

**CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE
 STRATEGIC PLAN DASHBOARD
 2013/14 QUARTER 2**

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"> We are making good progress to increase the percentage of work recorded as ‘good’ to ‘outstanding’ and achieved the 30% target in April. A further audit commenced in September to identify progress towards the target of 50% and will be reported on in Qtr3. MyWork (previously known as Scorecards) has been deployed to agreed staff. Deployment to further staff groups is planned for December 13. Lessons learnt resulting from Pre-Proceedings Programmes are being written into the Operating Framework, a revised version of which will be released in November 2013. Area Quality reviews, which incorporate health check compliance and peer review, are being piloted. AQRs have been completed in A3 and A12 and A15. Published findings are being considered by the OMT in October. Guidance for rule 16.4 appointments has been published internally and cascaded to teams for implementation into practice. Cafcass tools for analytical assessment including evidence informed practice were launched in October 2013 on the intranet and they will have their own page when the OF is redesigned The Child Protection Policy has been updated and is awaiting approval. A small number of investments are being made into public and private law demonstration projects and to accelerate improvement work. The proposal for a quarterly summary of key practice education developments and initiatives has been approved and published on the intranet. Draft Service User Engagement standards together with proposals for adult and children’s feedback in hand for delivery early 2014, enabling findings from current service user survey to be considered and incorporated. <p>Family Justice Reform</p> <ul style="list-style-type: none"> All four KPIs are being met (YTD to September 13). 1: 99.9% (G) 2: 0.5 (G) 3: 99.4% (G) 4: 98.5% (G) Cafcass continues to play a leading role in the implementation of the revised PLO, both nationally and locally
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(chairing 11 of the 46 Local Family Justice Boards).

- Cafcass guidance for the PLO has been developed and disseminated and a Case Analysis Template has been agreed and implemented nationally as each local area adopts the revised PLO between July and October 2013. The whole-system pilot has commenced and will run to the end of 2013. Feedback regarding Cafcass contribution to the PLO from the pilots is very positive.
- Due diligence has been completed along with ministerial submissions recommending the transfer of sponsorship to the MOJ. Ministerial sign off has now been approved clearing the way for a transfer of sponsorship by 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 with project board meeting on weekly basis in order to manage the transfer process smoothly.
- The draft national standards have been updated following consultation with FJB & at the 'Voice of the Child' Conference but are awaiting FJB sign off before being published.

Diversity

- 'Deaf Hope', an organisation for deaf women experiencing domestic violence, has been commissioned to produce training material for working with families where the child/ren and/or parent(s) is deaf. Training material to be delivered by October 13.
- Quarterly meetings initiated with Big Word, provider of interpreting service, to improve the provision of interpreting services.

Becoming more efficient and economical

- Rollout has commenced of new laptops. Positive feedback has been received from staff on the new devices, which have direct benefits for working practice. The project is on track to complete on time (November 13)
- Introduction of the new Digitisation Service has been subject to a four week delay. A pilot of the service will commence on 21 October in A15 and then full rollout delivered between November and February.
- Development and build of ECMS is progressing well and User Acceptance Testing will commence in October on Iteration 1 and 2 (the project contains 5 build iterations). The full product is anticipated to be delivered in February.
- A 28 day consultation on the revised SEC Contract concluded in August 13 and the final contract is due to become fully operational in early 2014.
- 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.
- Options for amendment to Terms and Conditions will be presented to the CMB in October 13. Delivery of the package remains on track for implementation from April 2014.
- The Business Case for the redesign of London accommodation has been approved and the project (i.e. move into the new premises) is on track to deliver by April 14.

Influence

- Our 'Expert Witness' study was published in May '13 to critical acclaim. The study on the role of the Children's Guardian is being 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 through 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 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 taken 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)	▷

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	▲
Support the court's case management so that courts can complete cases as quickly as possible in the child's interests	▲

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 & Succession Planning 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	▲
Maintain positive working relationships with all partner organisations, interest groups and pressure groups, <i>at a national and local level and with 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	▷