

## **RESTRICTED: MANAGEMENT**

### **MINUTES OF THE ILF TRUSTEES BOARD MEETING HELD TUESDAY 22 October 2013 AT EQUINOX HOUSE, NOTTINGHAM.**

#### **Present:**

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

In Attendance: James Sanderson, (Chief Executive)  
Steve Jarratt (Finance and Resources Director)  
Jesse Harris (Social Work Director)  
Roland Knell (Head of Information and Governance)  
Jennie Walker (Head of Corporate Affairs)  
Diana Hannachi (DWP)  
Emma Hynd (Head of Customer Services) – Items 16  
& 17)  
Maria Reding (Corporate Affairs officer - observer)  
Karen Pole (Quality Assurance Manager – Minutes)

#### **Item 1: INTRODUCTION**

1. The Chair welcomed everyone to the meeting.

#### **Apologies**

None

#### **Item 2: CONFLICTS OF INTEREST**

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

**Item 3: MINUTES OF THE MEETING HELD 18 September 2013 - 2006/pap734**

3. The minutes of the 18 September 2013 meeting were agreed as an accurate record.

**Item 4: ACTION POINTS AND MATTERS ARISING 2006/pap735**

4. All outstanding action points were agreed as cleared.

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

**Item 5: CHAIRMAN'S BUSINESS**

5. The Chair advised there is a new Minister for disabled people, Mike Penning. Esther McVey is still part of the department following her appointment to Minister of State for employment. The Chair and the CEO are drafting a short introductory note to send to the new Minister.

6. 

7. The Chair advised he had attended an assessor study day last week and was impressed with the quality of the presentations and the level of assessor engagement.

**Action:** 

**Item 6: CHIEF EXECUTIVE'S REPORT – 2006/pap736**

8. The Chief Executive reported that he was pleased with the progress made on the TRP and that the programme was operating as required at the present

time. Full details will be provided within the progress reports.

9. Focus is now on the closure programme, with topics such as the transfer of fraud and debt to DWP at closure and data destruction high on the agenda. Detailed updates on these issues were provided to the Audit Committee on 16 October.
10. The CEO advised that the past few weeks have been exceptionally busy due to the complexities of the programme. The number of variables within the TRP is significant and is being monitored daily.
11. PwC were impressed with the Governance framework in place to support the closure. The role of the PwC within the governance arrangements has been reviewed and we are considering integrating the work they do directly into the Programme, with them attending TDB in future.
12. The CEO reported that he was establishing a meeting with arm's length bodies to bring together chairs and CEOs to discuss their approaches to closing down or reforming an organisation.
13. A full staff engagement meeting was held on 15 October. Messages on the TRP, exit schemes and redundancy were reiterated to ensure staff remain aware of all available information.

## **Presentation on 'Progress on the closure programme'**

### **Finance work stream**

14. The Finance and Resources Director advised that the ILF have commenced meetings with DWP Debt and Fraud contacts, the next meeting being on 5 November 2013.

15. There will be no change to the accounting arrangements for 2013/14 business year. We intend to complete a three quarter year accounts up to 31 December 2014 for auditing, including draft disclosures and a draft report. This will reduce the work pressures in the April – June 2015 period.

### **Legal and policy**

16. The Head of Corporate Affairs advised that a legal issues log has been created and ownership of each issue has been allocated between ILF and DWP. DWP are seeking advice on the outstanding legal question – ‘whether we can have a trust if there are no beneficiaries left’. This will impact on many Lights Out issues.
17. We have developed clear guidance on Group 1 users who do not consent for the ILF to share information with their Local Authority. Group 1 users will start to be included in visit allocations this week. This will be controlled closely. All Group 1 users will be visited by an assessor whether they have given consent or not.

18.



19. Initial activity to scope the Making Intellectual Capital Known project (MICK) has commenced.

### **Transfer Review**

20. The ILF is monitoring and managing the completion of TRP visits weekly and aim to get ahead in case of unexpected delays. Progress within each Local Authority is being monitored to identify when work in each area will be completed; this will enable the ILF

to plan ahead where completion is not on target. Additional assessors continue to be recruited, in particular for Scotland.

21. It has been advantageous to have had additional resources within the Social Work team who are experienced in personalisation. This has supported the provision of outcome focussed support plans for all ILF users.
22. Data sharing is now in place in the majority of Local Authorities. This is a complex process as arrangements need to be specific to the Local Authority. All authorities have a designated contact officer.

### **Physical Infrastructure and Managing Information**

23. Effective management of information is a major task for the work stream. The ILF has agreed the processes for corporate and user file transfers.
24. We have made links with DWP Knowledge and Information Management team to manage DWP transfers. Off- site user information will largely be destroyed; the live load will be transferred to DWP Heywood site. Information to local authorities will be transferred electronically. Fraud and compliance files will be transferred to DWP in both electronic and paper formats.
25. Staff have started redacting information on corporate documents. These will be transferred to DWP and subsequently sent to National Archives when required under the 20 year rule.
26. All staff are undergoing Responsible for Information training.
27. The CEO advised that we cannot start the transfer of files until the final payments have been made, so this

would need to be part of the Lights out activity. This is a complex technical process and labour intensive. Staff continue to data cleanse files on a day to day basis to aid this process.

### **Human Resources**

28. The Finance and Resources Director reported that the Voluntary Exit Scheme was still under discussion with the Cabinet Office.
29. Proposals are being formulated for staff requirements for January to March 2015 and for the Lights Out period.
30. Staff turnover has now risen to 12% after being less than 2% over the last two years.. This has provided significant challenge but some opportunities for staff development including promotion. Staffing requirements will continue to be monitored and managed.

**Outcome:** Trustees noted the presentation.

### **Item 7: ORGANISATIONAL PERFORMANCE DASHBOARD REPORTS – 2006/pap737**

#### **Operational Performance Dashboard**

31. The Finance and Resources Director provided a summary of the operational performance - Internal and External targets had been met for September.
32. Overall progress on TRP was good and better than plan to-date.
33. Review clearance has increased to 10.2 weeks against an internal target of 10 weeks. This would be expected at this stage of the programme due to complexities in the process. This increase is being discussed at the Performance Review Board to agree

any required remedial action. It was noted that the time between the visit and the user receiving the support plan is the critical value as this is important to users and this time period remains low.

34. The number of visits created is on target with over 7300 visits created. At end of September we had outcomed 4190 reviews; this increased to 4800 last week and represents over 27% of the population. We are currently ahead of target but need to complete a further 4,500 by the end of the financial year.
35. Complaint response times have increased from 5.7 to 9.0 days, which is still well within the internal target of 15 days. This increase is due to the types of complaints being received and the reduced staffing within the Complaints and Decision Review team.
36. Sole responsibility has been given to one member of staff for chasing consent replies for Group 1 users, where we have a query on the form.
37. LA attendance at the transfer review visit remains high at around 86%. We have maintained strong communications with local authorities through the LA team. This will be re-enforced through the engagement meetings planned for November2013.

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

**Item 8: Finance Dashboard**

38. The Finance and Resources Director gave an overview of the financial results for September which were all positive and within forecast with a slight contingency likely to accumulate.
39. Attrition is running at 6%. Administration costs are tight but within budget. Grant recovery has exceeded

year to date forecast with 52% of the Grant recovery target achieved.

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

**Item 9 Strategy, Policy, Communications Dashboard**

40. LA engagement meetings which were agreed at the Transfer Delivery Board on 26 September are planned for November 2013. Engagement days will be split between updates; data transfer planning; and LA led sessions on best practice.

41. Northern Ireland has responded to the draft of a code of practice, and a further draft has been sent for consideration.

42. The new flexible funding form and guidance has been designed and agreed. The first edition of *intouch* has been issued to local authorities and we have already received 121 hits on the website indicating its effectiveness. We are still waiting the outcome of an exception request to send our newsletter '*Living*' to users.

**Outcome: Trustees noted the report.**

**Item 10: People and Environment Dashboard**

43. The Finance and Resources Director gave an overview of the results for September noting high levels of activity in external staff recruitment and a very active training programme for new starters.

44. The ILF has retained the double tick accreditation for the seventh year in a row. The C2E reassessment took place on 2 October 2013. The outcome will be confirmed within the next week.

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



**Item 11: Information and Governance Report including Risk Register**

45. The transfer work to move ILF from GSi to the GCF PSN systems continues. We are on target to complete all consultancy work and transfer across in December 2013.

46. Business as usual work continues. Some additional developments have been made to the Assessor Portal. The Portal extension for trustees to enhance secure communication is currently in the final stages of testing.

47. Continued development of ici to support the effective delivery of the transfer review programme remains a priority. The software development manager has received 47 new requirements in this period, 23 changes have been implemented and a further 8 are in progress.

48. The top six risks on the governance dashboard were noted. All risks are being managed effectively.

49. The number of FOIA, Subject Access and PQ requests received in this period is lower than would be expected during this time. We have three staff trained to deal with such requests, with a further two to be trained in case this number increases.

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

**Item 12: Programme Management Dashboard**

50. This will be covered within the ILF closure monthly report.

**Item 13: ILF Closure Monthly Report – 2006/pap738**

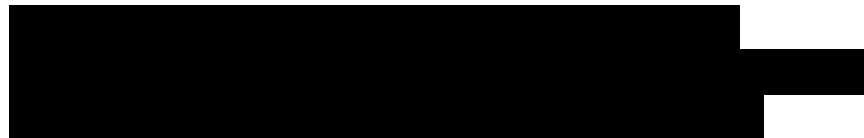
51. The Head of Information and Governance explained the report which gives a monthly overview of the

programme performance and includes the governance structure, critical paths and Lights Out activity. Additional information will be added to this report including the Lights Out project plan, milestones, dependencies and risks.

52. The Chair requested that Trustees were added to the governance structure to complete the process.

53. In regard to Trustee indemnity, the ILF and DWP are composing a letter which will be sent from the Minister to Trustees at closure of the ILF. Trustees will be kept up to date with developments in this area.

54.



55. This is intended as a comprehensive report that focusses on the delivery of the Transfer Review programme.

**Outcome: Trustees noted the report**

**Action Point: Add 'Trustees' to the governance structure of the programme.**

**Item 14: COMMUNICATIONS STRATEGY –2006/pap739**

56. The Head of Corporate Affairs presented the draft communications strategy which draws together communications through all departments within the organisation. The strategy has been updated to support the business plan objectives and includes a delivery plan. The strategy will be reviewed quarterly in line with business plan reviews and stewardship reporting.

**Outcome: Trustees ratified the Strategy.**

**Item 15: SINGLE EQUALITY SCHEME – 2006/pap740**

57. The Social Work Director advised that the Single Equality Scheme had been reviewed and updated to comply with regulations. It reports our achievements under the current scheme and contains an updated action plan.

**Outcome: Trustees noted the report.**

**Item 16: AUDIT COMMITTEE MEETING UPDATE**

58. The Chief Executive and the Finance and Resources Director attended a ceremony ‘Building Public Trust Annual Dinner’, as the ILF was nominated for an award for excellence in corporate reporting by the NAO and PwC.

59. The Auditors reported that they were impressed with the plans in place for the Transfer Review Programme and had only two concerns regarding staff retention and the contractual conditions of the Lights Out team.

60. The Audit Committee recommended that Trustees note the paper ‘Overpayment Recovery Principles’, which they approved. This has been added as an additional paper under any other business.

**Item 17: ANY OTHER BUSINESS**

**OVERPAYMENT RECOVERY PRINCIPLES  
2006/pap741**

61. The Head of Customer Service joined the meeting to present the paper which sets out proposals to update the Overpayment Recovery Principles. Major changes are to introduce the concept of good faith and hardship to welfare, and to make reference to the discretionary nature of the ILF Trust Deed to

introduce discretion to the Principles for overpayment decisions.

**Outcome: Trustees ratified the proposals.**

62. The Chair acknowledged the volume of work required to complete the Transfer Review programme and that the Board was assured by the reports and progress currently made.
63. The date of the next meeting is on Wednesday 20 November 2013, to be held in Nottingham.
64. There being no further business the meeting ended at 12:30 hrs.