



CHILDREN AND FAMILY COURT ADVISORY AND SUPPORT SERVICE
STRATEGIC PLAN DASHBOARD
2018-19 QUARTER ONE

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 which is used to show progress against plans. The assessment of progress is made by the Corporate Management Team in conjunction with review of the organisations’ Corporate Work Programme and Strategic Risk Register.

Strategic Priority		RAG Status
QUALITY	Continue with further improvements to the quality of our work.	No Change
FAMILY JUSTICE INNOVATION	Implement our part of the family justice reform programme and bring innovation to our services.	No Change
DIVERSITY	Build further on our understanding of diversity in casework, always seeing the uniqueness of each child we have responsibilities towards.	No Change
EFFICIENCY AND EFFECTIVENESS	Continue to pursue efficiency and effectiveness in all services, looking to make further savings in our budget.	Improving
INFLUENCE	Use our influence positively as the voice of the child and the eyes and ears of family courts.	No Change

KEY ORGANISATIONAL ISSUES DURING THE QUARTER

- Demand trends in private and public law continues to increase.
- Other indicators of system-wide demand pressure affecting all agencies are mostly up e.g., outstanding cases in the system, the rate of s7 reports compared to C100’s (private law applications), high proportion of short-notice and emergency hearings in S31 cases (public law) and 16.4 appointments (private law) and growing listing delays.
- Case and system performance continues to be strong and national KPIs are being met. Some local areas have seen a short-term slippage in performance, as measured by delay. However, very few delays in case management or completion are arising because of Cafcass’ performance.
- The work to transition to a new IT network provider completed in June. Due to the complexity of the transition there has been some disruption to end users and workflow resulting in some delay affecting data input.

KEY ORGANISATIONAL ACHIEVEMENTS DURING THE QUARTER

QUALITY

- In the latest three-month period of April to June 2018 a total of 2,469 QAIs have been recorded for 1,065 current eligible staff – an average of 2.3 QAIs per staff. Grading continues to be positive with 75% of QAIs being graded as Good or Outstanding. OMT has raised the target to 90% compliance of 2 x QAIs per PLR period since the Ofsted inspection.
- National Thematic audits commissioned through the Operational Management Team (OMT) continue to demonstrate that quality is being maintained.
- The Ofsted inspection in March 2018 resulted in an overall finding of ‘outstanding’, achieved by only three other organisations in children’s social care. An action is in place to deliver the service improvements to meet Ofsted’s 4 minor recommendations.
- A service user engagement working group has been established and will meet in September to scope proposals for improving feedback and the service user experience.
- Agreement has been received from Nuffield Trustees to fund the Family Justice Observatory data platform in full. Data transfer is on track to be completed in Q3.
- Child Impact Analysis pilots finished in May 2018. The pilot, delivered across 3 areas (Chelmsford A14; North Yorkshire and York A2) and with Cafcass Cymru aimed to ensure the private law section 7 process remains child-centred, rather than ‘adult dispute centred’ at all times, by requiring FCAs to apply the skills they have in a different manner. Pilot evaluation has been reported to OMT and the analysis is being integrated into the Child Impact Assessment Framework.

FAMILY JUSTICE INNOVATION

- A private law practice innovation group has been established to prioritise and coordinate where practice changes are most needed, and to catalyse and provide oversight for work to be delivered in partnership. Initial analysis of short term amendments to CAP has been completed. A Public Law working group will be established in September and will produce initial analysis of PLO reforms. The ADCS/Cafcass work programme will be managed through these groups.
- The ‘Support with Making Child Arrangements’ pilot will end in August 2018. The Minister has agreed that the pilot will run until the originally agreed Practice Direction ends, so new cases will be taken until 23 July.
- Cafcass is developing a suite of private law assessment tools – collectively known as the Child Impact Assessment Framework, to help practitioners assess cases featuring behaviors associated with domestic abuse, high conflict, and parental alienation. This builds on the approach used in the existing Domestic Abuse Practice Pathway. A working group of Cafcass practitioners and managers helped develop the pathways, which are supported by an introductory document that sets out the principles of private law assessments and advises on how the pathways should be used. Rollout will commence in Autumn with all teams being trained by March 2019.
- The first phase of the evaluation of the ‘Cafcass Positive Parenting Programme’ pilot has been completed and the learning reported to OMT and further work is being taken forward. The aim of the pilot was to introduce a structured intervention that can be applied to rule 16.4 cases, to reduce conflict and reduce the time spent by Cafcass and the courts on these cases and was piloted in the first 50 Rule 16.4 appointment cases made across the country, which meet the suitability criteria.
- Cafcass has been working with a family relationships organisation, One Plus One, to create a Co-Parent Hub which will bring together a range of self-help tools and programmes available to parents. The platform has been built and is being piloted in A3 and will extend to A2 and A9 in September.

- Cafcass has a member of staff seconded to MoJ once a week to support collaborative working around private and public law, this includes further cross-departmental working, for example with DWP and HMCTS
- The CEO is leading work on a Local Family Justice Board's (LFJB) Success Framework' for the national Family Justice Board, so that best practice from high performing LFJBs can be more systematically captured and shared. Cafcass is continuing to make many local improvements to how the family justice system works, via our chairing or sponsorship of LFJBs.

INFLUENCE

- Cafcass remains actively involved in the Foreign and Commonwealth Office programme to improve the standards of child safeguarding in the British Overseas Territories. Training of staff in overseas territories continues to take place, facilitated by Cafcass and partners. In the coming months, Cafcass will be involved in supporting the project to identify areas of improvement in practice in further territories and in facilitating a number of webinars enabling governments to communicate with each other and share best practice, informed by Cafcass.
- Cafcass is represented on the Children and Families across Borders working group which meets quarterly. The working group is developing guidance on: safeguarding procedures when a child at risk travels abroad; UK social workers travelling abroad; impact of Brexit on cross-border child safeguarding. The NIS is developing guidance for Cafcass practitioners working on cases with an international element.
- Domestic Abuse Perpetrator Programme: A project team has been set up within Cafcass and in partnership with Respect to research the need for a commissioned service in private law proceedings which could address abusive behaviours by women within intimate partner relationships. The project team will use case studies and consider the wider research base and emerging literature in order to capture an extensive evidence base with the outcome being reported on in 2018.
- The local authority-led Cafcass Plus model has been piloted in five teams and evaluation reported to OMT. The aim of the model is to divert cases from court or narrow issues if the case does progress to proceedings.
- The Head of Legal Services represents Cafcass on the Family Procedure Rule Committee and contributing in development of Practice Directions and changes to the family Procedure Rules. This has included the new Practice Direction regarding Vulnerable Witnesses. The Committee meets every month under the Chairmanship of the President of the Family Division.
- Cafcass is represented by the Head of Legal Services at the Law Society Children's Committee which is a forum for exchanging information about issues in relation to children law from the legal profession and an opportunity to develop relationships with the children's solicitors and to provide them with news about Cafcass.
- Cafcass is represented at the Family Justice Council and contributing to the development of new Pre-Proceedings Guidance and a good practice template for courts in relation to domestic abuse.
- The Director of Strategy represents Cafcass on the advisory group for the judicial-led Settlement Conferences pilot. MoJ is leading the evaluation of the pilot. Cafcass is assisting to help obtain service user feedback from eligible cases by requesting their permission to pass their contact details to MoJ researchers for telephone interviews.
- Cafcass has been working with Dubit (a children's entertainment research and analytics company) to develop a Voice of the Child App. The App has converted the 'How It Looks To Me' booklet into a digital resource and the prototype is being piloted and will launched later in the year.

DIVERSITY (INCLUDING HEALTH & WELLBEING)

- Diversity data continues to be collated within ECMS and data reviewed by the OMT to consider compliance together with an analysis of the diversity of users within their areas to identify any gaps in commissioning or training.
- Cafcass has been successful in obtaining Disability Confident Leader status. The process for this included having our self-assessment verified by Disability Network and Diversity Champion representatives.
- Cafcass has continued to support diverse needs by developing the Mindfulness Pilot to trial different types of mindfulness training (one day session, shorter sessions over a period of time and online eLearning); and enhancing Macmillan Cancer support by piloting training for teams and launching Cancer Buddies.
- A new policy is being drafted to support staff affected by domestic abuse.
- Cafcass is now a member of the Employers' Initiative on Domestic Abuse.
- Cafcass Diversity Networks have been developed, with the Carers' Network being particularly active e.g. holding monthly meetings, designing and running a national campaign for Carers Week, and representing Cafcass at external events and writing blog and Channel C articles.
- Planning is under way for the Diversity Champion and Child Exploitation Ambassador development day being held in September 2018.
- The FJYPB continue to develop a range of top tips aimed at professionals working with children and young people including respecting children and young people's diversity; working with transgender and LGB children and young people.
- The gender pay gap report for 2017 has been published and shows that across the whole workforce, female staff on average earn 4.8% less per hour than male staff. Opportunities to reduce that gap are being looked into.
- Practice Experts now includes specialist diversity work such as working with trans adults and young people and working with Roma families.

EFFICIENCY AND EFFECTIVENESS

- The IT service successfully transferred to Littlefish during June 2018 which included several significant technical upgrades. All changes have been made and successfully applied and staff report a much faster and more reliable service both on the network and in key elements of our technical infrastructure, especially our electronic case management system (ECMS). There remain some issues which are being addressed by Cafcass IT and Littlefish. The transition of SharePoint hosting of ECMS to the new supplier, Version 1, also successfully completed in June. Both of these transitions are releasing substantial cash savings for reinvestment.
- The new solution for digitisation services is now in place. The new provider, Neopost, has replaced Fujitsu to process all court orders; local authority checks and level 2 police checks. This solution is also used for the C100 Scanning Pilot, a joint Cafcass and HMCTS project to trial the centralised processing of C100s. Business cases have been approved in both organisations for pilots in Bournemouth, Brighton and Coventry Courts later in the year.
- New mobile phone and video conference service contracts have been procured. New mobiles (iPhones) have been rolled out to staff. The new VC service will use Starleaf Cloud and Starleaf equipment will be rolled out to offices in quarter 2.
- Talent attraction and recruitment and selection of new staff has been a priority to meet increased demand. Recognised externally through award success. The new wellbeing model is being shared with staff through a range of channels – webinars, workshops, management development. We are also sharing good practice on wellbeing with external organisations such as Cafcass Cymru, Local Authority Ombudsman, MoJ.

- Emerging Talent is continuing to develop high performers and data showing outperforming on key measures such as throughput, sickness absence, PLR scores.
- A new learning portal is being developed and will launch in September 2018.
- New General Data Protection Regulations were introduced on 25 May 2018.

Measurement Key

	Inadequate Progress (not being met; remedial action required)
	Satisfactory Progress (Issues occurring but action in place)
	Good Progress (on target)

2018-19 STRATEGIC RISK REGISTER – Q1

Ref	Description	Risk Owner	Lead Assurance Committee	Current Residual Risk & Trend - last update	Current Residual Risk & Trend
P1	Grant Funding	CEO/DOR	ARAC	<i>No Change</i>	<i>No Change</i>
P2	Quality of casework (Operational Element).	NSD/ADs/HOP	Quality	<i>No Change</i>	<i>No Change</i>
P3a	Fluctuations in Public Law demand.	CEO/NSD	Performance	<i>No Change</i>	<i>No Change</i>
P3b	Fluctuations in Private Law demand.	CEO/NSD	Performance	<i>No Change</i>	<i>No Change</i>
P4	Workforce – Capacity	NSD/DOR/HoHR	Performance	<i>Risk increasing</i>	<i>No Change</i>
S1	Service user and staff engagement.	DoS/NSD/HoHR/HoC	Quality	<i>No Change</i>	<i>No Change</i>
S2	Effective Partnership Working	NSD/CEO/DOR	Quality	<i>No Change</i>	<i>No Change</i>
S3	Replacement of current ICT services and effectively navigating Government spending control processes.	DOR	ARAC	<i>Risk decreasing</i>	<i>Risk decreasing</i>
S4	Workforce – Engagement	DoS/NSD/HoHR/HoC	Performance	<i>No Change</i>	<i>No Change</i>
S5	Failure to protect the personal/sensitive data of service users.	NSD	Performance	<i>No change</i>	<i>No Change</i>