justice 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.
- Liaison with key pressure groups continues.
- Scoping of work relating to the potential establishment of the FJYPB as a separate trust has commenced.
- 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

<b>QUALITY</b>	<b>RAG</b>
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	

<b>FAMILY JUSTICE REFORM</b>	<b>RAG</b>
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	

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

<b>BECOMING MORE EFFICIENT AND ECONOMICAL</b>	<b>RAG</b>
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	

<b>INFLUENCE</b>	<b>RAG</b>
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	