

Minutes of the 175th meeting of the Directors of the Company duly convened and held by video conference on 27 January 2022.

Present:	Attending:
Dame Teresa Graham (TG) – Chair	Carol Brown (CB)
John Edmonds (JE)	Richard Hood (RH)
Michael Stark (MS)	Jo Mills (JM)
Annie Shepperd (AS) – Chief Executive	Ian Rodger (IR)
Helen Powell (HP)	Katherine Wright (KW) – BEIS Observer

QUORUM

A quorum being present, TG declared the meeting open.

1. APOLOGIES

All Board Members were present.

2. MINUTES AND UPDATE ON ACTION ITEMS

The Board agreed the minutes of 21 December 2021 meeting as a correct record, subject to

In section 4, the deletion of the sentence “BEIS now sought a decision from Salix whether it was willing to implement this extension in respect of s31 funded projects”.

with an agreed corresponding amendment later in the same section where the minutes say:

“After extensive debate the Board reached consensus on the following points in relation to the implementation of the extension for Section 31 grant recipients:”

The action points listed within those minutes had been all undertaken and/or being addressed.

3. CHIEF EXECUTIVE’S REPORT

The Board noted the report, which provided an analysis of the staffing situation, addressing issues of staff recruitment and retention. The paper on all aspects of the recruitment and retention challenges facing Salix would be received at the next meeting of the Board (previous Action Point 1 refers) and address points raised by individual Board Members. John Edmonds requested an offline meeting with Carol before further reporting was finalised.

Also, further details would be provided to Board Members on the new policy being developed for flexible working that would, post-Covid, balance the needs of the organisation to be office based whilst continuing to provide staff with the ability to hybrid work.

The Board discussed performance indicators for PSDS and specifically the challenges of meeting the KPI on Cash flow forecasting given that Salix is dependent on clients to provide the information for this. The Board was briefed that a lot of work had gone into improving how we collected and used cashflow forecast data from clients for phase 3, but this would not eliminate the risk of still being dependent on client provided information.

4. RISK REGISTERS

The Board reviewed both the corporate risk register and delivery risk registers, noting their content.

5. SCHEME PERFORMANCE

The Board considered the reports on the delivery of Phase 1 and Phase 2 PSDS, Phase 3 PSDS and the Loan Scheme Programmes Report.

Board Members continued to maintain a close oversight of the challenges being faced by clients and on monitoring the risks of failure to deliver or abandonment. The extension for s31 funded clients had helped ameliorate the situation but work was continuing to monitor and carefully manage the situation with assistance being given to clients as necessary. The list showing the risk level assessed for each project would be provided to colleagues at BEIS.

For future reporting on loans, a summary would be provided highlighting any areas of concern for attention and consideration.

6. OPERATIONAL PERFORMANCE

The Board received and noted the reports on Operational Performance and Administration Costs Summary.

The current underspend levels on budgets arose from staff vacancies mainly outside of the delivery team and the deferral of expenditure on projects for upgrading systems. The Board was reminded about the annual process involved for scrutinising and approving the budget.

7. AOB

Fraud – in line with Government recommendation, a programme of training on fraud prevention would be rolled-out shortly to all Salix staff including NEDs.

Departures – Board Members noted that this would be Jo Mills' and Richard Hood's last meeting of the Board before they both left Salix, thanked them for their service and wished them all the best for the future.

DATE OF THE NEXT BOARD MEETING

Wednesday 2 March 2022

Chair

Date

Summary of Actions:

ACTION 1 : AS to bring to the next Board meeting a report addressing issues of staff recruitment and retention (carried forward)