

Meeting Minutes

Board Meeting

When: 22 May 2014 2014, 10:20-13:30

Where: 2nd Floor, 206 Marylebone Road, London NW1 6AQ

Present (Board)

- Michael Bichard, Chair
- Alex Fox
- Ann MacFarlane
- Bev Searle
- David Archibald
- Peter Hay
- Sally Warren
- Fionnuala McAndrew
- Terry Moran
- Sukhvinder Kaur Stubbs
- Tina Coldham

In attendance (Staff)

- Tony Hunter (Chief Executive)
- Michael Turner (Co-production support manager Item 6&7)
- Iris Steen (Head of Communications item 9&10)
- Beth Anderson (Head of Evidence and Guidance item 9&10)
- Stephen Goulder (Company Secretary)
- Jane Francis (Personal Assistant - Minutes).
- Patrick Hall (Staff Representative)

Apologies

- Mario Kreft
- Mary McKenna
- Amanda Edwards (Deputy Chief Executive)

Apologies and welcome

1. The chair welcomed the trustees and listed apologies. On behalf of the board he welcomed Fionnuala McAndrew to her first meeting following her selection as the SCIE Trustee for Northern Ireland. Fionnuala McAndrew responded by saying how much she looked forward to contributing to the success of SCIE in general and in NI

in particular. He also introduced Patrick Hall who had been elected as staff representative to the board.

Declaration of Interest

2. There were no declarations of interest.

Notes of the previous meeting

3. The board agreed the minutes of the previous meeting held on 21 March 2014.

Chair's report

4. The Chair presented his report and highlighted the following points:
 - The interim report of the Commission on Health and Social Care was published on 3 April 2014. It aims to set out options for further discussion/consultation but proposes single commissioning for health and social care and the need to progress towards more equal support for equal needs. The commission would make very specific recommendations in its final report which would be published in the first half of September 2014.
 - He continued to supporting progress of the work of the Transformation Programme and had met with or had telephone conversations with nearly all Trustees about their role and what they would like to focus on in the year ahead.
 - He had attended the Northern Ireland Steering Group and thought that SCIE could pay more attention to some of the initiatives in the Province. He was also delighted to be able to appoint Fionnuala McAndrew as SCIE Trustee for the Northern Ireland.
 - He had given some thought to what trustees would wish to achieve by the end of the next away day on the 17 July. He thought that SCIE should have in place:
 - Clear vision and values
 - "Smart" Business Plan and Budget
 - Ways of measuring its impact
 - A strategy for positioning SCIE in the Social Care landscape
 - A digital strategy
 - A commercial strategy

After discussion it was agreed that 'Culture and capability' should be an issue considered at the away day.

5. The Chair asked The Director of Corporate Services to brief trustees on a meeting that he had attended on behalf of SCIE which considered how the dissemination of knowledge about what works could support the development of bids to the Better Care Fund and creation of integrated services. The meeting had focussed on the potential siting in NICE of a *Centre for What Works in Integrated Care*. The DH

accepted that this should be a collaboration between health and social care organisations. The DH would therefore convene a meeting to be attended by NICE, SCIE, Kings Fund, and LGA to scope the role of the centre and the work that could be undertaken during the current financial year. Fionnuala McAndrew emphasised that the experience of Northern Ireland is that the integration of services must be led by commissioners.

Chief Executives report

6. The Chief Executive presented his report and highlighted the following issues:

- Following the decision taken by Trish Kearney to retire on the 25 April, SCIE established a new Business Development and Delivery Director post. Gatenby Sanderson were appointed to support the search for a candidate but the final interview date for the new director had to be postponed. Final interviews are now being arranged for 9 June 2014.
- Work to develop the Care and Evidence library is now included in the proposed commission from DH.
- The board agreed last year that £700,000 be set aside from our reserves to support investment in our commercial development. EMG have identified three areas that will require investment and business cases are being prepared for approval. These areas are:
 - Market Research to support our market positioning and impact evaluation (£75,000).
 - Development of a Digital Learning Strategy (£25,000).
 - Enhancements to our business system applications that supports project management (£25,000)
- SCIE is making good progress towards meeting the requirements of its IIP recognition that will be reviewed on the 12 June.

7. The chief executive also informed trustees that he had accepted the role of non-executive member of the Doncaster Children's Trust. He had discussed this with the chair who agreed that this would be an appropriate external commitment.

Business Plan 2014-15

8. The Chief Executive and the Director of Corporate Services presented the draft business plan for 2014-15. The key issues discussed were:

- The redrafting of the business plan to fulfil three purposes, to:
 - Provide the board with a concise narrative that brings together the vision, values, and business objectives of SCIE and be supported by clear objectives, performance indicators, and targets. This would

- enable the board to hold the chief executive and his staff accountable for delivery of SCIE's business objectives.
 - Build from detailed project plans that support the delivery of SCIE's business objectives.
 - Enable a clear and concise statement of SCIE's plans to be communicated externally to key stakeholders, partners, and audiences
 - The business plan was supported by appendices that set out:
 - SCIE's business objectives and the Key Performance Indicators (KPI) that will evidence their achievement. For each a lead responsibility is assigned to a member of the executive team, with senior managers in support.
 - For each objective there is a table setting out the performance measures for each KPI.
 - The objectives, KPI, and measures were agreed through discussion with senior managers and map directly onto their individual performance objectives. This will ultimately enable all staff to understand how they contribute to SCIE's success.
 - The Strategic Risks and the mitigating actions were developed through a very successful all staff seminar that was attended by Sukhvinder Kaur Stubbs.
9. Trustees acknowledged the significant progress that had been made in developing the business plan. More work was required to build in the evaluation of impact to measures of performance. Bev Searle emphasised that it would be important for SCIE to demonstrate that its work provided value for money when the front line was under such pressure.
10. The Board then agreed:
- The draft business plan for 2014-15.
 - The draft income and expenditure budgets for 2014-15.
 - That a revised performance management process be developed, based on the new business plan format be developed and presented to the board.
 - That a full strategic risk register is developed from the outcome of the all staff risk seminar.

Annual report on Co-production and Equality and Diversity

11. The co-production support manager presented both reports which were strongly welcomed by the board. The key points that were discussed were:
- SCIE should acknowledge the Human Rights context of the work that it does on co-production and equality and diversity

- That a commercial co-production offer would be developed from the internal training programme that was being developed for staff.
12. That SCIE's involvement of service users in interviews could be part of a commercial offer-supporting this approach in other organisations.
 13. The chair was concerned that only 7 board members had completed the E&D monitoring forms that would be recirculated.

Action: Director of Corporate Services to recirculate the E&D monitoring form

Finance Report

14. The Director of Corporate Services presented the Finance Report to 31 March 14. He emphasised that these figures were unaudited and may be subject to change.

Unrestricted funds

Expenditure

15. Expenditure from Unrestricted funded budgets showed a positive variance of £599,185 which arose from:
 - Expenditure being lower than planned during the 'start up' of the contract with NICE to provide the NCCSC. This was anticipated and discussed with NICE. Further analysis of the year end expenditure is being undertaken to determine the provisions that need to be made for 2013-14 and the true carry forward.
 - Overhead recharges for the delivery of commissioned work being greater than anticipated because of the true costs of delivery.
 - Unrestricted funds also benefitted from adjustments to the fixed asset reserve arising from the timing of SCIE's move to its new premises. Also the planned call on reserves during 2014-15 have not been as great as anticipated.

Income

16. Unrestricted income shows an adverse variance of £81,463.
17. This has resulted in a surplus against budget of £517,722. Whilst the underlying reserves position is yet to be finally confirmed, it is anticipated SCIE will have unrestricted fund reserves of £5.7m, net of any carry forward of NCCSC underspend as at 31 March 2014. The boards target was £5.4m.

Restricted Funds

18. Restricted funds are being held and spent down in accordance with the requirements of our funders, primarily over the course of the financial year. This includes a budget surplus of £300,000 to support the DH programme piloting direct payments in residential care, separate to their commission, for which there is agreement.

Positioning of SCIE in a complex landscape

19. The discussion was introduced by the Chief Executive and the Head of Communications. SCIE operates within the social care improvement market. This market place is increasingly complex and crowded with other agencies claiming significant parts of its territory. SCIE must be clear about its current and desired positions within the market place, what makes it unique, and how it can achieve its desired positioning.
20. An initial analysis was presented that had been undertaken to inform the board discussion based on an internal analysis *not* on *audiences'* views of their future needs.
21. Issues that arose during discussion were:
 - SCIE must consider the benefits of strategic partnerships and how we position ourselves with those organisations that we wish to partner with.
 - In general the analysis highlighted a relatively small number of competitors in each product area but a challenge for us to identify priority topics and develop specific offers-who will pay us?
 - The outcome of the discussions would inform the development of the away day programme.

Positioning of SCIE in a complex landscape

22. The Head of Knowledge and Evidence and Head of Communication introduced this item to provide the background for a discussion by the board of the evaluation of SCIE's impact.
23. SCIE operates within the social care improvement market. This market place is increasingly competitive and SCIE needs to use evidence of its reach and impact to differentiate it from its competitors and to demonstrate value to the sector.
24. They set out the context for the development of measures of SCIE's impact, potential models that could be used, examples taken from SCIE's work, and highlighted issues from the analysis for the board to consider.
25. Key issues highlighted by the board were:

- As well as the development of medium and long term measures of impact SCIE should identify short-term measures of impact. These could be based on web stats, data from market research, new contracts/commissions, and product utilisation.
- The differentiation of impact measures- to inform the board, customers and audiences.
- That we should incorporate the evaluation of impact into discussions that we have with commissioners.

Board Annual agenda Plan

20. The board noted the annual agenda plan. It was confirmed that the board away day would take place on the 17 July.

Any other business

21. There were no items of any other business.

Date of next meeting

22. The next meeting of the board will take place on Thursday 17 July 2014, 10:00-13:00

Approved:

Name:

Position:

Date:
