

**Minutes of teleconference of the  
Cochrane Collaboration Steering Group (CCSG)  
on 28 February 2013**

*(Minutes approved on 20 March 2013)*

Present: Sally Bell-Syer, Lucie Binder (Project Support Officer), Rachel Churchill, Jonathan Craig (Chair), Michelle Fiander, Jeremy Grimshaw, Jini Hetherington (Company Secretary), Julian Higgins, Lorna McAlley (Minutes), Steve McDonald, Mona Nasser, Mary Ellen Schaafsma, Denise Thomson, David Tovey (Editor in Chief), Mark Wilson (CEO) and Mingming Zhang.

**1. Welcomes, apologies, declarations of interest, and approval of the agenda**

Jonathan welcomed everyone to the teleconference. Marina Davoli and Liz Whamond were unavailable to participate. No declarations of interest were identified and the agenda was approved.

**2. Co-Chairs' report**

Jeremy acknowledged the huge amount of work carried out by the COU, CEU and CCSG during the previous 12 months, with particular reference to the signing of the new publishing contract. Jonathan thanked Mark, noting the substantial workload and pace at which he had been required to work from the outset of his appointment. Thanks were also expressed to all at the COU for their warm welcome to Mark.

The election of a replacement Co-Chair was discussed at length, as Jonathan is due to step down from his second two-year appointment as Co-Chair at the Annual General Meeting in Quebec on 21 September 2013. Jeremy explained that in 2010 the Collaboration had opened up eligibility to include individuals who were not existing members of the CCSG. Historically, the Co-Chair position has been unpaid, which had prevented some suitable candidates from applying for the post. Mark had been asked by the Co-Chairs to investigate the possibilities under UK charity law that the Collaboration's Co-Chairs could be remunerated. Mark had produced a paper on the subject, and he guided the CCSG through the circumstances under which the Charity Commission would consider approving applications for some form of remuneration, to a Co-Chair's employing institution, for work carried out by a charity's Co-Chair(s).

Despite some concerns expressed, in particular the precedent for volunteers to be remunerated for their efforts, the majority agreed that the Collaboration would materially benefit from expanding the potential pool of applicants, and therefore support was given for Mark to approach the Charity Commission with an application for remuneration to future Co-Chairs' employing institutions, for amounts equivalent to at least one day per week of the individual's salary. Jonathan emphasized the scope of this recommendation. This was to explore whether this was possible. Any specific recommendation to remunerate Co-Chairs would need to be considered in detail by the CCSG and be approved by at the Charity AGM.

**ACTION: Mark to approach the Charity Commission with an application for remuneration to future Co-Chairs appointed to the Collaboration.**

**3. CEO's report**

Mark explained that he would provide an extensive written report for the face to face CCSG meeting in Oxford on 17 March and so a verbal one would only be provided for this meeting. He talked everyone through the new format of the financial report and welcomed feedback on it. Mark projected that there

would be a small operating surplus for 2012-2013, compared to the budget's forecast of a deficit. Jonathan asked for the effective and efficient use of this surplus to be added to the agenda for the next CCSG meeting. It was also agreed that the balance sheets be presented to the CCSG annually rather than at every CCSG meeting.

**ACTION: The CCSG to consider how the Collaboration's surplus could be used at its next meeting on 17 March.**

#### 4. Editor in Chief's report

David gave a brief overview of recent activities at the CEU: the appointment of Noémie Aubert Bonn as an intern to work on the publishing element of the Cochrane Policy Manual, the submission of clinical trials data for the UK Parliament, progress on the 20th Anniversary editorials, redesign of the monitoring forms for Cochrane Review Groups, and the release of the fourth issue of *The Cochrane Library* iPad App.

The de-registration of the Developing Countries Field was discussed, with reference to the supporting paper. Over a period of years the Developing Countries Field had not met all its core functions, and despite attempts to address the areas of concern, little progress had been made. In recent correspondence the Field's Director had agreed that the Field be de-registered. However, there continued to be support for the concept of a Developing Countries Field, and hopes that this de-registration would provide an opportunity for others interested in this area to come forward. Jonathan thanked David and others, specifically Denise, the Field's CCSG rep, who had been involved in reaching this decision.

**ACTION: David to write to the Field's Director and accept the voluntary de-registration of the Developing Countries Field, with regret.**

#### 5. Secretariat restructuring

Jonathan summarised that this item represented a huge amount of work by Mark, building upon the report written by Paul Farenden and, although Mark had hoped to gain the CCSG's approval in this meeting, the trustees needed more time to consider the supporting paper, given the serious implications in terms of staffing and budgeting. Therefore, Jonathan suggested that, for the purposes of this meeting, the supporting paper should be regarded as for information only, indicating the proposed direction of travel. The paper would be addressed fully at the CCSG meeting in Oxford on 17 March.

Mark thanked Jonathan and requested feedback from the CCSG in the next few days so that any queries could be addressed with updated documentation for discussion at the 17 March meeting. However, Mark identified two elements of the paper which required immediate discussion and approval: firstly, to seek agreement in principle for his recommendation "to create a single coherent Cochrane Collaboration Secretariat; bringing together the current COU, CEU, IMS and Web Development teams into a single structure." The CCSG unanimously supported the proposal. Secondly, he sought approval to appoint a part-time HR manager to support him and the wider Secretariat's human resource management plans. The CCSG also supported this proposal, but asked that the immediate appointment be a fixed short-term one and an open competition recruitment process be held for the permanent position.

**ACTION: Mark to appoint a part-time HR manager on a temporary basis, and to recruit for the position in open competition within the next three months.**

#### 6. Preparation for strategic planning 2013

Due to time constraints, this item was deferred for discussion at the face-to-face CCSG meeting in Oxford.

**ACTION: Jini to add this item to the agenda for the CCSG meeting on 17 March.**

**7. Preparation for mid-year CCSG meetings**

Mark briefly went through his paper describing the Collaboration's existing strategic framework and the recommendations for the strategic planning exercise in 2013, beginning with the strategic session on 20 March in Oxford. There were no objections to the paper's approval there was but insufficient time to discuss it fully and so Mark encouraged the CCSG to send him any comments on the draft agenda.

**ACTION: Everyone to send comments to Mark.**

**8. Funding Arbiter replacement**

Mark reminded the CCSG that Sophie Hill was in the process of completing her final piece of work as Funding Arbiter and that a replacement in this role had yet to be appointed.

**ACTION: Any CCSG member with an interest in the Funding Arbiter role to inform Jonathan as soon as possible.**

**9. Update on 20th Anniversary celebration activities**

Due to time constraints, discussion of this item was deferred to 17 March.

**ACTION: Jini to add 20th Anniversary celebration activities to the agenda for the CCSG meeting on 17 March.**

**10. Matters arising from the minutes of the CCSG teleconference held on 15 November 2012, not appearing elsewhere on this agenda**

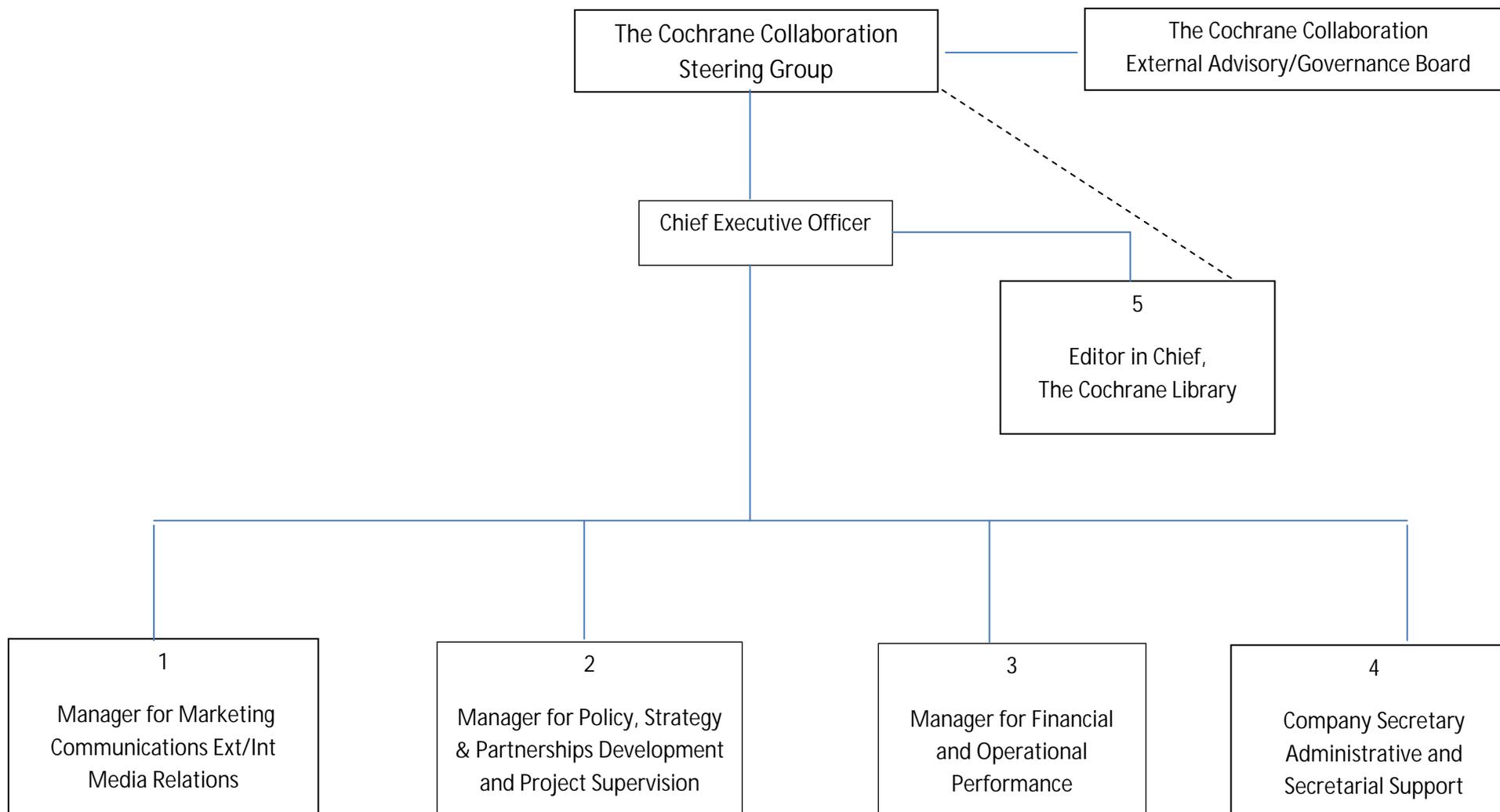
There were no outstanding items arising from these minutes.

**11. Any other business**

None.

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The Cochrane Collaboration Organisational Chart



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**CCSG approved in Paris – April 2012**

**1. Marketing, Communications, Media Relations**

External communications  
Internal communications  
Special Events  
Creative services  
Public relations  
Media Relations  
Web operations  
Liaison with communication staff across the  
Collaboration

**2. Partnerships Development & Project Supervision**

Support the CEO to:  
Form new and maintain old strategic partnerships  
Researches and develops new partnerships to enable new and diversified funding sources to be pursued.  
Develop policy and strategy options for presentation to the Steering Group  
Promote Cochrane in areas where there is a lack or underdeveloped exposure  
Ensures a functioning consumer network through the Consumer Co-ordinator (if agreed as part of this portfolio)

**3. Financial and Operational performance**

Develops current and effective financial and management accounting systems  
Provides regular, relevant and up to date financial and budgeting reports  
Develops and maintains a key performance indicator matrix designed to demonstrate to the Steering Group current operational performance and performance against key strategic objectives  
Provides appropriate financial information surrounding the activities of the Collaborative's Trading Companies

**4. Company Secretary**

Provides legal advice  
Provides advice surrounding effective Governance arrangements  
Maintains HR systems surrounding , job descriptions, appraisals, salary bands, appointments, annual leave and travel etc.  
Supervises the core administrative and secretarial team in support of COU and Steering Group activities

**5. Editorial Unit**

Undertakes review production and the editorial process  
Strategic development of review groups, methods groups and fields  
Consumer network (if not moving to partnership and development)  
I.T. systems  
Training and Education  
Methods Development  
Publisher Liaison

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**Agenda for  
Cochrane Collaboration Steering Group meeting  
Oxford, United Kingdom  
17 March and 20 March 2013**

**Please note: the background papers can be accessed using the 'Bookmarks' embedded in the PDF document.**

1. Welcomes, apologies, declarations of interest, and approval of the agenda.
2. Co-Chairs' report.
3. CEO's report.
4. Editor in Chief's report.
5. Strategic Planning Preparation (& follow-up session on 20<sup>th</sup> March).
6. Finance – including presentation of revised 2013-14 Budget (with impact of 'Secretariat' restructuring & any 2013-14 cost of living adjustment for CC staff).
7. New Publishing Environment
  - a. Publishing Report on post signing developments
  - b. Presentation from the Joint Management committee.
8. Translation Strategy
9. Trading Company & Cochrane Innovations Update
10. Entity Executives' Decision Items for the CCSG
11. Quebec Colloquium Update
12. Matters arising from CCSG teleconference on 28 February 2013, not appearing elsewhere on this agenda.
13. AOB