

Meeting Minutes

Board Meeting

When: 27 November 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
- Peter Hay
- Rachel Armitage
- Sean Holland

In attendance

- Tony Hunter (Chief Executive)
- Stephen Goulder (Company Secretary)
- Ewan King (Director of Development and Delivery)
- Michaela Gray (Executive Assistant) – minutes
- Pete Fleischmann (Head of Coproduction – for item 6 only)
- Kate Pieroudis (Coproduction Development Manager – for item 6 only)
- Jane Green (Coproduction Network – for item 6 only)
- Kevin Milner (Coproduction Network – for item 6 only)
- Anna Bacchoo (Practice Development Manager – for item 7 only)
- Hannah Roscoe (Senior Research Analyst – for item 7 only)

Apologies

- John Evans
- Sally Warren
- Sue Gower
- Ossie Stuart
- Carmen Colomina

Apologies and welcome

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

Minutes of the Board meeting of 27 September 2018 and matters arising

2. The minutes were agreed.
3. There were no matters arising not on the agenda.

Chief Executive's report

4. TH presented his report to the board.
5. TH thanked MG for sharing advice and information during the review of senior management arrangements which was helpful.
6. TH noted that the National Children's and Adults Conference in Manchester went very well, and thanked AF for his help. TH stated that there were some productive offline conversations including PB speaking with the Minister, and a conversation finalising arrangements for improvement partner work with Mark Rogers in Jersey.
7. The chair added that the Transformation offer was also launched at NCASC and garnered a lot of interest. The chair also added that it would be helpful if SH can be involved in the work with Jersey as it helps to reassure that SCIE is not England-centric.
8. AH felt that SCIE's presence at NCAS was very impressive and that we were visible in a lot of conversations which reflects the diversity of our work.
9. AF felt that NCAS continues to decline and the contrast with Social Care Future was very marked. AF suggested there is an opportunity for SCIE to make an offer to LGA/ADASS to help as a trusted partner with the credibility to pull together something different. AH added that she felt there was also a tension with children's and adults, as the children's side was much weaker. AH also suggested approaching ADCS with regards to an offer to help.
10. MM asked if SCIE had a presence at NHS Expo. EK confirmed we did. MM felt that this is a growing event and there are lessons to take from it. EK replied we are now covering NHS conferences which we did not previously do. SH stated this is more important as the integration work is prioritised.
11. The chair summarised that it is for CED to think about but we need to move quickly and feedback on our conference presence during 2018 and what has worked would also be helpful.
12. TH spoke about the critical relationship with DHSC. Ross Norton from NHSE will be the new Director for Social Care and will take up her post in the New Year. TH

reported on the Innovation offer that we have made that this is a good opportunity for SCIE.

13. The Chief Executive's report was noted.

Audit and Risk Committee report

14. BS presented the audit and risk committee report and spoke about the on the reserves policy which is on the agenda for discussion at this meeting.

15. BS noted the committee is confident of an orderly transition for its new chair.

16. BS gave a brief overview of the discussion around the pipeline and noted that some things linked to the reserves policy and how we address that. SG also noted the discussion around risk appetite and added that this would be considered at the away day in January.

17. The report was agreed.

Performance report and business planning assumptions

18. SG gave an overview of the performance report and business planning assumptions.

19. EK stated that an analysis of the pipeline has been done. EK noted that Jersey is almost confirmed, and there is work which is not included on the pipeline, such as Surrey which will be up to £80k this year, and Bexley which will be about £60k this year. AH asked if the work in Surrey and Bexley is on adults. EK confirmed it is.

20. EK noted that £70k has also been secured from Sefton this year, and added that there is a real demand for improvement partner work. EK also added that the Innovation work is expected imminently, so we should have a clearer and better position to report to the board in January. EK reported that with regards to Integration work, the report with NHS Leadership Academy has been a big success and had had 7k downloads in 3 days, with 500 signing up for a webinar this week.

21. EK reported that the Church of England want a long term standing group of survivors which SCIE would facilitate, to feed into the work there. AH asked if this was linked to the enquiry in 2019. EK responded that this is likely, and that the Catholic Church diocese is also being audited. The chair asked if with regards to the survivor group, is there any thought as to how we ensure this is not a standing group of the same people. The chair added we need to think about how to keep it fresh but also how to manage arrangements when people step down.

22. The chair asked how close SCIE is to moving to cross sell the children's offer to local authorities. EK confirmed that our offer is not yet strong enough. AH suggested that a good platform to use for this might be the WWC.

23. SG directed the board to paragraph 11 of the report which gave a summary of the financial position. SG noted that while we are winning work later in the year, we are also spending less which has resulted in a small deficit as at 31 October. A schedule for invoicing had been agreed that supports the income projections made to the board. There is a slight risk some income may fall into 2019/20. SG noted the need to make sure we don't use high cost associates unnecessarily and keep third party expenditure under review.
24. SG explained that on the basis of the shortfall on projected income against the agreed target, and exit costs associated with the change in senior management arrangements, the deficit on unrestricted funds could rise to £235,000 leading to a fall in reserves to £2,839,000. This is lower than set out in the current reserves policy. BS added that the reserves deficit was discussed in detail and noted that this is largely due to a non-recurrent action which will have a recurrent benefit so it is important to separate those issues out.
25. The chair noted that, going forward, the liability on our lease on 54 Baker Street peaks at £1.7m in 2020-21. However, this liability only crystallises in the event of SCIE no longer being a going concern, though this raises the issue of what would trigger considering whether SCIE is a going concern.
26. SG responded that whether or not to exercise the break clause is a formal decision which SCIE has to take around March 2020. From 2020-2022, the lease liabilities are likely to exceed reserves, but that will be part of the away day discussions in January. SG noted this has to be based on a formal assessment of viability.
27. BS noted the need to have good forward planning as a board. The chair agreed and noted that it may be beneficial to have additional advice on hand from our auditors at the January meeting.
28. RA suggested that more information about the lease may also be helpful. SG responded that we have always looked for locations with a short term lease as they tend to be good terms, and Watson House was chosen on this basis and the basis of accessibility. The lease here ends in 2024 due to refurbishment, but we have a break clause which is an advantage as it allows us to manage our risk around being a going concern. The rent is around £500k, but this is offset by other organisations sharing the space and expense with us. However, the liability rests with SCIE.
29. SG gave an overview of the projected outturn for next financial year. SG noted that we now have more contracts which are multi-year, and already our income is just over £1m. SG and TH have met with DHSC, and agreed that 85% of our grant represent core activities, and are encouraged that DHSC still see SCIE as a key business partner.
30. MM asked what SCIE's plan is to get more multi-year contracts. EK responded that some of the bigger pieces of work like WWC fall over more than one year. RA noted that from a commercial income point of view, SCIE can offer a better price than a lot of organisations.

31. AF noted that it can be difficult to pin down some organisations but going back to his previous suggestion of a membership model, that ongoing relationship then becomes something which people allow for. RA agreed and stated she is happy to explore the idea of a membership model, but added that she understands the capacity issue. TH stated that the spirit of this is trying to be as sure as we can about being a learning improvement partner rather than deliver projects. MM stated that new business model is potentially there if SCIE became a membership model which could then make the same offer to anyone.
32. The chair stated that he wanted to pick up on the web tracking data. RA noted that we need to look at the conversion of users, and added that the bounce rate suggests an issue. The chair agreed that it would be good to have a more in-depth report. The chair added that experience of metrics and demonstrating their impact could be part of the recruitment criteria for the new Head of Sales and Marketing role. This was agreed.
33. SG gave an overview of the risk register and new format including a residual risk rating which did not go to the audit and risk Committee. The chair stated that the next time the register is considered, the committee might look again at risk 5 in terms of delivery capability going forward for reassurance.
34. The chair summarised the discussion and the actions to be taken to inform the January away day as follows:
 - a. Review reserves policy and associated risks with an expert opinion on the break clause to help inform the board's view regarding risk appetite;
 - b. report to the audit and risk committee on achieving our revised target of 5% by 2021, with the audit and risk committee to stress test assumptions before January;
 - c. clarification of what the starting place is for next year to ensure there is no false positive regarding SCIE's trajectory;
 - d. that three year financial planning and mapping is undertaken;
 - e. proposals for how we help staff understand and visualise the financial position;
 - f. how we map skills and capacity requirements against budget assumptions, including the balance of associate use;
 - g. consideration be given to the positives and negatives of a membership model; e-learning and training.

Business plan for co-production

35. TH reminded the board that coproduction is a key value for SCIE's design and delivery. This is about real added value and organisational benefits. We need to ensure that we as an organisation live and promote those values and help Coproduction support our income generation.
36. PF, KP presented the business plan and asked for questions.

37. AH felt that the children and young people offer is interesting and asked how that would be developed. KP replied that a meeting with the Delivery team has taken place, and they are looking at scoping and what the problems are and how to solve them. KP added that about three months have been built in to do this. PF added there is an opportunity with Break Charity but noted that he is aware of the complexities.
38. AH suggested that we consider how we use existing networks could help make better connections. There are lots of similarities between our adults and children's work. PF agreed and stated that he has some links to follow up on. EK also added that we are working with the Family Rights Group at the moment.
39. The chair suggested adding an edge, e.g. living our own values and also what happens when it doesn't work out well, and how we could use SCIE as a model for that.
40. KB suggested that this might be a key opportunity to expand further e.g. developing systems, vision and outcomes, and pushing for coordination of care. KB felt that coproduction sits at the heart of that. KB asked what the plan is for that and the possibility of a teaching offer. PF responded that part of the report addresses creating a learning activity for systems leadership. KB added that another thing to focus on would be payment reform.
41. AF asked if there is also something to consider around how to get coproduction into what people perceive as difficult and risky spaces. AF added that if it is possible to get into a financial space around austerity then this could have a big impact. KP responded that there are some examples from Oxfordshire which could be learned from and shared.
42. SH agreed with AH and stated that he felt coproduction and child protection is going to be the next big thing in children's. SH added that as well as Royal Colleges, there is also an opportunity with regulators. SH also added that the objectives of health align with coproduction, and there could be an opportunity there for a blended offer.
43. MM asked what size our competitors are. PF responded that they are mostly quite small, and consist of anything between 4-20 people. PF added that TLAP has the closest similar approach, but does not operate commercially.
44. BS stated there is something about the discoverability of SCIE and that sometimes people don't know what words to use to describe it which means they might not be able to find us online.
45. AF suggested that SCIE join up with TLAP as a complimentary resource and use the capacity it has to offer. KP stated that SCIE is joining NCAG and all are in the process of agreeing representatives to each Steering Group.
46. The chair summarised discussions as follows: we need to continue to refine our value proposition; think about what our offer into the charity sector is and draw lessons from diversification; look at opportunities with royal colleges and regulatory bodies, and what it is they say which will allow us to make an effective approach;

link the coproduction business case to the business cases for children's, safeguarding, and integration.

- 47. The chair asked for a further progress report, and for the pipeline to be refined and sharpened and circulated to the board.

Children's Services

- 48. EK, Hannah Roscoe, and Anna Bacchoo gave a presentation on Children's Services. The chair asked if there were any questions.
- 49. AH stated that it would be good to find a way of getting the messages about what is being done out into the wider sector.
- 50. BS stated that from her own experience of improvement work, it gets much better when the time is taken to understand the current state. It is crucial to do that before moving straight to potential solutions, and this shows the real value added by SCIE. AB agreed that this is vital and added that one of our strongest messages to one area was about simply consolidating what was already being done.
- 51. RA asked if SCIE owns the IP for the tools. EK responded that the WWC owns them, but we are developing tools and insights which we can use to adapt and inform other offers. The big opportunity being commissioned by the WWC.
- 52. SH recommended looking at the work of Dean Fixsen.
- 53. The chair thanked HR and AB, and noted that it would be good to schedule at least one of SCIE's areas for growth at each board to be presented by members of staff.

Board annual agenda plan

- 54. The board annual agenda plan was noted.

Any other business

- 55. There was no other business.

Date of next meeting: 31 January 2019

Approved: _____

Name: _____

Position: _____

Date: _____

