



**Cafcass Joint Quality and Performance Committee Minutes**  
**Tuesday 3 May 2016, 11.00 – 13.00**  
**21 Bloomsbury Street, Bentham Room and Charles Dickens Room**

**Present**

Baroness Claire Tyler, Chair of the Board  
Mary MacLeod, Deputy Chair of the Board and Chair of Quality Committee  
John Lakin, Chair of Performance Committee  
Nickie Aiken, Cafcass Board Member  
Fay Selvan, Cafcass Board Member (via Video Conference)  
Caroline Corby, Cafcass Board Member  
Deep Sagar, Cafcass Board Member  
Francis Plowden, Cafcass Board Member (Observer)  
June Thoburn, Adviser to the Quality Committee  
Joanna Nicolas, Adviser to the Quality Committee

**In attendance**

Anthony Douglas, Cafcass Chief Executive  
Christine Banim, Cafcass National Service Director  
Helen Watson, Cafcass Director of Strategy  
Anji Owens, Cafcass Assistant Director  
Steve Hunt, Cafcass Senior Head of Service, A6 and A17  
Keven Gibbs, Cafcass Senior Head of Service, A7, A8 and Customer Services  
Nicola Blakebrough, Cafcass Corporate Strategist  
Elizabeth Morrison, Cafcass Board and Corporate Support Assistant (Minutes)  
Stuart Moore, Ministry of Justice, Private Law Policy Lead (Legislation) & Cafcass Policy Sponsor  
Cheryl Wright, Ministry of Justice, Head of Sponsorship and ALB Assurance

**Apologies**

Stuart Smith, Cafcass Board Member  
Paul Grant, Cafcass Board Member  
Elizabeth Gibby, Ministry of Justice, Deputy Director A2J Strategy and Specialist Policy

**MINUTES**

**1. Welcome and Apologies**

The Deputy Chair welcomed everyone to the meeting, particularly Cheryl Wright, Head of Sponsorship and ALB Assurance at the Ministry of Justice, who was attending her first meeting. Introductions were made. Apologies were received from Stuart Smith and Paul Grant, Cafcass Board Members and from Elizabeth Gibby, Ministry of Justice, Deputy Director A2J Strategy and Specialist Policy.

The Deputy Chair announced that this would be June Thoburn's last meeting as advisor to the Quality Committee. The Committees thanked June for all her helpful advice and work over many years.

## **2. Annual Review of the Committees' Terms of Reference**

It was agreed that any queries in regards to the Committees' Terms of Reference would be sent to the Performance and Quality Committee Chairs who would discuss any suggestions or issues with the Chief Executive.

## **3. Outcomes Measures - Work in Progress**

### **QA&I framework: digitally capturing Outcomes and Added Value**

The Assistant Director delivered the presentation on capturing outcomes and added value. Outcomes of Cafcass' work are measured by examining a number of factors and the presentation demonstrated the tools used to measure outcomes, including the new Quality Assurance and Impact Framework. The framework is robust and has been revised to use a more strengths based, outcomes focused approach.

The presentation compared Cafcass to a health model for outcomes. The first measure, 'Clinical Outcome' can be compared to Cafcass' internal Quality Assurance (QA). This is the professional measure of impact or success based on measuring added value, impact of service, quality of practice and outcomes. The user reported experience measure can be compared to Cafcass' customer services work which aims to learn from the user experience of the Cafcass service. The user reported outcome measure in the health model equates to the project work on child outcomes.

The presentation also listed other tools Cafcass uses to measure outcomes, including the productivity tool which provides an overall score of productivity. The MyWork individual scorecard for individuals is now being aligned with the QA framework and Performance Learning Review (PLR) framework and will encourage constructive self-regulation. Performance View is a tool that is being developed which will enable managers to visualise the relative performance of individuals to support improvements in productivity.

It was suggested that a possible outcome could be judge's acceptance of FCA's recommendations and whether following this decision the child's wellbeing had improved. It was noted that this would be difficult to measure as Cafcass do not follow what happens to a child after its involvement in the case ends. The Committees noted that there is a difference between Cafcass' outcomes and overall child outcomes, as there are other issues which affect children's wellbeing beyond the remit of Cafcass.

### **Child Outcomes Project**

Steve Hunt, Senior Head of Service led the section of the presentation on the Child Outcomes Project. The project's methodology is informed by an outcome focused model created by Mark Friedman. The model asks three questions of organisations: 'How much did we do?'; 'How well did we do it?' and 'Is anyone better off?' The project will examine what value is added by Cafcass, whether service users feel Cafcass helped them and treated them well. The Child Outcomes pilot in private law is under way in Kent, Essex and Newcastle and is based on triangulated evidence between the court, Cafcass and adult and children and young people.

It was agreed that the time frame for following up with service users after Cafcass' case involvement has been completed would need to be carefully considered. The Deputy Chair

noted that the pilot is a real step forward, and that the Quality Committee and Board will input in to the planning of the next stage of the project after the pilots.

### **Presentation from the Tri-borough on their approach to outcome measures**

The Chief Executive introduced Emily Woodman from the Tri-borough who works on case progression. Emily's presentation demonstrated how the Tri-borough successfully measures outcomes for children.

The presentation illustrated that scrutiny is crucial for final decision making in case planning. The presentation also listed the Tri-borough's internal measures, such as Steering Groups, IROs and post case reviews; and external measures such as representation on London Family Justice Boards and the March 2016 Ofsted inspection, which ensure outcomes for children are effectively captured.

It was agreed that Cafcass could improve its work on outcomes by providing greater feedback to judges and to local authorities and by ensuring that the level of feedback is consistent across all Cafcass service areas.

Following the discussion, it was agreed that there would be follow up Board seminar on outcomes which would include papers from the joint Committee meeting. The seminar would also consider Cafcass' role and how Cafcass can contribute to a wider evaluation of the family justice system. It was also agreed that the Deputy Chair, Performance Committee Chair and the Director of Strategy will also examine the issue of outcomes following the Board seminar as part of their Board lead role.

The Deputy Chair thanked all for the useful discussion and thanked everyone for their contributions.

Action 1: There will be a follow up Board seminar on outcomes which will include papers from the joint Committee meeting. The seminar will also consider Cafcass' role and how Cafcass can contribute to a wider evaluation of the system

Action 2: The Deputy Chair, Performance Committee Chair and the Director of Strategy will examine the issue of outcomes as part of their Board lead role.

## **4. Performance Report**

The Assistant Director presented the Performance Report for March 2016 and the report on open care stock duration. The key themes of the Performance report included the continued rise in care and private applications, and record high demand in Public Law Care demand for the 2015/16 financial year.

The Committees discussed Cafcass' KPIs and the National Service Director outlined the work that has ensured Cafcass continues to meet KPIs as demand continues to increase, including improved technology, reduced travel and reduced sickness levels. Cafcass is also an employer of choice which means that skilled practitioners are now keen to join the organisation. The National Service Director acknowledged that there will come a point where practitioners cannot continue to absorb the work as demand increases.

The Deputy Chair noted that the Performance and Quality Committees and the Board will continue to review and scrutinise the issue of demand, capacity and resource.

## **5. Evaluation of the Psychology Pilot**

The Assistant Director presented the evaluation of the National Psychologist Pilot. The pilot has concluded and the evaluation report has been considered by CMT and OMT, who have agreed the national rollout of the service.

It was noted that the overall take up rate of the consultation slots could be improved in order to maximise take-up. The National Service Director informed the Committees that the service will now be targeted and promoted locally.

One of the cited benefits of the service was its assistance with facilitating a more in-depth psychological analysis of the child's needs. The Chair of the Board noted the importance of assessing the therapeutic needs and the emotional wellbeing of children. The Assistant Director noted that Cafcass is looking to strengthen the service's child focus in the retendering process.

It was noted that experts are now used less frequently in court and so it is important that Cafcass practitioners are upskilled so they have the expertise needed to reduce the unnecessary use of experts. The National Service Director provided assurance on this to the Committees.

## **6. Complaints Update**

Kevin Gibbs, Senior Head of Service presented the Complaints Update. At the last meetings of the Quality & Performance Committees, there was a request for some specific information to be provided on the differences between complaints in Public & Private law case; further information on the number of complaints per Service Area where there have been three or more complaints made against an FCA; and further information on the liaison with the PHSO and learning from the work done over the last twelve months.

The Senior Head of Service outlined the process undertaken when a member of staff is responsible for a complaint. Further training or disciplinary action is taken if necessary, but this is dependent on the context of the complaint, to what extent the complaint has been upheld and whether it is an issue of learning and development or of professional practice.

The Committee noted the disproportionate number of complaints in A11 and A15B. The National Service Director noted that the complexity of city issues and the high volume of cases may be attributing to the high level of complaints for A15B, but informed the Committees that work is being done to investigate the high complaint levels in these two service areas, and this will be reported back to OMT.

It was agreed that the annual complaints report will continue go to both the Quality and Performance Committee as an annual item for review.

**Action 3:** The annual complaints report will continue go to both the Quality and Performance Committee as an annual item for review.

## **7. Child Protection Policy and Reports**

The Committee reviewed the report into notifications of serious incidents and Cafcass' input into serious case reviews (SCRs). Rebecca Dale, Corporate Support Officer joined the meeting for the item. She clarified that if an adult has died while the case is open to Cafcass then Cafcass are required to complete a Serious Incident Notification (SIN). The Deputy Chair emphasised the unpredictability of some of these serious incidents due to the complexities of predicting human behaviour, and the need for the Committees to remember this context when reviewing the figures.

## **8. Any Other Business**

It was agreed that Cafcass acronyms would be removed from Committee papers going forward to avoid confusion, or that a clear glossary is provided to aid comprehension.

There was no further business.

Action 4: Cafcass acronyms will be removed from Committee papers going forward to avoid confusion, or a clear glossary will be provided to aid comprehension.

### Action Summary

Action 1: There will be a follow up Board seminar on outcomes which will include papers from the joint Committee meeting. The seminar will also consider Cafcass' role and how Cafcass can contribute to a wider evaluation of the system.

Action 2: The Deputy Chair, Performance Committee Chair and the Director of Strategy will examine the issue of outcomes as part of their Board lead role.

Action 3: The annual complaints report will continue go to both the Quality and Performance Committee as an annual item for review.

Action 4: Cafcass acronyms will be removed from Committee papers going forward to avoid confusion, or a clear glossary will be provided to aid comprehension.