



**Cafcass Board Meeting Minutes  
26 April 2013**

**Present**

Mary MacLeod..... Cafcass Board Deputy Chair  
 Ian Butler ..... Cafcass Board Member  
 John Lakin .....Cafcass Board Member  
 Honor Rhodes .....Cafcass Board Member  
 Terence Connor..... Cafcass Board Member  
 Francis Plowden ..... Cafcass Board Member  
 Fay Selvan .....Cafcass Board Member  
 Stuart Smith .....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  
 Alex Kirwan ..... DfE Observer  
 Claire Lockey .....HR Projects Officer (Minutes)

**Apologies**

Claire Tyler, Annabel Burns, Kamaljit Singh, Bruce Clark, Melanie Carew, Richard Green,

<b>BUSINESS SESSION</b>	
<b>1</b>	<p><b>WELCOME AND APOLOGIES</b></p> <p>The Deputy Chair welcomed those in attendance, including Anji Owens, newly appointed Assistant Director who, alongside The National Service Director, will be taking the lead on some of Bruce Clark’s portfolio upon his retirement.</p> <p>The Deputy Chair informed the Board that The Chair had asked her to act as chair for the meeting, as she was unable to attend on grounds of ill health. The Deputy Chair informed the Board that on this basis two sessions which were due to take place as part of the extended Board Meeting have been delayed. The Deputy Chair informed the Board that arrangements for these sessions will be considered as part of the agenda for the next Board Meeting. The Board asked the Deputy Chair to send their best wishes to the Chair.</p> <p>The Deputy Chair informed the Board that Annabel Burns has been replaced by KathrynMcManus on an interim basis, who has sent her apologies for today’s meeting. Apologies were also received from Kamaljit Singh, Bruce Clark, Melanie Carew, and Richard Green.</p>
<b>2</b>	<p><b>DECLARATIONS OF INTEREST</b></p>

	<p>The Chief Executive informed the Board that he has been reconfirmed as a visiting lecturer at the University of Plymouth and University of East Anglia for a further 2 years. The Chief Executive informed the Board that these positions are non remunerated appointments.</p> <p>There were no further declarations of interest.</p>
<p><b>3</b></p>	<p><b>MINUTES FROM THE BOARD MEETING HELD ON 1 MARCH, 2013</b></p> <p>The minutes of the last Board Meeting on 22<sup>nd</sup> March 2013 were agreed by the Board as an accurate record.</p>
<p><b>4</b></p>	<p><b>MATTERS ARISING/ACTION LOG</b></p> <p>It was noted by the Board that a Finance Report has not included in the papers for the meeting, though this was an action agreed at the last Board Meeting. The Director of Finance and The Chief Executive confirmed that a paper will be provided at the next Board Meeting.</p> <p>The Deputy Chair invited John Lakin to provide the Board with an update on the Board Effectiveness Review. John Lakin informed the Board that a session on the Review will be delayed until the next Board Meeting but confirmed that the field work has now been completed and the final report is currently being written. John Lakin and the Deputy Chair thanked the Board for participating in the review. John Lakin confirmed that the final report will be provided next week. The Deputy Chair agreed that the Board Effectiveness Review will be shared with the Board once completed.</p> <p><i>Action 1: The Deputy Chair agreed that the Board Effectiveness Review will be shared with the Board once completed.</i></p>
<p><b>5</b></p>	<p><b>REPORT FROM DEPUTY CHAIR</b></p> <p>The Deputy Chair informed the Board that since the last meeting on 22<sup>nd</sup> March 2013 she attended the Head of Service Meeting to discuss the work currently being done by the Quality Committee.</p> <p>The Deputy Chair invited other Board Members to share any activity they have conducted since the last Board Meeting. No further activity by Board Members was noted since the last Board Meeting.</p>
<p><b>6</b></p>	<p><b>REPORT FROM THE CHIEF EXECUTIVE</b></p> <p>The Chief Executive reported to the Board as follows:</p> <ul style="list-style-type: none"> <li>• The Chief Executive and the Chair are due to meet the Minister for a Quarterly review meeting on 7<sup>th</sup> May 2013.</li> <li>• A survey is currently being conducted in Greater Manchester and the National Business Centre to evaluate the impact of Litigants in Person on resources. The Chief Executive confirmed that preparation for Litigants in Person and the impact on resources system wide will be on the agenda at the next Family Justice Board Meeting. The Chief Executive and the National Service Director agreed to provide a paper to the Board evaluating the</li> </ul>

	<p>results of the survey on the impact of Litigants in Person. The Chief Executive agreed to include the impact of Litigants in Person in future modeling of demand.</p> <ul style="list-style-type: none"> <li>• Planning for the revised Public Law Outline is being judicially led and is scheduled to be signed off by Ministers by the end of May. Cafcass will work on Social Work materials jointly with ADCS from early June to consider elements for case analysis.</li> <li>• A workshop is scheduled to take place with Ofsted and suggested descriptors have been prepared in advance of the workshop.</li> </ul> <p>Action 2: The Chief Executive and the National Service Director agreed to provide a paper to the Board evaluating the results of the survey on the impact of Litigants in Person.</p> <p>Action 3: The Chief Executive agreed to include the impact of Litigants in Person in future modeling of demand.</p>
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<p>7</p>	<p><b>REPORT FROM ARAC, PERFORMANCE AND QUALITY COMMITTEE CHAIRS</b></p> <p>The Chair of the ARAC informed the Board that the next substantive meeting of the ARAC will take place on 21<sup>st</sup> June 2013 and will discuss the Annual Report and Accounts 2012/13. It was noted that a paper and first draft of the Annual Report is being presented to the Board for discussion as part of the agenda for today's Board Meeting. The Chair of the ARAC informed the Board that the contract for audit for 2013/14 has now been confirmed and an internal auditor is now in place. The Chair of the ARAC confirmed that he will be meeting with the internal auditor with the Chief Executive and the Directory of Finance to discuss the Internal Audit Programme for 2013-14.</p> <p>In the absence of the Chair of the Board and Performance Committee, the Deputy Chair of the Performance Committee provided an update to the Board. The Deputy Chair of the Performance Committee informed the Board that there is nothing to report beyond the minutes of the last meeting, which are included in the meeting papers. The Deputy Chair of the Performance Committee informed the Board that as part of their work the Committee are considering rationalization of reporting on performance initiatives in order for this to tie in with the strategic plan, Cafcass business plans and portfolio's. The Deputy Chair of the Performance Committee confirmed that the committee will be setting up a workshop to discuss ideas regarding this.</p> <p>The Deputy Chair and Chair of the Quality Committee provided an update to the Board on the work of the Quality Committee. The Deputy Chair informed the Board that Jeremy Gleaden from Ofsted attended the last meeting of the Committee and had a valuable discussion about quality improvement in Cafcass' work. The Deputy Chair informed the Board that as part of their work the Committee is currently considering the new arrangements set out in the new Working Together Guidance in relation to SCRs, as well as proposals for small scale research studies to feed into the Annual Quality Account.</p> <p>The Board noted from the minutes of the Quality Committee the positive feedback provided by Jeremy Gleaden regarding the significant improvement in Cafcass' performance. It was agreed that the Chair and the Chief Executive should consider an appropriate way of feeding positive feedback from Ofsted back to stakeholders.</p> <p>Action 4: It was agreed that the Chair and the Chief Executive should consider an appropriate way of feeding positive feedback from Ofsted back to stakeholders.</p>
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**8.1 ANNUAL REPORT AND ACCOUNTS**

The Head of Communications provided the Board with a paper regarding the Annual Report and Accounts 2012/13 and a first draft version of the Annual Report for discussion and comment from the Board. The Head of Communications informed the Board that the Report is largely dictated by a framework provided by DfE and relates factual information. The Head of Communications confirmed there is some small flexibility to include updates and it may be possible to add a comment from Jeremy Gleaden in line with this.

The Head of Communications confirmed that the Annual Report is on schedule to meet the deadline for ARAC and ministerial sign off before returning to the Board for final sign off but requested feedback from the Board to be provided over the next week in order to meet this deadline. The Board agreed to provide comments on the Draft Annual Report and Accounts 2012/13 to the Head of Communications by 3<sup>rd</sup> May 2013.

The Board noted the number of unauthorised disclosures reported in personal protected incidents and requested further information on how this figure relates to the volume of data processed by the organisation. The Head of Communication agreed to add a footnote to contextualise the figure for unauthorised disclosures reported in the personal protected incidents data.

The Board noted that it may be useful to consider benchmarking the data reported in the Annual Report against other public organisations to see how the data compares. It was noted that the data is often collated and presented in a different way across different organisations but that this may be something to consider for next year. The Board agreed to look at Benchmarking against other public organisations for the 2013/14 Annual Report and Accounts and the Annual Quality Account.

The Board noted that it would be helpful to clearly set out where the organisation is currently at and the strategic direction of the organisation for the next year to provide context to the document. It was noted that the Annual Report and Accounts reports on one financial year but there is room to contextualize the year and general direction for the organisation in the Chief Executives Report. It was agreed that where the organisation currently is and the future direction should be clearly outlined as part of the Chief Executive's Report in the Annual Report and Accounts 2013/14

Action 5: The Board agreed to provide comments on the Draft Annual Report and Accounts 2012/13 to the Head of Communications by 3<sup>rd</sup> May 2013

Action 6: The Head of Communication agreed to add a footnote to contextualise the figure for unauthorised disclosures reported in the personal protected incidents data.

Action 7: The Board agreed to look at Benchmarking against other public organisations for the 2013/14 Annual Report and Accounts and the Annual Quality Account.

Action 8: It was agreed that where the organisation currently is and the future direction should be clearly outlined as part of the Chief Executive's Report in the Annual Report and Accounts 2013/14

**9.1 PERFORMANCE REPORT**

The Board noted the Board Report which was provided as a paper for information. The Board commented on the summary provided on the cover page of the Performance Report and

	<p>requested a rewording of the opening line of the summary. It was agreed that the National Service Director and The Head of Communications would reword this line in the summary of the Performance Report and also it's inclusion in the Annual Report and Accounts 2012/13</p> <p>Action 9: It was agreed that the National Service Director and The Head of Communications would reword this line in the summary of the Performance Report and also it's inclusion in the Annual Report and Accounts 2012/13</p>
<p><b>9.2</b></p>	<p><b>EQUALITY AND DIVERSITY STRATEGY</b></p> <p>The Director of HR and OD provided the Board with an update on the work which has progressed on the Equality and Diversity Strategy. The Board discussed methods of identifying and measuring good Equality and Diversity practice and considered that it would be helpful to discuss this further as part of a Board Seminar. It was agreed by the Board that a future Board Seminar should be arranged regarding Equality and Diversity.</p> <p>Action 10: It was agreed by the Board that a future Board Seminar should be arranged regarding Equality and Diversity.</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 21<sup>st</sup> June 11.00 - 13.00</p>

### Summary of Actions

Action 1: The Deputy Chair agreed that the Board Effectiveness Review will be shared with the Board once completed.

Action 2: The Chief Executive and the National Service Director agreed to provide a paper to the Board evaluating the results of the survey on the impact of Litigants in Person.

Action 3: The Chief Executive agreed to include the impact of Litigants in Person in future modeling of demand.

Action 4: It was agreed that the Chair and the Chief Executive should consider an appropriate way of feeding positive feedback from Ofsted back to stakeholders.

Action 5: The Board agreed to provide comments on the Draft Annual Report and Accounts 2012/13 to the Head of Communications by 3<sup>rd</sup> May 2013

Action 6: The Head of Communication agreed to add a footnote to contextualise the figure for unauthorised disclosures reported in the personal protected incidents data.

Action 7: The Board agreed to look at Benchmarking against other public organisations for the 2013/14 Annual Report and Accounts and the Annual Quality Account.

Action 8: It was agreed that where the organisation currently is and the future direction should be clearly outlined as part of the Chief Executive's Report in the Annual Report and Accounts 2013/14

Action 9: It was agreed that the National Service Director and The Head of Communications would reword this line in the summary of the Performance Report and also it's inclusion in the Annual Report and Accounts 2012/13

Action 10: It was agreed by the Board that a future Board Seminar should be arranged regarding Equality and Diversity.