



MINUTES OF THE PERFORMANCE COMMITTEE

Monday 13 May 2013

Sanctuary Buildings, Westminster

Present

Claire Tyler, Cafcass Board Chair
John Lakin, Cafcass Board member
Stuart Smith, Cafcass Board Member

Observers

Kathryn McManus, DfE

Apologies

Anji Owens, Assistant Director
Christine Banim, Operational Director
Kam Singh, Cafcass Board Member

In Attendance

Anthony Douglas, Chief Executive
Bruce Clark, Director of Policy
Rob Langley, Head of IT
Richard Green, Head of Service
(Corporate Services)
Holly Jeapes (Minutes)

MINUTES

1. Welcome & Apologies

Welcome and introductions were made, and apologies received.

2. Draft Minutes of 26 March 2013 Meeting & Action log

The minutes of the meeting of 26 March 2013 were agreed as being an accurate record. The action points were agreed as being completed. In respect of action 4, the Chair informed the Committee that good feedback has been received regarding the letter sent by the CEO to Local Authorities drawing to their attention the extent of variations in individual Local Authority care applications.

3. Matters arising

No issues were raised under this heading.

4. Performance Reporting of I.T Presentation

The Head of IT presented his report on 'Performance Reporting of IT' drawing the Committee's attention to ongoing work to achieve the best service and value for money under current contracts to support front line service delivery. This includes the updating of staff equipment, increasing the mobility of staff with the introduction of new lighter laptops and tablets, the replacement of the intranet with a unified SharePoint system, and to replace the current Case Management System (CMS) and Electronic Case File (ECF) with a unified case management system.

The following were discussed:

- Whether Cafcass can calculate lost time due to IT incidents. The Head of IT explained that this has been done before as a specific project related to issues at the rollout of Flex and this was part of the information leading to a substantial settlement; however it is not part of routine contract management. The Head of IT agreed that it would be useful to monitor the number of lost days regularly if a suitable repeatable methodology could be identified.
- The strategic dilemma of a wider integration opportunity with the Family Justice System. The expressed aim for the future to be a migration of all systems to one



single system which Local Authorities, Courts etc. can use though this is a long-term aspiration for the Family Justice System.

- Technology sharing with the MoJ.
- It was confirmed that the user satisfaction figure reported in the weekly dashboard example in the slide pack is based on the rolling satisfaction survey conducted by the Flex service desk [NB since the committee met a formal all staff survey which is a contractual KPI has recorded an 84% overall satisfaction rate with the service].
- Fujitsu provide the bulk of service under the Flex contract until December 2016.

Decisions:

It was agreed that a Board member or two should be involved in building the specification for the new IT contract for post-2016, on which work will begin in 2014.

Action 1: Board member/s who will be involved in building the specification for the new IT contract for post 2016 to be identified.

5. March 2013 Performance Report

The Director of Policy presented his review of the whole year 2012-13.

Key Points:

- All four KPIs exceeded target levels for the year to date (2012-13).
- The highest ever annual care application demand in 2012-13, up by 8.2% on 2011-12. Despite demand being ahead of closure we are confident that we can continue to make a significant contribution to shorter case durations.
- The highest ever Private Law case demand in 2012-13, up by 9.7% on 2011-12
- KPI 2 continues to improve with the time taken to allocate Children's Guardians to care cases in all areas being less than, or equal to, 1 working day, thus comfortably meeting the target.
- The total stock of private law cases has reduced by 5.1% (1,175) in the last 12 months.
- Due to our efficiency there has been a reduction in private law duration filing time.
- There are expectations of further increases in care application demand and a rise in the complexity of private law cases due to more litigants in person.

The following were discussed:

- Cafcass will be a key contributor to the FJR's 26 week case duration target which, subject to parliamentary approval, is likely to become statutory in April 2014.
- The Director of Policy confirmed predictive modelling will carry on with the DfE when he leaves.
- It was noted that the key on page 5 for the graph showing demand vs closure needs re adding. **Action 2: AO to let MIS team know.**
- With the increase in litigants in person we are working closely with the MoJ to understand what is accessible to people, such as the 'separating parents app.'
- The revised Public Law Outline will be essential in maintaining and building on the performance improvements over the past year.
- The Committee thanked the Director of Policy for his hard work and dedication to the Committee, to Cafcass and to the Family Justice System over the years and wished him well for his retirement.

Decisions:



- The Committee agreed that it would be useful to have some commentary explaining Cafcass applications and the heat maps near the end of the report. It was agreed that this will be included in the report from now on. **Action 3: AO to take forward.**
- It was agreed that it would be useful to have an item on each Committee agenda which provides a general update on key issues that the Committee should be aware of within Cafcass. **Action 4: RG and AD to take forward.**

6. Performance Initiative Monitoring

The Head of Corporate Services reported that he had met with the Vice-Chair of the Performance Committee to discuss how the Board is to be kept apprised, on a regular basis, of progress against the strategic plan. The proposal, set out in paper 6 is to provide to the Committee, on a quarterly basis, an updated version of the strategic plan dashboard (paper 6, appendix A), demonstrating progress against each of the five strategic priorities. This will be supported by a strategic roadmap (paper 6, appendix A) which sets out key Cafcass and external activities that will influence the strategic plan.

The Committee approved the proposal.

The Chief Executive reported that he is currently working to consolidate all activities, including Senior Management portfolios, into the Cafcass Business Plan, so that all projects which are driving improvement for children are readily monitored.

7. Draft Annual Report and Accounts 2012-2013

The draft Annual Report and Accounts was agreed by the Committee. The Committee suggested some improvements and amendments that could be made such as to include a quote from a child in the report and a glossary of terms or footnotes explaining key terms. It was agreed that all of the feedback should be passed to the Communications Team for the suggested changes to be made.

Action 5: HJ to pass feedback on to the communications team.

8. Date of Next Meeting

A revised meeting date was agreed of **Thursday, 12th September 2013**, 3pm to 5pm at Sanctuary Buildings, Westminster.

Action Summary

Action 1: Board member/s who will be involved in building the specification for the new IT contract for post 2016 to be identified.

Action 2: AO to let MIS team know that the key on page 5 for the graph showing demand vs closure needs re adding.

Action 3: AO to add some commentary explaining Cafcass applications and the heat maps near the end of the report, to be included in all future reports.

Action 4: RG and AD to take forward the idea of having an item on each Committee agenda which provides a general update on key issues that the Committee should be aware of within Cafcass.

Action 5: HJ to pass all feedback about the draft Annual report and Accounts on to the communications team for changes to be made.