

Meeting Minutes

Board Meeting

When: 13 November 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
- Sukhvinder Kaur-Stubbs
- Mary McKenna

In attendance (Staff)

- Tony Hunter (Chief Executive)
- Amanda Edwards (Director of Knowledge & Evidence)
- Ewan King (Director of Business Development & Delivery)
- Stephen Goulder (Company Secretary)
- Michaela Gray (Executive Assistant - Minutes)
- Patrick Hall (Staff Representative)

Apologies

- Fionnuala McAndrew
- Alex Fox
- Sally Warren
- Terry Moran

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 18 September 2014.

Chair's report

3. The Chair presented his report. He felt that winning work to support the implementation of the Care Act in Richmond, coupled with the discussions about partnerships with several consultancies, showed that SCIE was on the path to developing a recognised commercial offer.
4. Along with staff and some trustees he had attended the National Adult and Children's Conference (NCAS) in Manchester where the launch of the SCIE guidance on commissioning independent advocacy had been well attended. He remained concerned about the lack sufficient input from clients and users at NCAS.
5. He had made a number of presentations of the King's Fund (Barker) Commission report including an ADASS conference and a dinner of Chairs and Directors in Manchester.
6. The chair also updated members on the SCIE "expert events" that he would chair in the New Year to show SCIE us as thought leaders in social care – as well as marketing our offer.

Chief Executive's report

7. The chief executive presented his report and made the following points were:
 - Effective delivery of the DH commissioned programme of work to support the implementation of the Care Act is of critical importance to the Department of Health and we, Skills for Care, Think Local Act Personal (TLAP) attend a number of programme boards at which our performance is monitored. Our reputation for sound consultation processes, quality products, and delivery remains strong.
 - Work has commenced to define next year's commission with DH. Care Act implementation (safeguarding, assessment and eligibility, advocacy, transitions and the prevention library) will remain a part, but meantime SCIE has engaged with ADASS, LGA and others, to build its proposal.
 - SCIE, together with Skills for Care are developing an improvement support hub designed to place us in a stronger position to operate commercially with care providers across sectors. Web pages are being designed around the CQC's five domains (well led, effective, safe, caring, responsive), and we are leading collaborative effort on this with DH, CQC and Skills for Care.

- TH reported the outcome of his attendance at Strategic Improvement Steering Group (SISG) in Wales to discuss the establishment of the “National Institute for Care and Support” in April 2017. MK confirmed that he would be organising a meeting for MB/TH with the Health Minister in Wales to discuss this development.
- The chairs of the board and audit committee have expressed determination that there is full compliance with our internal financial controls with regard to Purchase Orders (PO’s). The chief executive had spoken to the external auditors who confirmed that they support the current SCIE policy. He had also spoken to SKS who confirmed that it had been agreed that she meet with the finance team to discuss their report on compliance with procedure during October.

Audit Committee Report

8. SKS presented the report of the audit committee and made the following points:

- In accordance with the recommendation by Buzzacotts in their external audit of SCIE’s annual report and accounts, SCIE had reviewed the employment arrangements for temporary and self-employed staff and she confirmed that they were compliant with requirements of the Pension Regulator (TPR). Because case law may develop, the audit committee agreed to review SCIE’s auto enrolment policy at its meeting in March 2015.
- Following discussion at the previous meeting of the board it was agreed that the audit committee develop a draft set of terms of reference for the board and propose a revised set of terms of reference for the audit and risk committee that align with them. Draft terms of reference for the board of trustees, and revised terms of reference for the audit and risk committee were discussed and agreed.
- The Audit Committee had received a report on SCIE’s income and expenditure at month 6 and projection to the 31 March 2015. This would be discussed more fully as part of the performance report elsewhere on the agenda. SKS raised her concern at the rate at which reserves have been used to offset SCIE’s operating deficit from 2012-13 onwards.
- Good progress has been made on risk management. It was agreed that there would be a session on risk at the board Away Day in January.

Improving the provision of Adult Social Care

9. EK gave a presentation to the board on SCIE’s improvement offer and asked it to consider the Improvement Support offer that is being developed by SCIE.
- MB stated that SCIE did not have the capacity or competence to deliver a comprehensive offer which is why we are actively seeking partnerships.

- DA said that the free offer should be about describing good practice. Those who identify they need improvement should be directed to our paid offer. It's about not just dealing with a bad inspection result, but preventing a bad inspection result.
- MK referred to the challenge of supporting changes in leadership and culture with an increasing focus on the role of the registered managers. AM agreed and spoke about her recent participation in a discussion about the resident voice and coproduction at a dementia conference. AM/EK to discuss outside this meeting.
- MB noted that featuring experts by experience is a key part of our offer. PH added that there are experts by experience in all homes, and it might be about tapping into that. AM gave an anecdotal experience about a care home manager who had all the tools they needed but were not using them.
- TH thanked everyone for the helpful discussion and reported that SCIE had agreed with ADASS that the SCIE-ADASS event in January would have a focus on improvement.

Evaluation of SCIE's impact

10. TH introduced the presentation, which EK gave, on the evaluation of SCIE's impact. The key points emerging from discussion were:

- That KPIs on income should incorporate contribution to overheads.
- MM raised concern that we be careful not to only survey people who already know us but also to speak to people who don't know us and find out why.
- MK stated that in terms of reach, we need to demonstrate how positive our work is – good social care has an economic value as well.
- SKS stated that there should be a more tangible approach to understanding more about how SCIE supports the improvement of peoples care and the assessment of levels of satisfaction among user communities.

Developing Digital Services

11. SG presented a paper on the development of SCIE's digital services that:

- Updated the board on the development of SCIE's digital services and demonstrated that future work would align with the priorities of SCIE's Income Generation Strategy and support the evaluation of SCIE's impact.

- Presented data suggesting that improvements to our website had been successful in building increasing traffic. The new registration requirements had not deterred users and the rising registration rate shows a tenfold increase from early 2014. The increasing number of registrants would provide a much more representative sample of users and a valuable source of knowledge about their usage of our material
- The key priority for the next stage of development of SCIE's website would be to ensure that it supports the implementation of SCIE's Income Generation Strategy.
- By the 31 March, SCIE would provide a number of knowledge hubs whose branding and design must integrate into that of the overall SCIE site.
- Evidence does not support the positioning of SCIE as a learning management provider because of the costs of entry to a crowded market. However, SCIE's digital offer can support the development of products and tools that enable learning to be undertaken in key priority areas of Safeguarding, Mental Capacity Act/DoLs, Care Act, and Improvement. MM said that we have to offer is sufficiently niche to catch the interest of local authorities and that it might be worth setting up a meeting with City & Guilds.
- MB noted that we need to know much more about our users and while the numbers of registered users have gone up, they don't come back to us often enough. SG replied that now we can see the data we can act on it and change the registration requirements to build knowledge.

Performance Report

12. SG presented his report and tabled a summary of the projected year end outturn at 31 March 2014 (attached) and discussed an analysis of work that is 'highly likely' and 'likely' to be won during the current financial year which will offset the projected shortfall year end shortfall of £122,985.
13. SKS noted that she is confident that income would be secured to meet the projected shortfall but that it is important to build momentum into 2015-16.
14. AM asked if we have the necessary staff capacity. EK replied that while staff are currently busy on the Care Act work, this is starting to wind down. EK is confident we do have capacity but if not we may have to look at buying some in.
15. MB confirmed that the board would be updated at its away day in January.

Board annual agenda plan

16. The board noted the annual agenda plan.

Any other business

17. There were no items of any other business.

Date of next meeting

18. The next meeting of the board would be an away day which would take place on Thursday 22 January 2015

Approved:

Name:

Position:

Date:

DRAFT