



**Cafcass Board Meeting Minutes
1 March 2013**

Present

Mary MacLeod..... Cafcass Board Deputy Chair
 Ian Butler Cafcass Board Member
 Terence Connor Cafcass Board Member
 John LakinCafcass Board Member
 Honor RhodesCafcass Board Member
 Kamaljit Singh Cafcass Board Member
 Francis Plowden Cafcass Board Member
 Fay SelvanCafcass Board Member
 Stuart SmithCafcass Board Member
 Geoffrey BushCafcass Co-opted Board Member

In attendance

Anthony Douglas Cafcass Chief Executive
 Christine BanimCafcass Operational Director
 Julie Brown Cafcass Director of Finance
 Bruce Clark Cafcass Director of Policy
 Richard GreenHead of Service (Corporate Services)
 Colette Beech Interim Head of Communications
 Alex Kirwan DfE Observer
 Luke Berry Cafcass Young People’s Board Member
 Usman AliCafcass Young People’s Board Member
 Mary Berwick-Sayers EA to Director of Policy (Minutes)

Apologies

Claire Tyler, Jabbar Sardar, Melanie Carew, Annabel Burns

BUSINESS SESSION	
1	<p>WELCOME AND APOLOGIES</p> <p>The Deputy Chair welcomed Colette Dutton, Assistant Director leading on Customer Services (via video conference).</p> <p>Apologies had been received from Claire Tyler, Jabbar Sardar, Annabel Burns and Melanie Carew.</p>
2	<p>DECLARATIONS OF INTEREST</p> <p>Ian Butler declared that he is Chair of the Integrated Services Programme (ISP), which has been commissioned by Cafcass to provide child contact services. He confirmed that he has had no current or prior involvement with the contracting process or outcome.</p>
3	<p>MINUTES FROM THE BOARD MEETING HELD ON 7 DECEMBER , 2012</p>

	The minutes of the Board meeting held on 7 December 2012 were agreed as an accurate record.
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<p>4</p>	<p>MATTERS ARISING/ACTION LOG</p> <p>It was agreed that the Chair and Chief Executive will continue to take forward the idea of hosting an annual lecture, the first of which will be in honour of Baroness Ritchie’s work.</p> <p>The Chief Executive informed the Board that a new strategy for stakeholder management is being developed and will be circulated to Board members shortly. It will take account of visits made and meetings attended by Board members.</p> <p>Action 1: The Chair and Chief Executive will continue to take forward the idea of hosting an annual lecture, the first of which will be in the honour of Baroness Ritchie’s work.</p>
<p>5</p>	<p>REPORT FROM CHAIR</p> <p>The Deputy Chair updated the Board on the most relevant meetings attended by the Chair since the 7 December 2012 Board meeting as follows:</p> <ul style="list-style-type: none"> • The Chair and Kamaljit Singh visited the Tri Borough project and met Claire Chamberlain, lead for the pilot. • The Chair’s assistant attended a meeting of the Troubled Families Project on behalf of the Chair and a briefing note will be circulated to Board members. This project’s connection to achieving the 26 week ‘target’ for care cases was noted. A discussion took place about how best to make use of the expected HMCTS data about the reasons for delay in care cases. It was agreed to discuss further at the Board meeting on 22 March. The Chief Executive agreed to share his presentation on the Tri Borough project with Board members. • The Chief Executive informed the Board that the extended Board meeting will take place on 26/27 April with the June meeting reverting back to a normal Board meeting. A revised meeting schedule will be circulated shortly. <p>Action 2: It was agreed to discuss how to make use of the expected HMCTS data about reasons for delay in care cases at the Board meeting on 22 March.</p> <p>Action 3: The Chief Executive will send the up to date presentation on the Tri Borough project to Board members.</p>
<p>6</p>	<p>REPORT FROM ARAC, PERFORMANCE AND QUALITY COMMITTEE CHAIRS</p> <p>The Chairs of the Audit and Risk Assurance, Performance and Quality Committees reported back on headline issues from their most recent respective meetings.</p> <p>Audit and Risk Assurance Committee</p> <p>The Chair confirmed that the current arrangements with our Internal Auditors, Parkhill remain on track despite recent personnel changes. He reported that significant improvements had been made to the Risk Register.</p> <p>Performance Committee</p> <p>The Deputy Chair reported that the meeting had focused on</p> <ul style="list-style-type: none"> • the complaints report, agreeing the two recommended changes to the complaints Procedure put forward • the audit of performance initiatives - agreeing the outcomes focus.

He informed the Board that the Performance Committee had also received a very informative presentation on the individual and team scorecard proposal. The Chief Executive agreed to circulate this to all Board members.

Quality Committee

The Chair reported that the meeting had discussed:

- the new Ofsted inspection arrangements which are coming into effect from September 2013, with Ofsted invited to the 11 April Quality Committee.
- the introduction of a “Quality Account” as a way forward for Cafcass to respond to the challenge of finding a single measure or a small number of measures which capture the quality of work.
- a paper detailing a range of small scale research studies and literature reviews that can be undertaken in 2013/14. Quality Committee members were invited to identify their views and these will be further considered at the 11 April Quality Committee. The Director of Policy informed the Board that the Research Governance Committee will meet in advance of the Quality Committee on 11 April.

Action 4: The Chief Executive agreed to circulate the presentation on individual and team scorecards to all Board members.

7. REPORT FROM THE CHIEF EXECUTIVE

The Chief Executive reported as follows:

- A contract for recruitment and associated services is being awarded in the near future, at less cost with more benefits.
- The A14 Ofsted report result will be published on 15 March 2013. The Chief Executive agreed to write a note to the Minister to inform him of the inspection outcome. An inspection in A17 will take place during March.
- The PLO and the PLP are being given some attention by the new President as are the expectations documents which are due in place by 1st April 2013.

At the request of Board members, the Chief Executive agreed to circulate the Cafcass Talent Management strategy and accompanying papers to Board members.

The Board briefly discussed the proposed apprentice strategy, emphasising the importance of paying apprentices above the London living wage as well as the need to include them within the wider Workforce Strategy. The Chief Executive confirmed that the 2013/15 Workforce Strategy will be available for the September Board meeting and confirmed that a national data set will be available well in advance of the September meeting.

The issue of the chairing and sponsorship of Local Family Justice Boards (LFJBs) was discussed briefly. The Chief Executive stated that although this is time consuming for Cafcass senior managers, it is worthwhile in terms of Cafcass’ involvement in wider system leadership. It is also in line with expectations of us set out in our remit letter from the Secretary of State.

Action 5: The Chief Executive agreed to write a note to the Minister to inform him of the A14 inspection outcome.

Action 6: the Chief Executive agreed to circulate the Cafcass Talent Management strategy and accompanying papers to Board members.

8.1	<p>JANUARY ACCOUNTS AND UPDATED OUTTURN FORECAST 2012-13</p> <p>The Director of Finance provided the Board with the updated forecast financial position for the current financial year until 31 March 2013, including the January 2013 management accounts. It was noted that the draft budget and remit letter for 2013/14 are currently with the Secretary of State for approval with confirmation expected shortly. It was also noted that the 2013/14 budget will be on the agenda of the 22 March Board meeting.</p> <p>The Board raised concern that with the continued rise in demand a point will be reached where no further efficiency savings can be made. A Board member proposed that there should be Board discussion that would enable the Board to look ahead over the next 2-3 years to judge when that point might be reached. This will assist Cafcass in briefing Ministers about our capacity to fulfil our functions within the available resources. It was agreed that there should be a substantive discussion assisted by a short paper at the Board Awayday in April.</p> <p>Action 7: The Board agreed to have a discussion on forward planning in relation to efficiency savings at the Board Awayday in April.</p>
8.2	<p>REVIEW OF THE STRATEGIC RISK REGISTER Q3 2012-13</p> <p>The Director of Finance informed the Board that the Risk Register is subject to a review at each meeting of the Audit and Risk Assurance Committee (ARAC) and that as a result of improvements suggested by ARAC at its meeting on 28 January 2013, the register has been reformatted and recast. Board members were asked to note the key changes made to the report which include a revised format, additional commentary on the potential impact of each risk, the highlighting of any areas containing high risk elements where the overall risk is lower and the inclusion of the direction of the overall risk score to reflect changes in each risk's profile. The Director of Finance informed the Board that it is now possible to include risks that become particularly significant within a relatively short/urgent time scale. She also informed the Board that there is only one risk currently assessed as high and this relates to the uncertainty regarding 2013-14 grand funding.</p>
8.3	<p>THE EXPERIENCE OF CAFCASS SERVICE USERS: AN OVERVIEW</p> <p>The Board was asked to consider three changes to the current Complaints Procedure, two of which have been endorsed by the Performance Committee (at paragraphs 5.2 and 5.4 of the report to the Board) and a further change (at paragraph 5.7 of the report) as follows:</p> <ul style="list-style-type: none"> • To increase the specified timeframe for response to a service user's complaint from 10 – 15 working days • To reintroduce a time limit in which service users can raise complaints so that complaints will only be accepted up to six months after Cafcass' involvement in a case has ended • To make provision for informal resolution to be attempted by local operational Service Managers in relation to new complaints that have been received, provided that the service user gives consent to this option being explored <p>After discussion the Board agreed the following:</p> <ul style="list-style-type: none"> • to increase the timeframe within the procedure for response to a service user's complaint from 10 – 15 working days • to <u>trial</u> a 6 month time limit in which service users can raise complaints (6 months after Cafcass' involvement in a case has ended) and do a follow up/review of this in 6 months time

	<ul style="list-style-type: none"> • to allow provision to be made within the procedure for local informal resolution of new complaints <p>Action 8a) The Board agreed to increase the timeframe within the Complaints procedure for response to a service user’s complaint from 10-15 working days.</p> <p>Action 8b) The Board agreed to trial a 6 month time limit in which service users can raise complaints (six months after Cafcass’s involvement in a case has ended) and to review in 6 months time.</p> <p>Action 8c) The Board agreed to allow provision to be made within the procedure for local informal resolution of new complaints.</p>
<p>8.4</p>	<p>SECRETARY OF STATE’S PROSPECTIVE KEY PERFORMANCE INDICATORS FOR CAFCASS FOR 2013-14</p> <p>The Director of Policy informed the Board that it is likely that all four of the current 2012-13 Key Performance Indicators (KPIs) will be retained for a further year. He further informed the Board that in accordance with the indication set out in the 2012-13 remit letter, an additional quality-related KPI is anticipated for 2013-14 which is expected to focus on the percentage of public law care cases where Cafcass is cited, by case-managing judges in public law cases, to be the main cause of delay.</p>
<p>9.</p>	<p>DRAFT MINUTES FROM BOARD RELATED MEETNGS</p> <p>The following sets of Minutes were formally received by the Board:</p> <ul style="list-style-type: none"> • The November 2012 and January 2013 Minutes of the Quality Committee • The November 2012 and January 2013 Minutes of the Performance Committee • The January 2013 Minutes of the Audit and Risk Assurance Committee (ARAC)
<p>10</p>	<p>PERFORMANCE REPORT – JANUARY 2013</p> <p>The Director of Policy informed the Board that the indicative February 2013 care statistics suggest that this will be another record February . He also confirmed that Private Law case demand continues to be high, at over 4,000 cases In February 2013</p>
<p>10</p>	<p>ANY OTHER BUSINESS</p> <p>No other business was discussed.</p>
<p>12</p>	<p>DATE AND TIME OF NEXT BOARD MEETING</p> <p>Friday 22 March from 11am – 1pm at Sanctuary Buildings.</p>

Summary of Actions

Action 1: The Chair and Chief Executive will continue to take forward the idea of hosting an annual lecture, the first of which will be in the honour of Baroness Ritchie's work.

Action 2: It was agreed to discuss how best to make use of the expected HMCTS data about the reasons for delay in care cases at the March 2013 Board meeting.

Action 3: The Chief Executive agreed to send the updated presentation on the Tri Borough project to Board members.

Action 4: The Chief Executive agreed to circulate the presentation on individual and team scorecards to all Board members.

Action 5: The Chief Executive agreed to write a note to the Minister to inform him of the A14 inspection outcome.

Action 6: the Chief Executive agreed to circulate the Cafcass Talent Management strategy and accompanying papers to all Board members.

Action 7: The Board agreed to have a discussion on forward planning in relation to efficiency savings at the Board Awayday in April.

Action 8a) The Board agreed to increase the timeframe within the Complaints procedure for response to a service user's complaint from 10-15 working days

Action 8b) The Board agreed to trial a 6 month time limit in which service users can raise complaints (six months after Cafcass's involvement in a case has ended) and to review in 6 months time.

Action 8c) The Board agreed to allow provision to be made within the procedure for local informal resolution of new complaints.