



Minutes

Title of meeting **84th GLAA Board Meeting**
Date 29/09/2023 **Time** 10:00 – 13:00
Venue Microsoft Teams
Chair Julia Mulligan **Secretary** Victoria Robinson

Attendees Julia Mulligan (JM) GLAA Board Chair
Pippa Greenslade (PG) GLAA Board Member
Suzanne McCarthy (SM) GLAA Board Member
Keith Rosser (KR) Board Member

Bunmi Opeodu (BO) GLAA Board Apprentice

In attendance Elysia McCaffrey (EM) CEO
Phil Cain (PC) Director of Operations
Justin Rumball (JJR) Head of Finance
Samantha Ireland (SI) Director of Strategy and Impact
Steve Hickman (SHI) Transformation Director
Victoria Robinson (VR) Secretariat

Home Office attendees Hannah Pooley (HP) Modern Slavery Unit, Home Office
Mary Halle (MH) Home Office Sponsorship Unit (HOSU)

Observers Lucy Batchelor (LB) Senior Consultant Capgemini
Anna Whitmore (AW) Senior Manager Capgemini
Charlotte Bogod (CB) Senior Consultant Capgemini

Apologies Deep Sagar (DAS) GLAA Board Member
Dr David Snowball (DJS) GLAA Board Member

1	Introductions
	All attendees welcomed. The Chair noted this was the last meeting for LB, AW and CB as the Capgemini team scale down, in line with the project plan. The Chair

	<p>thanked them all for their hard work and commitment to the Target Operating Model (TOM) Project.</p> <p>The Chair also noted it was SHI's last day with the GLAA and thanked him for the very positive impact he has had.</p> <p>SM was nominated Board Conscience.</p>
2	Apologies
	The Chair noted apologies from DAS and DJS, and explained this made the meeting inquorate. It was agreed that the meeting would continue, and any decisions or actions would be formally agreed at the Board Strategy Day on 2 October 2023.
3	Declarations of interest
	None.
4	Minutes of the previous meeting held on 27 July 2023
	No further comments, the Board agreed the minutes were accurate.
Decision	For the July minutes to be agreed as accurate.
5	Outstanding actions
	<p>Outstanding: Updates provided in papers BM81(3) BM82(1) BM82(2) BM83(4) BM83(6) BM83(8)</p> <p>Closed: BM82(7) BM83(1) BM83(2) BM83(3) BM83(5) BM83(7) BM83(9)</p>
6	Home Office update
	<p>HO Colleagues updated on the following:</p> <p>Performance measurement: GLAA has made much progress developing their suite of KPIs and has produced deliverables that are more digestible, sophisticated, and appropriate for the state of transformation they are currently in. Whilst HO is aware there is further work to do ahead of 2024/25, this represents solid progress, and it is pleasing to see the strong collaboration with all parties on this. The ongoing efforts will also help the GLAA be able to provide robust performance data for the Public Body Review. MH noted the great improvements that the GLAA have made .</p>

	<p>Business Plan: Due to the development of the KPIs, the revised Business Plan was sent up to the Minister on 13 September. It is currently with Special advisers, and it is unlikely there will be a response until after Party Conference Recess (the House returns on 11 October).</p> <p>Fee Review: Steady progress has been made on the Fee Review since the July Board meeting and today’s paper should help determine the strategic direction for fee charging. Irrespective of what changes are made and when, the HO stated it was important the GLAA conducts a fee review as soon as possible as it is a key requirement of managing public money and will ensure the GLAA has a realistic plan. HO need a timeframe for when we will receive a draft fee review following today’s Board meeting.</p> <p>Public Body Review: With the review expected to go forward in the 2024/25 financial year, it is crucial GLAA use the time beforehand to prepare themselves for scrutiny of governance i.e., by finalising the framework document and moving forward on its board effectiveness review. The HO noted is still had not seen any terms of reference for this review. There will also be extra government scrutiny on public services efficiency, and it would be prudent for GLAA to already be focussing on how to provide efficiencies next financial year through the TOM work and fee review, recognising this will be challenging given they will face a 5% budget cut and will not receive the £1.1m subsidy provided this year.</p> <p>ARA deadline: Parliament rose for Conference Recess on 19 September. The House returns 11 October and is then in session until Christmas Recess (begins 19 December). These dates are worth bearing in mind for anything that needs ministerial sight, particularly in relation to the Annual Report and Accounts.</p> <p>Policy updates: HP provided an update from a policy perspective, including on the Illegal Migration Act and specifically the Public Order Disqualification (POD).</p>
7	<p>CEO report Elysia McCaffrey</p>
	<p>Culture: The CEO noted a positive mood currently as areas begin to settle and embed. Previously in operations, where there have been some worries, these have settled and there has been a significant change in colleague's attitudes, becoming more proactive and focused on problem-solving.</p> <p>Director of Corporate Services: Karen O’Brien will be starting on 2 October, which will complete the new Executive Team.</p>

	<p>Congratulations: The CEO congratulated PHC on his King's Police Medal, and to KR for his industry lifetime achievement award.</p>
8	<p>Target Operating Model, Steve Hickman</p> <p>a) Implementation Process</p> <p>The Board discussed concerns surrounding the handover phase from Capgemini, in particular losing momentum. Capgemini and the executive team explained that there have been frequent meetings regarding the handover phase. Capgemini explained that the GLAA has embraced a new culture around change, and new processes are beginning to embed successfully.</p> <p>b) Benefits Realisation</p> <p>The Board noted the paper was very useful but had some queries around certain statistics. Clarification was sought on the '£100k saved to-date as a result of decisions made at Management Board'. The CEO explained these were mainly costs from the shutdown of the Phoenix Connect Project and the proposed spending that the project would have incurred.</p> <p>The Chair asked for savings and efficiencies to be quantified as this is crucial in the current climate, with government focus on efficiency.</p> <p>The Chair of ARAC suggested that the TOM Implementation phase and handover should sit with the Audit Risk and Assurance Committee (ARAC) to provide the Board with assurance that this is being closely monitored, and to ensure we can reap and realise maximum benefits of this project.</p>
Action BM84 (1)	For the ARAC to monitor the TOM Implementation.
9	<p>Fee Review, Steve Hickman</p> <p>It was explained that the purpose of this paper was to gauge the Board's appetite and ambition on this project. It was explained that the fees had not been formally reviewed and restructured since 2009 and were therefore out of date.</p> <p>HO explained that in the current climate, ministers are open to more radical and imaginative proposal to fees as there is a high appetite for change that may lead to savings. They went on to explain that Treasury guidelines set out that fees should be based on full cost recovery, and to not over complicate the process.</p> <p>The Board agreed they had a high appetite for change in this area of business, and it was proposed that fees should be reviewed more frequently to prevent this happening again. The Board agreed this item needs careful and thorough consideration and it would be beneficial for</p>

	the Board to meet separately to agree a clear steer and direction for the review.
Action BM84(2)	A meeting with Board members, Executive Team to agree an approach to the fee review.
10	Strategic Performance, Sam Ireland
	<p>The Board thanked the executive team for this paper, in particularly the level of detail and analysis.</p> <p>The Board noted the reduction in the 'median time taken to make a licensing decision', however agreed with the executive team that there is a lot of work to do, and that this is their first year of the three-year strategy.</p> <p>The Model Office: Initial indications suggest that the Model Office is being successful, with the first case reaching an application inspection (AI) in 14 calendar days. This has been paused as the labour provider has gone on holiday, so an inspection has been postponed.</p> <p>The Board thanked PHC, regulation team, model office team and Capgemini team, for their ongoing work to make this project a success. The Board asked for this good work to be documented and highlighted via a paper taking evidence from Model Office versus historical data, to come to the Board at an appropriate time.</p>
Action BM84(3)	PHC to produce a paper comparing data from Model Office versus historical data, to come to the Board at an appropriate time.
	<p>Intelligence: The Board raised concerns about the potential impact of the Illegal Migration Act, as we have seen a reduced level of intelligence. They noted that the intelligence team and the organisation as a whole have been screening the information received more effectively, therefore we are recording less intelligence. The effectiveness of this is evidenced by an increase in the percentage of actionable intelligence, however the Board asked if they could be provided with a more detailed analysis surrounding actionable intelligence, so they be better assured on the cause of this decrease.</p>
Action	More in depth analysis on actionable intelligence to be included in the Strategic Performance Pack.
11	Financial Position and Outturn, Justin Rumball
	JJR explained to the Board there is a forecasted overspend of £158,000, due to a range of factors. The unbudgeted pressures, which have been previously discussed at the Board, include the pressure from the £1,500 cost of living payments and the pay award which was budgeted to be 3%

	<p>as recommended, but is confirmed at 5%. These have caused an overspend of c£250k. “The GLAA has taken action to reduce this potential overspend as much as possible but are awaiting confirmation of the supporting that the Home Office will provide to support GLAA with the overspend. The CEO highlighted we have a risk regarding overspend which will continue to monitor.’</p> <p>The Chair asked if we could see the Medium-Term Financial Plan again at the next Board Meeting, which should include savings and efficiencies.</p> <p>Budget 2024/25:</p> <p>JJR assured the Board that that there is ongoing work surrounding forecasting the budget for 2024/25, and to expect a paper with scenarios in November. This will also help realise some of the benefits from the Target Operating Model, as we are forecasting new procedures, structures etc.</p>
Action BM84(4)	The Board to receive a paper on the Medium-Term Financial Plan, at the November Board Meeting.
12	Board Conscience Feedback
	SM explained she felt even though the meeting was inquorate, the Board still managed business as usual in as far as was possible. She noted the contribution on questioning by KR and that the Chair kept good control of the meeting and timings, keeping conversation on topic. She also thanked the executive team for high quality, informative papers.
13	AOB
	<p>None.</p> <p>Date of next meeting: 15/11/2023</p>