



Draft

**Cafcass Performance Committee Minutes
Monday 5 December 2016
21 Bloomsbury Street, Charles Dickens room**

Present

John Lakin, Chair of Performance Committee
Claire Tyler, Cafcass Board Member
Paul Grant, Cafcass Board Member (via Video Conference)
Stuart Smith, Cafcass Board Member (via Video Conference)

In attendance

Anthony Douglas, Cafcass Chief Executive
Christine Banim, Cafcass National Service Director (via Video Conference)
Helen Watson, Cafcass Director of Strategy (via Video Conference)
Elizabeth Morrison, Cafcass Information Assurance Officer (Minute- taker)
Nicola Blakebrough, Cafcass Board Secretariat

Apologies

Nickie Aiken, Cafcass Board Member
Anji Owens, Cafcass Assistant Director
Dr Elizabeth Gibby, Deputy Director, Family Justice Policy, Ministry of Justice.

MINUTES

1. Welcome and Apologies

The Chair welcomed everyone to the meeting. Apologies were received from Nickie Aiken, Cafcass Board Member; Anji Owens, Cafcass Assistant Director and Dr Elizabeth Gibby, Deputy Director, Family Justice Policy, Ministry of Justice (MOJ).

2. Draft Minutes of the Performance Committee 12 September 2016

The minutes of the meeting on 12 September 2016 were agreed as an accurate record.

3. Action Log/ Matters Arising

The Committee reviewed the Action log.

The Committee discussed the next steps for the work on child outcomes which had been an item at the October 2016 Board meeting. There will be an item at the March 2017 Quality Committee meeting which will cover the present position on outcomes and the next stages. It had been agreed that the Board were satisfied with the continued use and development of the Quality Assurance and Impact (QAI) framework to capture outcomes data and that this framework is now at a high standard. It was agreed at the 2 December 2016 Quality Committee meeting that child outcomes would form part of the exception reporting list to the Quality Committee and would include items based around policy and practice developments and data around child outcomes and any emerging data of significance.

The Committee discussed the action that 'MOJ colleagues agreed to investigate into the current work being done by the MOJ to address rising demand and report back to the Committee'. It was noted that this is now an ongoing dialogue between the Corporate Management Team and MOJ on rising demand and future resourcing.

In regards to the action 'The Chief Executive to keep the Committee sighted on the development of the diagnostic tool on mental health', the Director of Strategy noted that Cafcass has been working with Mental Health First Aid England to develop training around supporting staff at Cafcass and an item on this would be brought back to the Performance Committee at a later date.

All other actions were noted as being completed or on track. There were no further matters arising.

Action 1: An item on Cafcass' work with Mental Health First Aid England to develop training around supporting staff at Cafcass will be brought back to the Performance Committee at a later date.

4. Performance Report and Forecasting Update

The National Service Director presented the Performance Report and outlined the key themes in the paper, which includes the continued rise in public and private law applications and the record high demand in Public Law Care demand for the year to date (April to October 2016). Forecasts continue to predict increases in both public and private law demand for the rest of the 2016/17 financial year.

The Committee discussed the importance of ensuring that Self Employed Contractors (SECs) and agency staff work effectively within Cafcass' working requirements such as flexible working and analytical reporting. The National Service Director provided assurance on the strength of the SEC unit and acknowledged the challenges in using agency staff, due to the resource and time investment needed by managers for training. It was noted that the ongoing work on forward recruitment, including taking account of known planned departures through retirement, and streamlining applications will assist with rising demand.

It was noted that Key Performance Indicator (KPI) 4, filing times for Section 7 reports, was labelled as red in the report, when the key should be amber as only a small number of service areas are not meeting the KPI. The Committee stressed the importance of meeting our KPIs and providing assurance to our sponsor that KPIs are being met, as well as the need to condition KPI requirements accordingly if they are not being met. The Chief Executive provided assurance that the trend for KPI4 would improve but noted that KPIs will fluctuate over the next few months due to the continued increase in demand.

The Committee discussed the forecasting report which gave clarity on the variations between MOJ and Cafcass forecasts. Cafcass works closely with MOJ on data analytics but the MOJ use their own forecasting tool and a range of complex data in their forecasting. Staff are confident that Cafcass measures are robust. It was noted that the Committee should be kept alert to any further changes to Cafcass or MOJ forecasts.

5. Annual Diversity Report

The Committee reviewed the Annual Diversity report. The report provided an update on the impact of Cafcass' current Equality and Diversity Strategy and associated objectives, as well as an overview of the future priority actions.

It was agreed that as part of their Board Lead role, the Chief Executive and Caroline Corby, Board member, would consider the following issues: the issue of diversity at senior management level; a nuanced view of the diversity issues of local service areas; and a detailed review of the workforce diversity metrics and any changes to trends. The Committee acknowledged that issues around recruitment could have an impact on the ability to prioritise diversity in the workforce. The Committee also discussed the possibility of conducting a thematic audit of sensitivity to diversity issues in cases.

It was agreed that the MySkills presentation on radicalisation would be circulated to the Board. It was also agreed that the programme of thematic audits for 2017-18 would be an item at a future Quality Committee meeting.

Action 2: The MySkills presentation on radicalisation will be circulated to the Board.

Action 3: The programme of thematic audits for 2017-18 will be an item at a future Quality Committee meeting.

6. National Family Justice Board Performance Statistics

The Committee reviewed the recent National Family Justice Board performance statistics and agreed it had been useful to receive the data and that the performance statistics should come back to the Committee periodically.

Action 4: The National Family Justice Board the performance statistics should come back to the Committee periodically.

7. Strategic Plan Dashboard

The Director of Strategy presented the Strategic Plan Dashboard updated for Quarter 2. Good progress is being made against most of the strategic priorities but the 'Quality' and 'Family Justice Innovation' priorities have amber ratings. The Committee noted that the absorption of rising demand and maintaining improvements to quality are near the point of becoming conflicting priorities. The outcome of the social work innovation bid in partnership with local authorities and third sector partners is expected in December. It was agreed that the detail around KPIs should be amended to note that 'the increasing demand and workloads is starting to impact on KPI 4'.

Action 5: The detail around KPIs on the Strategic Plan Dashboard should be amended to note that 'the increasing demand and workloads is starting to impact on KPI 4'.

8. Review of Strategic Risk Register

The Chief Executive updated the Committee on the nature and level of risks within the Strategic Risk Register where the Performance Committee has lead assurance.

The risk relating to Workforce (S4) has been split to create a Priority category risk around Capacity (new P4), and a separate Strategic category risk for Engagement (S4). This change

has been made to acknowledge that the Capacity element is assessed as Red and there is rising pressure on staff through increasing demand and a deficit in FTE. The impact of this is higher workloads for staff. To date the increasing demand and workloads has not impacted quality of work, however the risk is being kept under close review.

The Committee discussed the additional mitigation activities being put in place for P4 including innovative recruitment work such as: revising the recruitment process; increasing the workforce capability to meet the much higher levels of demand; expansion of our Newly Qualified Social Worker (NQSW) programme; and re-branding of the self-employed contractor (SEC) unit. The Committee suggested that the Strategic Risk Register be a standing item on the Board agenda rather than an 'item for information' to allow ample time for discussion. It was also noted that the Strategic Risk Register will be updated prior to its submission to the January 2017 Board meeting and will take into account the demand figures for November and December 2016.

Action 6: The Strategic Risk Register will be a standing item on the Board agenda rather than an 'item for information' to allow ample time for discussion.

9. Corporate Services Presentation – National Commissioning Team

Carole Goodman, Assistant Director and Mike Coote, National Commissioning & Partnerships Development Manager joined the meeting to deliver the presentation on the work of the National Commissioning Team (NCT). The key messages were as follows:

- The NCT was restructured and rebranded in November 2014 from Commissioning and Partnerships to National Commissioning Team.
- In November 2015 a new DNA contract was successfully procured based on an innovative and cost effective process. This has been a good model which the team will learn from and use in future commissioning.
- In June 2016 the team externally recruited two NCT management posts with Local Authority commissioning expertise.
- Following the 'Limited' audit rating a newly implemented self-billing process in Child Contact interventions (CCI) has been introduced which will improve the accuracy of reporting.
- Future work for the NCT includes: using internet based tools to obtain more direct feedback from service users to make services as relevant and deliverable as possible; developing an improved Domestic Violence Perpetrator Programme for higher risk parties which will be more flexible and child focused; and developing an improved child impact framework linking commissioned service intervention to case outcomes.
- The NCT will seek to improve the strength and sustainability of the provider market through exploring new contracting models and opportunities to partner with other public sector providers.

It was noted that it would be useful to get more feedback from service users on Cafcass commissioned services (both positive and negative feedback) and that it would be useful to share this with the Board. The National Commissioning & Partnerships Development Manager will work with the Assistant Director responsible for complaints on developing feedback on commissioned services.

The Chair thanked colleagues for the presentation and asked to be kept in sight of work to align contracts with future private law developments.

Action 7: Feedback from service users on Cafcass' commissioned services will be shared with the Board.

10. Any Other Business

There was no further business.

11. Forward Planner

Following recent discussions about the rationalisation of Board papers, the Forward Planner for the Board and Committee which was previously taken early in the meeting has been moved to the end of the agenda. This is to provide the members with an opportunity to both review what is due to come to the next meeting, but also to allow a brief discussion on what the collective expectation of the exceptions reports are so that the papers can be properly targeted.

It was noted that the corporate services presentation at the Monday 6 March 2017 Performance Committee meeting would be on Cafcass' Legal and Governance services, and that this should cover the role of the Board in meeting governance requirements. This would also be discussed at the Board Planning Day on Friday 28 April 2017.

Action 8: The Legal and Governance services presentation at the Monday 6 March 2017 Performance Committee should cover the role of the Board in meeting governance requirements. This will also be discussed at the Board Planning Day on Friday 28 April 2017.

Action Summary

Action 1: An item on Cafcass' work with Mental Health First Aid England to develop training around supporting staff at Cafcass will be brought back to the Performance Committee at a later date.

Action 2: The presentation on radicalisation will be circulated to the Board.

Action 3: The programme of thematic audits for 2017-18 will be an item at a future Quality Committee meeting.

Action 4: The National Family Justice Board performance statistics should come back to the Committee periodically.

Action 5: The detail around KPIs on the Strategic Plan Dashboard should be amended to note that 'the increasing demand and workloads is starting to impact on KPI 4'.

Action 6: The Strategic Risk Register will be a standing item on the Board agenda rather than an 'item for information' to allow ample time for discussion.

Action 7: Feedback from service users on Cafcass commissioned services will be shared with the Board.

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