



Minutes

Title of meeting	75th GLAA Board Meeting		
Date	03/11/2021	Time	10:15
Venue	Apex Court		
Chair	Margaret Beels	Secretary	Michael Sewell
Board members	Simon Allbutt (SA) Bill Butler (WAB) Suzanne McCarthy (SM) Julia Mulligan (JM) (Item 16 & onwards only) Deep Sagar (DAS)		
Observers	Pippa Greenslade (PG) – designate Board Member Dr David Snowball (DBS) – designate Board Member		
In Attendance	Elysia McCaffrey (EM) CEO Dan Scully (DS) Director of Resources Paul Coffey (PC) Head of Communications (Item 11b onwards) Emma Coxon (EC) Head of People and Change Darryl Dixon (DD) Head of the Single Enforcement Body Frank Hanson (FH) Head of Prevention Samantha Ireland (SI) Head of Governance Nicola Ray (NR) Head of Regulation Michael Sewell (MS) Secretariat Officer Ian Walker (IW) Head of Intelligence Jane Walker (JW) Risk and Information Assurance Manager		
Home Office attendees	Michael Brett-Pitt (MBP) Mary Halle (MH) Simon Hookins (SH) Elinor Howard (EH) Damian Johnson (DS)		
External Observers	David Camp (DC) (Item 10 only)		
Apologies	Justin Rumball (JR) Head of Finance Ian Waterfield (IW) Head of Enforcement Paul Williams (PW) Board Member		

1.	<p>Introduction</p> <ul style="list-style-type: none"> • The Chair welcomed all new NEDs. PG and DBS are awaiting their security clearance. DAS attended in the capacity as a Board member. WAB and SA were thanked for staying on and attending during this transitional period. • The Chair welcomed HO colleagues including MH and SH, who joined in person. <p>BM75(1) Ensure minutes are on the website and question whether papers need to be marked Official Sensitive. (MS)</p>
2.	<p>Apologies As shown above.</p>
3.	<p>Declarations of interest/Declarations of Urgent Business None.</p>
4.	<p>Minutes of the previous meeting and action points</p> <ul style="list-style-type: none"> • The previous minutes recorded the Chair thanking Bill Butler for his service to the Board – the Chair stressed that the GLAA is also indebted to Linda Dickens and Paul Williams for their efforts as Board members and thanked them. <p>Decision: The minutes of the previous meeting, July 21st, 2021, were agreed as an accurate record.</p> <p>Action points closed at 03 November 2021 Board meeting: BM73(2), BM73(6), BM73(7), BM73(20), BM73(22), BM74(5), BM74(6), BM74(7), BM74(9), BM79(12),</p> <p>Action points carried forward from previous meetings: BM73(5) Jane has sent out R&D policy and Governance schedule will be circulated to Board members. (JW) BM73(8) Finance – to provide Board members with some further detail on Board reporting. Survey to be launched in December 2021. (JJR) BM73(9) Finance – current Board members to complete survey – cannot be completed because the survey comes out in December. (JJR) BM73(10) Approval of 2021-22 budget – the organisation is prepping for a reduction in spending model. MB asked for this to be raised in the financial update. (DS) BM73(16) To arrange a meeting to agree an induction plan for new Board members – JT is working on this. (JT) BM73(18) GLAA People Survey – Leadership development programme is in place to address concerns around LT. Paul Coffey is leading on LT visibility schedules. There are working groups within individual functions. The next survey will be at the end of January 2022. (EC) BM73(19) People Survey, Board member expressions of interest to be the sponsor for this area of work – it was agreed that this action should stay open to let new members settle in. (EC) BM74(1) EM is looking at how to evolve our Governance. Development of Terms of Reference (TOR) for a new “development board” is being worked on. (EM) BM74(2) BEIS colleagues will come to next Board meeting when there is more of an update to provide on SEB. (SI/MS)</p>

	<p>BM74(4) JW will organise live sessions around what risk is mid November 2021. (JW)</p> <p>BM74(8) BEIS has asked that their draft report on Op Tacit (Leicester) be taken to the next Gold Group. (DS)</p> <p>BM74(10) regarding the staff survey and review of restructure – currently with DS being reviewed and will be brought to LT. DS met with JM and looked at how to present it. (DS/JM)</p> <p>BM74(11) JM to share governance contacts with SI. (JM)</p> <p>BM74(13) Include Remco dates in the meeting timetable – cannot be done until Board members agree. (SI)</p>
5.	<p>CEO Update, Elysia McCaffrey</p> <ul style="list-style-type: none"> • EM thanked the Board and Home Office (HO) for their support since she took up post as CEO of the GLAA. • EM's paper focussed on employee engagement, an area that she is particularly concerned about. • Culture has been a key focus for EM. She has spoken to many colleagues, attended team meetings and been out on an operation. The overwhelming sense is that throughout the organisation there is a passion to do the right thing for victims. • The challenge is that there is a disconnect between the work done and how colleagues feel about the organisation and The People Survey reflects this. • She has held a weekly drop-in session as well as assigning regular time slots where colleagues can call Elysia 1-2-1. • Positive feedback demonstrates that staff are observing the right actions being done. • EM is doing a lot of work around how the organisation engages with stakeholders. She has particularly enjoyed speaking at conferences and events online. • The group discussed what was the extent of the disharmony within the organisation. • EC raised that People and Change are trying to resolve the speed at which issues are reset – sometimes polices were taking 18 months to implement. EM suggested the way to deal with issues was to nip the challenges in the bud early. • The Chair stressed that this is an important topic and that the Board is behind EM on this. • Board members were pleased to see a focus on Equality, Diversity and Inclusion. • It was raised that non-executives have historically felt underused; they have something to offer and would like to help.
6.	<p>Home Office Update, Mary Halle</p> <ul style="list-style-type: none"> • Regarding sponsorship, EM has been sent a HO letter from Dave Kuenssberg asking GLAA to profile and plan how it would deliver for flat cash, less an efficiency of 5%, in each of the three years of the Spending Review. HO has had an overall uplift on last year but given the extra demands it would be a tricky allocation process within the department. • As soon as more details regarding allocation, process and timeline emerge, HO will inform the Board. • EH thanked GLAA colleagues for their work on the ARA. In order for it to be completed before Christmas, it would be helpful for HO to have it back

as soon as possible. There is a new minister who has not dealt with a GLAA report before.

- The Board and HO colleagues discussed the inclusion of outcomes from the recent audit on Operational Front-Line Delivery in a briefing to ministers to ensure the minister was well sighted in good time. Board members suggested that this is premature and HO should wait for ARC to review the audit, reflecting what comes out of that meeting before reporting to the minister.
- SM raised that auditors themselves had made it clear that the rating did not take account of the developments and improvements that have been made since the audit.
- SA raised concerns with how this has emerged. ARC had not discussed the matter at their last meeting because the report wasn't finalised. He felt the rug was being pulled from under the organisation by the contents of the draft report being submitted to ministers.
- WAB raised that if there is to be a submission it should be through the Accounting Officer, arguing that it is very important to work within a governance framework. There are fundamental things that need to be in the framework to support the relationship between HO and GLAA.
- DAS said that the memorandum between HO and GLAA gave the former access to all papers and attendance at Board and Audit and Risk Committee (ARC) meetings. Given that, it was difficult to say HO could not use what they knew.
- It was agreed that there would be an additional meeting of ARC to consider this report and following that EM would make a formal submission to Home Office with a view to this being included in any submission to the minister.
- The HO will be opening a further competition for Board member appointments early next year.
- With fewer Board members in place in the short term, it is open to the Board to reduce the size of quorum. However, if the Minister makes the Board smaller, the Board will need to reassess its governance arrangements. SM noted the option for ARC to co-opt additional independent members to provide specialist skills, knowledge and experience.
- Regarding the HO Modern Slavery Strategy, there is a lot of engagement ongoing, including with GLAA. The next meeting with law enforcement is November 11th.

Actions:

BM75(2) Send formal report as Accounting Officer to the sponsorship unit/ set up extraordinary ARC to discuss audit report on. **(EM)**

BM75(3) Inform the next Chair about the minister's response regarding size of ALB Boards. **(MH)**

7. **SEB update, *Simon Hookins***

- As the first Programme Board is on November 10th it was decided BEIS will come to the next GLAA Board when there is more information to present.
- The initial advice around what kind of body SEB will be is currently being considered. Because this will have an impact on staffing and individual's positions, it is being treated sensitively.

	<ul style="list-style-type: none"> • EM said that for GLAA colleagues any move to be an Executive Agency (EA) is a shift from being public service to civil servant. • The Board discussed whether the difference will be in form or substance. DD noted that when comparing with BEIS terms and conditions for public servants and civil servants it has become clear that there are hardly any differences. • However, it was also raised that there are clearly big concerns as to whether under the EA model, service functions within the organisations (HR, Finance etc) might get absorbed into much larger departments and whether this might involve relocation of jobs. • DD has been having discussions internally and gathering views from corporate services. James Stevens is aware of NDPDs that have different relationships. • Another critical issue is whether a budget has been approved for setting the SEB up as this is a serious indication of intent. DD has a meeting tomorrow (04/11/21) with BEIS and NMWAS to talk about submissions. • EM, MH and SA will attend the SEB Programme Board next week.
8.	<p>Appointment of Deputy Chair, <i>Margaret Beels</i></p> <ul style="list-style-type: none"> • Using the Governance Framework there is the ability for the Board to designate a member as Deputy Chair. • A specially convened Board meeting can delegate the Chair's responsibilities to the Deputy Chair. • This gives the option for MB to step aside and JM to step into the Chair role in a timescale that is in the Board's control. • The recommendation is for JM to be made Deputy Chair. <p>Decision: JM designated Deputy Chair of the Board.</p>
9.	<p>Objective 2, <i>Nicola Ray</i></p> <ul style="list-style-type: none"> • Performance against Objective 2 has been an area of concern for the Board for some time. • The wording for Objective 2: "Have a fair, robust and customer responsive regulatory regime that prevents exploitation and drives compliance". was changed from 'a credible licensing scheme' to 'responding to the needs of customers' which is why it focusses on timeliness of activity. • The aim of the paper is to demonstrate that progress is being made. There is an action plan in place included in the paper. • A commitment was made in the Compliance Strategy, over time, to inspect every license holder in the next five years. • The demand for application inspections, even with the move to virtual inspections, is putting stress on the licensing team. In October there were 84 applications – some are speculative, 25 are in progress. The number of applications is going up. One of the reasons for this is the Seasonal Workers Pilot. The number of applications from overseas providers outside of Eastern Europe is increasing. • Limited resources have impacted the team. Vacancies have now been filled and there will be support from a continuous improvement expert from the Home Office who will examine processes. • To ensure decisions are prioritised there will be 'sprints' where a particular activity will be focussed on.

	<ul style="list-style-type: none"> • As a trial, the helpline has reduced its hours to 9AM-1PM to allow the team to focus on other tasks. After a month the impact on customers and the team’s workload will be assessed. Before it started, the reduction in hours was extensively publicised and all calls go through to voicemail outside of hours. • Capgemini are looking at how emails can be triaged to make handling them more effective and the team itself is looking at other possible improvements. • The group discussed the challenges associated with The Seasonal Workers Pilot notably where workers come from countries GLAA has not dealt with in the past. DD said that GLAA will need to form relationships and gain a better understanding of the labour laws in these countries to gain assurance that workers were not being exploited before they come to the UK e.g. through work finding fees. • NR said SAWS requires providers to do their own due diligence. GLAA does not have access to due diligence reports. Having access to these might reduce the workload. • Also, UKVI are making visits to locations using SAWS workers and GLAA inspectors are accompanying them on some of these visits, picking up information on the ground. <p>Actions: BM75(4) Create a critical path to provide evidence that we are still on track. (NR) BM75(5) Meet with SM around Objective 2. (EM) BM75(6) Deliver a Board briefing around Objective 2 on targets set and proportionality of approach. (NR)</p>
10.	<p>ALP, David Camp</p> <ul style="list-style-type: none"> • DC thanked the Board for giving him an opportunity to present on behalf of ALP. • DC first wrote to GLAA in November 2019, formally expressing ALP’s concerns about the GLAA’s compliance strategy, making a series of points and calling for its review. He wrote again in March 2020. • There was a consultation in September 2020. ALP responded in detail, calling for the GLAA to perform an overhaul of its compliance activity. When the Compliance Strategy was approved by the Board in July 2021, ALP retained significant concerns. • The ALP’s view is that there has been little substantial progress since ALP first wrote to GLAA. • ALP has enjoyed a long relationship with the GLAA since its inception. • DC feels that GLAA has had a loss of profile in the regulated sector. • DC stated that a new policy targets every licensee being visited over a 5-year period (i.e. 20% of licensees being visited every year) compared with only 2% in the recent past. This was a large increase to be delivered. The strategy issued in July needs a timeline and implementation plan • About a quarter of business holders are considered new businesses which means they are not trading. ALP’s position is that GLAA should perform a compliance inspection from when businesses start trading in the sector. • ALP would support a competency framework and training for inspectors. • All GLAA compliance supporting documentation need condensing, updating and circulating. • DC feels that the Liaison groups do not allow meaningful engagement.

- DC proposes a working group around GLAA KPIs.
- Positive progress is that ALP and GLAA are working in partnership and have launched three workshops that ALP lead on.
- MB said the Board strongly values its relationship with the ALP. There is a common goal in terms of preventing the exploitation of workers and having a trade association that has a passionate agenda for supporting worker rights is invaluable. MB suggested that dialogue should continue with the incoming Chair.

Actions:

BM75(7) Meet with David Camp next month to discuss Compliance. **(EM)**

BM75(8) Circulate paper to new NEDs giving responses to each of the points raised by ALP. **(NR)**

11.

Performance and Risk

a) Q2 performance July – September 2021, Sam Ireland

- SI went through the performance report.
- A key performance risk is the high level of application inspections (AI). There is a backlog in the licensing decision phase. Processing AIs is taking on average 100 working days.
- The target is for licences to be issued 65 days after the fee has been paid.
- There was a brief discussion around licensing fees. Treasury rules require fees to be cost reflective but currently the fee covers less than half of the cost. Any change to fees requires secondary legislation and would be closely scrutinised. An alternative would be match activity – having made it as efficient as possible - to the existing charge which might mean doing less. But some of the checks may be less useful than others.
- Some costing activity has started but this needed to be further developed such that options could come back to the Board.
- Conversations around measuring month on month performance trends across all objectives happen at OAG.
- There has been an increase in sickness across GLAA which was expected as people have started mixing again. Long-term sickness has also been a factor.
- There has been an increase in cases with outcomes such as ancillary action (e.g. Slavery and Trafficking Prevention Orders). Delays with CPS have had an impact and discussions are ongoing to improve this relationship.
- The next audit will be on data quality.
- Objective 5 is still below target for colleagues having completed their PDP.
- Risk maturity has seen positive improvements.
- Objective 1 is around counting people as victims and potential victims. This was discussed at the Strategy Day. ISW pointed out that the level of potential victims cannot be known and in turn cannot be measured.

Actions:

BM75(9) Look at whether 65 days is an acceptable and achievable timeframe for the issuing of licences. **(SI)**

BM75(10) the Board to receive a paper setting out options as regards licence fees (NR/JR)

b) 6-month risk update, Jane Walker

- The Risk Management Maturity Model terms of reference has been completed and was brought to LT in September.
- 2 data breaches have been reported. Both were low level. On assessment both were non reportable to the ICO.
- JW and DS have gone through old risks and some have been recommended for closure.
- Since the last ARC and Board meetings there have been 2 new strategic risks identified: change coherence and business continuity planning
- Change coherence has been added to the risk register and there are some mitigations around how this can be prevented in the organisation. The rating is currently amber.
- Business continuity programme is progressing through the OAG and live testing and scenario-based testing will take place with the whole team.
- JW is currently writing the business and continuity policy and the impact assessment has now been completed.
- The Covid-19 risk and Gold Command will become part of the business continuity plan.
- Loss of IT critical systems remains a risk
- It was suggested that there is additional risk associated with changes to the labour market following Brexit and the latest rules on immigration status might feature on the risk register
- Risk associated with the retention and destruction of data is on the Strategic Risk Register. It was agreed that because each area carries individual risk, going forward it will feature on individual risk registers.
- Queries about a particular risk, should be addressed to the risk owner. The Board has the ultimate responsibility for risk management with ARC having a lead role in advising the Board.
- SM asked whether the risk owners consider risk appetite when risks are being set. As part of the strategic workplan risk appetite needs to be tightened and made more meaningful.
- JW asked for any Board members concerned about risks that are absent from the Risk Register to contact her. JW is the conduit to get risks flagged to ARC, and thence, as required, to the Board.
- SM asked for Strategic Risk Register to be agreed.

Decision:

The Board endorsed the latest version of the Strategic Risk Register.

Actions:

BM75(11) Risk appetite to be discussed at future Board. **(JW)**

BM75 (12) Look at Brexit and immigration risk with DD. **(JW)**

c) ARC Chair's report, Suzanne McCarthy

- SM went through her report.
- At ARC there was a brief discussion around deep dives. There needs to be a clear distinction between deep dives, an ARC commissioned activity associated with their role in risk management, and other kind of detailed briefings that the Board may wish to have.

It was suggested that all Board members might benefit from the induction briefings on specific topics that would be given to new board members.

	<p>Actions:</p> <ul style="list-style-type: none"> • BM75(13) When inductions are planned, include other Board members. (SI)
12.	<p>Governance approach update paper, <i>Samantha Ireland</i></p> <ul style="list-style-type: none"> • The project is on track. SI and team have made strides documenting first line controls by documenting high priority first line controls in Compliance. GIAA have been very supportive in shaping this work. • Conversations around first line controls were had with NR and the Compliance team. • The process that has been undertaken by the Governance Team to record the first line controls in Compliance has in effect served as a second line of defence. • Different teams have contacted SI about assurance, indicating a positive cultural shift in awareness. • The operational audit identified gaps between the SOPs, policies and our activities. • OAG has met three times. SI is conscious that the Governance team has led the OAG meetings. Conversations are now being held with attendees to find a better way going forward e.g. by involving subject experts within the organisation. • EM thinks that work around OAG is going well and that the way colleagues have responded is positive. • MB noted that the new Policy on Writing Policies is a very well written document. SI acknowledged the work Megan Bethell in the team had done around this work.
13.	<p>2021 GLAA Board Evaluation – progress against action plan, <i>Margaret Beels</i></p> <ul style="list-style-type: none"> • The Framework of Governance requires the Board, annually to review its effectiveness. The last survey was in February 2021 when all Board members, LT and other attendees were surveyed. • Various actions were agreed. MB wants to ensure these are not lost while recognising that the new Board members and Chair will have their own perspective on those actions and their own views as to how to review the effectiveness of the Board. <p>Actions: BM75(14) The incoming chair to take forward outstanding actions from the 2021 Board Effectiveness review as appropriate.</p>
14.	<p>Governance issues in intelligence processing – (risk, prioritisation and policy response), <i>Daniel Scully</i></p> <ul style="list-style-type: none"> • Over the past 12-18 months there had been times when an enormous backlog of material was in the Intelligence inbox. The concern was that processing would not be done in a timely manner which could increase risks around victim safeguarding. • Temporary processes were looked at that would allow intelligence to flow directly to SIOs for them to action as appropriate. • ISW explained that the substantial backlogs were associated with limited personnel and demand issues. Vacancies have been filled, people have been brought up to speed and the backlog has been cleared. Demand pressures have meant that the backlog has started to increase again.

	<p>Anything requiring a potential investigation is sent out to the syndicate leads.</p> <ul style="list-style-type: none"> • DS believes that now is the time to look at whether to continue this process. • There is a competitive market for intelligence analysts and the team recently lost one. The Intelligence team currently has the resources needed to function. • A significant volume of what is sent to the Intelligence inbox is not for Intelligence. Capgemini are looking at what comes into the inbox and how that can be intelligently managed. • There is currently an update in progress to the existing iBase system. This will allow changes to be built in that will account for the destruction and retention and quality checks that need to be done. This will remove a significant risk. • Board members asked how to ensure GLAA remains an intelligence-based organisation. ISW raised that 90% of investigations tasked out originate from an intelligence source of some sort. Although there are gaps between systems, there is data that shows this from beginning to end. • ISW said that during Covid lock-down various industries were closed and the flow of intel had reduced. Now that these industries are operational again, the challenge is making sure that the high-risk intelligence is prioritised. • PC pointed out that this upturn in activity does not just affect Intelligence – it spreads out and affects other areas.
15.	<p>Stakeholder Engagement update, <i>Frank Hanson</i></p> <ul style="list-style-type: none"> • The previous two liaison groups had good attendance. • Worker/NGO Liaison has made a concerted effort to engage with new organisations. • Four different organisations have made bids for the HO Modern Slavery Prevention Fund. Prevention pilot update – the Level One Award in Workers’ Rights evaluation concluded that the qualification could play an important role in increasing self-efficacy of workers in respect to acting on labour rights. The Skills and Education Group has asked the Rights Lab to extend and build on the key findings of the evaluation and report next September. • The right relationships could provide good opportunities to expand how the qualification is rolled out to wider locations including workplaces. • PC led a stakeholder engagement initiative 3 years ago. Nottingham Trent University (NTU) helped to map out stakeholder engagement and progress was made on an engagement strategy. • NTU have offered to facilitate workshops at LT and Board level. They will do an initial assessment with the Leadership Team probably in early January. • The Chair noted that GLAA should be proud of the Level One Award, which will make an enormous difference at the grassroots level. Board members agreed that overall, the stakeholder engagement work done demonstrates impressive foundations and that the breadth of contact is important.

16.	<p>Financial Update, Justin Rumball</p> <ul style="list-style-type: none"> • JJR sent his apologies – DS and EM delivered the financial update. • The organisation is already overspent by £230k and the projection for the end of the year might double this. As the majority of GLAA spend is on people, there is no scope for significant opportunistic savings in the latter part of the year. • DS is the Chair of the People Board – recruitment activity goes through a highly robust process to test whether the post is required. • MB stated that the projected overspend was significant and addressing this must influence decision making going forward. This ties in with discussions about licensing and how intelligence is used – the organisation cannot carry on just doing more. • Board members discussed prioritisation regarding the overspend. It would be appropriate to look at financial issues at the start of a Board meeting so that subsequent discussions had the financial position of GLAA in view. • To put the current year’s spending in context, Board members asked about the outturn for the previous year. • WAB argued that if the HO is being asked for more money in the Spending Review, GLAA needs to be able to articulate what the extra resources contribute. Hard decisions must be made. • Resources to assist GLAA to adopt continuous improvement techniques have been lent to GLAA by HO. But even taking those improvements into account it seemed likely that, unless something significant changes in the funding pattern, the organisation is only going to be able to do less. • MH is hoping to pitch internally within HO for capital but would have to look at the historic picture as regards capital budget which has not been spent and that which has been overspent. • HO are currently doing a fee review which will look at the fees for all arms length bodies (ALB). • The group discussed the formalities associated with changing the licensing fee. WAB raised it might be better to introduce an increase in the licensing fee when the SEB is set up. MH argued that to test ministerial appetite there would need to be a specific proposition on fees. • SA felt encouraged that MH indicated she might champion a raise to the licensing fee as previously it had not been popular among HO colleagues. <p>Actions: BM75(15) Move finance to the top of the agenda for future Boards. (MS) BM75(16) Check overspend last year and report to the Board. (DS)</p>
17.	<p>Review of draft 3-year strategic plan for following year, Sam Ireland</p> <ul style="list-style-type: none"> • SI said that this and the next item on the business plan were for information to update Board members on the processes. Formal approvals would be sought at the next meeting. • Strategy Day was held on October 20th. SI is pulling together the early thinking that has come out of it and will present this back to the Board. • The existing strategic plan runs from 2020-21 to 2022-23. The plan has 3 phases focus, build and transform. When the strategy was reviewed last year, it was agreed that GLAA was still in the focus phase. It was endorsed as the basis on which the current year’s business plan would be written.

	<ul style="list-style-type: none"> • When the Strategic Plan comes to the Board early next year SI would be proposing that the strategy stay the same. Her efforts will be focused on preparing the 2022-23 Business Plan. • JM noted that a lot has happened since the strategy was first written. The organisation needs to be confident that it remains right for next year.
18.	<p>Review of draft 22-23 Business plan, Sam Ireland</p> <ul style="list-style-type: none"> • Dame Sara Thornton’s “public health” approach which was presented at the Strategy Day had a strong effect on LT and has encouraged a similar way of thinking for the next GLAA business plan. • This approach is summarised as “<i>Immunise the general population to violence, protect those who are exposed, and rescue those at risk</i>”. • There has been a strong focus on victim services and how to tap into different communities and other partners. • DS has started looking at optimising the use of technology. • There is a focus on being an organisation that continually improves, helping everyone to deliver their full potential. • WAB argued that excellence is the enemy of good – the organisation shouldn’t undertake to deliver things that it might not be able to deliver. He would also like work done to be linked back to money spent wherever possible. <p>Actions: BM75(17) Work through the business plan detail and bring to the next Board for sign off. (SI)</p>
19.	<p>Draft Performance Framework, Sam Ireland</p> <ul style="list-style-type: none"> • Producing the ARA for 2020-21 with multiple deliverables, targets and performance measures had demonstrated that the business plan is creating unnecessary work – it needs to be stripped back and focus on delivering value for money on quality core services and be more outcome based.
20.	<p>Chair’s Report – Remco, Julia Mulligan</p> <ul style="list-style-type: none"> • JM took her report as read and opened to the Board for questions. • MB thanked REMCO for their ongoing work – notably on HR policies.
21.	<p>Dates of Future Board meetings, Sam Ireland</p> <ul style="list-style-type: none"> • SI presented potential meeting dates to the group. • MB suggested that it might be useful to see the workplan chart that could illustrate how all meetings link together. • The group discussed how meetings will be held going forward. JM’s view is that hybrid Board meetings – which were all day - can be challenging and meeting in person is preferable. • It was thought that Board Committee meetings which were shorter could continue to be virtual. • It was raised that from a wellbeing perspective, perhaps longer meetings should be split in two. • It was raised that the cost of meetings must also be considered. <p>Decision: ARC and REMCO will continue to meet virtually.</p>

	Actions: BM75(18) Send around a timetable with workplan dates and how that relates to performance dates. (SI)
22.	AOB <ul style="list-style-type: none">• EM thanked MH for attending in person on what was normally a non-working day of the week for her.
23.	Date of next meeting: February 22nd, 2022.