

**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	▷
RESILIENCE	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**

All strategic priorities are judged to be making good progress.

**Quality**

- 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 (Performance Scorecards) has been rolled out to practitioners. Deployment to further staff groups is planned from 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. The methodology and lessons learned are being considered by OMT.
- Guidance for Rule 16.4 appointments was published internally and cascaded to teams.
- 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 approved by CMT.
- 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 is due to be discussed at CMT in December.

**Family Justice Reform**

- All four KPIs are being met (YTD to September 13).
  - 1: 99.9% (G)
  - 2: 0.5 (G)
  - 3: 99.3% (G)
  - 4: 98.4% (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).

- 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 adopted the revised PLO between July and October 2013. The initial evaluation by Ipsos Mori was positive about the Cafcass contribution to partnership working. 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
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- A Charter for a child-friendly family justice system has been endorsed by the Family Justice Board and will now be taken forward through bilateral meetings between YPB members and individual agencies. The aim is to launch the Charter at the 2<sup>nd</sup> Voice of the Child Conference next year.

#### 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) are deaf. Training has been delivered.
- Quarterly meetings initiated with Big Word, provider of interpreting service, to improve the provision of interpreting services.

#### Resilience

- Rollout has commenced of new laptops. Positive feedback has been received from staff on the new devices, which are already contributing to stronger productivity and performance. 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 2014.
- 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 November 2013.
- The Business Support Survey has been completed and work is on-going to revise job descriptions and to produce a Business Support operational manual.
- 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 March 14.
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#### Influence

- An ‘Expert Witness’ study was published in May ‘13.
- Individual Management Review (IMR) Update research will complete in October 13.
- The study on Guardian Engagement is out for peer review.
- Two Litigants in Person studies are on-going.
- DCS have approved ‘Care Plan Fulfilment’ research.
- 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.
- Proposals for a quarterly summary of sector wide developments, practice knowledge, research, policy & case law have 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 analyse 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 model (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	▷

RESILIENCE	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 strategies 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	▲
Become known as a powerhouse of ideas and thinking about children's rights and needs in the UK today	▷
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	▷