social care
institute for excellence

Meeting Minutes

Board Meeting

When: 19 July 2018
Where: Meeting Room 1, Watson House, 54 Baker Street, London, W1U 7EX

Present (Board)
- Paul Burstow, chair
- Alex Fox
- Annie Hudson
- Bev Searle
- Katie Brennan
- Mary McKenna
- Ossie Stuart
- Rachel Armitage
- Sally Warren
- Sue Gower

In attendance
- Tony Hunter (Chief Executive)
- Stephen Goulder (Company Secretary)
- Ewan King (Director of Development and Delivery)
- Michaela Gray (Executive Assistant) – minutes
- Laura Able (Co-production) – observer
- Pete Fleischmann – for Item 6 only

Apologies
- John Evans
- Peter Hay
- Sean Holland
- Carmen Colomina (staff representative)

Apologies and welcome

1. The chair welcomed members to the meeting and noted apologies.

2. The chair welcomed Laura Able who would be observing the meeting.

Minutes of the Board meeting of 29 March 2018 and matters arising

3. The minutes were agreed with minor amendments.

4. SG noted that a new organisation, Mind of My Own, will be hosted by SCIE on the third floor. MOMO support young people with mental health and wellbeing.

Chief Executive's report

5. TH gave an overview of his report.

6. The What Works Centre work continues to progress well. Sir Alan Wood has been confirmed as chair.

7. The independent brokerage work with CQC has gone well and SCIE was proactive in approaching DHSC with proposals for a mechanism to help develop action plans for localities and further review the outcome of action plans.

8. The chair noted that there has been a change to the Secretary of State, and this may lead to changes regarding the direction of travel of the Green Paper in terms of scope and priorities. The NHS Plan would be published in November. Integration will be a big part of the plan. PB noted the opportunity for SCIE to embed itself in senior working relationships in the NHSE.

9. TH gave an overview of the Quality Matters initiative which draws together people from across the sector to look at quality. At the recent Quality Matters board meeting co-chaired by TH, SCIE presented the work completed for Northern Ireland to develop a digital resource on Improvement Science. This resource was launched at an all-Ireland conference on the 26 June. TH noted that DHSC have been pleased with the progress made.

9. TH gave an overview of SCIE's work with faith communities. Sheila Fish and Hugh Constant gave a presentation to the General Synod of the Church of England on the 7 July with survivors of abuse which was very well received.

10. OS asked if there is any way to encourage more diverse faith groups to participate in events. SG responded that this work is something which has travelled mainly by word of mouth and there is an inherent difficulty in reaching out to communities where it is not yet recognised that there is a problem. SG also noted that BME groups tend to be smaller and more fragmented, and SCIE would need to consider how to find a route in.

11. TH noted that the Coproduction Festival took place last week and was attended by about 100 people.

12. The chair noted that with regard to the organisational development referred to in paragraph 25, some trustees were present at the last staff engagement day and it would be good if trustees could attend the next staff engagement day from 10:30-3pm on 3 October.

Report of the Audit and Risk Committee

13. BS gave an overview of the report, and noted the importance of understanding the income position compared to previous years to help understand risk. ARC would continue to review investment to support the delivery of financial targets.

14. SW noted that SCIE has never successfully won all its "highly likely" or "likely" work. EK responded that SCIE has used different criteria for "highly likely" and "likely" work from previous years but acknowledged judgement is involved. SW stated that it may be about understanding what changes are in the pipeline so we can be more confident about our predictions. SW suggested being able to see what work is removed from the "likely" list and why.

15. KB asked if there are plans to exceed the agreed income target. EK stated that the targets set are already very ambitious, especially as it's harder to win work in the latter half of the year.

16. The chair added that it would be good to get a sense of the level of appetite from the board for risk and if SCIE should seek to stretch those targets a bit further. The chair also added that this is probably the most stable year SCIE will trade in for several years so it would be good to improve our position as much as possible.

17. RA noted that it is about diversification of SCIE's business model and it may be about getting more into the pipeline rather than raising income targets. BS asked what would be required in terms of a productisation approach given that we are now in the second half of the year, and would SCIE need further support to do this in terms of organisational capability. EK stated that regarding productisation, SCIE has been moving in that direction for a while and we should do more in terms of packaging up offers and making them easy to build on to be more tailored.

18. SGow asked if SCIE is working on an overarching investment strategy. The chair responded that the business cases are the beginning of an overarching strategy which will span several years, and agreed that the investment policy should be kept under review.

19. AF suggested that it may be worth thinking through how a subscription or membership model might prove an effective way of building relationships. He stated that there is potential work to be done to link SCIE's mission with productisation and reaching out to new stakeholders with smaller capacity.

20. SGow highlighted that one of the consequences of the new Working Together initiative is that a lot of local authorities are challenged by the requirement for independent scrutiny. SGow felt that SCIE is well placed to make an offer.

21. The chair summarised the discussion:

- The communication of our purpose should include SCIE's story.
- The Executive Team should keep its targets under review, and think clearly about what further investment is needed and if that would cause SCIE to miss its targets.
- At its September meeting, the board should discuss productisation, and the time needed to develop a membership/subscription model.

SCIE Strategy 2018-21 "Accelerating growth to achieve sustainability"

SCIE's purpose

22. TH gave an overview of the agreed purpose and noted that SCIE now needs to think about what that means for the sector, and how we hold ourselves to account. The purpose was agreed by the Board.

Analysis of margins

23. SG gave an overview of the report on SCIE's margins, including the way in which overheads are allocated to restricted and unrestricted funds, and the importance of meeting income targets to achieving our margins.

24. SG also presented details of the contribution made by the contract to provide the NICE Collaborating Centre for Social Care over its five year lifetime and why the contribution decreased over time.

25. BS noted that she looked forward to the opportunity to review the financial position on a regular basis and while she recognised the complexity added that it is important for our position to be clear.

26. The chair asked if SCIE is using this data in a way which will help make judgements about the business. SG responded that it is helps to focus on what is most important.

Business cases for Safeguarding, Integration, and Children's Services

27. EK noted that the business plans have been revised in light of feedback from the board and USPs have been sharpened. This has led to work redesigning the website, starting with safeguarding. EK added that it is about putting in place the capacity to deliver. The business cases are still at different stages in development, and the most advanced is safeguarding. The children's offer is currently the weakest but will be developed much more quickly once we have the three new staff – two of whom are linked to the What Works Centre work – in place.

28. The chair asked that any comments on specific details be given outside of this meeting, and asked for any comments about the overarching development of the cases. .

29. AH stated that she was not sure that the What Works Centre is the right vehicle for that, and wondered if there might be some overlap with Integration.

30. SW queried whether taking into account the overall capacity of the organisation it might be worth considering pausing work on children's and focusing on the other business cases and the What Works Centre, or if pausing would mean missing critical opportunities. SW also noted that her suggestion was more about not starting work on the business case rather than stopping work on children's.

Digital strategy

31. RA suggested developing a digital roadmap with deliverables against resources, and a delivery plan based on a timetable.

32. KB stated that evaluation could help SCIE articulate its offer and highlight the benefits and impact which would in turn help people internally when developing business cases. KB asked if SCIE should consider investing in people to address any skills gaps.

33. The chair thanked the board for a useful discussion and asked that any specific feedback be passed to EK. The chair noted the useful challenge around whether to pause the children's business case and added that this is something for the Executive team to keep under review. The chair added that the impact should be the way of judging investment decisions. The chair asked that the Audit and Risk Committee have a discussion around the organisation's appetite for risk with a view to articulating a statement for a wider discussion at the September board.

Equality and Diversity annual report

34. PF gave an overview of the report, and noted that SCIE continues to do well as it has always had a strong focus on equality and diversity, and has built relationships with a diverse number of organisations. This was especially helpful in terms of the office move, as it enabled constructive dialogue around access issues. The move to Watson House continues to cause concern, but the accessibility statement means that SCIE still fulfils its legal obligations and maintains good relationships with people with disabilities. PF also noted the work Coproduction has done in partnership with other organisations on personalised care for LGBTQI+ people.

35. OS stated that it would be useful to get a feel for the journey and experiences of people in the organisation in terms of recruitment and progression.

36. OS also noted that while Watson House is more accessible than Kinnaird House in terms of using the lift, he has experienced problems getting the main door open if not noticed by the porter or if the porter is not present.

37. MM asked if there are connectivity issues when people attend meetings online. PF responded that although SCIE can join meetings online, there can be issues for people joining from their homes or other locations. MM asked if there are problems with screen readers. PF responded that usually Skype is used. There was a brief conversation about Skype for Business, and MM suggested looking at alternatives.

38. BS noted her appreciation for the LGBTQI+ resources held together on one page and noted that this is the only resource she has been able to direct people to for LGBTQ care.

39. AH noted that there are different challenges regarding the work SCIE does in the children's sector, and if SCIE pursues its values then we would need to think about how to include those voices. EK noted that the What Works Centre has a Children and Young People's Panel. PF agreed that it would be possible to include this into the updated objectives.

40. The chair asked how many people are in the Coproduction Network, and how it is refreshed. PF responded that there are about 71 in the network, with about 24% responding to surveys. PF added that we are looking to review the network, membership, structures and general fitness for purpose, and this can be reported to the September board.

Performance report

41. SG gave an overview of the strategic risks and noted that the Risk Register is up to date as of the start of the meeting but emerging issues will be added.

42. SG gave an overview of the dashboard and the new format of presentation. EK stated that we would systematically survey all paying clients to get general customer feedback.

43. SW suggested reviewing Risk 1. SG noted that there is a risk arising around moving away from grants and towards commissioned work, but added that DHSC are keen to retain their commitment to SCIE. The chair asked if there should be more than one risk considered as part of Risk 1.

44. SW stated that we need to think through when we take a snapshot and what period of time we compare it to, and what the customer conversion trend is. SW added that it might be helpful to not just compare to our position last year, but also earlier in the year for a clearer idea of trajectory.

45. RA agreed and added that understanding our business model means we can better understand what we need to achieve it. KB also emphasised the importance of understanding our impact and how that shapes the questions we need to ask.

46. MM noted that half SCIE's work comes from existing customers, and gave the example of another charity which got a lot of new business by reaching out to its current customers and asking what they needed. EK noted that this kind of proactivity is part of our plans for account management.

47. The chair asked if it would be possible to show this in a more graphical or visual format. EK agreed to change the format for the next meeting.

48. OS queried if it is known why 1% of customers surveyed felt strongly that the training did not have the potential to positively impact their work. EK responded that

we do hold specific feedback but it is not available at this meeting as part of the papers. EK also noted that it might be that the survey questions need to be reviewed.

49. BS also noted the importance of measuring impact and linking the dashboard to SCIE's purpose and how we hold ourselves accountable, and asked how we link that to changing lives. BS noted that she has a document which sets out to show how they are doing in terms of what they set out to do, and offered to share it with EK.

50. The chair asked for the Performance report to come earlier in the agenda and for the dashboard to go to the Audit and Risk Committee.

51. The Performance Report was noted.

Board annual agenda plan

52. The board annual agenda plan was agreed with the changes and additions made at this meeting.

53. TH asked that the Coproduction annual report looking at the business approach to coproduction be included. OS also added that it would be good to look at the purpose of the Coproduction Festival and how it helps people. The chair agreed that a strategic discussion on the business side of coproduction and how it is embedded in the business cases would be useful. AH added that thought needs to be put into how children and young people are included in that as a distinct piece of work. OS agreed and added that young carers and children with disabilities should also be a part of that.

Any other business

54. KB noted that the CCG are doing work on the impact of social prescribing and offered to link up and give feedback on that. EK asked if KB could write a blog and the chair noted that this would tie in well with innovative conversations around asset based models.

Date of next meeting: 27 September 2018

Approved: _____

Name: _____

Position: _____

Date:

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