Meeting Minutes

Board Meeting

When: 21 May 2015 10:00-13:30
Where: Training Room, Ground Floor, 206 Marylebone Road, London NW1 6AQ

Present (Board)

- Michael Bichard, chair
- Mario Kreft
- Alex Fox
- Bev Searle
- David Archibald
- Anne Macfarlane
- Tina Coldham
- Mary McKenna
- Fionnuala McAndrew
- Sally Warren
- Terry Moran

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)
- Pete Fleischmann (for Item 8 only)
- Dave Anderson (for Item 10 only)

Apologies

- Peter Hay
- Sukhvinder Kaur-Stubbs

Apologies and welcome

1. The chair welcomed the trustees and listed apologies.

Minutes of the previous meeting

2. The board agreed the minutes of the previous meeting held on 19 March 2015, subject to the addition to paragraph 18 of:

   Should SCIE close down, its reserves may not be sufficient cover the termination payment to the provider of SCIE's pension scheme. It was agreed that the decision made by the board on the reserves was robust. The charity commission guidance and advice from auditors reinforced this decision."

Chair's report

6. The chair presented his report. He remained very satisfied with the hard work and commitment of staff.

7. The next board meeting in July would be an Away Day. Andrew Jackson is unable to facilitate the day but it was agreed that his colleague, John Bruce-Jones would cover for him. BS suggested that a competitor analysis be produced as part of the preparation. It was also agreed that an analysis of grant funded organisations be prepared.

Chief Executive's report

8. The chief executive presented his report.

9. He updated the board on the Northern Ireland Steering Group meeting which took place on the 12 May. TH also informed the board that he has been invited to join an advisory group supporting the review of Commissioning in Northern Ireland. FM warmly welcomed this news.

10. SG added that SCIE has also been invited to join an advisory group supporting the creation, with effect from April 2017, of Social Care Wales. . MK responded that he had also been invited to join the advisory group and clarified that it will replace Care Council Wales.

11. TM asked about SCIE's position in Scotland. TH responded that we currently have no presence in Scotland.

Report of the Audit and Risk Committee

12. TM reported on behalf of SKS about issues considered at the meeting of the audit and risk committee held on the 11 May 2015.

13. The financial target agreed by the board was that SCIE's unrestricted reserves should be £5,258,013 at 31 March 2015. The yearend position had not been fully closed at the time of the meeting but SCIE is on target to achieve unrestricted fund reserves of £5,244,208 at 31 March 2015.

14. The audit and risk committee received a report setting out early progress on the delivery of SCIE's business plan, particularly the development of the pipeline of commercial income. Much of the content of this report is presented to the board under items 6a and 10. The committee was reassured by the good progress being made.

15. The audit and risk committee supported the presentation of a business case to the board for further investment in marketing, social media, and product development. It had also considered the KPI's for each business objective and their associated performance measures and agreed amendments.

16. Further work has taken place to build a revised strategic risk register which is reported under item 10. The audit and risk committee felt that the new format was a considerable improvement on that previously presented and supported its presentation to the board. The audit and risk committee strongly supported a discussion of risk at the board away day.

17. A presentation was made by Pearl Sebastian and David Cundy on the integration of SCIE's business systems, Salesforce, and GP Dynamics, that will achieve:

   - Automated invoicing and reduced manual processing.
   - Live budget and expenditure information.
   - A single client database.
   - Resource management, time sheets and budgets managed on a single system.

Delivering the SCIE Business Plan 2015-16

18. TH introduced the paper whose purpose was to present progress that has been made on the development and delivery of new business opportunities and their implications for SCIE.

19. SCIE's current commercial pipeline was presented. Key points were:

   - Overall total of income projected is £779,170. This is 54% of the 2015-16 target. Of the overall total £715,120, 49% is secure.
   - Application of these funds to support staff pay and contribute to overheads is £556,120. This is 50% of the 2015-16 target. Of this 46% is secure.

20. Currently we are experiencing strong demand for two main commercial services; training and evaluation. We are seeing continued demand, even during the election period, for Care Act, but also safeguarding, MCA and DOLs, training. As a result of SCIE successfully getting onto the DfE Innovation Programme evaluation framework with the Anna Freud Centre, we have won several evaluations. We have secured a large evaluation for the Lloyds Foundation.

21. The success of our training, evaluation and consultancy offers has been realised with limited investment in sales, marketing and communications. SCIE must establish effective communications, marketing and sales activity in order to grow and sustain growth in commercial income.

22. AM asked whether it might be worth trying to get a feel for products supporting user engagement for local authorities and noted that her local authority has brought in three consultancy/training organisations recently. MB stated that he had thought for some time there was a commercial offer to be made and if it would be possible to find out, it would be interesting to unpick what is being offered and how much for.

23. TM asked for an update on the NICE contract. AE responded that NICE are minded to extend the contract for another two years but we must go through due process. We should receive confirmation by September.

24. SW added that CQC have rated 40% of providers as needing help and improvement, so there is a large market out there – she is happy to discuss details. SW also stated that there are 6 pilots doing enhanced healthcare in care homes – so far it has been found that 5 of the 6 are barely talking to local authorities or other providers, while being health-lead. FM added that we need to think carefully about our relationship with commissioners and how we influence them.

25. BS stated that it was important to consider a case for investment in the context of SCIE's move to financial balance. TM added that we need to look at the implications to the organisation of not operating in deficit. The timescale is linked to capacity and capability issues. MB agreed and stated that the Away Day in July can be used as the first step in our strategy.

26. The board agreed the proposal that £175,000 be allocated from SCIE from unrestricted reserves for investment into marketing, communication and product development; and that SCIE's income target for commercial activity be raised by £150,000 to £1,587,000.

Supporting improvement for registered care providers

27. EK presented a paper that updated the board on the provision of improvement support to care providers which was a priority in the Income Generation Strategy agreed by the board at its meeting in September 2014.

28. Since October 2014, we have focused on two areas of work:

   - Free offer to the sector: the development of a single website with Skills for Care (SfC), with the support of Think Local Act Personal (TLAP), which provides free, reliable guides, learning tools and resources for providers of adult social care in England.
   - Commercial offer: development of a commercial offer to registered care providers.

29. To support the board discussion BS, MK, and SW spoke briefly on key improvement issues and challenges based on their own experiences.

30. SW stated that the difference between SMEs and bigger providers is that they may have a large budget available to them – for instance, one has recently spent over £1m to move a care home out of special measures. It is important to provide a different offer for larger players and be clear about the value of what we can offer.

31. BS stated that we need to look at national drivers and emerging policies. Where does improvement support and turnaround begin and end in this context prevention and sustainability are important issues.

32. MM asked MK whether we should consider making an offer of help to housing associations, many of whom are responsible for care homes in South Wales. MK replied that many housing associations have withdrawn from running care homes as it has been financially unsustainable for them. MK added that it is important to remember that many people prefer to remain in their own community.

33. DA asked what kind of issues might emerge from financially unsustainable care homes. SW replied that there are parts of the country where there is no spare capacity so there are significant issues around shutting private care providers as there is nowhere for people to go.

34. The chair asked if the board was happy to consider the discussion and deliver a business strategy for providers at the Away Day. This was agreed.

Co-production – next steps

35. PF presented a report on co-production and asked the board how the members of the Co-production network could be more proactive in co-creating and supporting SCIE's work.

36. SW asked to what extent we use the network – should it be involved at the start of plans and projects rather than asked for input after the fact.

37. AM also suggested training two or three people from the network who could then be well placed to become trustees of SCIE. SG noted that SCIE would be advertising for two new member of the Board in September so this is an important point for the Board to consider. MB stated that this is possibly something to be discussed in more depth at the Board Away Day.

38. PF also asked the board to consider whether it would be possible to have programmes of work generated by the Coproduction Network. MB responded that there would be no barriers from the board which would welcome challenge and any ideas from network members.

39. TC noted that some organisations charge to train on coproduction, and this could be an opportunity for us – we need to look at how we promote ourselves. For example

we have recently made an offer to CQC with regards to the Experts by Experience tender.

40. MB responded that we are actively thinking about partnership working. We do want Co-production to be one of our unique selling points and a key part of what we do. It is important that we do not move away from that.

41. TC noted that if we have a steering group on business strategy then we do need to be prepared for challenges which we may not have the answers to. The chair agreed that we do need to ensure that the context is understood and there is a need for commercial viability.

42. In summary, MB stated that the board does want co-production to be more closely involved with developing new strategy.

Equality and Diversity

43. PF presented the report and noted that again we are making steady progress and doing well. The report proposed replacing the scheme with objectives which are designed to be shorter, simpler and better aligned with the overarching business objectives.

44. FM stated that she would like to see reference to the duty to support people with disabilities to participate in public life. This could translate into an objective to support people to become board members, as proposed by AM.

45. TM noted that Objective 5 is not worded as an objective. PF would amend as appropriate.

46. The Board agreed to the objectives in principle.

Presentation of the redesigned SCIE website

47. DA presented the newly designed website to the board. The board agreed that the redesign was a significant improvement and clearly gave priority to SCIE's business objectives. The launch will take place on June 1 2015.

Performance Report

48. SG presented the performance report and the revised risk register. The risk register contained more focused and incorporate the risk impact matrix showing an objective assessment of risk.

49. TM noted that while a lot of great progress has been made, it is important that all risks are included on the risk register, otherwise we are failing.

Board away day and annual agenda plan

50. MB noted that the next meeting will be the Board Away Day on 16 July.

Any other business

51. It was agreed a request from a member of the co-production to observe a board meeting.

Date of next meeting

52. The next meeting of the board would be an away day held on Thursday 16 July 2015.

Approved:

Name:

Position:

Date: