



# Meeting Minutes

## Board Meeting

**When:** 10:45-12:40 23 March 2017

**Where:** Meeting Room 1, 1<sup>st</sup> 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
- Tina Coldham

### **In attendance (Staff)**

- Tony Hunter (Chief Executive)
- Stephen Goulder (Company Secretary)
- Michaela Gray (Executive Assistant - Minutes)
- Carmen Colomina (Staff Representative)

### **Apologies**

- Ewan King
- Terry Moran
- Fionnuala McAndrew
- Sally Warren
- Peter Hay

### **Apologies and welcome**

1. The Chair welcomed the trustees, and listed apologies.
2. Introductions were made to the new Staff Representative, CC.

### **Minutes of the previous meeting and matters arising**

3. The board agreed the minutes of the previous meeting held on 24 November 2016.

4. The Chair noted there was no report from him.

### **Chief Executive's report**

5. TH gave an overview of his report.
6. MM queried senior management arrangements. TH responded that we are bringing in an independent consultant for 3-4 days to look very narrowly at how we work and what can be improved. TH asked the Board to let him know if there is an individual or agency they could recommend.

### **Policy developments in social care**

7. The Chair noted the opportunity for SCIE's voice to be heard particularly regarding workforce, commissioning and care providers.
8. AH agreed and added that while the budget announcements have resulted in funding for social care, her understanding is that much of this has been earmarked for older people whereas a lot of the challenges lie around adults of working age. AH stated that this is an opportunity to talk about how that funding is used.
9. TH gave an overview of an email circulated on 22 March and tabled at this meeting.
10. The Chair challenged SCIE to think about producing its own Green Paper including thoughts around community, coproduction and integration. OS agreed and added we should think about intervention and where it starts, whether that is with the institution or the individual. AF added that the transformation model could be a good place to start as it seeks to find a coproductive middle ground which could speak to commissioners. BS supported this and added there must be an emphasis on quality of life and return on investment. BS felt that the coaching model had been very successful and is individualised and strengths-based. TH to run by Juliet Chua at his meeting with her on 4 April.
11. It was agreed that EK would draft SCIE's Green Paper with BS. The Chair asked the Board to send any contributions or suggestions via email. The Chair noted the need for this to be completed before the next Board.

### **Report of the audit and risk committee**

12. BS gave an overview of the report and added that key to note is the unchanged position from the last report. The Committee looked at SCIE's work around expenditure controls and the visibility of the cumulative level of debt. BS stated the committee supported the Executive in looking at income and expenditure. BS felt that SCIE has done well to secure the income it has done in a very challenging year. An additional Audit and Risk Committee will be held in May ahead of the September Board. BS asked SG to talk through the detail of the report.
13. SG noted that the figures in this report and the Performance report differ slightly as they were produced at different times, but they are consistent. SG noted that we are still confident of winning New Belongings but the work has now shifted into the next

financial year. Paragraph 12 shows the impact on the reserves which fall from £4.9m to £4.2m. SG noted that if this performance is repeated next year, then the reserves will fall below the minimum level agreed by the Board. SG gave an overview of future scenarios outlined in Paragraph 13 and noted that we already have £600k in the pipeline for the next year and we are sustainable to 31 March 2018.

14. The Chair noted that the only scenario outlined which ensures our reserves do not fall below the minimum level agreed is a commercial income of £2.5m which is very challenging.
15. The Chair queried if the additional payment to the pension scheme from the reserves is reflected in the scenarios. SG stated that it is reflected elsewhere in the report and added that we may seek to make an additional pensions payment this year but it will not affect the reserves at the end of March 2017. SG stated that it is likely once the year end adjustments are made, this will cover the payment, but if not then it would need to be included in the report.
16. SG stated that the New Belongings work and possibility of DfE funding for Looked After Children projects are crucial and will be known by the next Board meeting. SG added that we need an early understanding of the pipeline next year. DA asked if we need to think about what happens if our income target is not met. SG responded that this would need to be brought to the Board as part of the Business Plan and added that we are also seeking to reduce our accommodation costs.
17. SG noted that our pensions position is much improved due to the stock market. SG noted that if we close, the pensions will be moved from stocks to government bonds and added that we have no choice but to continue making the deficit payments as a one-off payment to offset is unaffordable. This will be built into our business plan. Our next pensions review is due in 2020.

## **Business Plan 2017-18**

18. TH have an overview of the financial context and noted that this underpins the business plan. The priorities for 2017/18 are similar to last year with a focus on safeguarding, integration, improvement and children's. SG added that the key thing going forward is to sustain a much higher level of commercial income.
19. DA stated that regarding paragraph 18, as Chair of a safeguarding board, he felt that in terms of targeting we should contact LSCB Chairs. DA added that there is an independent association of chairs and he would provide the contact details of the Chair David Ashcroft. DA also added that with regards to paragraph 21, he felt that the Learning Together model would be helpful.
20. The Chair noted that as the government have changed their approach to schools, there may be an opportunity around care facilities and safeguarding. The Chair suggested there may be demand for a simple tool such as a "compliance tracker" for schools to use to ensure they are compliant with all their statutory requirements.

- 21. AH stated that she felt that Learning Together is SCIE's most well known product and we should think about how it could be marketed and disseminated more effectively. TH to reflect on ways this can be done.
- 22. JE suggested there may be opportunities with LUMOS or with the Alton Society. SG to look into this.
- 23. BS suggested linking comms and marketing more strongly in our business priorities and added that a return on investment is associated with good social care practice. The Chair agreed and noted the need to emphasise marketing over comms going forward.

**Think Local Act Personal partnership**

- 24. The Chair noted that this report has been brought to the Board for information further to their request for reassurance.
- 25. TH noted that progress has been made. JE, AF and CC agreed.
- 26. The Chair asked for a further update in six months to ensure that the positive change following a challenging period is being sustained.
- 27. OS suggested that TLAP be linked with SCIE's answer to the Green Paper. CED agreed to consider this.

**Performance report**

- 28. SG noted that the Risk Register remains unchanged apart from the Balanced Scorecard which has been altered from Green to Amber to reflect the move towards becoming a metrics based system.

**Board annual agenda plan**

- 29. The Chair noted that he is not available for the 18 May. MG will contact the Board to seek an alternative date.

**Any other business**

- 30. SG noted that he has circulated the Registration of Interests form, and paper copies have been tabled. SG asked that all trustees complete and return ahead of our April audit in order to be compliant with regulations.

**Date of next meeting:** to be confirmed

**Approved:** \_\_\_\_\_  
\_\_\_\_\_

**Name:** \_\_\_\_\_

**Position:** \_\_\_\_\_

**Date:** \_\_\_\_\_