



**Cafcass Board Meeting Minutes  
21 June 2013**

**Present**

Claire Tyler.....Cafcass Board Chair  
 Mary MacLeod..... Cafcass Board Deputy Chair  
 Ian Butler ..... Cafcass Board Member  
 Kamaljit Singh.....Cafcass Board Member  
 Honor Rhodes .....Cafcass Board Member  
 Terence Connor..... Cafcass Board Member  
 Francis Plowden ..... Cafcass Board Member  
 Fay Selvan .....Cafcass Board Member  
 Geoffrey Bush .....Cafcass Co-opted Board Member

**In attendance**

Anthony Douglas ..... Cafcass Chief Executive  
 Christine Banim ..... Cafcass National Service Director  
 Julie Brown ..... Cafcass Director of Finance  
 Jabbar Sardar.....Cafcass Director of HR and OD  
 Colette Beech .....Cafcass Head of Communications  
 Anji Owens.....Cafcass Assistant Director  
 Kathryn McManus..... DfE Observer  
 Felicity Winter..... DfE Observer  
 Luke Berry.....Cafcass Young People’s Board  
 Claire Lockey .....HR Projects Officer (Minutes)

**Apologies**

Stuart Smith and John Lakin

<b>BUSINESS SESSION</b>	
<b>1</b>	<p><b>WELCOME AND APOLOGIES</b></p> <p>The Chair welcomed those in attendance, in particular Luke Berry, as the representative from the Cafcass Young People’s Board, and Felicity Winter and Kathryn McManus as DfE Observers.</p> <p>Apologies were received from Stuart Smith and John Lakin.</p>
<b>2</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>There were no declarations of interest.</p>
<b>3</b>	<p><b>MINUTES FROM THE BOARD MEETING HELD ON 1 MARCH, 2013</b></p> <p>The minutes of the last Board Meeting on 26<sup>th</sup> April 2013 were agreed by the Board as an accurate record.</p>

4	<p><b>MATTERS ARISING/ACTION LOG</b></p> <p>It was noted by the Chair that one action for further consideration is <a href="#">Action 10. Future seminar on Equality and Diversity</a>. The Chair and Chief Executive will consider this when putting together the Board seminar programme for the next 12-18 months.</p> <p>There were no further matters arising.</p>
5	<p><b>REPORT FROM THE CHAIR</b></p> <p>The Chair reported to the Board as follows:</p> <ul style="list-style-type: none"> <li>• The Chair has completed appraisals with all Board Members and has shared a copy of this with the respective Board member. The Chair noted that all of these appraisals were constructive and will feed into the session on Board Effectiveness due to take place on 30 July 2013</li> <li>• The Chair and Chief Executive attended their regular quarterly meeting with the Minister on 7<sup>th</sup> May 2013.</li> <li>• The Chair spoke at an external event on family policy on 23<sup>rd</sup> May 2013.</li> </ul> <p>The Chair invited Board Members to provide an update to the Board on any further activity conducted. Kamaljit Singh informed that Board that she visited the Croydon Office and attended their team meeting. Kamaljit Singh informed the Board they provided a helpful presentation on audit and the quality of reports. Kamaljit Singh noted that there were no issues raised to bring back to the Board.</p> <p>It was noted by the Board that the Board Dinner held with David Norgrove on 20<sup>th</sup> June 2013, was very informative and helpful. It was agreed that the Chair and the Chief Executive should write to David Norgrove formally to thank him for his contribution.</p> <p><a href="#">Action 1: It was agreed that the Chair and the Chief Executive should write to David Norgrove formally to thank him for his contribution</a></p>
6	<p><b>REPORT FROM THE CHIEF EXECUTIVE</b></p> <p>The Chief Executive informed the Board that he has provided a written report to the Board as part of the agenda papers. The Chief Executive invited the Board to comment or ask questions.</p> <p>The Board noted the positive progress made on the Ofsted draft evaluation schedule, following the two joint workshops held between Cafcass and Ofsted.</p> <p>The Board noted the revised senior management portfolios and expressed an interest in considering these further as part of a Board session. It was agreed that portfolio arrangements would be discussed by the Board during the session on succession planning in July 2013.</p> <p>The Board noted the update on the Voice of the Child conference and Fay Selvan informed Luke Berry from the Young People's Board that she would be happy to attend the conference.</p> <p><a href="#">Action 2: It was agreed that portfolio arrangements would be discussed by the Board as part of a session on succession planning as in July 2013.</a></p>

**7 REPORT FROM ARAC, PERFORMANCE AND QUALITY COMMITTEE CHAIRS**

The Chair of the Quality Committee informed the Board that following the last meeting, the Quality Committee could provide the Board with assurance that significant work is being done to assess the quality of work nationally through recent internal audits. The Chair of the Quality Committee informed the Board that an initial scoping report of what will be in the Quality Account has also been completed. The Chair of the Quality Committee informed the Board that the Child Protection Report produced by the Quality Committee on an annual basis is currently in draft form and will be provided to the Board as a paper.

The Chair of the ARAC noted in the minutes from the meeting of the Quality Committee reference to an Internal Audit of Self Employed Contractors and requested ARAC review the terms of reference of such reports which overlap between compliance and practice improvement as part of their remit. It was agreed that a meeting would be set between the Chair of the Quality Committee, Performance Committee and ARAC to discuss the remit of Committees and the boundaries between them.

The Chair of the Performance Committee provided an update to the Board on discussion from the last Performance Committee Meeting and informed The Board that the Performance Committee has been considering the performance of IT in detail and consider the specification for a new IT contract including looking at opportunities for sharing technology across the Family Justice Service. It was agreed that Geoff Bush and Mary MacLeod would take the Board Lead roles on developing the specification for a new IT contract.

The Chair of the Performance Committee provided assurance to the Board that the Committee continues to scrutinise the recent Performance Reports and noted that the most recent report has been included in the Board Papers. The Chair of the Performance Committee informed the Board that John Lakin has continued to work on the strategic plan dashboard and aligning this with the Cafcass business plan. The Chair of the Performance Committee informed the Board that a workshop was not required to support this work, as originally anticipated.

The Chair of the ARAC informed the Board that in addition to the minutes of the last ARAC meeting, an overview of the business of the ARAC for 2012-13 has been provided to the Board, in line with the Committee's statutory responsibilities. The Chair of ARAC informed the Board that the end of year audit is virtually complete and no major issues have been identified in the audit. The Chair of the ARAC informed the Board that the auditors have been complimentary regarding the performance of the finance team. The Chair of the ARAC noted that the Annual Report and Accounts 2012-13 is on the agenda as a separate item.

Action 3: It was agreed that a meeting would be set between the Chair of the Quality Committee, Performance Committee and ARAC to discuss the remit of Committees and the boundaries between them.

Action 4: It was agreed that Geoff Bush and Mary MacLeod would take the Board Lead roles on developing the specification for a new IT contract.

**8.1 ANNUAL REPORT AND ACCOUNTS**

The Head of Communications provided the Board with the Annual Report and Accounts 2012-13. The Head of Communications noted that there remain some minor typographical changes to be

	<p>made but requested the Board sign off the Annual Report and Accounts 2012-13 on this basis. The Chair of the ARAC informed the Board that the ARAC have reviewed the findings of an audit of the Annual Report and Accounts 2012-13 conducted by the National Audit Office and recommended the Board approve these. The Board agreed to sign off the Annual Report and Accounts 2012-13.</p> <p>Action 5: The Board agreed to sign off the Annual Report and Accounts 2012-13.</p>
<p><b>8.2</b></p>	<p><b>2013/14 NATIONAL BUSINESS PLAN</b></p> <p>The Chief Executive provided the Board with National Business Planning Documents 2013-14, for agreement by the Board. The Chief Executive informed the Board that the documents are aligned to the programmes of work set out in the Strategic Plan 2013-15, and include a fuller list of accountabilities than previously in addition to incorporating a Headline Risk Register. The Chief Executive informed the Board that additional documents, in the form of a road map to set out the various programmes, and a dashboard, have also been included in the National Business Planning Documents 2013-14. The Chief Executive noted that there will be a clear link from the National Business Plan to Local Area Business Plans.</p> <p>The Board noted that following completion of the Board Effectiveness Review and a possible Management Effectiveness Review, there may be a requirement to amend the Leadership and Governance section of the plan. It was noted that the plan would continue to be a living document and additions and amendments could be incorporated into the document as and when appropriate.</p> <p>The Board noted that the National Business Planning documents 2013-14 will be public documents and that it would be important to provide the context of rising and falling demand, in which the plan has been developed.</p> <p>The Board agreed the National Business Planning Documents 2013-14 and thanked the Executive and John Lakin for their work on these.</p> <p>Action 6: The Board agreed the National Business Planning Documents 2013-14 and thanked the Executive and John Lakin for their work on these.</p>
<p><b>9.1</b></p>	<p><b>PERFORMANCE REPORT</b></p> <p>The National Service Director provided the Board with the latest Performance Report for information and noted that Cafcass continue to meet and exceed targets on allocation and court filing, but that there has been an increase in Private Law applications. The National Service Director informed the Board that this has had an impact on the team at the NBC and Local Teams. The National Service Director informed the Board that she is monitoring this rise and the local variation in Private Law demand.</p> <p>The Board thanked the National Service Director for this update and expressed concern at the local variation and increasing demand in Private Law. It was agreed that the Performance Committee would focus on the variation in Private Law demand at their next meeting.</p> <p>Action 7: It was agreed that the Performance Committee would focus on the variation in Private Law demand at their next meeting.</p>

<p><b>9.2</b></p>	<p><b>FINANCIAL UPDATE</b></p> <p>The Director of Finance provided the Board with a paper for information outlining a Financial Update. The Director of Finance drew the Board’s attention to the key points on the first page, confirming that the 2012/13 Accounts were closed with an under spend of £0.225m. The Board thanked the Director of Finance and the National Service Director and their teams for their continued work and strong record of financial management. It was agreed that the Board should consider any issues in relation to the 2013-14 Budget at the Board Meeting in September 2013.</p> <p>Action 8: It was agreed that the Board should review spend on the 2013-14 Budget at the Board Meeting in September 2013.</p>
<p><b>9.3</b></p>	<p><b>RECENT CHANGES TO LEGAL AID ENTITLEMENT AND IMPACT ON CAFCASS</b></p> <p>The Chief Executive Provided the Board with a paper for information on recent changes to Legal Aid entitlement and impact on Cafcass on behalf of the Director of Corporate Projects.</p> <p>The Board noted that the paper identifies several issues for discussion and thanked the Director of Corporate Projects for the informative paper. It was agreed that further consideration on the changes to Legal Aid entitlement should be considered at the Board Meeting in September 2013.</p> <p>Action 9: It was agreed that further consideration on the changes to Legal Aid entitlement should be considered at the Board Meeting in September 2013.</p>
	<p><b>ANY OTHER BUSINESS</b></p> <p>There was no other business.</p>
	<p><b>DATE AND TIME OF NEXT BOARD MEETING</b></p> <p>Friday 13<sup>th</sup> September 2013 9.30 - 13.00</p>

Summary of Actions

Action 1: It was agreed that the Chair and the Chief Executive should write to David Norgrove formally to thank him for his contribution

Action 2: It was agreed that portfolio arrangements would be discussed by the Board as part of a session on succession planning as in July 2013.

Action 3: It was agreed that a meeting would be set between the Chair of the Quality Committee, Performance Committee and ARAC to discuss the remit of Committees and the boundaries between them.

Action 4: It was agreed that Geoff Bush and Mary MacLeod would take the Board Lead roles on developing the specification for a new IT contract.

Action 5: The Board agreed to sign off the Annual Report and Accounts 2012-13.

Action 6: The Board agreed the National Business Planning Documents 2013-14 and thanked the Executive and John Lakin for their work on these.

Action 7: It was agreed that the Performance Committee would focus on the variation in Private Law demand at their next meeting.

Action 8: It was agreed that the Board should review spend on the 2013-14 Budget at the Board Meeting in September 2013.

Action 9: It was agreed that further consideration on the changes to Legal Aid entitlement should be considered at the Board Meeting in September 2013.