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| Date           | 6 December 2019   |
| Subject        | ESFA Management   |
| Security       | OFFICIAL FOR  |
| Classification | PUBLICATION   |
| Present        | Members:<br>Hunada Nouss (HN) (Chair covering for Irene Lucas)<br>Stuart McMinnies (SM)<br>Martin Spencer (MS)<br>Eileen Milner (EM)<br><br>In attendance:<br>Mike Pettifer (MP)<br>Sue Husband (SH)<br>Charlotte De Val (CDV) (item 3 only)<br>Portia Bailey (PB)<br>Emily Simons (ES)<br>Sarah Whitehead (SW)<br>Kate Josephs (KJ)<br>Keith Smith (KS)<br>Matt Atkinson (MA)<br>Peter Mucklow (PM)<br>Craig Myers (CM) (for Susan Lovelock)<br>Sophie Pinn (SP) (item 5 only)<br>Jonathan Childs (JC) (item 5 only)<br>George Chachou (GC)<br>Harry Warren (HW)<br>Deborah White (DW) |
| Apologies      | Irene Lucas (IL)<br>Susan Lovelock (SL)<br>Rachel Hansford (RH)   |



# Minutes

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### 1 Welcome and Introductions

- 1.1 HN welcomed attendees to the meeting and advised that she was covering for IL. She also noted that CM was attending on behalf of SL and announced that DW joined as the new Board Secretariat.
- 1.2 There were no new declarations of interest and a reminder was given that the meeting remains confidential.
- 1.3 Minutes of the last meeting were amended to state CB updated on customer service desk responsiveness to ARC and, pending this change, the Board agreed the minutes from the September meeting.

### 2 ESFA Sub-committee updates

- 2.1 HN updated on the ESFA Audit and Risk Committee (ARC) meeting, indicating a smaller risk log of the 13 highest risks, alongside the 4 top tier risks set out by the Performance and Risk Committee (PaRC) were reviewed.
- 2.2 GC summarised PaRC discussions and updated on improvement plans to remove duplication and consolidate papers. GC noted that further risk training is planned for the new year. MS commented that the dashboard report was easy to follow.

### 3 Strategic Priorities and Business Planning

- 3.1 MP and KJ gave an update from the recent Senior Civil Servants (SCS) event outlining the strategic direction for the agency which will feed into the development of the agency's new business plan. HN stated that the Board will need to agree the KPIs in due course, and will review performance against these, regularly.
- 3.2 SW gave an update on the financial planning and on-going engagement with the department. SW confirmed that financial planning is being aligned to development of the business plan.
- 3.3 SH gave an update on workforce planning, indicating that the people team was moving into the Finance Directorate. SH outlined that work is underway to plan for future impact of automation and treating this as an opportunity to use colleague's skills to ever great effect and impact.

**Action 1: SW to provide a further update to the Board on longer-term workforce planning in Spring 2020.**

### 4 Update on T-level stakeholder engagement programme

- 4.1 CM discussed the latest T-levels branding and communications campaign,



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covering promotion to young people and parents, engagement with schools and employer groups.

**Action 2: Professional and Technical Education directorate to provide an update to the Board in April on the progress of T-levels rollout.**

### 5 Risk Deep Dive Discussion

- 5.1 KS and JC presented a summary of a number of the risks facing the Apprenticeships programme.
- 5.2 A joint Board with the Institute for Apprenticeships and Technical Education is being arranged by Governance colleagues to discuss shared themes.

### 6 ESFA Business overview

- 6.1 EM confirmed that the agency will work with non-exec directors (NEDs) in the new year on priorities as they emerge, following the result of the General Election.

### 7 ESFA People

- 7.1 SH updated the Board on the People Plan, including recruitment needs.
- 7.2 SH will be leaving her role in January 2020. The Board expressed great thanks for her efforts and impact since joining the agency.

### 8 Governance Items

- 8.1 The Board reviewed the draft terms of reference for the Management Board and Executive Team.

**Action 3: SW to provide input into the Terms of Reference to include the Investment and Commercial Board.**

**Action 4: Secretariat to update the Terms of Reference in relation to the Executive Team and to issue back to the Board for information in February.**

- 8.2 The Board Effectiveness approach was reviewed and signed off by the Board with some minor amendments.

**Action 5: Secretariat to amend questions for Board Effectiveness Review following latest Board feedback.**

### 9 ESFA Directorate updates



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- 9.1 Each Director gave an update from their directorate detailing key challenges and achievements from the last quarter.
- 9.2 There was a discussion about school resource management advisors (SRMA), HN outlined that this topic would also be discussed at the ESFA ARC.
- 9.3 Following the update from KS, he committed to updating the Board on the future objectives and priorities for the Apprenticeships programme.

**Action 6: KS to provide a paper to the Board in April on the future objectives and priorities for the Apprenticeships to inform development of the new business case.**

- 9.4 CB updated the board on her intention to take the Customer Experience and Data Directorate leadership teams to visit other customer-focussed organisations.

**Action 7: NEDs to provide feedback to CB on suggested customer-focussed organisations to visit.**

### 10 Meeting with the Permanent Secretary

- 10.1 The Permanent Secretary then joined the meeting to answer questions from the NEDs.

**Action 8: Governance Team to arrange for the Permanent Secretary to have a meeting with the NEDs and EM in the new year to discuss what he sees as agency priorities.**

### 11 AOB

- 11.1 The Board on 6<sup>th</sup> February will be held away from London, venue to be confirmed but preference is Darlington.
- 11.2 HN asked that ARA progress updates are prepared to give enough time for appropriate review before the meetings.
- 11.3 Meeting closed at 14.32