



MINUTES OF THE JOINT PERFORMANCE AND QUALITY COMMITTEE

Monday 12 May 2014, 10:30-12:30

21 Bloomsbury Street, London

Present

Claire Tyler, Cafcass Board Chair
John Lakin, Deputy Chair of Performance Committee
Mary Macleod, Chair of Quality Committee
Stuart Smith, Cafcass Board Member
Kam Singh, Cafcass Board Member
Honor Rhodes, Cafcass Board Member
June Thoburn, Adviser to the Quality Committee

In Attendance

Anthony Douglas, Chief Executive
Christine Banim, National Operational Director
Richard Green, National Child Care Policy Manager
Anji Owens, Assistant Director
Jigna Patel, MIS Operational Manager
Holly Jeapes (minutes)
Anita Addae (minutes)

Apologies

Ian Butler, Francis Plowden, Fay Selvan and John Hall.

MINUTES

1. Welcome

The Chair of the Board welcomed everyone to the Joint Performance and Quality Committee meeting.

2. Draft Minutes of Performance 27th January 2014 Meeting and Quality Committee on 29th January 2014

Both sets of minutes were agreed as an accurate record. It was noted that all of the actions are completed or on track.

3. Action Log, Forward Planners and Matters Arising

Upon review of the Performance Committee minutes and Action Log, it was agreed that the actions from item 2 of the minutes from 25th November 2013 should be added to the action log. The Board Seminar focussing on *'impact of mental health issues on working with children'* was discussed, alongside the suggestion that Duncan Selbie (Chief Executive Designate of Public Health England) could be invited to talk at the seminar. An in house pilot on psychological support to FCA's was discussed. It was agreed that an invitation would be extended to those involved in this pilot to attend the Board seminar, to be scheduled for October 2014.

There were no further matters arising.

Action 1: It was agreed that the actions from item 2 of the Performance Committee minutes from 25th November 2013 should be added to the action log.

4. Performance Measures in use for 2014/15

The Chief Executive presented the paper on performance measures in use for 2014/15.

Key points:

- KPIs 1-4 have exceeded target levels for the year to date. It was noted that although the KPIs are exceeding their targets they are still important to measure.
- These KPIs will remain the same in 2014/15.
- KPI 5 was included as a new measure for Cafcass in 2013/14 and will be used as an internal management information tool for all agencies in the family justice system throughout 2014/15, but not henceforth as a KPI.
- Key Performance Measures are monitored at the national Family Justice Board and at all 38 Local Family Justice Boards in England. Cafcass data is submitted on a quarterly basis for KPM4a.
- Other measures reported on at OMT include Cafcass Efficiency Measures and demand measures.
- In 2014/15 Cafcass will aim for 60% of work to be graded as *good* or *outstanding* by November 2014. A fresh target will be set for April 2015, following the results of the November 2014 audit.
- A further target is that the quantum of work graded as *not met* in 2014/15 will reduce from 19% to 14% by November 2014, with a further reduction to 10% by April 2015.

It was agreed that the Performance Committee should be copied into the circulation of the national Family Justice Board Performance Evidence Packs which are produced on a quarterly basis. The Performance Committee will monitor and scrutinise these papers on a quarterly basis.

It was agreed that the Research Governance Committee could be strengthened by forming a sub-committee of the Quality Committee. It was noted that the Quality Committee terms of reference will need to be amended to reflect this.

The Chief Executive informed the Committee that Cafcass is working with the Chief Social Worker, ADCS, local authorities and (possibly) Ofsted to define what constitutes 'outstanding' social work practice using case studies, examples and practice models. Once completed, this will be an item for a future Quality Committee meeting.

The Assistant Director agreed to bring the tools used for internal auditing of the quantum of work graded as '*good*', '*not met*' and '*outstanding*' which are regularly benchmarked, to the next Quality Committee. The Committee was informed that the grades awarded by Ofsted were congruent with those awarded by Cafcass' auditors in 73% of cases scrutinised for inspection purposes.

The Chief Executive clarified that as stated in the Ofsted Report '*the further target to achieve 70% good by April 2015*' will be subject to the outcome of the November 2014 audit. The target set needs to be a 'stretch' target but also it must be realistic.

Action 2: The Assistant Director agreed to bring the tools used for internal auditing of the quantum of work graded as 'good', 'not met' and 'outstanding' which are regularly benchmarked, to the next Quality Committee.

Action 3: The Performance Committee should be copied into the circulation of the national Family Justice Board Performance Evidence Packs which are produced on a quarterly basis.

Action 4: The Quality Committee terms of reference will need to be amended to reflect the Research Governance Committee forming a sub-committee of the Quality Committee.

5. Cafcass Ofsted report 2014: discussion and next steps on performance and quality

The Chief Executive presented the Cafcass Ofsted report and the following points were highlighted:

- Both the verbal as well as written inspection outcomes have been captured for development of the action plan, with the anticipation that the vast majority of actions will be completed and signed off within the next six months.
- The action plan following the Ofsted inspection will be an item for the next Board meeting in June 2014.
- Each local service area has produced a 'getting *better to better*' action plan following the Ofsted inspection.
- It was agreed that it is important to embed the feedback from service users into the action planning process
- The Chief Executive and Chair of the Board noted that the Ofsted report has already had a positive impact on the way Cafcass is viewed as an organisation..

6. Quality Committee Standing Items:

The Chair of the Quality Committee introduced the following Quality Committee standing items: the Quarterly Rolling Report on SCR figures (6.1); and Individual Management Reviews (6.2), both of which are scrutinised at each Quality Committee meeting, in order to review risk and consider key learning points.

The National Child Care Policy Manager presented the papers as follows:

6.1 Quarterly Rolling report on SCR figures

The quarterly paper sets out the statistics relating to notifications made to Cafcass of deaths and serious injuries to children. Over the last year there has been a substantial increase (30%) in the number of notifications of deaths and serious injuries, with considerably more occurring in public law cases compared with private law cases. Previously more notifications were derived from private law cases than public law cases, suggesting that there is no discernible pattern.

The National Child Care Policy Manager clarified that we are notified of incidents, deaths or serious injuries (and periodically asked to contribute to SCRs) where the child is not known to Cafcass but other family members are.

6.2 Individual Management Reviews - learning and actions taken

The National Child Care Policy Manager presented a paper summarising the five IMRs, and learning derived from each, emphasising that there are relatively few formal recommendations as most learning is disseminated via research, training, team discussions and so on.

Members of the Joint Committee requested bullet points at the end of the IMR paper to explain in general how learning from serious case reviews is cascaded throughout the organisation. The National Child Care Policy Manager agreed to add this to the paper and also agreed to circulate the *'Learning from Cafcass IMR's research 2013'* to the MoJ policy team for information.

The Chair of the Board thanked the National Child Care Policy Manager for sharing both papers, noting the importance of viewing this data for its insight into practice and the learning that is derived from this.

6.3 Draft Quality Account

The Chief Executive presented the draft 2013/14 Quality Account incorporating amendments from discussions at previous Quality Committee meetings.

The following comments were made:

- The Committee commended those who had worked on the Quality Account.
- A professional designer should be involved to have a 'less is more' approach, to reduce the quantity of text on some pages.
- A short section should be added at the end of the paper on 2014/15 programmes which will further improve quality such as, the completion of the Ofsted action plan, the next stage of the *'getting better and better'* programme, improved real time feedback from children and families, stronger and more consistent joint working with IROs, learning and applying the lessons from Serious Case Reviews (SCRs).
- More systematically including an A, B and C under every heading.
- More information about our work on children; and on equality and diversity in our casework.

The Chief Executive agreed to make the amendments discussed to the Quality Account, following which the Chair of the Board and the Chair of the Quality Committee can sign off the Quality Account outside of the meeting.

Action 5: The National Child Care Policy Manager agreed to add the bullet points as discussed to the IMR paper and also agreed to circulate the *'Learning from Cafcass IMR's research 2013'* to the MoJ policy team for information.

Action 6: The Chief Executive agreed to make the amendments discussed to the Quality Account, following which the Chair of the Board and the Chair of the Quality Committee can sign off the Quality Account outside of the meeting.

7. Stocktake of the work of the Performance and Quality Committees

The Committee agreed that points 4, 5 and 6 of the draft Performance Committee terms of reference should be merged into one point outlining our influence on the family justice system as a whole. The Committee agreed to remove, from the preamble of the Quality

Committee terms of reference, work that has already been completed, including the reference to the Quality Account.

In light of discussions the following items were agreed to be added to the forward planners:

- The Chief Executive will ask Judge Stephen Cobb, to present the same presentation that he did at the Cafcass National Managers' Conference at the Board seminar in June 2014.
- The Ofsted action plan will be submitted to the next Board meeting in June.
- An item on learning from complaints should go to the Quality Committee on an annual basis.
- Area Peer Reviews to come to the next Quality Committee meeting; the National Service Director agreed to invite a Head of Service to present the item with her.
- The Learning and Development Strategy and National training plan for 2014/15 to be presented to the next Quality Committee meeting.
- A paper on our trend analysis of resources over the next couple of years, including our demand projections, against other aspects of our functions should be presented to the next Performance Committee in September 2014.

The Chief Executive and Chair of the Board agreed to write a one page summary to sign off the Board Effectiveness Action Plan, as the actions have been completed. It was also agreed that Board effectiveness should now be measured against the five strategic priorities.

A discussion took place about whether there is an overlap of the scrutiny of corporate services at ARAC and the Performance Committee. It was clarified that the Performance Committee should scrutinise corporate items against the five strategic priorities.

It was agreed that the Performance and Quality Committees should remain as two separate committees for the next year. In light of the discussions, the Chair of the Quality Committee and the Chair of the Performance Committee agreed to work with the Board Secretary and the Chief Executive on the Committees future work programmes, including making the amendments to both Committees Terms of Reference.

Action 7: The items discussed were agreed to be added to the forward planners.

Action 8: The Chief Executive and Chair of the Board agreed to write a one page summary to sign off the Board Effectiveness Action Plan, now that the actions have been completed.

Action 9: The Chair of the Quality Committee and the Chair of the Performance Committee agreed to work with the Board Secretary and the Chief Executive on the Committees future work programmes, including making the amendments to both Committees Terms of Reference.

8. Performance Committee Standing Items:

The Cafcass Performance Report and Q4 Strategic Plan Dashboard were noted for information only.

9. Ministry of Justice (MoJ) Improvement Plan (oral update)

The Chief Executive informed the Committee that the MoJ Improvement Plan was published on 30th April 2014 and noted that there is no reference to Cafcass in it apart from in the map of the MoJ Arm's Length Bodies. It was noted that this was expected given that our sponsorship transfer to the MoJ happened so recently (on 1st April 2014).

10. Any Other Business

There was no other business discussed.

Action Summary

Action 1: It was agreed that the actions from item 2 of the Performance Committee minutes from 25th November 2013 should be added to the action log.

Action 2: The Assistant Director agreed to bring the tools used for internal auditing of the quantum of work graded as 'good', 'not met' and 'outstanding' which are regularly benchmarked, to the next Quality Committee.

Action 3: The Performance Committee should be copied into the circulation of the national Family Justice Board Performance Evidence Packs which are produced on a quarterly basis.

Action 4: The Quality Committee terms of reference will need to be amended to reflect the Research Governance Committee forming a sub-committee of the Quality Committee.

Action 5: The National Child Care Policy Manager agreed to add the bullet points as discussed to the IMR paper and also agreed to circulate the 'Learning from Cafcass IMR's research 2013' to the MoJ policy team for information.

Action 6: The Chief Executive agreed to make the amendments discussed to the Quality Account, following which the Chair of the Board and the Chair of the Quality Committee can sign off the Quality Account outside of the meeting.

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