



Draft

**Cafcass Performance Committee Minutes
Monday 25 January 2016
21 Bloomsbury Street, Boardroom B and C**

Present

John Lakin, Chair of Performance Committee
Claire Tyler, Cafcass Board Member
Nickie Aiken, Cafcass Board Member
Paul Grant, Cafcass Board Member

In attendance

Anthony Douglas, Cafcass Chief Executive
Christine Banim, Cafcass National Service Director
Anji Owens, Cafcass Assistant Director (via Video Conference)
Elizabeth Morrison, Cafcass Board and Corporate Support Assistant (Minute-taker)
Dr Elizabeth Gibby, Deputy Director, A2 Strategy and Specialist Policy, Ministry of Justice
Jelena Lentzos, Ministry of Justice Representative

Apologies

Stuart Smith, Cafcass Board Member

MINUTES

1. Welcome and Apologies

The Chair welcomed everyone to the meeting. Apologies were received from Stuart Smith, Cafcass Board member.

2. Draft Minutes of the Performance Committee 12 October 2015

The Committee requested an update on the following items from the 12 October 2015 meeting:

HR Sickness Absence Update: It was confirmed that work was being done on staff's caring responsibilities for elderly relatives and that this would start in the new financial year.

Age distribution of children entering Cafcass' service: The Assistant Director will circulate an update paper to the Committee.

Update on Care Case stock duration and activity: The National Service Director and Assistant Director will produce an update paper for the next Committee meeting in May.

Following these updates, the minutes of the meeting on 12 October 2015 were agreed as an accurate record.

Action 1: The Assistant Director to circulate an update paper on age distribution of children entering Cafcass' services to the Committee.

Action 2: The National Service Director and Assistant Director will produce an update paper on Care Case stock duration and activity for the next Committee meeting in May.

3. Action Log/ Forward Planner/ Matters Arising

The Committee reviewed the Action log. All actions were noted as being complete or on track.

The Committee reviewed the Forward Planner. It was agreed that the agenda for the joint Performance and Quality Committee meeting in May would need to be reviewed at the next Chairs Conference Call and that the agenda from last year's joint Committee meeting would be circulated as part of the call.

There were no further matters arising.

Action 3: The agenda for the joint Performance and Quality Committee meeting in May to be reviewed at the next Chairs Conference Call and the agenda from last year's joint Committee meeting will be circulated as part of the call.

4. Performance Report

The Assistant Director presented the Performance Report and outlined the key themes of the paper, which include the rise in care and private applications.

The Committee discussed the work being done at present within the family justice sector to tackle rising demand. It was noted that culture change in some parts of the family justice system is one of the main factors in reducing demand. The Deputy Director, A2 Strategy and Specialist Policy (Ministry of Justice representative) agreed to investigate the work the Ministry of Justice (MOJ) are doing at present to address rising demand and to report this back to the Committee. Claire Tyler, Performance Committee member also agreed to raise this at her next quarterly catch up meeting with Caroline Dinenage, Parliamentary Under Secretary of State at the MOJ.

It was noted that a key for the data trends in the Performance Report would be helpful and the Assistant Director agreed to add this to the report.

Action 4: The Performance Report to be amended to include a key for the data trends.

Action 5: MOJ colleagues to investigate into the current work being done by the MOJ to address rising demand and report back to the Committee.

5. Complaints Update

The National Service Director presented the annual complaints update. She noted that this was a very successful area of work within the organisation. It was noted that the overall number of complaint referrals has reduced over the last year, however the overall complexity of the complaints received is increasing. A relatively high percentage of adult complainants are litigants in person and chronic litigants, with multiple court applications and complaints. More work is being done with the Family Justice Young People's Board in regards to children's complaints. The rate of compliments continues to improve which is positive.

The Committee congratulated all involved for the very good work. It was noted that it would be helpful for the report to include more detail on our learning from complaints and qualitative work on complaints. It was agreed the content of the annual report would be reviewed and this would be taken into account.

6. Estates Planning Update

The National Service Director presented the Estates Planning Update to the Committee. Cafcass has reduced its estate from 93 to 43 offices since 2008. Further relocations and disposals to reduce the number of hold over leases are being considered. All relocations are subject to Cafcass' workspace ratio and conditions of the Cabinet Office.

The Committee discussed the importance of taking employee's health and wellbeing into consideration as part of Cafcass' approach to estates planning, as well as the benefits of office colocation with courts.

7. Strategic Plan Dashboard

The Chief Executive presented the Strategic Plan Dashboard updated for Quarters 2 and 3. It was noted that good progress is being made against all five strategic priorities.

The Committee noted that whilst it was important to acknowledge progress against the Strategic Plan, it was also important to note the current issues such as increase in demand and pressure, to provide a fuller picture of the current status.

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.

For Strategic Risk S5, Workforce, it was agreed that this risk rating should be changed to amber to reflect the uncertainty around the strategic pay review and the negative impact any review may have on staff.

Action 6: [The residual risk for S5 Workforce to be increased to Amber.](#)

9. Corporate Services Presentation - Administrative budget

The Director of Resources joined the meeting to give a presentation on Cafcass' Administrative budget.

The presentation outlined the definition of administrative spend, Cafcass' administration expenditure profile which has reduced greatly over recent years, and Cafcass' current administrative spend. The Director of Resources also explained the process for identifying the 50% admin spend reduction between 2016- 2020.

Jelena Lentzos, Ministry of Justice representative informed the Committee that the allocations process for 2016-17 has started. The Committee noted that the allocations process for 2016-17 should be a sophisticated process which should take into account each ALB's individual circumstances.

The Chair thanked the Director of Resources for the informative presentation.

10. Any Other Business

There was no further business.

DATE AND TIME OF THE NEXT MEETING: Joint Quality and Performance Committee, Tuesday 3 May 2016, 11.00 – 13.00

Action Summary

- Action 1: The Assistant Director to circulate an update paper on age distribution to the Committee.
- Action 2: The National Service Director and Assistant Director will produce an update paper on Care Case stock duration and activity for the next Committee meeting in May.
- Action 3: The agenda for the joint Performance and Quality Committee meeting in May to be reviewed at the next Chairs Conference Call and the agenda from last year's joint Committee meeting will be circulated as part of the call.
- Action 4: The Performance Report to be amended to include a key on the trends.
- Action 5: MOJ colleagues agreed to investigate into the current work being done by the MOJ to address rising demand and report back to the Committee.
- Action 6: The residual risk for S5 Workforce to be increased to Amber.