Minutes of a meeting of IPSA's Board

19 May 2026

Board Members: Richard Lloyd OBE (Chair)

Dame Laura Cox

Lea Paterson CBE

Cliff Rana JP

Sir Charles Walker

See Annex for record of attendees.

Status: Submitted for approval at the meeting of the Board on 7 July 2026

1. Declarations of Interest, Minutes, and Actions

1.1 The Chair invited attendees to declare any interests not previously recorded. The Chair confirmed to the Board that he had been asked to undertake an independent review concerning access to banking on behalf of HM Treasury. There was no discernible conflict of interest with his work for IPSA.

1.2 The minutes of the Board meeting of 10 March were approved.

1.3 The Board noted the completed and outstanding actions.

2. Five-Year Strategy

2.1 The Chief Executive presented IPSA's five-year strategy, which had been revised following feedback received from the Board at the meeting of 10 March, notably with the number of strategic priorities being reduced to three. The Director, Standards and Information asked the Board for their view on the extent to which the five-year strategy should include detailed costings given that MP funding was assessed annually in relation to the external environment and was subject to scrutiny by the Speaker's Committee for IPSA (SCIPSA).

2.2 The Board confirmed that the five-year strategy should not contain detailed costings but rather include text outlining that these would form part of IPSA's annual business plan and were subject to annual scrutiny by SCIPSA. The Board also asked for higher-level success measures to be included in the strategy and made some recommendations for minor amendments to the text.

2.3 The Board were supportive of the five-year strategy presented, noting that this provided a sense of ambition and direction beyond that featured in previous Corporate Plans, and subject to the amendments recommended, delegated approval of the strategy to the Chair with the final version to be shared with Board members via correspondence.

3. Communications

3.1 The Head of Communications and the Director, Standards and Information presented the communications and engagement plan for the five-year strategy, which was focused upon the implementation of the strategy and how its priorities would be embedded within IPSA's external and internal communications in the longer-term. It was confirmed that details of the five-year strategy would be shared with IPSA's people at the 'This is IPSA' event in June.

3.2 The Board agreed with the overall direction outlined in the communications and engagement plan, and asked for this to be developed through the addition of measures for tracking delivery, the development of digital assets, a clearer sense of specific initiatives and actions that would be taken, and consideration of external environment impacts. It was seen as crucial that IPSA think hard about how it would communicate the difference it would make over the next five years through the delivery of its strategy.

3.3 The Communications and Engagement Manager presented the stakeholder engagement strategy which was focused on how structured and purposeful engagement could help support and deliver IPSA's strategic priorities. The strategy built upon significant progress made in IPSA's stakeholder engagement over the previous two years and looked to further improve this, notably through establishing funding partnerships and co-creating resources with non-partisan organisations working in the UK democratic landscape and through greater involvement of Board members in engagement activity.

3.4 The Board asked that the proposals contained within the stakeholder engagement strategy be refined to focus on a smaller number of initiatives that would have greatest impact and to provide more assurance on consistency of messaging. Success measures should be outlined alongside these. There was support for consideration of funding partnerships subject to a plan outlining what these would look like in practice.

3.5 The Director, Standards and Information confirmed that the feedback provided by the Board in relation to both the communications and engagement plan for the five-year strategy and the stakeholder engagement strategy would be incorporated into an overarching communications and engagement strategy that would be presented to the Board at its meeting in July. This item would also consider the routine reporting that would sit beneath the strategy, and there would be clear links between its content and that of both the 2026-27 business plan and the five-year strategy.

3.6 The Head of Communications summarised a review of the effectiveness of 2026-27 budget and pay communications. It was noted that the press release announcing IPSA's decision on MP pay had been sent to 317 journalists, that coverage had generally been well-contextualised, and that sentiment analysis showed improvements on previous years. The Board were pleased with how 2026-27 budget and pay communications had been managed from an external communications perspective and asked that media monitoring be expanded to incorporate social media analysis and that some lessons be learned in relation to the sequencing of announcements.

4. Report on Cyber Risk

4.1 The Head of Technology delivered a presentation on how IPSA was managing cyber risk, particularly in light of recent publicly reported incidents and changes in the cyber security landscape. It was noted that IPSA had invested heavily in cyber security technology and had achieved 'Cyber Essentials +' accreditation, IPSA people were regularly subject to phish testing and results were more positive than the government average, work was underway to minimise the data held on IPSA systems, and work was ongoing with third-parties to ensure they were managing cyber risk effectively. The Board received the report with thanks, taking assurance from the work that was being undertaken in this area. It was confirmed that IPSA was working closely with the Parliamentary Digital Service (PDS) on common cyber risk impacts, and the Board asked that IPSA make enquiries for the Senior Information Risk Owner to attend meetings of the bicameral Joint Committee on Security overseen by the House of Commons.

5. Consultation Reports

5.1 The Head of Standards and Transparency presented three draft reports on the autumn 2025 consultations concerning MP pay, professionalising the career path for MPs' staff, and the funding scheme for MPs. It was noted that subject to Board approval, IPSA intended to publish these reports concurrently in early June. The Board approved the reports for publication.

6. Board Policies and Standing Orders

6.1 The Board reviewed its Code of Conduct, Expenses Code, Gifts and Hospitality Code, and Standing Orders, approving all recommended changes which simplified the codes and brought them into closer alignment with the policies applied to IPSA people. The People Committee was

given delegated authority to make amendments to its terms of reference which formed part of the Board Standing Orders following discussion at its meeting in June.

7. Operational Updates

7.1 The Chief Executive presented her report to the Board, summarising the key updates.

a. Significant progress had been made in relation to the completion of IPSA's 2024-25 Annual Report and Accounts following further discussions with the multiple parties involved.

b. The Chief Executive and Director, MP Services had recently attended a meeting of the Administration Committee to discuss staffing funding and casework volumes; and the first meeting of the Operational Excellence Working Group set up to bring IPSA and House services together in the devising of solutions to the issues raised by MPs on these matters would take place imminently.

c. On centralised services, IPSA had appointed a supplier to provide a broadband service to MPs and the transition of MPs from the PDS-supplied service was underway; suppliers had been appointed to provide surveying and legal services in relation to IPSA taking ownership of constituency office leases; the IPSA leadership team had been presented with an initial proposal for centralised utilities; and the transition to a new payment card supplier was progressing well.

7.2 The Chief Executive presented the strategic dashboard. The Board recorded their thanks to everyone involved in IPSA's year-end process, noting how impressive the customer service metrics were at such a busy time of year.

7.3 The Chief of Staff presented a report on transformation programme activity, noting the changes to the report which had a greater focus on milestones and risks, and provided more detailed updates on three projects where significant progress had been recorded. The Board welcomed the updated format of the report.

7.4 The Head of Payroll Services presented the improving customer service report focused on recent developments within the payroll team. It was noted that MPs' staff loans had been introduced, with seven offices making use of this facility; changes were being made to the MPs' staff pension scheme to introduce salary sacrifice options; and the MPs' staff leadership role proof of concept was in development. The Board asked that a future iteration of this report undertake a review of the implementation of MPs' staff loans and the practical consequences of this initiative.

7.5 The Head of Standards and Transparency presented a review of MP travel arrangements and the procedures in place for MPs and their staff to use taxis in circumstances where there was a security concern. Advice had been sought from the Parliamentary Security Department, which had confirmed that the security risk to MPs remained high. The Board agreed to the

continuation of the current provisions in relation to MP travel arrangements, noting that this would continue to be reviewed annually.

7.6 The Head of Standards and Transparency summarised a report on the pooled staffing services annual declaration process, noting that most pooled services had engaged positively with the process. The Board were supportive of the work being undertaken and the framework that had been established to maintain suitable oversight of the activity of pooled services, and were in agreement that in instances where a pooled service did not engage with the annual declaration process or was not able to provide assurances required of them, the decision on whether to refuse them further funding would rest with the IPSA leadership team.

7.7 The Acting Director, Finance and Commercial presented the financial report which included a draft statement of IPSA's 2025-26 year-end position. Subhead A spend was reported as c.1% under budget and there was a very small overspend being reported against Subhead B. The Board received the report with thanks, noting that they were reassured by the improved accuracy of forecasting.

8. Programme of Work and Any Other Business

8.1 The Board noted its programme of work and agreed to a short trial of the use of artificial intelligence in aiding with Board meeting governance.

Annex One

In attendance:	Karen Walker, Chief Executive
	Lee Bridges, Director, Standards and Information
	Jenni Patterson, Acting Director, Finance and Commercial
	Chief of Staff
	Head of Standards and Transparency
	Head of Communications (Item 3)
	Communications and Engagement Manager (Item 3)
	Head of Technology (Item 4)
	Head of Payroll Services (Item 7.4)
Apologies:	Karen Lacey, Director, MP Services