



Date	12 September 2019 ESFA
Subject	Management Board
Security classification	OFFICIAL FOR PUBLICATION
Present	<p>Members:</p> <p>Irene Lucas (IL) (Chair)</p> <p>Stuart McMinnies (SM)</p> <p>Hunada Nouss (HN)</p> <p>Martin Spencer (MS)</p> <p>Eileen Milner (EM)</p> <p>In attendance:</p> <p>Matthew Atkinson (MA)</p> <p>Charlotte Briscall (CB)</p> <p>Sue Husband (SH)</p> <p>Jennifer Coupland (JC)</p> <p>Peter Mucklow (PM)</p> <p>Emily Simons (ES) (for Mike Pettifer)</p> <p>Sarah Whitehead (SW)</p> <p>Kate Josephs (KJ)</p> <p>Keith Smith (KS)</p> <p>Rachel Hansford (RH)</p> <p>George Chachou (GC)</p> <p>Heather DiMarco (HD)</p> <p>Harry Warren (HW)</p> <p>Charlotte De Val (CDV) – <i>Item 3</i></p> <p>Bal Toor (BT) – <i>Item 7/8</i></p>
Observers	Bronwyn Ward (Shadowing EM)
Apologies	Mike Pettifer (MP)

1. Welcome and Introductions (Irene Lucas)

- 1.1. IL welcomed attendees to the meeting and noted that ES was covering for MP.
- 1.2. MS declared that he has been invited to join the board of Ofsted. IL and EM confirmed that there are no immediate conflicts, and MS will declare any that may arise in future.
- 1.3. Pending an amendment in the draft minutes on the wording of the 'decision' to 'recommend' the ARA to the board for sign-off, the board agreed the minutes from the July meeting.

2. ESFA Sub-Committee Updates

- 2.1. HN provided an update from the Audit & Risk Committee (ARC) highlighting the current three top tier risks, set out by the Performance and Risk Committee (PaRC), which would provide the focus for deep dives in future ARC meetings. HN stated that the Board should review the full risk register twice yearly.

Action 1: Corporate Governance team to add bi-annual review of full risk register to the meeting schedule.

- 2.2. GC updated the Board on PaRC progress, including reducing the number of directorate risks escalated and working with the performance and risk network to drive continuous improvements.
- 2.3. The Board discussed customer service desk responsiveness and planned mitigations and improvements, and requested a further update once a longer-term strategy has been developed.

Action 2: CB to update the Audit and Risk Committee at the December meeting on mitigations to address the customer service desk responsiveness performance.

- 2.4. JC reported on progress of the T-levels programme and the Board discussed risks and mitigations within it. The Board requested a further update be provided with details on planned activities and expected outcomes.

Action 3: JC (with PM and SH) to update at the December Management Board on the stakeholder engagement plan for the national roll out of T-Levels.

3. Business Planning Update

- 3.1. The Board discussed progress on business planning and indicated the importance of developing a product that maximises value to the agency. IL requested that contributions from the Non-Executive Directors (NEDs) are considered and a template to be shared for Board discussion at the October away day.

Action 4: Corporate Governance team to share a suggested template for the Business Plan for NEDs' suggestions and input at the Management Board Away Day in October.

4. Risk Deep Dive Discussion

- 4.1. PM introduced the deep dive discussion into FE sector resilience, thanking Susan Parker and Katie Tyson for their input in producing the update.

Action 5: PM and MA to bring update to February Management Board on FE strategy.

- 4.2. The Board expressed interest in Dame Mary Ney's review of FE financial management and asked for sight of the terms of reference.

Action 6: PM and MA to circulate terms of reference for the review of FE financial management to the Management Board members via correspondence.

5. Business Overview

- 5.1. EM updated the Board on recent political changes, including new ministers and agreed portfolios, and outlined the agency's key priorities.
- 5.2. The Board discussed progress towards building consideration of schools use of resources into Ofsted's Inspection process.

Action 7: Board to discuss roles and responsibilities for financial assessments of schools and colleges with Ofsted through the 'Board to Board' engagement, due in early 2020.

6. Spending Review Update

- 6.1. SW updated the Board on the latest business planning activities on Departmental budgets. The ESFA is working closely with the Department.

7. ESFA People Update

- 7.1. Papers were taken as read and there were no questions from the Board.

8. People Plan Update

- 8.1. BT updated on the people plan by outlining the key deliverables:
- attracting brilliant people;
 - building skills and capability for leadership; and
 - creating a great environment.
- 8.2. The Board discussed progress on workforce planning and requested a further update to be provided at the October Management Board Away day or sooner.

Action 8: SW to update Management Board on the resolutions on workforce planning by the end of October.

9. Finance

- 9.1. SW tabled a proposal for an investment and commercial gateway mechanism.
- 9.2. The Board provided advice to SW on the proposal and best practice for how the investment and commercial board could operate.

10. ESFA Apprenticeships Presentation

- 10.1. KS provided an overview of the apprenticeships programme to the Board, including current activities and future risks to shape the delivery of the programme in discussion with ministers. KS outlined the agency's strategy to promote efficiency and value within the programme.
- 10.2. KS explained that performance of the programme was positive but that just as with all major programmes, scope for ongoing improvements are constantly under review.

11. ESFA Directorate Updates

- 11.1. Directorate update papers were taken as read by the Board. IL asked that the NEDs go back to Directors directly where they had asked for their support.

Action 9: Directors and NEDs to make direct contact where opportunities for NED involvement had been identified in the updates.

12. AOB

- 12.1. IL highlighted the need to make deputy arrangements in the event IL cannot attend future Management Boards.

Action 10: IL to liaise with EM and the NEDs to make arrangements for deputising in future Management Boards.

- 12.2. The date for the October Management Board Away Day may need to be move; IL stated that she would discuss options with EM and the NEDs.

Action 11: IL to discuss options for the October Management Board Away Day with EM and the NEDs.

- 12.3. IL explained that there would be no office tour and show and tell sessions before the December Board meeting.
- 12.4. IL closed the meeting by thanking the outgoing Senior Governance Officer, Heather DiMarco for her help and support to the Management Board.
- 12.5. The meeting closed at 16:31pm.

Meeting closed.