

Meeting Minutes

Board Meeting

When: 31 March 2016 10:20-13:00

Where: Meeting Room 1, 1st floor, Kinnaird House, London, SW1Y 5BP

Present (Board)

- Michael Bichard, chair
- Alex Fox
- Annie Hudson
- Bev Searle
- David Archibald
- John Evans
- Mary McKenna
- Ossie Stuart
- Peter Hay
- Rachael Wallach
- Sally Warren
- Terry Moran
- Tina Coldham

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)
- Isabel Quilter (Staff Representative)

Apologies

- Fionnuala McAndrew
- Mario Kreft

Apologies and welcome

1. The chair welcomed the trustees, including Racheal Wallach who was attending her first meeting, and Isabel Quilter the new staff representative. He also listed apologies.

Minutes of the previous meeting and matters arising

2. The board agreed the minutes of the previous meeting held on 26 November 2015.
3. TH confirmed that he had been in touch with Mario Kreft to discuss SCIE's coproduction offer to Wales.
4. TH would also discuss with Bev Searle, the preparation of an article for publication in the HSJ.

Chair's report

5. The chair presented his report.
6. The chair noted that TH's objectives have been circulated to the board.
7. The chair reported the discussions which have taken place with the chief executive and deputy chief executive of NICE regarding confirmation that they would not tender for the provision of the NCCSC, and that our contract with them would end in March 2018. NICE have stressed that this is to do with budget reductions and is not a reflection on the quality or value of the work of the Collaborating Centre. AH asked what would happen to NICE's social care work. AE replied that NICE are commissioning new guidelines from one of their two large clinical commissioning groups from autumn 2016.
8. IQ raised the concern from some staff about job security. Staff would welcome the opportunity to develop transferable skills to move elsewhere in the organisation.
9. The chair noted that his meeting with Chris Wormald, the new DH Permanent Secretary of State had been rescheduled for Thursday 7 April.

Chief Executive's report

8. The chief executive presented his report.
9. TH referred to the fire evacuation that took place on the 19 February 2016. He was grateful for feedback from a number of service users who were present including JE. JE stated that while it was an unnerving experience, SCIE's fire marshals were reassuring; however there were lessons to be learned and following discussions which took place shortly afterwards, SCIE's evacuation procedures have been updated.

10. The chair asked if there was any further update on the Better Care Fund. TH responded that we were now engaged in a number of localities and running seminars and workshops.
11. OS asked for details of the user contribution. EK responded that this depended on the specific requirements of each location. As a three month project, it's not easy to involve service users throughout the project, but we have involved service users in producing national guidance.
12. TM asked about the review of SCIE recognition as an Investor in People. TH replied that two years ago there were challenges around liP, and that the bar is now higher. TH is confident we will be successful and wants to use it to help deliver the business plan. IQ added that staff would welcome the opportunity to speak to an independent body.
13. SG noted that there would be an online survey for all staff to complete and that a representative will be observing SCIE and interviewing staff throughout the day on 29 June.

Report of the Audit and Risk Committee

14. TM stated that SCIE is in the best financial position it's been in since he joined the board and that risks are now spread through more diverse income streams. TM congratulated the team.
15. TM reported on the committee's review of the reserves policy, and stated that the trajectory for decreasing the deficit will be discussed at the next meeting of the audit and risk committee.
16. AH asked if SCIE is confident that its assumptions which informed the review are accurate SG replied that the figure include SCIE's principle liabilities; payments to the pensions deficit which is a set figure, redundancy which is calculated using payroll, and accommodation which is a known liability. The figure covers three months' worth of operating costs and were tested with our auditors last year.
17. RW queried the pension's deficit. SG responded that SCIE's pension is held with Essex County Council as part of the Local Government Pension Scheme which is valued every three years. TM proposed that the A&RC review the risks and liabilities of SCIE's pension green in the context of the triennial review. This was agreed.
18. The chair asked the board to agree the reserves policy. This was agreed.
19. TM also reported the agreement of the chair that a fourth trustee be appointed to the audit and risk committee and asked that if anyone is interested to contact him, SG or TH.

Business Plan 2016-17

20. TH gave an overview SCIE's vision and values. IQ noted that there were concerns among some staff that coproduction could sometimes feel tokenistic. TC asked for examples. IQ replied she was referring mainly to LiPP.
21. AF stated that we should measure outcomes more effectively. EK added that we do now have indicators and more data and are in the process of reviewing these. We also using customer survey's to find out what our clients think.
22. TH gave an overview of SCIE's business objectives.
23. TM suggested changing the wording in Objective 6 from "included" to "inform and influence all aspects". This was agreed.
24. AH suggested that a detailed strategy regarding what resources are needed in order to get work in children's social care which links back to coproduction would be beneficial. This was agreed.
25. PH stated that he is not comfortable with an objective based on provider stability as this is not something which SCIE has any control over and added that it should be focussed on quality. SW agreed it should be around a quality improvement programme which is sustainable.
26. SW added that there is also a risk around all public service funding and we need to have a sense of that risk over the next four years. BS stated that we must acknowledge the reality of the financial situation and make it clear in our offer.
27. SG gave an overview of the financial position with DH. Northern Ireland and Wales are expected to remain unchanged.
28. EK gave an overview of Appendix 3: Assessment of commercial opportunities 16-17 and noted that the overall figure has been revised to £2.5m.
29. TC asked for clarification on the difference between the projected and actual figure. EK replied that this is a subjective document, so £700k is secured and the rest is our judgement based on feedback from clients.
30. SG gave an overview of Appendix 4 and 5 and noted that "Pay" is staff pay, "Other" are third party payments and "Overheads" cover accommodation etc.
31. MM referred back to Appendix 3 and suggested effort be focused either on those opportunities RAG rated Green, or moving those rated Red to Green. EK stated that there is a chance of securing all the work listed and the RAG rating refers to the levels of possibility.
32. RW suggested linking income by source to the business objectives. SG agreed.

33. SG gave an overview of Appendix 6: Strategic Risk Register.
34. SW suggested separating strategic risks from operational risks. TM agreed and suggested that this would be discussed in audit and risk committee with only the real strategic risks be brought to the Board for a “deep dive” discussion. This was agreed.
35. The chair asked that the final document come to the Board in June with a narrative to focus on things that have changed. This was agreed.

Research study into workforce readiness recruitment, and progression in the social care sector

36. The chair gave some background context and added that he would chair the Advisory Committee.
37. EK presented the paper and outlined the initial stages of the project and invited questions and comments from the Board.
38. OS queried how we would gain access to the workforce.
39. TC echoed OS’s concerns and raised potential issues around ensuring representation with the diversity and ethnicity of workers.
40. AH queried JP Morgan’s expectations. EK responded that this is JP Morgan’s charitable arm which has a global agenda around workforce retention.
41. The chair agreed that we must ensure we have a positive impact in the community. SW added that we need to be clear about what we need from the case study.
42. TM raised concern around risk associated on a project with such high exposure and emphasised the need to carry out due diligence.
43. RW suggested contacting the London Legacy Development Corporation.
44. TH thanked the Board for their input and asked for any more comments or concerns to be sent to EMG.

Performance report

45. TH and SG gave a brief overview and noted that some commercial work which we expected to have completed will now be undertaken in 2016-17.
46. Positive performance was noted by the Board.

Board annual agenda plan

47. The chair and TM felt that the annual report and financial statements should be discussed earlier in the year. It was agreed that SG would discuss with SCIE's external auditors.

48. MG to reschedule the meeting planned for the 6 October.

Any other business

49. SG will circulate the Annual Disclosure form to the board members for completion. Michael Turner would be circulation the annual equalities and diversity questionnaire for completion.

Date of next meeting

50. The next meeting of the board will be held on 9 June 2016.

Approved: _____

Name: _____

Position: _____

Date: _____