

<b>Board Meeting</b>	
<b>Date</b>	28 September 2023
<b>Time</b>	09.30 – 13:00
<b>Location</b>	IMA Board Room, Swansea Civic Centre / Microsoft Teams
<b>Present Attendees</b>	<p>Leo O'Reilly, Non-Executive Member (Deputy Chair)</p> <p>Marcus Killick, Non-Executive Member</p> <p>Ronnie Alexander, Non-Executive Member</p> <p>Joyce Cullen, Non-Executive Member</p> <p>Miranda Biddle, Chief Executive (Executive Member)</p> <p>Andrew Bagley, Director of Governance and Corporate Services (Executive Member)</p> <p>Pam Everett, Director of Operational Delivery (Executive Member)</p> <p>Jennifer McMahon, Board Apprentice</p>
<b>Virtual Attendees</b>	n/a
<b>Additional attendees</b>	<p>Helen Jenkins, Head of Governance and Secretariat (secretariat all items)</p> <p>Rhys Davies, General Counsel (Advisor – all items, present)</p> <p>Dimitri Batrouni, Senior Intelligence Analyst (Item 2)</p> <p>Nathan Salmon, Head of Compliance and Inquiry (Item 2)</p>
<b>Apologies</b>	Punam Birly, Non Executive Member

## 1. Non Executive Member session with CEO

- 1.1. Present Non Executive Members held a closed discussion with the Chief Executive ahead of the full meeting.

## **2. Welcome**

- 2.1. Leo O'Reilly (LOR) as Deputy Chair taking on additional responsibilities following Sir Ashley Fox's recent resignation stepped in to chair the meeting and welcomed everyone to the meeting.
- 2.2. The Chair for this meeting noted the IMA's thanks to Sir Ashley Fox for his work as the first Chair of the organisation.
- 2.3. The Chair expressed the IMA's condolences to Joyce Cullen on the recent passing of her mother.
- 2.4. The Chair noted Punam Birly sent in apologies in advance of the meeting.
- 2.5. No conflicts of interest were declared at the meeting and our updated Register of Interest is available on our website.

## **3. Staff Session – View and Prove Call for Evidence**

- 3.1. Miranda Biddle (MB) introduced a new staff session to enable staff and the board to discuss live operational issues to develop joint understanding of a particular issue.
- 3.2. Nathan Salmon (NS) and Dimitri Batrouni (DB) presented the information known and unknown about the View and Prove digital system - how EU/EEA/EFTA citizens access their EUSS status when required – and our plans for developing our understanding of its effects on the citizens who use it.
- 3.3. The Board queried and considered: the potential for the system to fail; the availability of back up options; any other similar systems; the numbers of citizens affected; the costs to the Home Office of any improvements and how the Home Office would prioritise any changes.
- 3.4. The board recognised the importance of this issue, however, agreed with the officers approach to gather further information to be able to understand the scale of the problem and the complexities of the system before deciding the IMA's position / next steps on this issue.

## **4. Previous Minutes and Actions**

- 4.1. Subject to two minor corrections at paragraphs 1 and 11, the minutes from the previous meeting were approved and are to be published on the IMA website.
- 4.2. Actions were reviewed, updated, and closed where relevant.

## **5. Chairman's Report**

- 5.1. LOR highlighted the introductory meetings being planned for the autumn for both himself and the Chief Executive with MoJ and key external stakeholders.
- 5.2. LOR noted the dates of future meetings over the autumn.

**Action: Secretariat to send Committee dates to LOR while taking on additional responsibilities.**

## 6. Feedback from Board Committees

6.1. Each of the Committee Chairs provided a brief overview of recent discussions at committee meetings held since the last Board meeting. This was carried out by way of verbal updates.

### Delivery and Impact Committee

6.2. Marcus Killick (MK) provided feedback on the meeting which took place on 27 July. The board noted that the key topics that were discussed included an update on the issue around registration of new-born babies and feedback on the Border Force Stansted Airport visit.

6.3. MK noted that some topics can come up in more than one committee meeting therefore queried the focus of each committee. MB agreed some issues are cross cutting and outlined the plan to review committee terms of reference as part of the forthcoming board effectiveness review and in line with the new strategy once agreed in the spring.

### HR and Remuneration Committee

6.4. The Committee noted the HR minutes in Punam's absence.

### Audit and Risk Committee

6.5. Leo O'Reilly (LOR) provided an update of discussions at the most recent meeting which took place on 14 September 2023. Key matters discussed at the meeting included the Annual Report and Accounts, Corporate Risk Register, Government Internal Audit Agency work to date, National Audit Office work to date and management assurance on Counter Fraud, Whistleblowing and Cyber Security arrangements.

## 7. Chief Executive Report

7.1. MB noted her key focus areas since joining the organisation in July.

7.1.1. There has been significant internal engagement with board members, all IMA colleagues and MOJ staff but now the focus is switching to external stakeholders.

7.1.2. MB highlighted a concern regarding the quality and timeliness of financial management information from MoJ and how much work is involved in quality checking and correcting this to make it fit for both the Executive Team and the Board to be able to make decisions and seek assurance. Work to escalate this is underway.

7.1.3. The IMA 2023/24 pay remit has been successfully communicated and implemented.

7.1.4. Work is ongoing to take stock of current vacancies and shore up certain work areas where there are single points of failure.

7.2. A recent staff event looked back at successes and challenges to date and started conversations with staff about the future strategic direction and priorities for the organisation.

- 7.3. PE outlined the EUSS reforms that have been announced over the summer. We are currently assessing each reform and these will be added to the external facing issues log to highlight our ongoing work in this area. The Board requested an additional note on our work in this area.

**Action: PE to provide additional note with minutes re work on EU reforms.**

- 7.4. Ronnie Alexander (RA) raised a concern about the high vacancy rate and queried how the IMA quality control temporary agency staff that are taken on. MB confirmed managers are able to review CVs and interview agency staff before offering roles. Ongoing consideration of turnover, workplan, recruitment strategy, career pathways and HR resource is underway to ensure we have a workforce that fits the needs of the organisation.
- 7.5. LOR queried the latest of the response to the Judicial Review. Rhys Davies (RD) confirmed there is ongoing engagement with the Home Office to develop a shared understanding of work. We are aware of ongoing interest from external partners and will keep the Board up to date with developments.
- 7.6. LOR noted the positive draft report from the Cabinet Office review of the organisation and conveyed thanks to the staff involved. It is a tribute to the organisation to have such a positive report at this early stage.

**Action: Secretariat to add the Cabinet Office report to the December agenda.**

## 8. Finance Report 22/23

- 8.1. AB presented the summary on the latest financial position as at the end of August; which shows a potential forecast underspend of £24k at year end, but noting with decisions made in September detailed in the report the latest position would be a forecast overspend of £83k. AB also outlined a request for the Board to approve movements within allocated budget lines to assist with balancing our annual budget at year end. AB noted the Accounting Officer has approval to move budget within control totals but outside of control totals requires Board approval; prior to MoJ approval.

**Decision: Budget Variance 2A approved by the IMA Board.**

## 9. Annual Report and Accounts 2022/23

- 9.1. AB introduced the audited Annual Report and Accounts 2022/23 and noted the previous discussions held at ARAC and D&I Committees over the summer. The draft accounts were submitted to MoJ / National Audit Office by the end of August 2023 as required. Final laying in Parliament is planned for October but is subject to finalising arrangements for the Chair / interim chair position.
- 9.2. LOR noted the substance of the report is more substantial given the development of our work in year two. As a result LOR queried if we signpost complainants to bodies who can review/resolve individual complaints, given that that is not our remit. PE confirmed we do where we can; and there is information available on our website.

- 9.3. Given the substantial document MK requested that future committees agree in writing / minutes their approval to ensure there is evidence of appropriate scrutiny of the information.
- 9.4. LOR noted the Board's thanks to the team for the preparation of the Annual Report and Accounts which is noted as having an un-qualified opinion.

**Decision: Board approved the Annual Report and Accounts 2022/23 subject to ongoing Chair arrangements affecting the final laying date.**

## **10. Framework Document**

- 10.1. AB outlined the development of the Framework Document to date since the Board first approved in February 2021. AB noted requested changes to format and content; along with the latest changes proposed by MoJ which were highlighted in the document.

**Decision: Board approved the Framework Document in principle; subject to clarification on Chair and final amendments to be agreed by CEO.**

## **11. IMA Strategy Day**

- 11.1. MB and Helen Jenkins (HJ) outlined the logistics and draft agenda for the Board's second strategy day to be held in November 2023. HJ also outlined the timeline for approving the new IMA Strategy 2024-27.
- 11.2. The Board were content with the proposed approach and requested a pack in preparation of things to think about and read in advance.

**Action: HJ to prepare information pack in advance of Board Strategy Day.**

## **12. EU Ambassador and Delegation Update**

- 12.1. PE provided the background on issues raised by the EU Delegation in November 2022 and the latest position of work the IMA is doing in these areas.
- 12.2. The Board sought assurances on how the IMA is managing its relationship with the EU Delegation. PE confirmed there are bilateral meetings with officers and we attend their monthly monitoring network. It was highlighted that LOR and MB have a meeting with the EU Ambassador to the UK and the EU27 delegation group in October.

## **13. Judicial Review Update**

- 13.1. PE outlined the current position of the Home Office's response to our first Judicial Review against their decision making. We are aware that our external response to their position could have an impact on our reputation therefore we are making an assessment of their position before discussing this with the Home Office before we make a public statement.
- 13.2. The Board are content with this approach however requested early sight on any public statement.

**Action: Send any public statement on our position on the Home Office's response to the Judicial Review to the NEDs with a deadline for response prior to external publication.**

## 14. Any Other Business

- 14.1. RA asked for increased focus on Equality, Diversity and Inclusion issues to ensure we are developing a diverse and responsive workforce. MB agreed and this will be discussed at the Board Strategy Day.
- 14.2. RA also queried the approach to our public sector pay settlement for future years. MB noted issues with year on year budget versus longer term financial planning make it difficult to plan ahead. This can also be discussed at the Board Strategy Day.

### **Closed Meeting**