



<b>Date</b>	4 July 2019
<b>Subject</b>	ESFA Management Board
<b>Security classification</b>	OFFICIAL FOR PUBLICATION
<b>Present</b>	Members: Irene Lucas (IL) (Chair) Stuart McMinnies (SM) Hunada Nouss (HN) Martin Spencer (MSP) Eileen Milner (EM)  In attendance: Matthew Atkinson (MA) Sue Husband (SH) David Craig (DC) Jennifer Coupland (JC) Peter Mucklow (PM) Mike Pettifer (MP) Sarah Whitehead (SW) Kate Josephs (KJ) Rachel Hansford (RH) Portia Bailey (PB) Rose Oates (RO) Heather DiMarco (HD) Matthew Smith (Secretariat)
<b>Apologies</b>	Keith Smith (KS)

## 1. Welcome and introductions (Irene Lucas)

- 1.1. IL welcomed attendees to the meeting and, in regard to the apology from KS, noted that PB will be picking up any feedback from item 7.

### **Action 1: Portia Bailey to note any comments from the Board regarding item 7 and provide feedback to Keith Smith.**

- 1.2. There were no declarations and pending a misspelled name correction in the minutes the 4<sup>th</sup> June action log and minutes were agreed by the Board.

## **2. ESFA Sub-committee updates**

- 2.1. The ESFA sub-committees, the Audit and Risk Committee, Performance and Risk Committee and People Board provided progress updates to the Management Board.
- 2.2. The Board discussed the top tier risks as set out by the Performance and Risk Committee update and requested that these should come to each meeting for update and discussion.

### **Action 2: Corporate Governance team to arrange an agenda item on one or two top tier risks at each Management Board meeting for a deep dive.**

- 2.3. Following the People Board update Management Board reviewed the benefits of developing still greater commercial capability amongst ESFA staff. SW explained that some training is already being delivered in this area to a significant group of staff and agreed to provide an update on how this training has been received in the next directorate update item in September.

### **Action 3: Sarah Whitehead to update the Board at the September meeting on how the Cabinet Office training to develop commercial skills for staff has been received.**

- 2.4. The Board recognised the success of the work the ESFA has done to address mental health within the organisation and in particular the work of the “Mental health first aiders.” IL requested that SH pass on the Board’s thanks to those responsible and involved. PB also agreed to include the Board’s thanks in the weekly note to all staff.

### **Action 4: Sue Husband to pass on the Board’s thanks to the team responsible for addressing mental health in the ESFA. Portia Bailey to include the Board’s thanks in the weekly note to all staff.**

- 2.5. The Board discussed activity on strategic workforce planning and agreed that a future agenda item would be useful to better understand the process and ESFA priorities.

### **Action 5: Sue Husband and Sarah Whitehead to provide an item at the September meeting for the Board to discuss the ongoing work on strategic workforce planning.**

## **3. ESFA Annual report and accounts – Management Board final sign off**

- 3.1. HN summarised the checks and balances that have occurred through ARC on the ARA and confirmed that, observing the changes detailed in the update report, she is content to recommend the ARA for Board sign off. The Board approved the ARA for Accounting Officer sign off.
- 3.2. IL noted that that the register of Board member’s interests would be published alongside the accounts, Board members were asked to feedback any final comments on the register by COP 11<sup>th</sup> July 2019.

**Action 6: Board members to feedback any final comments on the register of Board member's interests to the Corporate Governance team by COP 11<sup>th</sup> July 2019.**

- 3.3. IL and EM thanked all those involved in producing the ARA and asked that SW provide the names of those involved to send out a personal thank you.

**Action 7: Sarah Whitehead to provide the names of those who contributed to producing and preparing the ARA to Portia Bailey to arrange a personal message from Eileen and Irene.**

#### **4. ESFA Directorate Updates**

- 4.1. The ESFA directors updated the Board on the top three items of note in each of their areas.
- 4.2. Following a discussion on how the ESFA ARC can link into the Related Party Transactions process HN asked to link in with MP to discuss how the ARC can increase their understanding of RPT returns and audit processes.

**Action 8: Mike Pettifer to link in with Hunada Nouss to discuss how the ESFA ARC are aware of RPT returns and auditing processes.**

- 4.3. Discussing the difficulties around recruiting staff with data skills in a competitive market, IL offered some advice on innovative ways to recruit using social media and invited DC to discuss further outside of the meeting.

**Action 9: David Craig to link in with Irene Lucas to discuss developing more innovate ways of recruiting data skilled people.**

- 4.4. SW discussed the process of prioritising ESFA resource and noted that work is in train to refine existing priorities still further. The Board expressed their interest in having sight of some of this work.

**Action 10: Sarah Whitehead to provide an item, or set up a workshop, to discuss the ESFA prioritisation work.**

**Action 11: Secretariat to rotate the order of directorate updates for each meeting.**

#### **5. ESFA systems – risks and key milestones deep-dive discussion**

- 5.1. DC introduced the item on key system risks and milestones. The Board discussed the position of ESFA systems and noted where services are provided by DfE.

#### **6. Overview of ESFA apprenticeships skills index and benefits realisation plan**

- 6.1. The Board agreed to re-visit the apprenticeships item in September to give the appropriate time for a broader discussion with Keith Smith in attendance.

**Action 12: Secretariat to arrange for a broader apprenticeship's discussion in September where the skills index will return to form part of the discussion.**

**7. Update on the work to establish 'Senior Business Leader Advocates' following Management Board away day**

7.1. SH updated the Board on the progress of establishing the "Senior Business Leader Advocates' programme The Board requested the list of potential advocates to consider how they could contribute from their personal networks.

**8. AOB**

8.1. The Board discussed the forward look and identified some key items for discussion and agreed that the Board would need their full quota of six meetings in 19-20 and 20-21.

**Action 13: Secretariat to arrange the Management Board meeting dates for 19-20 and 20-21 and review the forward look to reflect the items identified by the Board.**

8.2. The meeting closed shortly after 4.00pm