

CAXTON TRUSTEE LIMITED

Minutes of the Meeting of the Board of Directors of Caxton Trustee Limited held on Thursday 1st November 2012 at the New Cavendish Club, 44 Great Cumberland Place, London W1H 7BS from 10.30am

PRESENT:

Mr P Stevens	(Chairman)	
Mrs M Leadbeater	(Chairman – Audit Committee)	
Mr C Lister	(Chairman - NWC)	
Professor H Thomas		
Ms M Winram	(Chairman – EAC)	
Mr R Finlay		

APOLOGIES:

Mr P Harvey		
Mrs C Pusey	(Interim Chief Executive)	

IN ATTENDANCE:

Ms R Riley		(National Welfare Manager)
Mrs L Haigh		(Finance Manager)
Miss C Hogan		(Administrative Secretary)

		ACTION	COMPLETE BY
35.12	Apologies for Absence Apologies for absence were received from Mr P Harvey and Mrs C Pusey. Mr Lister had informed the Board that he was running approximately 30 minutes late.	AS	
36.12	Minutes of the Previous Meeting The minutes of the meeting held on 2 nd August, previously circulated, were signed as a correct record.	AS	
37.12	Matters Arising There were no matters arising from the minutes other than those further documented on the agenda.		
38.12	Office Move The Interim Chief Executive (ICEO) was thanked for her work on the business premises options paper. The Chairman raised concerns that there may be reluctance from the Macfarlane Trust (MFT) Board to pay for the off-site storage of their deceased beneficiary files. It was suggested that a statement should be obtained from the Department of Health (DH) confirming that they were happy for beneficiary files to be stored in secure off site facilities. Professor Thomas suggested that the Foundation use the same company as Chelsea and Westminster and St Mary's Hospitals the details of which he would email to the ICEO. The Board raised the need for an apposite archiving policy to be in place before a final decision on the size of any future office space is made. The need was highlighted to ascertain what percentage of the files belonged to each entity, so cost could be appropriately apportioned. There was a suggestion from the Board that premises outside central London be considered as another way of reducing cost. This would be an assignment for	HT & ICEO	

	<p>the permanent CEO when in place.</p> <p>After much discussion surrounding the future requirements of the office, the Chairman ruled out a move to the 5th floor of Alliance House as too costly and confirmed that the Foundation would stay on 1st floor for the remainder of the lease which expires in February 2014. The ICEO will make it a priority to work with MFT on the archiving policy to reduce the file capacity and the new CEO will be in charge of sourcing and overseeing the move to new property. The decision as to whether a serviced or a non-serviced office would be preferable would be made later.</p> <p>Mr C Lister joined the meeting at 11am</p>	ICEO	
39.12	<p>Ratification of the Appointment of a New Chair</p> <p>Mr Lister updated the Board on the progress regarding the appointment of the new Chair. Veredus had shortlisted 3 candidates to interview with the panel agreeing unanimously on one who was offered the role. However this candidate declined the offer preferring a campaigning and advocacy centred position. Veredus are now continuing their search. The current Chairman will now be in the position to assist with the selection of the new CEO as the new Chair will not be recruited before the decision needs to be finalised. <i>(Shortly after the meeting a new candidate was identified, interviewed and selected as the new Chair, subject to DH approval of her appointment as a Trustee).</i></p> <p>There were concerns raised by the Board over Veredus' ability to find suitable candidates. Mr Lister explained that the recruitment timetable was now dependant on Trustees' availability. The deadline for applications was now 9th November.</p> <p>The feedback from Veredus concerning the interested candidates showed the majority of them had been sourced from their own database and search, with only a handful as a result of external advertising. Their general feedback highlighted confusion that the Caxton name has connotations with printing as opposed to health. It was stated that as part of the pre-interview research, a quick visit to the Foundation's website would clarify this. The next selection process will take place no later than the first week of December. Mr Lister will contact Trustees by email to ascertain individual availability.</p>	CL	
40.12	<p>Appointment of a new Chief Executive and Directors</p> <p>Mr Lister informed the Board that the interviews for new Trustees would be taking place on 29th November. He would confirm which current Trustees were available for this date by email.</p> <p>The closing date for the Chief Executive position is 5th November. The panel for interview will consist of the Chairs of MFT and Caxton as well as a Trustee from each charity and Paul Streets, an independent assessor. Veredus will draw up their long list by 6th or 7th November with the panel agreeing the short list on Friday 16th. The shortlisted candidates will have the opportunity to visit the office and meet both the staff, some Trustees and the ICEO on 20th November with interviews scheduled for 22nd November to include psychometric tests.</p>	CL	

41.12	<p>Regular Payment Scheme</p> <p>The Board received a paper considering the introduction of a regular payment scheme to Caxton beneficiaries. There followed a lengthy discussion surrounding the issues that would need to be clarified before such a scheme could be properly considered. It was concluded that a concerted effort needs to be made to contact the 2000+ potential beneficiaries who received a Stage 1 payment from the Skipton Fund but who have not yet applied to the Caxton Foundation. Any top-up scheme can only be looked at realistically once a defined number of beneficiaries is known.</p> <p>There were concerns raised during the discussion surrounding the confidentiality of information if a mail out to the addresses of Stage 1 recipients was undertaken, even if they were merely address 'To The Occupier'. As many beneficiaries have not been contacted by Skipton since their initial payment in 2004, there may be many incorrect addresses in the records. It was agreed that a robust communication plan needs to be drawn up including a revised look at beneficiary contact before any such communication is tried.</p> <p>Mr Lister outlined the difficulty of estimating Stage 1 recipients who statistically would now be eligible for Stage 2. The number of those beneficiaries who are likely to be eligible for Skipton Stage 2 is 583 but out of that number only 40 have returned both parts of the census forms to Caxton. The Chairman reported that Skipton has paid out to 5000 people so far and of those a quarter had received Stage 2 payments.</p> <p>Professor Thomas suggested a plan to contact the 12-15 Haemophilia Clinical Specialists in the country to help 'advertise' Caxton to their patients. It was noted that not all these patients would be eligible but it was a worthwhile starting point. The Board agreed that Professor Thomas should discuss this with the ICEO to further inform the communication strategy.</p> <p>Continuing the discussion of how to achieve more of Caxton's objectives, it was suggested that the ICEO consider the validity of employing another benefit/debt advisor.</p> <p>Mr Lister's paper illustrated that a pure minimum income top-up system based solely on the Joseph Rowntree Foundation calculation would not be a viable option financially. The Board were advised that there was a need to look at top-up benchmarks for MFT and Caxton but that this was a job for the permanent CEO. If it transpires that Caxton need an increase in DH funding to bring their beneficiary top-ups in line with MFT this would necessitate a business case to be submitted to the department.</p> <p>The Board discussed its earlier policy change to include means-tested benefits in determining household income and decided that, with more up-to-date understanding of beneficiaries' needs and circumstances, it was appropriate to change this policy. Such benefits, notably DLA but also child benefit, carer's allowance and Council Tax benefit, would now be disregarded when assessing household income. It was noted that this was in</p>	<p>ICEO</p> <p>ICEO</p> <p>ICEO</p>	
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	line with MFT's practice.		
42.12	<p>National Welfare Committee</p> <ol style="list-style-type: none"> 1) The draft minutes of the meetings held on 3rd September and 18th October and the consolidated grants schedule were received by the Board. There followed a discussion regarding a winter payment of £500 for Primary Beneficiaries and Widows, on the basis that all in these groups had financial need. This payment would be made before the end of the year. The FM explained that as the payments will all be processed manually the timing is dependent on the finance department having the full and correct bank details of beneficiaries. 2) The Welfare Manager presented a paper on the work of the NWC since September 2011. The Board suggested that two small alterations be made for clarification: 'some assistance' should be defined to refer to both financial and non-financial, and it should be noted that 'fuel payments when agreed are paid directly into the specified bank account with a receipt sent out to be signed and returned'. Appendix D will not be included when submitted to the DH. 3) The Welfare Manager informed the Board that the Debt Counsellor had been employed and once her SLA was received and signed off she would begin meeting with beneficiaries. 4) The Board received the Q1 and Q2 charitable disbursement schedule. The FM updated the figures at the bottom of the page (£331,424 changed to £333,994 and £136,488 changed to £139,058). <p>Following this the Board broke for lunch at 1.20pm, reconvening at 1.50pm</p>	NWM	
43.12	<p>The Employment Affairs Committee</p> <p>The Chairman of the Committee stated that there had not been a meeting since the last meeting of the Board but she and the ICEO had met to discuss the outstanding matters regarding staff contracts, appraisals and to clarify confusion that had arisen regarding staff pensions.</p>	ICEO	
44.12	<p>The Audit Committee</p> <p>The Chairman of the Committee stated there had not been a meeting since the last meeting of the Board but that, depending on the timing of the new CEO's recruitment, an Audit Committee meeting would be scheduled before the next Board meeting on 7th February.</p>	ML	
45.12	<p>The Caxton Foundation/Macfarlane Trust Liaison Committee</p> <p>The Board received the minutes of the meeting of the Liaison Committee on 31st August. There was concern raised over an apparent difference of interpretation of the SLA between the two charities. To clarify this, the SLA will be included on the Agenda for the next Liaison Committee meeting.</p>	PS	
46.12	<p>The Risk Matrix & Strategy</p> <p>The Risk Matrix was accepted by the Board with a recommendation for all items containing predominantly red and</p>	AS & CEO	

	orange level risks to have specifics detailed in the Urgent/Imminent Action column.		
47.12	Financial Reports & Information The Board received and approved the Q1 and Q2 management accounts noting that the Service Delivery Payment was now to include the final settlement made to Martin Harvey on his retirement.		
48.12	The Interim Chief Executive's Report The Board received the report of the Interim CEO's first 2 weeks in position and were presented with a table of Key Performance Indicators (KPIs) that had been drafted by Mr Lister and commented on by the ICEO. The Board were advised that this was work in progress. The need for a strong communication strategy that helps to manage beneficiary grant expectation and streamline office processes was reinforced. This will be addressed by the ICEO in the next month. The Board received the IT report and requested that subsequent reports contained a commentary for added clarity and an explanation of technical terms.	ICEO IT	
49.12	Any Other Business 1) The schedule of meetings was accepted with the next Board meeting taking place on February 7 th 2013. 2) The DH has requested a routine review meeting in light of the Annual Report. Mr Stevens, the ICEO and the Finance Manager will attend on 27 November, if possible together with the new Chair. There being no further business the meeting closed at 2.35pm		