

Meeting Minutes

Board Meeting

When: 18 September 2014 2014, 10:20-13:30

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

Present (Board)

- Michael Bichard, Chair
- Peter Hay
- Mario Kreft
- David Archibald
- Anne Macfarlane
- Bev Searle
- Tina Coldham
- Terry Moran
- Sally Warren
- Alex Fox
- Fionnuala McAndrew
- Sukhvinder Kaur-Stubbs

In attendance (Staff)

- Tony Hunter (Chief Executive)
- Amanda Edwards (Director of Knowledge & Evidence)
- Ewan King (Director of Business Development & Delivery)
- Stephen Goulder (Company Secretary)
- Iris Steen (Head of Communications item 7)
- Pearl Sebastian (Head of Finance items 5 & 6)
- David Cundy (Head of Delivery item 9)
- Michaela Gray (Executive Assistant - Minutes)
- Patrick Hall (Staff Representative)

In attendance (Visitors)

- Amanda Francis, Buzzacott (item 6)

Apologies

- Mary McKenna

Apologies and welcome

1. The chair welcomed the trustees and listed apologies.

Minutes of the previous meeting and matters arising

2. The board agreed the minutes of the previous meeting held on 22 May 2014. The chair raised two matters arising from the minutes:
 - He had given further thought to the previous meeting, and the outcome of the board away day and asked EMG to do further work on the evaluation of SCIE's impact and to complete those elements of the digital strategy that were not included in the Income Generation Strategy.
 - He also reported that work on the Prevention Library is going well. He was keen that it should have a brand which is identifiable and visible to the world and not just part of a series of information hubs which could be confusing and difficult to navigate.

Chair's report

3. The chair presented his report. He highlighted the Kings Fund Commissioning report and encouraged the board to consider it if they have not already done so.
 - TM stated that whatever the outcome of the Scotland's referendum, innovations in welfare provision in Scotland could offer models for the rest of the UK to evaluate.
 - AM gave a personal example of struggling with the care and support system and added that SCIE should look at the assessment process. The chair agreed that if we can identify failures from the client's point of view we should be prepared to highlight them in our films.
 - SKS said that the client experience is critical and part of the challenge is how residents are informed about the decisions they make.
 - The chair gave an example of how care for patients suffering with cancer is free, yet care for those suffering with dementia is not.
4. The chair raised the issue of purchase orders being raised after receiving invoices and stated that it is not acceptable for invoices to be generated without a purchase order. The chair emphasised the importance of having good financial controls in place.

Chief Executive's report

5. The chief executive presented his report and highlighted the following issues:

- The recently announced special measures regime for care providers, to be introduced from April 2015, is a development in which SCIE was engaged by DH colleagues. We would be presenting an analysis of reasons for provider failure and resources that are available to support improvement tools at a DH/CQC seminar on 24 September. This would provide an opportunity for us to engage with partners to develop an offer that could include, for example self-audit, diagnosis, improvement activity, and progress evaluation.
 - SCIE would be using the recommendations in the report to improve its people management. The liP standards are changing in 2015 and SCIE would be meeting with Lindsey Tuley to ensure that we are well prepared for our next review in 2016. TM offered his congratulations on the retention of liP recognition
5. TH thanked all trustees who had been able to hold or offer to hold lunchtime sessions with staff.

Audit Committee Report

6. SKS presented the report of the audit committee and highlighted:
- During 2013-14, the net expenditure over income was £1.25m for SCIE's unrestricted funds. This arose from three main sources, first the agreement to support to SCIE's operating budgets to enable its transition to a break even budget at March 31 2016, second to support SCIE's move to its new premises, and thirdly redundancy costs arising from the reduction of staff numbers in 2013-14. These costs are within the planned deficit.
 - A further contribution of £542,000 from reserves to support SCIE's operating budget is planned to take place during 2014-15. It is essential that the Income Generating Strategy that the board is considering elsewhere on the agenda, demonstrates how progress to a balanced budget is achieved.
 - The significant reduction in expenditure on staffing from 2012-13 to 2014-15 reflected the reduction in staff numbers and reduced use of contract staff. The audit committee recommended that the EMG should regularly monitor the capacity and skills of the current staff.
 - The high level of payments where an authorised purchase order was raised after the purchase invoice was received (75%) was of serious concern to the audit committee as it represents a failure of financial control.
 - The board agreed that the audit committee undertake a review of governance arrangements for consideration by the Board.
7. To ensure that the November meeting of the audit committee is quorate it was agreed that on an exceptional basis that Ann Macfarlane, who is available to attend, was appointed as a temporary member of the audit committee

Annual report and Accounts

8. The chair welcomed Amanda Francis and Pearl Sebastian to the meeting and she proceeded to present her report on SCIE's annual report and financial statements.
9. The chair's only area of concern was the issue of purchase orders being raised after receiving invoices and stated that it is not acceptable for invoices to be generated without a purchase order. PS responded that monitoring is being carried out throughout September and October and so far it has been going well. EMG have made their position very clear and staff are keen to get it right going forward. The chair stated that the results of the monitoring must show that zero invoices are being raised without purchase order numbers and anything otherwise should be a disciplinary issue.
8. The board approved the annual report and financial statements for 2013-14 for signature.

Income generating strategy

9. TH and EK presented the Income Generation Strategy. TH thanked IS for her hard work in developing much of the document presented to the board.
10. SCIE's Income Generating Strategy outlined SCIE's approach to increasing and diversifying its income streams from 2014 to 2017.
11. It covered all income generating activity from new and existing clients other than specifically funded commissions from the Department of Health (DH), Welsh Assembly Government (WAG) and Northern Ireland, and the contract for the provision of the NICE Collaborating Centre for Social Care (NCCSC).
12. Key points made during the discussion were:
 - That the strategy reflected the discussion that took place at the July away day and the challenge would be in its delivery.
 - DA asked what our confidence levels in the initial income targets. The chair suggested a "traffic light" rating system. BS asked for a numeric scale to demonstrate progress. AM added there is the potential to look at the commercial business sector.
 - TM stated that the presentation is one of the best papers he had seen at the Board. TM stated concern that the criteria could come into conflict with each other and asked how a way forward would be decided if that happened. The chair responded that if SCIE stops being values led, then we will not succeed.
 - FM stated that in the context of Northern Ireland, it seems to present SCIE with a blank canvas and other than safeguarding there is nothing here which can be used to start a conversation though some of the issues are the same.

- TC stated that she would like to see Coproduction involved in improvement work.
13. The board approved the direction and content of the strategy and the following priorities for the development and delivery of income generating offers:
- Improvement support to adult social care providers
 - Implementation of the Care Act
 - Safeguarding adults and children
 - Use of the Mental Capacity Act and Deprivation of Liberty Safeguards.
14. The board would receive regular reports on progress and emerging strategic issues that may impact on direction or delivery.

Performance report

15. SG presented the performance report which he explained included reports by business objective rather than directorate. Key points were that:
- The identification and agreement of the SCIE products that form part of the DH commission has been subject to considerable discussion with DH, ADASS, LGA, and stakeholders in the context of delivery dates in October to December. Project plans are in place but these will require SCIE to work at full capacity for the period to end January 2015.
 - The income targets for the Delivery and Development Directorate are not being met because the income from Learning Together is lower than anticipated. The LT programme of training offered to support Children's' Safeguarding are being refreshed and redesigned and will be marketed in the autumn ahead of the peak in sales that occurs in the last quarter of the financial year.
 - Assuming Learning Together achieves the full year income target this will leave an adverse variance of £165,000 at 31 March 2015 (phased in from September 2014 onwards) because no income has been confirmed from HQIP for SCIE to support its work on audit in health and social care. The DH has confirmed to SCIE that it has yet to decide on the resources it will allocate to social care audit in 2014-15. The Directorate has identified other opportunities, reported in the Income Generating Strategy that are being targeted to mitigate the risk of the Delivery and Development Directorate failing to achieve its income target.

Adult Safeguarding: the provisions of the Care Act and their implications for Adult safeguarding; our work in 2014-15 and emerging issues

16. DC gave an overview of the presentation and noted the ongoing debate around powers of access. The project guidance development work with the Task and Finish Group for the DH is structured around the Care Act. DC noted the emphasis on

integration, personalisation, access challenges, improvement outcomes, what “good” looks like, monitoring and evaluation, and added that this could mean opportunities for SCIE.

17. The chair noted that a lot of what has been discussed we are already providing as part of the DH commission. PH noted the danger with a compliance culture of just meeting the minimum standard required. The chair stated that there is a place for what does really good practice look like and have you got it. AF noted the strong tie-in with Coproduction – maybe they should carry out any audits with SCIE providing a facilitating service. AF added this would be a highly defensible position.

18. AM stated that she has sat on an Adult Safeguarding Board for 2 years and noted the challenges around a lack of joined up working and lack of funding.

Board annual agenda plan

19. The following meeting dates for 2015 were agreed:

- 22 January
- 19 March
- 21 May
- 16 July
- 17 September
- 26 November

Any other business

20. There were no items of any other business.

Date of next meeting

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

Approved: _____

Name: _____

Position: _____

Date: _____