

Meeting Minutes

Board Meeting

When: 20 March 2014 2014, 10:20-13:30

Where: 2nd Floor, 206 Marylebone Road, London NW1 6AQ

Present (Board)

- Michael Bichard, Chair
- Alex Fox
- Ann MacFarlane
- Bev Searle
- David Archibald
- Ian Sutherland
- Mario Kreft
- Mary McKenna
- Terry Moran
- Mike Lauerman
- Stephanie Palmerone
- Sukhvinder Kaur Stubbs
- Tina Coldham

In attendance (Staff)

- Tony Hunter (Chief Executive)
- Amanda Edwards (Deputy Chief Executive)
- Patricia Kearney (Director of Innovation and Development)
- Stephen Goulder (Director of Corporate Services)
- Jane Francis (Personal Assistant - Minutes)

Apologies

- Peter Hay
- Sally Warren

Apologies and welcome

1. The Chair welcomed the trustees and listed apologies. The Chair thanked Patricia Kearney for her contribution to the success of SCIE which she had joined at its creation. There would be further opportunities to thank Trish before her retirement on the 25 April. He hoped to that a Director of Business Development and Delivery would be appointed at interviews to be held on the 15 April.

Declaration of Interest

2. There were no declarations of interest.

Notes of the previous meeting

3. The board agreed the minutes of the previous meeting held on 21 November 2013.

Chair's report

4. The Chair presented his report and highlighted the following points:
 - A very warm meeting had taken place with Norman Lamb who had expressed great confidence in SCIE as a key partner in Care Reform.
 - He had continued to have discussions with board members. These had been very useful in identifying the contribution that board members could make to SCIE.
 - He had been discussing key issues that the board should consider at its May meeting. Following discussion it was agreed that the agenda should include Evaluation and Impact and the Positioning of SCIE in a complex landscape.
 - Staff should have greater opportunities of access to trustees and board meetings. Trustees endorsed a more active role for the staff representative and for staff who have worked on papers that are presented to the board.
 - Chairing a conference on Mental Health Advocacy had left him uneasy, particularly at the lack of diversity –especially of service users in representation and involvement.
 - The Kings Fund Commission on the future of health and social care would make its interim report in April.

Chief Executives report

5. The Chief Executive presented his report and highlighted the following issues:
 - He would be using his report to raise key issues for board discussion rather than a report on activity- a role that the performance report would fulfil.
 - The recent senior manager's away day, facilitated by Andrew Jackson had enabled him to share his vision of a collective responsibility for all senior managers to lead change within SCIE and be the group that delivers the transformation of SCIE.

- His interim objectives that had been agreed with Michael were attached to the report. They would need further development to ensure consistent wording; incorporate performance targets; and reflect emerging priorities.
 - SCIE's Vision and Values have been agreed with the board by email and were attached to the report.
6. The Chief Executive asked the Director of Corporate Services to present an email received from the DH confirming in principle the agreement of a commission with SCIE in 2014-15. This email set out the key priorities for DH and a value of up to £2.35m. Trustees felt that this email provided a good platform to go forward but further negotiation was needed.

Report of the Audit Committee

7. The Chair of the Audit Committee presented her report and highlighted that:
- The Audit Committee would review its membership and terms of reference at its July meeting and bring its recommendations to the board in September.
 - The contribution of Heads of Service to the discussion of risk that took place at the Audit Committee meeting was very useful and she and Terry Moran would be holding a seminar with staff as part of the development of the strategic risk register.
 - The significant reduction in SCIE's pension deficit was very positive but the position could change in the future as economic conditions changed. The Audit Committee will keep the pension scheme under regular review.

Business Plan 2014-15

8. The Chief Executive and the Director of Corporate Services presented the draft business plan for 2014-15. The key issues discussed were:
- Income assumptions over the period to 2018 which project that even under quite conservative assumptions, SCIE's commercial income will need to treble to £1.5m to underpin SCIE as a £5m business.
 - SCIE had reserves that it could use to support business development and the chief executive would update the board on proposals for support that demonstrated a clear business benefit.
 - The structure and style of the plan. Trustees were keen to see a more concise document with clear objectives, performance indicators, and targets. It would also be important to develop a simple, short summary for external communication. The work plan could be represented in a Gantt chart. The digital and co-production objectives needed to be strengthened.

- It was important to distinguish between the narrow objective of financial sustainability and the wider importance of a sustainable organisation, underpinned by strong vision and values.

Report of the Transformation Steering Group

9. The Chief Executive reported that the Transformation Steering Group (TSG) completed its work on the 30 January 2014 when it received project closure reports from each of the Task and Finish Groups.
10. A Transformation Delivery Group (TSD) formed from the senior managers group has been established and will lead the transformation of SCIE.
11. A key principle will be to integrate the work of the TSD into the mainstream work of SCIE.

Performance Reports

14. The Director of Corporate Services presented the performance report for the period to March 2014 and a finance report to the end of January 2014.
15. Reports from the NICE Collaborating Centre for Social Care, the Innovation and Development Directorate, and Corporate Services Directorate were presented and key issues highlighted for consideration by the board. These indicate that SCIE has delivered the work required by our commission with the DH and the contract to provide the NCCSC.
16. The corporate financial report shows that:
 - Unrestricted budgets are in surplus and are projected to achieve the budget targets set by the board at the end of the financial year.
 - Restricted funds are also on target to be expended as required by our commissioners. The balance of £300,000 in restricted funds is projected at the yearend. This is for a DH funded programme to support the piloting of direct care in residential care, separate to their commission, for which there is agreement.
 - SCIE unrestricted fund reserves are projects to be of £5.4m at 31 March 2014.
17. It was agreed that that the reformatting of the business plan should inform the development of the performance monitoring process.

Board Annual agenda Plan

20. The board noted the annual agenda plan. It was confirmed that the board away day in July would take place on the 17 July.

Any other business

21. There were no items of any other business.

Date of next meeting

22. The next meeting of the board will take place on Thursday 22 May 2014, 10:00-13:00

Approved:

Name:

Position:

Date:

DRAFT