



# Meeting Minutes

## Board Meeting

**When:** 30 November 2017

**Where:** Meeting Room 1, Kinnaird House, 1 Pall Mall East, London SW1Y 5BP

### **Present (Board)**

- Paul Burstow, Chair
- Alex Fox
- Annie Hudson
- Bev Searle
- Mary McKenna
- Ossie Stuart
- Peter Hay

### **In attendance**

- Tony Hunter (Chief Executive)
- Stephen Goulder (Company Secretary)
- Ewan King (Director of Development and Delivery)
- Michaela Gray (Executive Assistant) – minutes
- Carmen Colomina (staff representative)

### **Apologies**

- David Archibald
- Fionnuala McAndrew
- John Evans
- Sally Warren

### **Apologies and welcome**

1. PB welcomed members to the meeting and noted apologies.

### **Minutes of the Board meeting of 28 September 2017 and matters arising**

2. The minutes were agreed.
3. TH reported that a diversity audit questionnaire has been circulated. TH acknowledged we have not been as systematic as we could have been during the selection process. TH will bring a more detailed report to a future Board meeting.

## **Chair's briefing**

4. PB gave a verbal report. With regard to the Green Paper, the DH is not at the stage of full consultation but is engaging with a number of stakeholders. SCIE is well placed in terms of its work on integration and user engagement. There are opportunities for us as an organisation. PB asked for thoughts from the Board.
5. The chair also noted that SCIE's Innovation report is due to be published in early December and he is keen to use the opportunity to get coverage for SCIE in publications such as the Health Service Journal who have a different audience.

## **Chief Executive's report**

6. TH gave an overview of his report and noted the credibility of being a practice focused organisation which uses that knowledge to inform and reform policy.
7. He noted that the Looked After Children report launch at NCAS went well, and added that the DH know they can rely on SCIE for specific pieces of work like this and brokerage. TH noted that some of these pieces of work fall within the existing commission and some are in addition.
8. The Shared Lives 25 year anniversary event went very well.
9. We are closely involved in the Greater Manchester transitions group.
10. TH noted that staff continue to deliver quality work to deadline and budget despite difficult circumstances.
11. AH asked if there is a sense of how well NICE are engaged with social care. SG responded that following the end of our publications, there is only one more guideline scheduled next year so the profile will drop. NICE want to use SCIE's reach to promote the work its work as indicated by the awarding us a contract to provide Quick Guides.
12. TH noted that work in Wales and Northern Ireland continues to be well managed by SG.
13. TH stated that Clenton Farquharson and Caroline Speirs have stabilised TLAP and are giving consideration to closer relations with the Coalition for Collaborative Care which the Board needs to agree. The chair stated it would be useful if he and TH met with Clenton Farquharson to discuss how that would work in more detail. The Chair agreed.
14. AF stated that he thought this would be a good idea, but we need to think about how to present this to people in Health. AF added this is a good example of why it is worth investing in TLAP.

15. OS raised the concern that he and Clenton Farquharson were treated very badly with regards to transport to and from NCAS. He has written to the local authority regarding their policy and they have responded to deny responsibility. AF asked who is at fault. OS responded that NCAS has a responsibility to ensure inclusion, choose suitable venues, and support visitors, and added that he and Clenton Farquharson were not supported. The chair asked if OS has engaged with NCAS. OS replied that he would now he has the letter from the local authority.
16. The chair agreed and stated that as OS was there on behalf of SCIE and TLAP, it is for SCIE/TLAP to take this up with the organisers.

## **Audit and Risk Committee Report**

17. BS introduced the report and confirmed that an additional meeting in January was agreed.
18. SG added that the reasons for the delay in payment from DH have now been resolved, and we should now receive payment for BCST/Brokerage in January 2018.
19. The chair noted that BS has been acting chair of the Audit and Risk Committee, and her interim role concludes at the end of March 2018. The chair felt that we need financial expertise along with other commercial competencies, and in terms of reach we need to look at the children and young people sector when we recruit up to four new trustees in the new year.
20. The board agreed the chair had covered all the broad competencies necessary. The chair stated he would circulate a short summary to the board for their consideration.
21. The Audit and Risk Committee report was noted.

## **Accommodation search**

22. TH noted that the search has not been an easy process. TH recognised that people want to be central but as with the last office move, we found that DDA compliance is better in central London. We have worked with Clenton Farquharson and OS to ensure compliance, and we have tried to be pragmatic. We would also have sought a larger saving, but the market rate is high and we are still paying below the market rate. TH, SG and PB visited the premises yesterday.
23. SG stated that for context, we pay £580k p/a, and if we were to stay this would rise to £850k p/a. While the lease at Watson House is longer, we are maintaining the level of reduction we need to and achieving our financial target. We could move to a smaller footprint, but doing so would mean losing space for meeting rooms. Regarding the financial analysis, where we achieve a benefit is by hosting other organisations:
  - V-Inspired have not yet confirmed if they will be moving with us
  - BASW want to move from 2 desks to 6

- C4CC want room for 3-4 staff
  - The WWC development team consist of 3-4 staff
  - LASA and the MHPF are moving with us
23. In terms of accessibility, we have taken measurements and the limitation is more on longer wheelchairs. We are looking to increase our use of Skype and other technology as barriers to attending meetings are not just around the building but also around travel.
  24. MM asked if it would be possible to rent out the car parking spaces. SG will follow this up. OS asked that SCIE please consider those visitors who do drive in when making any deals.
  25. OS noted that regarding compliance, it will not be possible to find a lift which will suit everyone and we have to be realistic regarding compromise. OS added that if his and Clenton Farquharson's wheelchairs fit, then SCIE has succeeded in finding somewhere which will work for the majority of wheelchair users.
  26. The chair noted that refurbishment and refit is quite important and the premises are currently quite dark. The chair added that this demonstrates what the market is providing at the moment.
  27. OS also added the importance of having fully accessible toilet facilities, and asked that he be kept informed.
  28. PH thanked SCIE for the comprehensive report and added that it might be helpful to keep a factsheet on the website to show our thinking and that we are aware there might be issues, and to help others make informed decisions about whether they can attend meetings
  29. The report and accommodation was endorsed by the Board.

## **Business planning assumptions for 2018-19**

30. SG introduced the report and the targets that must be achieved to ensure sustainability.
31. PH asked if it would be possible to have the information in a chart or graph to enable it to be used for performance reporting. SG agreed.
32. AH asked if there was a sense about the DH commission next year. SG responded that we have a clear signal from DH that they would want to support us and our sustainability, but the challenge is not their willingness or commitment but ability to navigate the bureaucratic process. The chair noted that it has to be part of our messaging to DH that it will be difficult to deliver if they take our support away at a time they need it.

## **Performance report**

33. SG noted that the numbers on WWC differ to the previous report due to issues around year end. Regarding the current financial position, we are marginally underachieving against our target as we have not yet invoiced for work on the WWC, BCST, and brokerage, but once reported the figures will match. The numbers will change at year end but we are currently on course to meet our target and are consistent with the business pipeline.
34. The chair asked that next time the Risk Register is considered, a mitigating for Risk 2 be included. This was agreed.
35. The Performance Report was noted.

### **What Works Centre for Children's Social Care**

36. EK gave a presentation updating the Board on the project plan and focus, and asked for questions.
37. AH stated that fieldwork is good for finding out what social workers want as opposed to what senior leaders think they need. EK agreed and stated that a checklist style would be helpful for many social workers. AH agreed and added that NQTs and GPs also want aide memoirs as caseloads are so high, and a link to other professions could be helpful.
38. BS stated it might be worth thinking about wider things around what good practice looks like. CC added it's also about creating links with adults in terms of transitions. EK stated this is part of their focus along with care leavers and SEND. CC asked if there would be a holistic approach including young carers. EK responded that they are looking at risk, child protection and children in need in the first couple of years.
39. The Chair asked that the WWC be kept on the agenda and added that the Board wants to hear what we are learning that informs our pipeline and what competencies we might need in the future, and we should try to extract maximum value out of the contract.

### **Board annual agenda plan**

40. The Board annual agenda plan was agreed.

### **Any other business**

41. There was no other business.

**Date of next meeting:** 1 February 2018

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

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

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

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