

IBCA Board - Minutes and Actions

3 October 2024, 14:00 - 16:00

10 Victoria Street

Shadow Board Members:

1. Sir Robert Francis (SRF) - Interim Chair
2. David Foley (DF) - Interim CEO
3. Russell Frith - Interim Chair of Audit & Risk
4. Deborah Harris- Ugbomah - Interim Non-Executive Director
5. Paula Sussex - Interim Non-Executive Director
6. Gillian Fairfield - Interim Non-Executive Director
7. Helen Parker - Interim Non-Executive Director
8. Sir Rob Behrens - Interim Non-Executive Director

Attendees:

1. James Quinault - Inquiry Response
2. Kay Chauhan - IBCA Fiance
3. Catherine Webster - IBCA Chief of Staff
4. GRO-D - IBCA Board Secretariat
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6. Mark Hitchen - IBCA People & Places Programme
7. GRO-D - IBCA Head of Programme and Governance
8. Rachel Forster - IBCA Interim Director, Communications
9. GRO-D - IBCA Engagement and Comms Lead
10. Celine McLoughlin- IBCA Interim Director, Digital
11. GRO-D OBC Lead, Contractor
12. GRO-D CO Finance Business Partner

Apologies

1. Shainila Pradhan - IBCA Programme Director

1. Welcome

- 1.1. The Chair welcomed everyone to the first Shadow Board meeting with the newly appointed Non-Executive Directors.

Minutes

- 1.2. The minutes of the meeting held on 4 September were approved.

Matters Arising

- 1.3. **Action 12: Update** - The Board noted that GRO-D would be providing an update on the Outline Business Case later in the meeting.

- 1.4. **Action 23: Update** - The new Shadow Board members noted that the initial discussion on the Fraud Strategy focused on civil and criminal penalties. The PSFA was working with the Fraud working group to look at options for penalty provisions. The group will present an update to the Board at either the November or December Board meeting.
- 1.5. There was a brief discussion about a previous action to share the fraud risk assessments with the Board - A request was made to share the list with new Board members.
- 1.6. **ACTION:** Share the identified fraud risk assessments with new Board members. - **Secretariat**

2. Programme Delivery Update

- 2.1. **GRO-D** provided a summarised progress of programme delivery to date. The report was divided into two key parts; MVP and Risks. The PMO was maturing at pace and the report would be expanded to include dependencies and benefits.
- 2.2. Members of the Board acknowledged the progress made in a very short timescale and suggested 2 areas which would improve future reporting.
 - Adding sections on Service Design and Supply Chain would help to ensure successful mobilisation.
 - A summary of programme dependencies would be a helpful inclusion in future reports.
- 2.3. Members of the Board appreciated the progress on the risk register and asked about recruitment for key roles and whether IBCA would meet delivery targets by the end of the financial year.
- 2.4. The Board were informed that IBCA expected the key delivery risks to be red for some time as the organisation was being stood up at the same time as developing the service. It was expected that Case Managers would be in place by the end of October which would help enable the first payments to be made by 5th December.
- 2.5. Members of the Board asked whether cyber risks had been taken into account and were informed that the Cabinet Office Cyber Security Team were supporting IBCA. Members of the Board urged continued vigilance in addressing this risk.
- 2.6. Members of the Board asked whether IBCA were likely to meet the 'payments made by the end of the year' deadline.
- 2.7. They were informed that the initial cohort of applicants would be small and there were contingencies in place to make manual payments. A decision would be made in mid-November to activate contingency plans if required.
- 2.8. The Board acknowledged the team's efforts and emphasised that hitting these milestones would be a significant achievement.

3. Finance Update

- 3.1. Kay Chauhan set out the position on financial spend and confirmed that the financial figures for September (Period 6) were being finalised.
- 3.2. As of September, £2.6 million had been spent, with no capital spending. Full utilisation of the capital budget was expected.
- 3.3. The Board was informed that Budget allocations from the CEO to the Directors were completed in September. Reporting expectations had been discussed with Directors and a training package was in place.
- 3.4. Phase one of the Spending Review with the CO was complete, focusing on the current and the next financial year. Phase 2 would start in October and cover multi-year spending, including RDEL, CDEL, and compensation payments.
- 3.5. Work was ongoing to develop cost models to support the Treasury and OBR for fiscal projections.
- 3.6. The Board acknowledged the reports and asked to emphasise value for money and on spending from a taxpayer's perspective. They noted that a clearer breakdown of input vs. output in future reports would support long-term financial planning, as well as the impact of organisational changes on staffing and payments.
- 3.7. The Board were informed that it had been confirmed that -compensation payments would be classified as Annual Managed Expenditure.
- 3.8. The Board sought clarity on the value-for-money approach

ACTION: Finance to include a clearer breakdown of input vs output in future finance reports - **Kay Chauhan**

ACTION: Finance to provide further clarity on value for money approach in future reporting - **Kay Chauhan**

4. Draft Internal Governance Framework

- 3.9. [REDACTED] **GRO-D** set out the position on the draft internal Governance Framework which covered the governance arrangements for IBCA once it was an independent ALB. The Board were asked to provide feedback and comments ahead of a final version which would be presented to the Board meeting scheduled for 6th November.
- 3.10. A working version of the draft governance framework would be shared with Board members so that they could add comments and suggestions.
- 3.11. The Board advised they were happy to support the development of the Internal Governance Framework and would provide comments once shared.

ACTION - Share a working version of the draft Internal Governance Framework with the Board for comment by end of October - [REDACTED] **GRO-D** [REDACTED]

4. Vision Mission & Objectives

- 4.1. Celine McLoughlin presented the Vision, Mission, and Objectives for IBCA which had been developed in line with Sir Robert's recommendations, with input from staff and incorporated user insights.
- 4.2. The design principles focused on the approach and a consistent use of language.
- 4.3. The Board noted the development of the organisation's values was ongoing.
- 4.4. It was suggested that the vision should reflect the organisation's long-term impact on the nation and the feelings of the infected community and consideration should be given as to whether the vision statement should go further to better capture the authority's broader ambitions. The Board were broadly supportive of the vision and there was an offer of help to work with refining the wording.

DECISION: The Board agreed to revisit this when the values were articulated.

ACTION: Vision, Mission and Objectives to return to the Board when the values have been worked up. - **Celine McLoughlin**

ACTION: Revise the wording of the vision statement to reflect comments from the Board. **Celine McLoughlin.**

5. Draft Outline Business Case (OBC)

- 5.1. [REDACTED] GRO-D provided an update on the OBC and confirmed the draft would be refined w/c 8 October. A further iteration of the OBC will be shared with the Board w/c 14 October ahead of the proposed submission date of 17 October.
- 5.2. Based on advice from the IPA and colleagues the Board were informed that a Programme Business Case would be submitted. The Board noted that the full business case was due in April after the second set of regulations had been laid.
- 5.3. The purpose of the current business case was to:
 - set up IBCA as an NDPB
 - approve the budget
 - proceed with an agile approach to the compensation scheme service
- 5.4. The Board noted the urgency of timelines to secure the necessary support and funding from senior stakeholders, ensuring alignment with governance expectations. There was agreement on the need for a structured approach while maintaining agility.
- 5.5. The Board suggested that a deep dive into non-pay spending would be helpful with future drafts of the business case.
- 5.6. The Board noted the recommendations for a Minimum Viable Service approach, with the understanding that the bulk of financial commitments would be addressed in the

subsequent business case. It was emphasised that the OBC should clearly state this approach to mitigate concerns from stakeholders.

5.7. The timeline was set out for the Board

- The first draft of the Business Case will be shared on Monday 7 October
- Internal reviews taking place w/c 7 October
- The second draft is to be shared with the Board w/c 14 October

5.8. The Board expressed support for the OBC's direction while emphasising the need for thorough documentation and clarity on options and risks.

5.9. It was agreed that the Board needed to be comfortable with the submission and it was agreed that an online meeting should be arranged for Board members once the OBC had been shared.

ACTION: Share draft Business Case with the Board w/c14th October GRO-D

GRO-D **Secretariat**

ACTION: A meeting is to be arranged following the second draft of OBC for the Board to take a decision. - GRO-D

ACTION: Board members are to provide any further comments to GRO-D in the next week to feed into the final draft - **ALL**

6. Engagement Strategy

6.1. Rachel Forster and GRO-D provided an overview of the engagement strategy, and two key strands of engagement currently underway:

- Outreach to community members
- Collaboration with 29 stakeholder groups

6.2. The Board were informed that interviews for a user consultant had taken place. Given the high standard of applicants and the need to reflect the broad views of the community, the intention was to recruit three individuals to the role for a defined time period

6.3. The Board was invited to consider their level of engagement activities, including attendance at sessions. Three areas were highlighted for input

- Desired engagement level
- Insights on user consultant roles and associated risks
- Interest in receiving regular updates on community feedback and media coverage.

6.4. The Board considered two potential options for additional community involvement:

- To consider a member of the community to be part of the Board
- To consider a member of the community to become a trusted advisor to IBCA in a paid capacity.

6.5. The Board acknowledged the importance of the community voices in shaping the engagement strategy. It was agreed that community representatives should be compensated for their contributions, however, there was a note of caution expressed around making sure there was clarity about the purpose of the role and potential conflict of interest.

6.6. Board members raised a note of caution around members of the community becoming members of the Board as their potential eligibility for compensation could cause a conflict of interest.

6.7. The Board suggested that the team look at other models of community engagement. The NHS Foundation Trust model was cited as an example that could work with good representation and members of the community paid for their time.

6.8. The Board also discussed the potential for a community member to be involved in the audit and risk committee. This would provide insight into IBCA's internal controls and processes.

6.9. The Board emphasised the need for clear and frequent communication, particularly through social media with regular monthly updates from trusted figures within the organisation.

6.10. The Board expressed a desire for regular updates on the community engagement efforts and outcomes, ensuring they are informed about community concerns and feedback.

6.11. The Board noted that IBCA was starting with a deficit in trust from the community and this would take time to build.

6.12. The Board were invited to join general meetings with claimants and stakeholders as observers

6.13. The Board discussed whether Cabinet Office staff should attend external meetings of the Authority

6.14. The Board were offered the opportunity to take part in future sessions focusing on:

- User Centred Design
- Communications Strategy

ACTION: The Communications Team were asked to come back to the Board with further ideas on community engagement at a future meeting.

7. AOB

OFFICIAL SENSITIVE

7.1. Induction day: The Chair confirmed the induction day will take place on 23rd October and the Governance team will share details of the day in due course.