

Approved

Board Meeting

By Teams: Monday 15 September 2025, 11:00am - 1:40pm

Present

Anne-Marie Monaghan	Board Chair
Mark Adderley	Vice Chair
Alison Nicolson	Board Director
Stephanie Hayle	Board Director
Marion McDonald	Board Director

In Attendance

Dr. Jim Elder-Woodward (observer)	Chair, ILF Scotland Advisory Board
Peter Scott	Chief Executive Officer
Harvey Tilley	Chief Operating Officer
Jim Maguire	Finance Director
Paul Hayllor	Director of Digital and Information Services
Linda Scott	Director of Policy, Improvement and Engagement
Aileen McNiven	Head of Business Services

1. Welcome, declarations of interest and apologies

Anne-Marie Monaghan (Anne-Marie) welcomed everyone to the 40th ILF Scotland Board Meeting, extending a special welcome to Jim Elder-Woodward, chair of the Scotland Advisory Group.

Anne-Marie referred the Board Directors to the Pre submitted Questions and Comments at Appendix A.

2. Apologies

Kirsty Aird	Board Director
Robert White	Independent Living Director
Kyle McLaughlin	Audit Scotland

Kirsty, Robert, and Kyle were unable to attend due to the rescheduling of the meeting.

3. Declaration of Interest

Mark Adderley (Mark) declared changes in his registered declarations, which were recorded out with the meeting. Mark confirmed there is no conflict of interest with his new appointment as Non-Executive Director of Scottish Government.

4. Chairs Remarks

Anne-Marie provided an overview of her key activities since the last Board meeting. Key highlights included:

- completion and analysis of the Feedback Survey on the appraisal system
- participation in recent Board Development Days
- attendance at the launch of the Disability Equality Strategy
- meeting with Ian Turner, Interim Deputy Director for Health & Social Care, on 30 July
- ongoing involvement with the National Care Service Interim Advisory Board and attendance at various spotlight sessions over the summer
- a meeting with the new Minister for Social Care, followed by participation in an ILF media event organised in partnership with the Scottish Government.

5. Minutes of Previous Meeting (refer to Paper 1)

The Board approved the minute of the previous meeting of with the following change:

27 May 2025: Under paragraph 24 - H&S report – add congratulations and thanks to Aileen McNiven (Aileen) and the team for assurances.

26 June 2025: Board Strategy Day: approved with no changes.

6. Matters Arising

6a. Raising Board & Advisory Group Awareness (refer to paper)

Linda Scott (Linda) presented a paper focused on enhancing awareness and collaboration between the Board and Advisory Group. The Board agreed with proposals holding joint meetings every 2 years between the ILF Scotland

Board and Scotland and Northern Ireland Advisory Group members to strengthen dialogue and shared understanding.

Jim Elder-Woodward (Jim) expressed support for the proposal, highlighting the importance of ongoing communication between the two groups.

Action 1: The Board agreed to 2 yearly joint meetings between ILF Scotland Board and Advisory Group members. The effectiveness of these meetings will be reviewed. **Add to Action Log.**

6b. Board Terms of Reference (refer to paper)

Aileen discussed the amendments to the Board's Terms of Reference, including aligning the quorum with the Articles of Association and reconsidering the publication of sub-committee minutes. Following Audit Scotland recommendations Alison recommended continuing to summarise Audit & Risk Committee and Remuneration Committee meeting update discussions in the main Board minutes, which was supported by Mark and other Board Directors. The Board approved the revised Terms of Reference.

Action 2: The Board approved the revised Terms of Reference, including aligning the quorum with the articles of association and publication of sub-committee summaries / reports in the main Board minute. No personal sensitive data would be included.

7. Action Log (refer to Paper 4)

The action log was reviewed, noting the closure of several items and the addition of new actions from the meeting. The Board agreed to keep the emergency spending controls open for monitoring and acknowledged the completion of advisory group meeting dates.

8. Urgent Matters

a. Appointment of Mark Adderley to Audit & Risk Committee

The Board formally recorded the approval of Mark's temporary appointment to the ARC. This arrangement will be in place until new Board Directors are recruited. The approval was previously confirmed via email with Board Directors welcoming the temporary appointment.

9. Audit & Risk Committee Update (ARC) (verbal update)

Alison provided a comprehensive update from the ARC meeting.

The Committee reviewed and recommended the ILF Scotland Annual Report and Accounts for Board approval. The report reflects strong financial performance, operational success, and adherence to governance standards. A change in the accounting treatment of Grant in Aid (GiA) receipts was implemented in line with the Companies Act, and the audit received a clean opinion.

Management accounts to June 2025 were presented. Spending controls remain in place and are currently considered challenging but manageable.

The ARC received good internal audit assurance on workforce planning, with no recommendations raised.

The updated internal audit plan now includes the ICI migration project. The Governance audit will be rescheduled.

Risk reporting has transitioned to a new tool, enhancing visibility of closed, emerging, and escalating risks, along with rationale for changes.

The Resilience Hub is operational, with a fraud scenario completed and further testing scheduled for late September.

The Modern Slavery Policy was reviewed by ARC and is now submitted to the Board for approval.

Alison expressed her appreciation to Jim Maguire (Jim) and the Finance team for their diligent and high-quality work in delivering a timely and accurate Annual Report and Accounts and successfully completing the annual audit. The Board noted the Audit & Risk Report summary.

10. Annual Report & Accounts 2024 to 2025 (Paper 5)

Jim presented the Annual Report and Accounts 2024 to 2025, noting that they had been scrutinised by ARC (12 August 2025). The report was delayed due to awaiting civil service pension information. The Board approved the report, recognising the quality and extent of work within the organisation. The change in treatment of Grant in Aid (GiA) receipts was discussed and welcomed by the Committee, with the Companies Act ruling taking precedence for accounting. This is due to ILF Scotland being a limited company as well as a Non-Departmental Public Body (NDPB).

The Board approved the Annual Report and Accounts 2024 to 2025, recognising the quality and extent of work within the organisation, thanking Jim and his team for the 10th clean report in succession.

11. Annual External Audit Report (refer to Paper 6)

Jim summarised the annual external audit report from Audit Scotland, highlighting no issues and good financial management, sustainability,

governance, and use of resources. The report is published externally and reflects positively on the organisation.

The Board noted the report and appreciated the work done by the team.

12. Manage Representation Letter (refer to Paper 7)

The Management Representation letter, confirming all information has been supplied and no fraud or undisclosed liabilities exist, was noted by the Board. Peter Scott (Peter) signed the letter.

13. Internal Audit Annual Report (refer to Paper 8)

Jim presented the internal audit report, noting no significant issues from the audits performed throughout the year. The report included a clean opinion and highlighted that some risks are outside tolerance but are managed.

The Board noted the report and thanked the ARC for their scrutiny.

14. Management Accounts to July 2025 (refer to Paper 9)

Jim reviewed the July management accounts, highlighting surpluses in both the 2015 and re-opened funds, and a planned deficit in Northern Ireland due to backdated payments. The Board discussed the significance of unspent funds and the impact of reduced returns following the COVID period. To address this, finance team members are engaging with larger third-party agencies regarding the return of any substantial unspent amounts identified.

The Board discussed the ongoing challenges related to PA employment, noting that the funded social care hourly rate remains insufficient to attract and retain skilled staff.

The Board was advised of the ongoing shortfall in the Transition Fund (TF), with £1 million reallocated from the 2015 Fund to meet rising demand from young disabled applicants. Discussions with the Sponsor Team are underway to identify a sustainable solution, as current demand continues to exceed available funding. The Board expressed its support.

Action 3: It was agreed that the PA employment issue will be raised at the next Sponsor Team.

The Board acknowledged the challenges and emphasised the need for flexibility in fund management. The Management Accounts to July 2025 were noted.

15. Summary Risk Report (refer to Paper 10)

Paul introduced the new risk reporting tool, which was well received for improving efficiency and enhancing ownership of risks. The Board welcomed the thematic approach, with the social care crisis identified as a key strategic risk. The detailed report was appreciated for its governance implications, also acknowledging the need to review future language used in identifying and explaining the risks.

Action 4: The Board noted the report's use of inaccessible colour schemes, which will be amended.

Resilience and Fraud Scenario Testing: The meeting discussed the resilience hub, which is now operational. Deeper testing is planned for the end of September. The Board acknowledged the importance of these tests in ensuring organisational resilience.

The Board noted the Summary Risk Report.

16. Modern Slavery Statement 2024 to 2025 (refer to Paper 11)

Aileen presented the paper seeking Board re-approval to publish ILF Scotland's 2024 to 2025 Modern Slavery statement. The statement, which retrospectively covered actions taken, has been reviewed by the Audit and Risk Committee. Upon approval, the signed statement will be promptly published and uploaded to the UK government's Modern Slavery Statement Registry.

The Board approved the statement, recognising the importance of the preventative measures and the scrutiny it had undergone.

17. MiCase & PQs

Nothing to report.

18. ILF Scotland Service Charter

Linda introduced the ILF Scotland Service Charter, seeking feedback rather than immediate approval. The charter, developed alongside the feedback strategy, aims to establish high-level standards of service delivery. Linda noted previous comments from Board Directors. (Appendix A)

Linda explained the need for accessible language and broader accessibility standards in all communications. She acknowledged the importance of refining the charter based on feedback from advisory groups and young ambassadors. The Board agreed with the direction of travel and decided to revisit the charter for approval at a future meeting.

Action 5: The Service Charter will be further developed and consulted upon before final approval.

Peter noted the difficulty in accessing adequate independent advocacy support for recipients and applicants. Alison highlighted the importance of supporting applicants to ensure they can apply successfully, suggesting that if data showed applicants falling out of the process due to lack of support, advocacy services should be considered an essential spend.

Action 6: The Board agreed to monitor the advocacy issue and consider a stronger case for essential spending on advocacy services. **Add to Action Log.**

The Board noted the ILF Scotland Service Charter.

19. National Care Service (verbal update)

Anne-Marie opened the discussion on the National Care Service and the escalating social care crisis, sharing recent developments of concern. She highlighted a case where significant reductions in local authority support resulted in redundancy payments being borne by the individual. Social Work Scotland is urging the government to clarify local authorities' responsibilities regarding such payments.

Linda outlined the variation in local authority redundancy contributions and also the difficulties faced by PA employers with insurers often not covering full statutory redundancy costs. The Board acknowledged the deepening crisis in social care funding and the moral imperative to address these issues.

The Board also discussed concerning practices seen across some local authorities that may jeopardise ILF Awards. These practices will be monitored and reported where relevant to ILF Scotland. To date ILF awards provide strong protections against cuts, but this is becoming increasingly challenging to maintain.

The Board noted the open discussion on the National Care Service.

20. Annual Performance Appraisal Review (Board Directors) (refer to Paper 13)

Aileen McNiven presented the proposed enhancements to the annual appraisal process for Board Directors. She explained that the new process had been refined based on feedback. The key improvements include a self-assessment skills matrix to evaluate competencies, monitor progress, identify development needs, and inform succession planning. Additionally, the 360-degree feedback form has been streamlined to reduce duplication and enhance clarity and efficiency. Aileen highlighted that these changes align with good governance practices.

The Board approved the changes and continue refining the process based on feedback.

21. Board Directors (Recruitment / End of Term)

Anne-Marie provided an update on the director recruitment process, emphasising the importance of planning for the future and filling vacancies on the Board. The advert for the positions is out, and the closing date for applications is 13 October. The aim is to submit recommendations to the minister by 26 November and have new directors start in January.

Action 7: Board Directors to circulate the recruitment information widely. The Board noted the Board Directors recruitment.

22. Q1 2025 to 2026 Executive Progress Summary & Operational Report (refer to Paper 14)

Harvey Tilley (Harvey) presented the executive summary and report, covering various aspects of the organisation's performance and challenges. He noted the strong start to the first quarter and the progress made in post-COVID reviews. Harvey highlighted concerns about the increasing cost of support. He mentioned issues with award management and the need for better support for individuals without family members to manage their affairs.

Harvey reported on the reopening process, with over 1,000 applications and 600 in payment. He mentioned the draft three-year strategy and business plan, which are in the final stages of completion.

Harvey also shared the success of the 10th anniversary events, praising Linda for her efforts in organising them. He concluded with updates on the clean audit, cybersecurity measures, and Aileen's recognition as a Working Families UK Flexible Working Champion. The board extended their congratulations to Aileen on her well-deserved award.

The Board expressed appreciation for the detailed report and the significant amount of work involved in maintaining the organisation's operations.

23. Health & Safety Report (1 April 2025 to 30 June 2025) (refer to Paper 15)

Aileen presented the Health and Safety report, including the quarterly report, the annual audit by Navigator Law, and the Health and Safety Policy for approval. She noted the recent health and safety activities and the plan for a further internal audit in 2026 to 2027.

Aileen highlighted the updates to the Health and Safety policy, incorporating pre-submitted comments and questions.

The Board discussed the importance of including evac chairs in the health and safety report, ensuring they are regularly reviewed and maintained. Aileen confirmed that staff training on evac chairs has been conducted, and the equipment undergoes annual servicing.

The Board congratulated Aileen and the team on the clean audit report.

The Board approved the Health and Safety Well-being Policy and noted the quarterly report and annual audit.

Action 8: Add staff training on evac chairs and servicing to the H&S Report as appropriate.

24. Annual Board Schedule 2026 (refer to Paper 16)

The Board approved the Board Schedule 2026.

25. Net Zero Champions Update (verbal)

Steph provided a brief overview of current Net Zero efforts, highlighting the significant work underway to reduce the carbon footprint within the constraints of existing accommodation and ongoing reviews. She encouraged the team to explore further opportunities and take greater ownership of the journey toward Net Zero.

The Board noted the update from the Net Zero Champions.

26. Cyber Security Champion Update (verbal)

Paul provided a brief overview of recent work, including progress on the new ICI platform and the outcomes of recent penetration testing, which offered assurance to Board Directors. The system is hosted on the Microsoft Azure platform within the UK, supporting strong security and compliance standards.

He also invited Board Directors to attend two Cyber Security modules delivered by the Scottish Government on 1 October 2025.

Action 9: Board Directors to receive a formal invitation to the Cyber Security sessions on 1 October 2025.

The Board noted the Cyber Security Champion Update.

AOCB

Companies House – ID Verification (verbal)

Aileen McNiven informed the Board about the new verification identification process required by Companies House under the Economic Crime and Corporate Transparency Act 2023. From 18 November 2025, all company

directors and people with significant control will need to verify their identity through a two-factor ID process.

Action 10: Aileen to circulate the link to complete the verification and for Board Directors to provide the code.

Israel Boycott (verbal)

Steph raised concerns about the potential impact of the Scottish Government's Israeli boycott on ILF Scotland's ability to fund and provide support for assistive technology and accessibility resources produced in Israel. She highlighted the significant contribution of Israeli products to the field and the potential challenges for recipients who rely on these technologies. Steph also mentioned the media attention on disabled children coming from Gaza and the possible implications for ILF Scotland.

Peter responded by stating that specific guidance from the Scottish Government is being produced to address the implications for public bodies. The Board discussed the need to consider the potential impact on resources and the importance of supporting vulnerable individuals. The Board agreed to await further guidance from the Scottish Government and continue monitoring the situation.

Close of Meeting: 1:40pm

Next Board Meeting Dates:

Next Board Development Day:

10am to 1pm Monday 22 September 2025 (in-person)

Next Audit and Risk Committee:

10:30am – 1pm, Tuesday 11 November 2025 (virtual)

Next Board Meeting:

11am – 1:30pm Monday 24 November 2025 (virtual)

Next Remuneration Committee:

To be confirmed (virtual)

Action Points

Action Point 1: The Board agreed to 2 yearly joint meetings between Board Directors and Advisory Group members. The effectiveness of these meetings will be reviewed. Add to Action Log.

Action by: Linda / Aileen

Timescale: 1st meeting to be held by 31 March 2027

Action: Complete – added to Action Log.

Action Point 2: The Board approved the revised Terms of Reference, including aligning the quorum with the articles of association and publication of subcommittee summaries / reports in the main Board minute. No personal sensitive data would be included.

Action by: Aileen

Timescale: September 2025

Action: Complete

Action Point 3: It was agreed that the PA employment issue will be raised at the next Sponsor Team.

Action by: Peter

Timescale: November 2025

Action: Complete – on agenda 30 October 2025.

Action Point 4: The Board noted the Risk report's use of inaccessible colour schemes, which will be amended.

Action by: Paul

Timescale: November 2025

Action: In hand to be accessible

Action Point 5: The Service Charter to be further developed and consulted upon before final approval.

Action by: Linda

Timescale: November 2025

Action: On agenda

Action Point 6: The Board agreed to monitor the advocacy issue and consider a stronger case for essential spending on advocacy services. Add to Action Log

Action by: Board / Linda / Peter

Timescale: Complete

Action: Added to Action Log.

Action Point 7: Board Director to circulate the Board Director recruitment information widely.

Action by: Board Directors

Timescale: Immediate

Action: Complete

Action Point 8: Add staff training on evac chairs and servicing to the H&S Report as appropriate.

Action by: Aileen

Timescale: Ongoing

Action: Complete

Action Point 9: Board Directors to be invited to the Cyber Security sessions provided by the Scottish Government on 1 October 2025.

Action by: Paul

Timescale: Immediate

Action: Complete

Action Point 10: Companies House: Circulate the link to complete the verification and for Board Directors to provide the code.

Action by: Aileen

Timescale: Immediate

Action: Complete