

**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE**  
**STRATEGIC PLAN DASHBOARD**  
**2013/14 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 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>All strategic priorities are judged to be making good progress</p> <p>Quality</p> <ul style="list-style-type: none"> <li>We have continued to make good progress to increase the percentage of work recorded as 'good' to 'outstanding' and achieved the 30% target in April rising to 49% in September 2013. General feedback from the judiciary and partners has been positive about the standard of our court reports and feedback from service users confirms this upward improvement trend both in the quality of written work and the impact of our work on children and families.</li> <li>We have expanded the geographical coverage of our commissioned services since establishing a new Framework for providers in April 2013.</li> <li>We are working with the Ministry of Justice (MOJ) on a broader mix of pre-court services for children and families, to support safe and positive diversion away from court for children and their families.</li> <li>MyWork has been deployed to 1500 practice staff. Deployment to further staff groups is planned to be completed by April 14.</li> <li>Lessons learnt from Pre-Proceedings Programmes have been incorporated into the revised Operating Framework which was published in January 14.</li> <li>Findings and recommendations following consultation on the use of Enhanced Practitioners and progressing in line with the Advanced Social Worker Scheme have been completed and reported to CMT. The scheme is on track for April 14.</li> <li>Area Quality reviews, which incorporate health check compliance and peer review, are being piloted. AQRs have been completed in A3 and A12 and A15. The contents of the 2014/15 programme will be considered in light of findings from the Ofsted inspection.</li> <li>The Child Protection Policy has been updated and approved by the Board following scrutiny at the Quality Committee.</li> <li>Cafcass has submitted a full response to the consultation on the draft Child Arrangements Programme.</li> <li>A demonstration project is to commence in A1 to pilot better signposting at the pre-court stage in private law cases. Likewise, a small number of investments have been made into public and private law demonstration projects to accelerate improvement work.</li> <li>Guidance for rule 16.4 appointments has been published internally and cascaded to teams for implementation into practice. Recent data identifies that rule 16.4 appointments have reduced considerably which may be an impact of the guidance.</li> <li>Cafcass tools for analytical assessment including evidence informed practice were launched in October 2013.</li> <li>We have strengthened the handover process to IRO's at the end of cases, and have developed a national protocol for good practice with the Association of Directors of Children's Services (ADCS).</li> <li>Draft Service User Engagement standards together with proposals for adult and children's feedback are in</li> </ul>
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hand for delivery in early 2014, enabling findings from the National Adult Service User Feedback Survey to be considered and incorporated. This survey was reported to the Quality committee in November.

- The quarterly summary of key practice education developments has been presented to the Board. The next summary will be delivered in February 2014.

#### Family Justice Reform

- All four KPIs are being met (YTD to December 13).
  - 1: 99.8% (G)
  - 2: 0.5 (G)
  - 3: 99.4% (G)
  - 4: 98.6% (G)
- Cafcass continues to play a leading role in the implementation of the revised PLO, both nationally and locally (chairing 11 of the 46 Local Family Justice Boards).
- Our local managers have played a strong leadership role in raising the profile of family justice services, particularly in local authorities.
- Cafcass guidance for the PLO has been developed and disseminated. A Case Analysis Template has been agreed and implemented nationally.
- The whole system pilot is well underway and delivering objectives. Feedback regarding Cafcass contribution to the PLO from the pilots is very positive.
- Cafcass is now acting as an early adopter of the draft Child Inclusion Standards and discussions are on-going with partner agencies about how the standards might be applied across the family justice system.
- Ministerial sign off for transfer of sponsorship to the MOJ has been approved with transfer from April 2014. A communications strategy is in place and activities are underway to plan for knowledge transfer. The Transfer Programme Board continues to meet on a monthly basis and the project board meeting on a weekly basis in order to manage the transfer process smoothly. A new Framework Agreement is being developed for Cafcass/MOJ.

#### Diversity

- The Improved performance of the interpreting and translation service run by Big Word is leading to much speedier resolution of casework where language is an issue, particularly for the work of the EIT on first point of contact
- Evidence of improved practice in understanding and responding to diversity issues is apparent from recent national audit results, with further improvements anticipated with the roll out of standardised tools for consistently stronger analysis within casework on diversity matters. Results from the recent audit in Cambridgeshire confirm this.
- Demonstrating an understanding of the Equality and Diversity Strategy is now embedded within the PLR process in ITrent for practice staff. This is now being extended to Business Support.
- Specific activities responding to particular aspects of local diversity in the period include events in Kent and Brighton working with Eastern European and LGBT groups where the materials have also been captured for future and wider use through the Myskills training library.
- New arrangements to increase awareness for managers to improve support to staff with cancer have been developed with the support of the Macmillan charity.
- Additional training is now being developed and piloted in one service area working with managers and enhanced practitioners on supporting staff with dyslexia.
- A new National Equality Impact Assessment has now been drafted for consultation.
- International networks and profile are being maintained with activities by individuals to explore social work overseas as well as work with visiting delegations. These activities provide important learning for the whole organisation in particular when confronting complex international and culturally challenging cases such as those involving surrogacy and forced marriage.

#### Becoming more efficient and economical

- Rollout of new devices (laptops/tablets) has completed. Positive feedback has been received from staff on the new devices, which have direct benefits for working practice.
- Pilot of the new Digitisation Service successfully completed in 2013 and 11 of 17 areas have been rolled out. Rollout to the final 6 service areas to be completed by the end of February.
- Development and build of ECMS is progressing well. Feedback following demonstrations to the focus group has been positive. The final iteration, involving staff training and migration of CMS is progressing and go live is on track for the end of March.

- The new self-employed contract was signed off by CMT in November and has been implemented with an expectation the new contract will: support the new centralised contract management and commissioned approach to engaging SECs around the country; introduce scope for fixed fee work in relation to private law; tighten contractual terms around tax and national insurance compliance given greater scrutiny; and simplify the process of terminating contracts when no work is allocated. The Business Support Survey has been completed and work is on-going to update the Business Support Strategy, to particularly reflect the potential change in roles being piloted in London and through the Model Office based on their contributions to service improvement.
- Work has commenced, as part of the Model Office, to implement laptops to BSS within London and design centralised electronic business processes to assess the value of making business support mobile.
- Options for amendment to employee Terms and Conditions were presented to the CMT in November. Delivery of the package remains on track for implementation from April 2014 with some 'voluntary' benefits becoming available before then.
- The Business Case in respect of the London estates project was approved by the Budget Approval Panel in early September and the estates project is now progressing towards the premises move by March 2014
- The Talent Management Strategy launched in April 13 continues to be delivered with phase 3 on target for delivery in January 14.
- A Leadership programme will be delivered to all managers via Sheffield Hallam University in February 14.

#### Influence

- Our 'Expert Witness' study was published in May '13 to critical acclaim. The study on the role of the Children's Guardian was published in November 13. Individual Management Review (IMR) update research is also complete. Two Litigant in Person studies are on-going and DCS have approved 'Care Plan Fulfilment' research.
- Work with the Judiciary nationally on both private and public law continues together with continued local work to improve the performance of the Local Family Justice Boards of which 25% are chaired by Cafcass.
- The Family Justice Young People's Board also continues its work with both Cafcass and across the whole Family Justice system.
- Presentation of robust and credible future Cafcass financial analyses and scenarios, for both the DfE and MOJ, have enabled early confirmation of funding for 2014-16.
- Work by the Director of HR&OI through a variety of media including journals and award competitions have enabled innovative Cafcass HR practices to be shared and promoted to a wide audience.
- Relationships with NSPCC, Childline, Action for Children and Barnardos have been established with meetings/substantive discussions taking place to agree areas of partnership consistent with Operating Framework. Also contacts made with Men's Aid, Family Law Society and Shared Parenting groups to develop communication on agreed issues. A quarterly summary of sector wide developments, practice knowledge, research, policy & case law has been signed off and published on the intranet.

#### 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
Steadily increase the % of our work grade as good or outstanding	▲
Introduce individual and team scorecards and improve personal performance as a direct result	▲
Produce outcome statements on a sample of cases/ more systematic feedback from children & families	▲   ▲
Become expert social workers within parameters set out in the Family Court Social Work Model	▲

FAMILY JUSTICE REFORM	RAG
Meet all KPIs and evidence our contribution to KPMs	▲
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	▲
Implement the Family Court Social work framework (developed with ACDS)	▲
Support the court's case management so that courts can complete cases as quickly as possible in the child's interests	▲

DIVERSITY	RAG
Make sure we bring the uniqueness of each child to the court's attention, including diversity related needs	▶
Promote a culture of urgency and a 'team around the child' in the court setting to challenge any culture of delay	▲
Promote a greater awareness of the child's journey through care and relationship breakdown and what children need in these circumstances	▲

BECOMING MORE EFFICIENT AND ECONOMICAL	RAG
Implement the Health & Wellbeing Plan to directly increase organisational resilience	▲
Equip all staff with IT to support their job role and our overall business objectives	▲
Implement the Talent Management strategy so that we remain stable	▲
Deliver the savings package required in 2013-15 by continuing to change working practices on cases and centralising more functions to the National Business Centre	▲

INFLUENCE	RAG
Publish studies into issues affecting children and how cases are handled by us and others (at least 4 annually)	▲
Maintain positive working relationships with all partner organisations, interest groups and pressure groups, <i>at a national and local level and relevant professional groups</i>	▲
Become known as a powerhouse of ideas and thinking about children's rights and needs in the UK today <i>particularly in partnership with the Family Justice Young People's Board</i>	▲
Become known for expert social work in family court cases and earn more widespread respect for our contribution to improving children/young people's lives	▲