



Draft

**Cafcass Performance Committee Minutes
Monday 11th May 2015
21 Bloomsbury Street, Boardroom B and C**

Present

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

In attendance

Anthony Douglas, Cafcass Chief Executive
Christine Banim, Cafcass National Service Director (via VC)
Anji Owens, Cafcass Assistant Director (via VC)
Nicola Blakebrough, Cafcass Corporate Strategist
Elizabeth Morrison, Cafcass Board and Corporate Support Assistant (Minute- taker)
Paul Grant, New Cafcass Board Member (Observing)
Deep Sagar, New Cafcass Board Member (Observing)
Jelena Lentzos, Ministry of Justice Representative (Deputy)

Apologies

Stuart Smith, Cafcass Board Member
Kam Singh, Cafcass Board Member
Alison Wedge, Ministry of Justice, Head of ALB Governance Division

MINUTES

1. Welcome and Apologies

The Chair welcomed everyone to the meeting, particularly the new Cafcass Board members who were attending the meeting as observers. Apologies were received from Stuart Smith and Kam Singh, Cafcass Board Members, and from Alison Wedge (MoJ).

2. Draft Minutes of the Performance Committee 26 January 2015

The minutes of the last meeting on 26th January 2015 were agreed as an accurate record.

3. Action Log/ Forward Planner/ Matters Arising

The Committee reviewed the action log and the forward planner. The report on the results of the Performance Learning Reviews audit will be submitted to the joint Quality and Performance Committee meeting in July.

The Chief Executive reported that he had attended a meeting with David Simmonds, Local Government Association (LGA) and confirmed that regular meetings would be diarised to continue discussion on the future of children's services. The Chair noted that it is important that we have a good working relationship with the LGA and that she would also try to attend any future meetings. Nickie Aiken, Board Member, would also be happy to attend future meetings.

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

4. Update on Case Duration

The Assistant Director presented two reports on Case Duration in both Public and Private Law.

The first report provided details on current open duration of care cases, and highlighted long standing 'legacy cases' and the impact these cases have on our case duration averages. The impact of legacy (pre PLO) cases on the overall duration of open care cases from first application to last recorded hearing is an additional 3 weeks. The next step is to produce a standard report that will demonstrate care case stock duration alongside case activity. This report will enable managers to consider action being undertaken on legacy cases and will be presented to the next Performance Committee once available.

The second report provided an account of the duration of Private Law cases that have been closed across the most recent seven quarters for which data is available. The national average private case duration has increased slightly across the 7 quarters' period (April 2013 to December 2014), from an average of 26 weeks in Q1 2013-14 to 27 weeks in Q3, 2014-15. Work is now being done to identify methods to reduce private law case durations. Work is also being done to ascertain the impact on case durations in the private law pilots. The Chair thanked everyone for the interesting and wide-ranging discussion.

Action 1: [The report on Care Case Stock duration and Case Activity to be brought to the Performance Committee once available.](#)

5. Performance Report

The Assistant Director presented the Performance Report for March 2015. The key themes of the paper included a continued increase in demand and duration of Private Law cases. Public Law demand is also increasing whilst Public Law case duration continues to show an overall decrease. All KPIs have exceeded target levels for March 2015.

The Chief Executive informed the Committee that there are several small scale live studies from local authorities which show interesting data in regards to changes in children's care plans. It was agreed that it would be useful for the Chief Executive to discuss national and local data on care applications as part of his meetings with David Simmonds of the Local Government Association and on a continuing basis with ADCS.

The Chief Executive informed the Committee that the format of the Performance Report is currently undergoing revision. The revised format Performance Report would be brought to the Joint Performance and Quality Committee meeting in July. The Private Law Heat Maps are also undergoing revision and will be brought to the Committee in a revised format at the Joint Performance and Quality Committee meeting in July.

Action 2: [The revised format Private Law Heat Maps to be brought to the Joint Performance and Quality Committee meeting in July.](#)

6. Strategic Plan Dashboard

The Chief Executive presented the Strategic Plan Dashboard, updated for Quarter 4. It was noted that the dashboard makes reference to the work of the Innovation Board under the 'Economy and Efficiency' strategic priority. It was agreed that it would be useful if the work of the Innovation Board could be reported back to the Performance Committee and that the papers from the most recent Innovation Board meeting would be re-circulated.

The Chair requested that under the section on Influence, that the national organisations that we are in dialogue with are listed.

Action 3: Papers from the Innovation Board meeting to be re-circulated.

Action 4: In the Strategic Plan Dashboard, the section on Influence to be updated with the detail of national organisations that we are in dialogue with.

7. Review of the 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.

It was agreed that the overall risk rating for Priority Risk P3a, Fluctuations in Public Law demand, should be amended from a green to amber, given the increase in public law applications for Quarter 4, as outlined in the Performance Report.

8. Parliamentary and Health Service Ombudsman Report

The Chief Executive presented a summary of Ombudsman investigations for Quarter 4 and an annual summary for 2014-15.

The majority of complaints are not upheld or investigated. Where a complaint has been upheld, it is often a specific aspect of the complaint rather than the complaint in full, which demonstrates an improvement in our work. The Chief Executive informed the Committee that our complaints process has been commended by the Ombudsman.

It was noted that there has been less of a focus on complaint handling within Ombudsman investigations for 2014-15, and instead findings were often regarding the complaints process failing to identify and/or put a practice related matter right.

9. Corporate Services Presentation – Management Information Service

The Chair welcomed Ben Rolfe, Innovations Project Manager to the meeting. Ben gave a presentation which provided an overview of the work of the Management Information Service (MIS). The key points of the presentation were:

- The purpose of the MIS is to support strategic decision making and improvement by staff through the collation of high quality data, metrics and analytics.
- The role of the service is varied and diverse, as it provides data, metrics and analytics for a variety of areas and needs. This includes customer service data, project support, data for ECMS development, finance and HR data, and data for corporate governance.
- The service continues to develop and improve the organisation as it helps makes managers and staff more informed and analytical; it will enable advanced future demand forecasting; and it will provide significant enhancements via opportunities with technology.

The Chair thanked Ben for the informative presentation.

10. Any Other Business

Nickie Aiken, Cafcass Board Member, noted that during recent visits to Cafcass offices and to the High Court she had been very impressed with the enthusiasm and professionalism of Cafcass staff in their work. The Chair thanked Nickie for this positive and helpful feedback.

DATE AND TIME OF THE NEXT MEETING: 27 July 2015, 11.00 – 13.00 (Joint Performance and Quality Committee meeting)

Action Summary

- Action 1: The report on Care Case Stock duration and Case Activity to be brought to the Performance Committee once available.
- Action 2: The revised format Private Law Heat Maps to be brought to the Joint Performance and Quality Committee meeting in July.
- Action 3: Papers from the Innovation Board meeting to be recirculated.
- Action 4: In the Strategic Plan Dashboard, the section on Influence to be updated with the detail of national organisations that we are in dialogue with.