

**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE
STRATEGIC PLAN DASHBOARD
2014/15 QUARTER 1**

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 and symbols which are used to show progress in conjunction with the Corporate Management Board'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

<p>Quality</p> <ul style="list-style-type: none"> • Targets have been set to increase the quantum of met work to 60% and reduce the quantum of unmet work to 14% by May 2015 and all service areas now have a local 'Getting Better and Better' improvement plans • All local managers have increased the level of advice and quality assurance to the 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. • An action plan arising from the 2013/14 Ofsted inspection has been drafted and is being delivered via the Operational Management Team. • Preparation for a follow up to the service user survey is in hand. • Work is ongoing with the courts to reduce the number of applications not giving the 17 working days, as outlined in the Child Arrangements Programme. • Pilot for hair strand and DNA testing is being undertaken in the Bristol and Taunton DFJ areas. • Two pilots relating to direct access to psychology services to be completed (in A12 and A7) and will be assessed for feasibility for national roll out. <p>Family Justice Reform</p> <ul style="list-style-type: none"> • All four KPIs are exceeding target • All service areas will develop joint training/meeting with local IRO services to be in place by December 2014. • All service areas are focusing on private law casework in their local improvement plan to ensure work starts in a timely manner with improved evidence of early screening. • Radical approaches to completing private law reports in a shorter more focused timeframe are being piloted in four service areas. • Child Arrangements Programme continues to be implemented including opportunities to maximise facilitated self-assessment for parents in private law cases. • Opportunities are being mapped to develop stronger links with the Youth Justice Board to make better arrangements particularly for teenagers placed in secure accommodation.

Diversity

- An internal survey has been carried out to evidence Family Court Advisers' experience of our translation and interpretation services contract provider. Once evaluation has been completed a contract review meeting will take place.
- Planning is underway to put in place a national tracker to evidence if the translation and interpretation service is consistently improved.
- An audit of specialist hearing impairment equipment is being carried out in all offices to establish the gaps in provision to ensure all service users who need assistance have access to it.

Becoming more efficient and economical

- The Strategic Plan for 2015-2020 is being developed and will be presented to the October Board 2014
- Review of management arrangements to deliver the strategic objectives beyond April 2015 was completed in August.
- A project has commenced to identify and procure services to replace the current IT contract, to be in place by 31 December 2016.
- The Service Area Business Plan model is now embedded.
- Management of strategic commissioning and local delivery of services commissioned from partners was transferred back to operations in August 2014.
- Mandatory training relating to security of information is currently being rolled out to all staff.
- The new Electronic Case Management System has been successfully implemented.
- 'Track My Case App' development has been prioritised by Innovation Board for delivery in the current financial year.
- The Model Office continues to develop its approach to trial change initiatives, review benefits and make recommendations for implementation activity across Cafcass.

Influence

- '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.
- Draft papers are in development relating to review and representation of job descriptions to job success profiles showing the value for children added by each role; and presentation of a Child Inclusive version of the Cafcass budget.
- Co-producing the national social work statement with ADCS and extending 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 put in place a stronger 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.

Measurement key

	Inadequate (not being met; remedial action required)		Trending up
	Satisfactory (Issues occurring but action in place)		No change
	Good (on target)		Trending down

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	

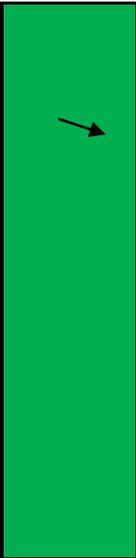
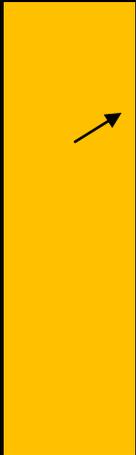
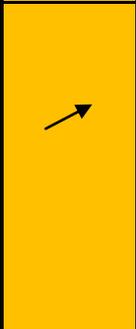
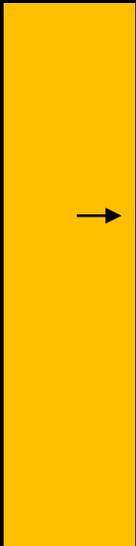
DIVERSITY	RAG
Bring the uniqueness of each child to the court's attention, including any diversity-related needs	

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	

Corporate Risk Register 2014/15

Ref	Description	Main improvement activities/ mitigations (as per the 14/15 Corporate Work Programme)	Risk Owner	Lead Assurance Committee	Overall Risk 2013/14 Quarter 4	Overall Risk 2014/15 Quarter 1/2
P1	Grant funding 2015-17	Working with the Department to identify a range of funding scenarios beyond April 2016. OMT 2015/16 Budget Planning day confirmed – 2 nd October 2014.	CEO/DOF	ARAC	→	→
P2	Continually improving the quality of our casework (Operational Element)	2014/15 'Getting Better and Better' programme of audits and improvement activities lead through the OMT.	SD/AD's/ HOS	Quality	→	→
P3a	Fluctuations in Public Law demand.	Development of a stronger business analytical function. KPIs 1 and 2 have exceeded target levels for June 2014.	CEO/SD	Performance	→	→
P3b	Fluctuations in Private Law demand.	Development of a stronger business analytical function. Monitoring of the impact of CAP on demand. (The increase in the numbers of litigants without lawyers in private law cases has meant we are spending more time on private law cases, even though their overall duration continues to reduce. However, this is so far proving manageable in most local service areas and teams). KPIs 3 and 4 have exceeded target levels for June 2014.	CEO/SD	Performance	→	→
S1	High impact service user and staff engagement	A programme of work to consolidate and improve the collection and impact of work on service user engagement including the re-run of the service-user survey in 2014/15. Six monthly staff surveys in all service areas and national teams, and make/embed changes that would improve the local service or operating environment.	SD/DHR	Quality	→	→

S2	<p>Cafcass play a valuable role in influencing wider government policy areas AND Judicial practice including the growing focus on looked after children and use of mediation. (This replaces the 2013/14 description: 'Implementing, shaping and driving Family Justice Reforms')</p>	<p>Continued implementation of the Child Arrangements Programme (CAP) including opportunities to maximise facilitated self-assessment for parents in private law.</p> <p>Further development of private law role and work, as part of the Family Justice Board's concentration in the coming year on private law reform.</p> <p>Recruitment of a new Director of Policy which will be a key role in taking this forward and providing added value.</p>	CEO/SD	Quality		
S3	<p>Strengthening delivery with our Partner agencies to support the transition to out of court resolution in private law.</p>	<p>To carry out a review of the organisational arrangements for the strategic commissioning and local delivery of services commissioned from partners.</p> <p>Establish and/or strengthen existing routes of communication with the major national child care voluntary organisations.</p> <p>2014/15 will see the Cafcass delivery of pilots for direct access to psychology services and for hair strand and DNA testing.</p>	CEO/DOF	QUALITY	<p>NEW RISK 2014/15</p>	
S4	<p>Effectively navigating Government Procurement process for the re procurement of the contract for IT services.</p>	<p>Identify and procure services which are fit for purpose and reflect the current and future needs of the business to replace the current IT contract and to be in place by 31 December.</p> <p>(PwC IT controls mapping workshop in support of the procurement specification - scheduled for late Q2).</p>	DOF	ARAC	<p>NEW 2014/15</p>	
S5	<p>Continue to deliver a programme of innovative business development projects to support further improvements in efficiency/productivity. (This replaces the 2013/14 description 'technology that enables and sustains our transformation.</p>	<p>Development and implementation of a Digital Strategy that connects the work of Cafcass to its Family Justice partners in a modern, fast and accessible way and supports integration with MoJ and DfE digitalisation ambitions.</p> <p>Implementation of ECMS – complete. Now extension of ECMS system towards facilitated self-assessment with introduction of service user enabled case tracking (subject to business case).</p>	CEO/DOF	ARAC		

	Network performance now at an acceptable level).					
S6	Exploiting and building further good reputation while demonstrating high ethical behaviour.	To use opportunities like Civil Service Live to promote our work and innovation in the Family Justice space and to assist other agencies to realise the potential for transfer. Taking further steps to become a fully child-inclusive organisation incorporating implementation of the FJYPB Charter.	CMT	Quality	→	→
S7	An engaged workforce with the right qualifications, skills, experience and capacity. Specific focus in 2014/15 on senior management capacity.	To review and implement management arrangements to deliver the strategic objectives beyond April 2015. Ensure that management cover for senior management absence is sufficiently robust to continue to progress all aspects of a service area's improvement agenda.	SD/DHR	Performance	→	→