

**RESTRICTED: MANAGEMENT**

**MINUTES OF THE ILF TRUSTEES BOARD MEETING HELD WEDNESDAY  
20 November 2013 AT EQUINOX HOUSE, NOTTINGHAM.**

**Present:**

Trustees Board: Stephen Jack (Chair)  
Peter Cooke  
Yogi Amin  
Mike Boyall  
Sally Sparrow  
Sue Winterburn

In Attendance: James Sanderson, (Chief Executive)  
Steve Jarratt (Finance and Resources Director)  
Roland Knell (Head of Information and Governance)  
Mary Hipkin (DWP stewardship team)  
Pam Mellors, (Minutes)

**Item 1: INTRODUCTION**

1. The Chair welcomed everyone to the meeting [REDACTED]
2. Mary Hipkin (DWP) gave a brief introduction. [REDACTED]
3. [REDACTED]
4. [REDACTED]

5.

[REDACTED]

6.

[REDACTED]

7.

[REDACTED]

8.

[REDACTED]

9.

[REDACTED]

10.

The Chair commented that on behalf of Trustees he would be very happy to meet with the Minister to provide any background information and management of any future decision.

11.

Trustees agreed to arrange a conference call with the Chief Executive for a further update in a few weeks time.

**Item 2: CONFLICTS OF INTEREST**

12. Trustees confirmed that there were no conflicts of interest to declare.

**Item 3: MINUTES OF THE MEETING HELD 22 October 2013 - 2006/pap741**

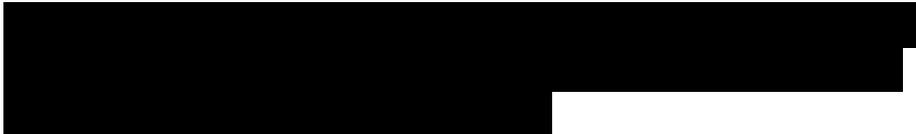
13. The minutes of the 22 October 2013 meeting were agreed as an accurate reflection of the meeting.

**Item 4: ACTION POINTS AND MATTERS ARISING 2006/pap742**

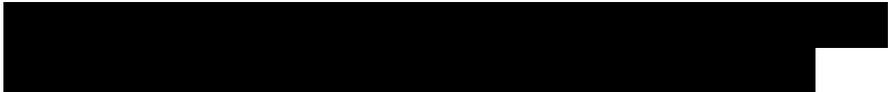
14. The outstanding action points were now cleared.

**Outcome: All outstanding actions are now cleared.**

**Item 5: CHAIRMAN'S BUSINESS**

15. 

16. He had kept in contact on a regular basis over the last few weeks and called an extraordinary meeting of the Trustees on 12 November to update date the board on the current position.

17. 

18. The Chair advised that Trustees appraisals were now due and asked that paperwork was forwarded to Trustees for completion.

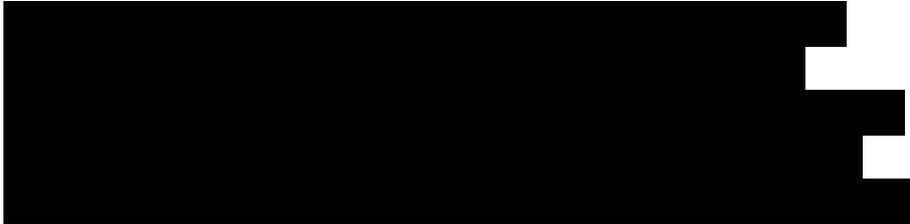
**Action: Corporate Affairs team to forward Trustees appraisal documents.**

**Item 6: CHIEF EXECUTIVE'S REPORT – 2006/pap743**

19. The Chief Executive reported that following the decision by the Court of Appeal, DWP had instructed the ILF to cease the Transfer Review Programme and all additional closure related activity with immediate effect, the letter and the response to the department had been provided for Trustees information.

20. He advised that the last few weeks had been very challenging however the organisation has reacted to the decision in a professional manner and implemented actions required quickly. Up to 6 November the TRP had progressed extremely well and he was very pleased with the results achieved across all areas.

21. Staff have been kept up to date with three full briefings and blogs, providing details instructions and lines to take.

22. 

**Outcome: Trustees noted the content of the report.**

**Item 7: OUTLINE OF THE SUPPORT & REVIEW PROGRAMME – 2006/pap744**

23. The Chief Executive explained that Trustees have specific responsibilities to users and the Trust Deed and additionally as an NDPB the ILF has specific responsibilities under 'managing public money'. The Support and Review Programme would therefore be introduced to meet these responsibilities.

24. As discussed at the Trustees telephone conference call on 12 November, the programme will replace the

TRP and has been designed to continue to meet ILF's responsibilities.

25. The Chief Executive explained that there had been a significant undertaking to deconstruct the TRP and pull together elements for the new SRP.
26. Staff and Assessors have worked hard to ensure a smooth a transition for our users as possible. The Chief Executive stressed the importance of keeping assessors and staff engaged and keeping up momentum.
27. Telephone calls have been made and letters will be mailed out to users who were in different stages of the process of the TRP by the end of the week.
28. All assessor reports received after the 6 November and with Service Delivery will now be outcomed as a SRP review visit.
29. The Chief Executive explained that there was approximately 12 weeks work in the system when the TRP was stopped.
30. There had been a flurry of telephone calls when the decision was first announced but had quickly settled to the normal levels.
31. Trustees asked about the financial impact. The Finance and Resources Director commented that there was a financial impact and a full analysis was currently being undertaken.
32. The Chief Executive commented that there had been a mixed reaction from LAs which could potentially result in a loss of engagement but this will continue to be monitored.
33. The Chief Executive gave an overview of work carried out in relation to consent and data sharing for our

Group 1 users. LA's are being contacted to discuss and this group will now be allocated visits under the SRP.

34. In answer to a question from Yogi Amin, it was noted that the pro model and support plan would still be used as part of the new review process apart from page 9 which was used for 'alignment' issues.

35. Mike Boyall commented that he had called an extraordinary meeting of the Audit Committee on 3 December with auditors present to discuss the governance implications and risks for the organisation following the Court's decision.

36. The Chairman commended the organisation for its quick and agile response to the decision. 

37. Trustees ratified the approach to implement the Support and Review Programme.

**Outcome: Trustees noted the content of the report.**

**Item 8: BENCHMARK ON THE TRP – 2006/pap745**

38. The Chief Executive reported that up to 6 November 8,797 visits had been created, 6,318 visits had been completed which was on track to deliver the annual targets.. 5,448 reviews had been outcomed against the target of 9,000. LA visit attendance was high at 85.2%. Overall the programme was successfully delivering against its forecast and published targets.

39. The Chief Executive advised that it was proposed to continue with the existing annual performance

targets for year which will now constitute from both the TRP (to 6<sup>th</sup> November) and the SRP (from 6<sup>th</sup> November). Trustees agreed this approach.

40. Reporting on the TRP will cease during week 32 and then recommence with the SRP to ensure there is clear evidence and assurance that the TRP had ceased.

41. The Chief Executive advised that contact had been made with the devolved administrations. Scotland had concluded their consultation process however this has now been put on hold.

42. The TRP had been viewed positively by users and other stakeholders. The programme had supported continuous improvements which will be maintained in the new SRP.

**Outcome: Trustees noted the report.**

**Item 9: LIGHTS OUT ACTIVITY – 2006/pap746**

43. The Finance and Resources Director advised that 'lights out' activity had been well advanced in terms of planning and progress against the five work streams identified within the plan.

44. The report gave an overview as to at what point all activity stopped and identified what work will now be put on hold. However some activity will continue to ensure best operational practice going forward.

45.



**Outcome: Trustees noted the report.**

## **ORGANISATIONAL PERFORMANCE DASHBOARD REPORTS – 2006/pap747**

### **Item 10: Operational Performance**

46. The Finance and Resources Director reported that all external and internal targets had been met to-date and activity on Service Delivery had been good with an average of 220 reviews being outcomed per week during the first four weeks of October.
47. The development of phase 2 of the lean project, recording telephone calls directly on to the ici system, has been completed and tested. It was planned for this to go live early December. It was hoped that this will help improve staff morale and motivation, as it had been led by them.
48. Trustees noted that the Principal Social Work Manager had now left the organisation, [REDACTED] [REDACTED] has agreed to take up this position on a temporary basis to provide continuity for the team.

**Outcome: Trustees noted the content of the report.**

### **Item 11: Finance**

49. The Finance and Resources Director reported that GB and NI forecasts remain on track, price increases are running at 0% for GB and 1.7% for NI, similarly attrition is running at 5% for GB and 6% for NI, against the forecast of 5%.
50. Grant recoveries are slightly ahead of target with £5.75m recovered to date against the forecast of £9.2m.
51. The mid-year review on admin spend has now been completed with all budget holders. Admin spend remains tight but it is anticipated that expenditure

for the year can be contained within the delegated authority of £6.0m.

**Outcome: Trustees noted the content of the report.**

**Item 12: Strategy, Policy and Communications.**

52. All Trustees had responded and agreed to recommended policy changes by e-mail.

53. Trustees noted that all flexible funding activity has now ceased, three cases had been received, two had not been process and one can be dealt with under normal ILF policy.

**Outcome: Trustees noted the content of the report  
Trustees ratified the policy changes.**

**Item 13: People and Environment**

54. The Finance and Resources Director advised that sickness absence was now meeting the internal target.

55. All recruitment activity relating to the TRP has stopped, however further consideration will be given to recruitment in view of staff leaving the organisation. The ILF had seen the highest level of turnover last month, for some time, at around 10%.

56. The ILF have been able to offer the opportunity to have a flu jab and 40 people have had the vaccination. It is hoped this will improve the level of sickness absence throughout the winter months.

57. Trustees noted that there had been mixed feelings from staff to the decision. However the majority have remained positive and professional in their approach and are now moving forward with the new programme.

**Outcome: Trustees noted the report.**

**Item 14: Information and Governance**

58. The Head of Information and Governance gave an overview of progress of GSi to PSN, a second submission had been sent to the licensing authority on 8 November. This process had been a monumental undertaking for the organisation however, the new system will be more efficient and standard running costs will be lower. The target date for switch over is the end of the year.

59. He reported that the assessor portal had been subject to a DDOS event, this had caused a loss of service, approximately 8 hours and 7 assessor reports were deferred.

60. All work relating to the TRP has ceased however, there is a lot of activity on-going in all areas preparing for the new SRP.

**Outcome: Trustees noted the report.**

**Item 15: RISK REGISTER UPDATE – 2006/pap747**

61. The Head of Information and Governance reported that the risk register had been updated to reflect the current position.

62. In light of the decision by the court of appeal risks 1 and 2 have been closed and a new risk, 19 has been created to address performance against targets.

63. Risk 5 has been divided to reflect staff and assessor issues and a new risk, 20 identified issues relating to assessor risks separately.

64. The residual risk has been increased to risk 6, this is to reflect the uncertainty and affect the decision has had on staff morale.

65. The Chair commented on risk 6, in the top ILF risks and asked that key messages include the fact that Trustees had enhanced their schedule of Trustees meetings this year in view of the TRP.
66. The Chief Executive commented that next steps would be to look at scenario planning for the department and risks emerging around potential future decisions.
67. Trustees agreed the risk register reflected the current position of the organisation.

**Outcome: Trustees agreed the Risk Register.**

**Item 16: MID YEAR STEWARDSHIP REPORTS – 2006/pap749**

68. The Head of Information and Governance advised that the report showed excellent progress in what has been a very challenging 6 months. The organisation had continued to perform well which had been demonstrated by the amount of on-going activity.
69. Trustees noted and commended the excellent progress made.

**Outcome: Trustees noted the report.**

**Item 17: BUSINESS PLAN QUARTERLY REPORT – 2006/pap750**

70. The Head of Information and Governance presented the report to the board.
71. He advised that the paper outlined the progress towards meeting the business objectives during the first two quarters.
72. Considerable progress had been made against the business plan objectives and in light of the decision a review of business objectives will be made.

**Outcome:** Trustees noted the excellent progress made against the business plan.

**Item 18:** **AUDIT COMMITTEE MINUTES – 16 October 2013 – 2006/pap751**

73. Mike Boyall, Chair of the Audit Committee gave an overview of the meeting held on 16 October.

74. Up to that point there had been no significant issues to bring to Trustees attention.

75. Yogi Amin commented on the minutes and asked for wording to be included to reflect the discussion around the JR before being presented to the committee for approval.

**Outcome:** Trustees noted the update.

**Action:** To make amendments to the AC minutes as discussed.

**Item 19:** **REMUNERATION COMMITTEE MINUTES – 22 October 2013 – 2006/pap752**

76. Trustees noted the minutes.

**Item 19:** **ANY OTHER BUSINESS**

77. The date of the next meeting will be Wednesday 18 December 2013, to be held in London.

78. There being no further business the meeting ended at 12:45 hrs.