

CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE STRATEGIC PLAN DASHBOARD

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 in conjunction the Corporate Management Board's best judgement to show progress. 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 will commence in September to identify progress towards the target of 50%.
- Scorecards have now been developed and will be made live by 31 July 2013.
- Other development work that will help us achieve improvements in the quality of our work are:
 - Lessons learnt resulting from Pre-Proceedings Programmes are being written into the Operating Framework, a revised version of which will be released in September.
 - Area Quality reviews, which incorporate health check compliance and peer review, are being piloted. AQRs have been completed in A3 and A12 and A15 will be completed in July. Findings will be issued to the OMT in September.
 - Guidance for rule 16.4 appointments is being drafted and will be submitted to the OMT in July for approval.
 - A dedicated web page is being developed to be launched in September to assist with analytical assessments and will include practice guidance.
 - 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 is be submitted to the CEO in July for approval.

Family Justice Reform

- All four KPIs are being met.
 - 1: 99.9% (G) all 17 service areas are exceeding the target of 97%, despite the continuing high levels in care application demand (see page 8 for further details).
 - 2: 0.4 (G) all areas are meeting the target of less than 3 working days on average.
 - 3: 99.3% (G) all areas are within or higher than the green band of above 97% for the year to date
 - 4: 98.6% (G) all areas are exceeding 95% in the year to date.
- 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 nationally and will be introduced as each local area adopts the revised PLO between July and October 2013

Diversity

- ‘Deaf Hope’, an organisation for deaf women experiencing domestic violence, have 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 September 13.
- Quarterly meetings initiated with Big Word, provider of interpreting service, to improve the provision of interpreting services.
- As part of the E&D strategy the following tools have been developed and disseminated:
 - Presentation of the Equality & Diversity Strategy and the role of Service Manager as practice educator delivered at the development date in May 2013.
 - Audit tool to identify the impact and success of embedding E&D in frontline casework
 - Self assessment tool for use in PLRs
 - Service area ‘Diversity Ambassador’ role outline and ambassadors appointed.
 - Further, the EIT Initial Safeguarding Telephone Call outline has been updated to include E&D focus and circulated to all Heads of Service for implementation.
 - Service Area Development Days which have linked with local communities to develop best practice and the learning is being shared across all Service Areas using the Diversity Ambassadors and MySkills.

Resilience

- The Health & Wellbeing plan has been implemented. A general staff survey based on validated engagement survey questions (DSE) plus specific questions relevant to Cafcass will be undertaken in September.
- The new IT kit (Laptops and tablets) will be delivered between September and November. The Digitisation Service is on track to go live in October following a pilot in A15 during September.
- Thirty-five staff have been accepted onto the initial Emerging Talent programme and fifty-four ‘Strengths’ coaches have been accredited. The next application deadline for the Emerging Talent Programme is 1st September.

Influence

- An ‘Expert Witness’ study was published in May ‘13.
- Individual Management Review (IMR) Update research commenced in June.
- DCS have approved ‘Care Plan Fulfilment’ research.
- Relationships with NSPCC, Childline, Action for Children and Barnardo’s 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 are being scoped and will be submitted to the CEO in July.

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	▲

CORPORATE RISK REGISTER

Cafcass operates a Corporate Risk Register which identifies the risks considered to have greatest strategic relevance or represent the highest level risks to operations. An extract of the Register is provided below showing the risk, RAG status and indicating how we are 'trending' from the previous quarter.

Ref	Description	Risk Owner	Overall Risk 2012/13 Quarter 4	Overall Risk 2013/14 Quarter 1	Overall Risk 2013/14 Quarter 2
P1	Grant Funding 2014-16	CEO/DOF	N/A		→
P2	Quality of casework (Operational Element)	SD/AD's/HOS	N/A		→
P3	Implement the new Public Law Outline	SD/AD's/HOS	N/A		→
P4	Increase in demand in Public and Private Law	CEO/SD	N/A		↗
S1	High impact service user, stakeholder and staff engagement	CEO/SD			→
S2	Implementing, shaping and driving Family Justice Reforms	CEO/DHR			
S3	Improved technology	CEO/DOF			→
S4	Inspection and Reputation	CEO/SD			↗
T1	Further workforce development	CEO/DHR			↘