



CORPORATE WORK PROGRAMME

1 - STRATEGIC OBJECTIVE: CONTINUE TO IMPROVE THE QUALITY OF OUR WORK

	Increase the percentage of our work graded as good	Qtr 2 update	Actions and priorities for next six months
1.1	Increase the percentage of 'good' or 'outstanding' work to 30% by April 2013 and 50% by September 2013. CB/Oct 13	The April 2013 target of 30% was met and evidenced via audits. The second phase audit commenced in September and will be reported on in Qtr 3. Intensive coaching, supervision, quality assurance and team learning events have supported the improvement programme. General feedback from the judiciary and partners has been positive about the standard of our court reports and feedback from service users (see 1.14 confirms this upward improvement trend both in the quality of written work and the impact of our work on children and families, Further work is underway to develop a rigorous set of proxy measures for quality (through the Quality Account).	<ul style="list-style-type: none"> Analyse second audit results Use results to further refine improvement plans based on specific individuals who have not yet progressed to a 'good' standard in their work Improvement focus to also stay on some teams and service areas who are not yet at the required standard for some aspects of their work
1.2	Map all Public Law pre-proceedings initiatives, to allow a greater clarity of our role in this work; disseminate learning and update Operating Framework. AD/June 13	Research led by University of East Anglia (UEA) and Lancaster University academics has been published. All lessons learnt from pre-proceedings programmes throughout the country will be included in the Operating Framework update to be completed by November 2013.	<ul style="list-style-type: none"> Mapping of initiatives completed Action completed on publication of updated OF Consideration of a national pre and post proceedings protocol with ADCS
1.3	Review the use of Enhanced Practitioners and put in place a scheme for progressing a small number of good/outstanding' practitioners to be Advanced Social Workers (as a critical step in the implementation within Cafcass of the Munro review) JHS/Sep 13 Jan 14	Current deployment of Enhanced Practitioners in Cafcass reviewed alongside updated job descriptions and person specifications for Enhanced Practitioners and Advanced Social Workers, currently being finalised. Consultation arrangements to be finalised.	<ul style="list-style-type: none"> Complete consultation Implement progression scheme, initially through a pilot in one service area
1.4	Review the health check methodology, incorporating a Peer Review element, for local service areas and start new area quality reviews Establish an equivalent process for business support	Area Quality Review (AQR) pilot programme completed in July 2013. Papers on findings being presented to OMT in October. Service Review methodology was submitted and agreed at OMT in August 13. The scope for a 2014/15 to be	<ul style="list-style-type: none"> Peer review element now agreed and incorporated Methodology for equivalent business support peer review

	practice and for corporate/national teams and services. Develop a rolling programme of national reviews. CG/July 13	considered after the national Ofsted inspection	postponed until 2014-15 given dependence on wider business support review and action plan. <ul style="list-style-type: none"> No further actions this year 2014/15 programme to be considered after the national Ofsted inspection
1.5	Analyse the revised 'Working together to Safeguard Children' guidance and update internal policy as necessary. NH/ July Oct 13	The revised Child Protection Policy has been revised and signed off by CMT.	<ul style="list-style-type: none"> Action completed
1.6	Identify new markets or agencies under contract that could provide good/outstanding casework to us, especially in teams or service areas where that will support quality improvement. A national commissioning strategy will also be written JOB/ July Feb 14	Three national providers were approached to test market capacity/interest. Limited scope to add value given improvements in management of other elements of flexible workforce and improving quality and productivity of employed staff. An initial broader court social work Commissioning Strategy is being developed.	<ul style="list-style-type: none"> Completion of court social work commissioning strategy for 2014-15 including consultation Development of action plan to support its implementation
1.7	Review and scope improvements to the end to end process in private law cases SH/Jan 14	Operational procedures have been updated. A small number of demonstration projects (London, Hertfordshire and Bedfordshire) have been approved to test out possibilities for higher impact lower cost services at different stages of case progression.	<ul style="list-style-type: none"> List of improvement activities to be finalised and prioritised Operating Framework to be updated where necessary Communications Team to highlight through Channel C
1.8	Refine our model for handling private law work after the first hearing, particularly our model for work on Rule 16.4 appointments, and review practice in relation to fact finding hearings and thresholds for service and assessment with partnerships (LA). Identify and run a small number of demonstration projects for service improvement purposes, linked to quality improvement and the delivery of future efficiency savings. SP/Sep 13	The new guidance on 16.4 appointments has been published on the intranet and cascaded for implementation into practice. Planning in respect of other aspects of the private law pathway is underway and will be considered by the Private Law Working Group (PLWG).	<ul style="list-style-type: none"> Action on Rule 16.4 cases completed Continue to work with the PLWG on further areas for improvement Evaluation of demonstration projects to be completed and cascaded in final quarter of this year and first quarter of next year
1.9	Introduce individual and team performance scorecards and improve personal performance as a direct result. JS/July 13	The first phase of MyWork went live onto Cafcass systems in August 13 and deployment to 1650 staff has been completed. The remaining 180 staff will be on MyWork from November 2013.	<ul style="list-style-type: none"> Development, testing and implementation of MyWork for other staff groups by 31 December 2013 Development of associated

			<p>processes to support MyWork for new users</p> <ul style="list-style-type: none"> Development, following feedback and analysis, of the current live MyWork pages.
1.10	<p>Develop and implement an Annual Quality Account to assist in developing a better understanding of the quality of our work</p> <p>RG/Oct 13</p>	<p>The format and section headings, which are closely aligned to the Ofsted Framework, have been agreed by CMT. Lessons are being absorbed from other organisations with experience of writing and using Quality Accounts. A draft of our first Quality Account will be presented to the Quality Committee in the New Year.</p>	<ul style="list-style-type: none"> Presentation of Quality Account to the first Quality Committee in 2014 and annually thereafter
1.11	<p>Deliver a 'cash to become outstanding' programme: £2 million available to service areas and national services to bridge identified gaps</p> <p>AD/Mar 14</p>	<p>Initial allocation of funds is complete. Further allocations will be decided on individual merit and are subject to remaining unallocated contingency fund.</p>	<ul style="list-style-type: none"> Maintenance of a balance of unallocated funds to support any remaining proposals in final quarter
1.12	<p>Implement the action plan arising out of concerns expressed by the PHSO about our complaints handling.</p> <p>CD/Sep 13</p>	<p>The issues have been resolved. There is now ongoing constructive liaison between the policy team and the PHSO regarding our complaints handling, and the PHSO remit.</p>	<ul style="list-style-type: none"> Action completed
Number	Gain more systematic Feedback from Children and Families	Qtr 2 Update	Actions and priorities for next six months
1.13	<p>Design and implement national minimum standards for service user engagement</p> <p>PM/Sep 13-Feb 14</p>	<p>Draft 'Service User Engagement' standards and outline proposals for both adult and children's feedback are to be taken forward through CMT, with the first consideration in December 2013.</p>	<ul style="list-style-type: none"> Agreed standards then go to OMT for consultation and amendment Roll out of final standards in early 2014
1.14	<p>Develop and roll out service user surveys, based on the Essex pilot, to systematically gain feedback from children & families about the impact of our work on them.</p> <p>RG/Dec 13</p>	<p>Research methodology has been finalised and implemented. The survey ran during September 13 and is on track to report findings in October 13. The response rate provides significant numbers for statistical and thematic analysis of the results. The report will include learning to inform future surveys.</p>	<ul style="list-style-type: none"> Analysis of findings from first survey Revisions to survey made based on evaluation of first survey Agree and implement programme of surveys for remainder of current year and schedule for 2014-15
Number	Become expert social workers within the parameters set out in the Family Court Social Work Model	Qtr 2 Update	Actions and priorities for next six months
1.15	<p>Disseminate a quarterly summary of key practice education developments and initiatives from the wider sector and</p>	<p>The quarterly summary has been signed off by the CE and will be provided to the Board in December for information.</p>	<ul style="list-style-type: none"> First summary to be presented to December Board for information

	profession to promote raised standards of casework RG/Quarterly		<ul style="list-style-type: none"> • First quarter's summary published on intranet for immediate use by staff and each quarter thereafter
--	--	--	--

2 - STRATEGIC OBJECTIVE: IMPLEMENTING OUR PART OF THE FAMILY JUSTICE REFORM PROGRAMME AND SUPPORTING THE OVERALL REFORM PROGRAMME

	Implement the Family Court Social work model now being developed with ADCS	Qtr 2 Update	Actions and priorities for next six months
2.1	Launch the Good Practice Guidance following consultation and sign off by Cafcass and ADCS and build into the Operating Framework and other frameworks via the FJB. Dissemination of guidance for social workers & children's guardians on the social work content of case analysis under the revised PLO. AD/July 13	The Good Practice Guidance has been launched and disseminated to staff. The Operating Framework is currently being revised.	<ul style="list-style-type: none"> • Action completed when revised OF published in November 13
Num ber	Steadily improve the quality and timeliness of case analyses	Qtr 2 Update	Actions and priorities for next six months
2.2	Trial the Case Analysis template (public law), designed to produce a robust analysis within 12 days for the First Case Management Hearing, of the harm threshold, alongside advice to the court regarding case management. AD/Dec 13	All service areas are now using the template. Initial feedback is that it is supporting quality improvement. Some minor changes have been made to reflect important new caselaw.	<ul style="list-style-type: none"> • Completion of consultation and agreement to changes to template • Launch of final version of template
2.3	Develop a package of tools that will enhance the analytical content of assessment in private law cases such as the assessment of domestic violence and emotional harm. SP/Sep 13	The pack of tools has been delivered. The new model for use of these tools was launched at the Service Managers conference and will be followed by team briefings for all teams together with an e learning pack. The project has been delivered to timescale and there are realistic plans in place for it to be implemented effectively across the country.	<ul style="list-style-type: none"> • Action to develop and launch tools now completed
Num ber	Play a key role on the National Family Justice Board and on local Family Justice Boards, demonstrated we are making a difference	Qtr 2 Update	Actions and priorities for next six months
2.4	Due diligence activities on the Cafcass transfer of sponsorship from DfE to MOJ JS/July 13	Additional due diligence has been completed along with ministerial submission recommending the transfer of sponsorship to the MOJ. Ministerial sign off now concluded. Transfer of sponsorship by April 2014. A communications strategy is in place and activities are underway to plan for knowledge transfer. Transfer programme board continues	<ul style="list-style-type: none"> • Workshop with MOJ/Cafcass/DfE planned for 5 November 2013 to ensure replication of effective working relations with current sponsor

		to meet on a monthly basis with project board meeting on weekly basis in order to manage transfer process smoothly.	<ul style="list-style-type: none"> • Agreement and dissemination of communications to staff and other stakeholders • Continue focus on minimising any disruption to service delivery while still exploiting any opportunities to share good practice and corporate services where value for money can be improved
2.5	Development of Child Friendly standards (for the whole of the family justice system) Development of the standards or Charter now forms part of the FJB work plan objective and is aiming to complete by the end of the 2013 calendar year. The milestone finish date has been extended to acknowledge the need for extensive development work and consultation. MG/Dec 13	The draft national standards have been updated following consultation with FJB & at the 'Voice of the Child' Conference. The FJB endorsed the Standards, preferring they are published in the form of a Charter. They have recommended that organisations have a familiarisation and implementation period of 9months to assimilate the national standards into their practice with Cafcass being an early adopter of them. The CE sponsors this programme internally and at the Family Justice Board.	<ul style="list-style-type: none"> • Implementation of national standards or a Charter in line with FJB recommendations • Development work to ensure the Standards or Charter are both achievable and measurable.
2.6	Pilot the revisions to the Public Law Outline and prepare the organisation for implementation AD/All year	The whole-system pilot has commenced and will run to the end of 2013. The evaluation of the pilot is underway, with Cafcass contributing to its design and oversight.	<ul style="list-style-type: none"> • Completion and evaluation of pilot findings • Implementation of final version PLO
2.7	Produce a child outcomes framework for our public law work JGCD/Oct 13	A paper towards producing a Child Outcomes Framework for Cafcass has been produced, setting out some draft intermediate outcomes and domains that may be applicable to both public and private law work. The paper is being refined following discussion with Cafcass stakeholders. Subject to CMT sign-off (November 2013) further work will be undertaken to plan its implementation.	<ul style="list-style-type: none"> • Finalisation of a small number of key measurable outcomes by CMB • Pilot application of measures during last quarter of current year • Revisions to outcomes framework for full implementation during 2014-15

3 - STRATEGIC OBJECTIVE: ENHANCING OUR UNDERSTANDING OF DIVERSITY IN CASEWORK (GIVEN THE UNIQUENESS OF EACH CHILD WHOM WE HAVE RESPONSIBILITIES TOWARD)

	Bring the uniqueness of each child to the court's attention, including any diversity-related needs	Qtr 2 Update	Actions and priorities for next six months
3.1	Improve the analysis of diversity in casework, as part of the overall quality improvement agenda	All 17 service areas have, as at 26.9.2013 a named Diversity Ambassador, as does NIS and Customer Services.	<ul style="list-style-type: none"> • Diversity Ambassador Development day being planned to take place January 2014.

	LE/Sep 13	First Diversity Ambassador briefing distributed 24.9.13, with accompanying letter from HoS lead. E and D self-assessment tool for use in PLR completed, and signed off at OMT. Equality and Diversity module for new starter FCAs and BS developed on MySkills	<ul style="list-style-type: none"> Information as to learning and development needs identified in PLR's via use of tool to be gained by feedback from HoS to Liz Elgar, timescale for this December 2013. Establish SM's and DA's as practice educators, to facilitate workshops and opportunities for learning identified as effective.
3.2	Identify and respond to local and national Equality & Diversity issues arising from our work, applying any knowledge or practice changes in the Cafcass Operating Framework. LE/Sep 13	Links have been established with 'Deaf Hope' an organisation for deaf women experiencing domestic violence and they have been commissioned to produce training material for working with families where the child/ren and/or parent(s) is deaf. Training material will be completed in October. Quarterly meetings are in place with 'Big Word', provider of interpreting service, to improve the provision of interpreting services. Complaints about Big Word have decreased.	<ul style="list-style-type: none"> Initial phase actions completed and will be included in the revised OF

4 - STRATEGIC OBJECTIVE: BECOMING MORE EFFICIENT AND ECONOMICAL

	Provide all staff with IT which supports their job role and Cafcass business objectives	Qtr 2 Update	Actions and priorities for next six months
4.1	Replace the existing laptop estate with hybrid tablets and Ultrabooks RL/Dec 13	Rollout has commenced and is proceeding to plan with very few issues. 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.	<ul style="list-style-type: none"> Action completed at conclusion of roll out in December 13
4.2	Deliver the outsourced digitisation contract by the start of the 2014/15 financial year, at the latest SK/Mar 14	The project is 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.	<ul style="list-style-type: none"> Action completed at conclusion of deployment by end of March 2014 Specific actions required contained within detailed project plans
4.3	Deliver the new Electronic Case Management Systems by the start of the 2014/15 financial year, at the latest AO/Mar 14	The project contains 5 iterations of development. User acceptance testing for Iteration 1 and 2 will commence in early October. Development of iteration 3 is well advanced and planning around delivery of the product into the business (i.e. training) is making good progress. Dependencies have been addressed and risks are much reduced and the full product is anticipated to be available	<ul style="list-style-type: none"> Action completed at conclusion of design and implementation by end of March 2014 Specific actions required contained within detailed project plans

		in February 14.	
4.4	Develop a model office prospectus setting out the high impact changes possible in all offices. Model tested out before roll out AO/Sep Dec 13	The Model Office project has been extended to December and has made some progress with positive initial findings.	<ul style="list-style-type: none"> • Completion of pilot phase and evaluation of findings • Determination of benefits of any further extensions for other areas of enquiry • Implementation of changes to practice from first pilot phase
Number	Deliver the savings package required in 2013-15; focus on changing working practices on cases and centralising more functions into the National Business Centre	Qtr 2 Update	Actions and priorities for next six months
4.5	Review the SEC framework and update the contract and framework with a focus on centralising systems and support services, achieving the right balance between central/national co-ordination and local contract management. AP/July Nov 13	Internal processes and systems for SECs have been agreed by OMT and are in place. The 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, pending confirmation of the schedule of rates to be attached which will set out the remuneration rates for each type of case and their relevant fees . The new contract includes a term which sets out the expectations with regards to SEC reviews.	<ul style="list-style-type: none"> • Finalisation of schedule of rates • Implementation of new contract
4.6	Conduct a collaborative service review of business support, inclusive of business support staff; and propose changes/strategy, including saving contributions for 2014/15. AP/July 13	The business support survey has been completed. There is continued cooperation between HR and the unions to develop business support job descriptions which is ongoing. A business support manual will be produced and linked through the OF once the FWP projects have been completed.	<ul style="list-style-type: none"> • Finalisation of job descriptions for business support posts • Implementation of new posts into area teams • Design of manual to be considered on completion of Future Working Programme projects given their direct impact on existing local business support processes
4.7	Establish a menu of options for revisions to Terms & Conditions following staff consultation (Sept 2013). Package made available to all staff, by April 2014 at the latest. JS/Apr 14	Options will be presented to CMT in November 13. Delivery of the package remains on track for implementation from April 2014 with some 'voluntary' benefits becoming available before then.	<ul style="list-style-type: none"> • Finalisation of proposed scheme by CMT • Presentation to and discussion of scheme with Board • Discussions to be held with Trade Unions on proposed scheme • Implementation of revised scheme
4.8	Redesign of London accommodation and service to achieve a reduction in estate spend and further service improvement.	The Business Case in respect of this major estates project was approved by the Business Approval Panel in early September and the project is now progressing towards full	<ul style="list-style-type: none"> • Final agreement of interior space planning • Preparation of detailed

	SP/Apr 14	delivery i.e. the move to the new office, by March2014.	<p>implementation plans to decant from existing London offices to new site</p> <ul style="list-style-type: none"> • Consultation with staff affected by relocation in line with Relocation Policy
Number	Embed the Health and Wellbeing Plan, so that staff, team and organisational resilience increases as a direct result	Qtr 2 Update	Actions and priorities for next six months
4.9	<p>Conduct six monthly staff surveys in all service areas and national teams and make/embed changes that would improve the local service or operating environment (to commence in July 13).</p> <p>JS/Mar 14</p>	<p>Staff surveys have been conducted in A1, A3, A17 and Finance over the past 6 weeks and an agreed structure/questions for the wider staff survey is in place. A new 'Pulse Check' is also being developed which will ask specific questions every quarter – this will be open to all staff and launch in early 2014.</p>	<ul style="list-style-type: none"> • Staff surveys will be launched in all areas in November 13 and will include individualised questions • Pulse Check to be launched in early 2014 • I-resilience programme to be introduced from December 2013 • Team culture checks to be triggered at the first point of concern (system to be introduced) • Staff and team recognition scheme to be developed
4.10	<p>Produce national minimum standards for staff engagement</p> <p>SA/Sep Mar 14</p>	<p>Further consideration is to be given to this in the light of the actions being taken to strengthen workplace culture. This item will be revisited when planning for 2014/15</p>	<ul style="list-style-type: none"> • CMT review again in March 2014
Number	Enhance Employee Development options to support organisational stability	Qtr 2 Update	Actions and priorities for next six months
4.11	<p>Embed the Talent Management & Succession Planning Strategy; Applications to the Emerging Talent Programme to be accepted in May, August & November; programme to commence delivery in June 13.</p> <p>JS/Nov 13</p>	<p>The Talent Management Strategy was launched in April 2013. The programme commenced late September with 29 applicants being taken through for the October 2013 group. Phase 3 is on target for delivery in January 2014 and Phase 4 in April 2014.</p>	<ul style="list-style-type: none"> • Delivery of Phases 3 and 4 in January and April 14
4.12	<p>Implement a Learning Academy/Cafcass University (accredited modules to be available from April 14). Noting the importance of formal qualification in personal progression and service improvement. The project team have identified 3 strands to sit under the overall university: 1) Practitioner. This module is being developed with a view of receiving accreditation, allowing credits to be earned, similarly to the PQ process; 2) Business Support. The project</p>	<p>The business support and management streams of the Cafcass University are being led by HR. Proposals have been approved by CMT and Communications are being prepared to launch these aspects of the University programme. The social work programme is approved to proceed via a 'portfolio' route, with endorsement from the College of Social Work and linked to the domains of the social work professional capabilities framework (PCF)</p>	<ul style="list-style-type: none"> • Complete work in hand on business support and management streams • Identify priority social work programme for accreditation • Work with TCSW to endorse the national learning and development strategy and

	team are currently investigating/working with professional institutes to deliver accredited training; offering additional, more formal qualifications to BS colleagues than are currently available. 3) Leadership & Management Development. JØ JS Nov 13-Mar 14	which is owned by the College.	programmes <ul style="list-style-type: none"> • Discuss accreditation of the Advanced Social Worker programme with a suitable HEI (may need a tender process)
4.13	Update the governance framework and manual, strengthening the framework for transparency, child inclusion and evidence-based leadership, management and policy. JB/Oct 13	A consultation on the updated Governance Framework will take place in early October.	<ul style="list-style-type: none"> • Complete consultation on draft version • Finalise and publish agreed version to compliment revised OF publication schedule • Update Myskills and related training for changes

5 - STRATEGIC OBJECTIVE: USING OUR INFLUENCE POSITIVELY AS THE VOICE OF THE CHILD AND THE EYES AND EARS OF FAMILY COURTS

	Maintain positive relationships with all partner organisations, interest groups and pressure groups, nationally and locally	Qtr 2 Update	Actions and priorities for next six months
5.1	Establish and/or strengthen existing routes of communication with the major national child care voluntary organisations, to improve relationships and to identify strategic or operational partnership opportunities; and liaise with key pressure groups. KG/Nov 13	Meetings and discussions have taken place with NSPCC, Children's Society, Action for Children, National Family Mediation and NCB in relation to issues such as Evidence Based Decisions in Neglect, Looked After Children returning from Care and Private Law Demonstration Projects. Proposals in relation to working together on these issues are being developed. There have been meetings with Men's Aid, Family Law Society and Mankind to build on previous engagement. Proposal for Partnership and Stakeholder meetings have been made. There has been contact with individuals from Fathers for Justice by telephone and email.	<ul style="list-style-type: none"> • Finalise achievable proposals for collaborative working in areas already identified • Implement first round of partner/stakeholder engagement meetings
	Become known for expert social work in family court cases / and as a powerhouse of ideas and thinking regarding children's rights and needs	Qtr 2 Update	Actions and priorities for next six months
5.2	Publish (at least) four studies a year into the issues affecting children and how children's cases are handled by us and others. RG/All year	The Expert Witness study was published in May 13. The Individual Management Review Update will be completed in October. The study on Guardian Engagement is out for peer review, and is almost complete. The Service User Feedback Survey is complete, and will aim to report to the next Quality Committee. LIPs Studies x 2 (one complete,	<ul style="list-style-type: none"> • Complete studies as agreed in current years programme

		one to complete November). This is all on track and an ongoing objective.	
5.3	Implement a quarterly summary containing sector wide developments, practice knowledge, research, policy & case law relating to Care Leavers (CG); Early Years (MB) and Adolescence (LE) to be incorporated into casework in order to raise standards. RG/Quarterly	The first Quarterly Summary has been approved and published on the intranet.	<ul style="list-style-type: none"> • Summary to be circulated to Board • Subsequent quarterly summaries to be prepared and published in this manner