Minutes



Date 11 October 2017

Subject ESFA Management Board

Security OFFICIAL FOR PUBLICATION

classification

Present

Members:

Ian Ferguson (chair)

Karen Dukes Ian Hickman Nigel Johnson Mark Sanders

In attendance:
Peter Lauener
Béatrice Lightfoot
Julian Wood
Keith Smith
Mike Pettifer
Peter Mucklow
Rebecca Loveday
Louise Butler (notes)

Apologies Sue Husband

Matt Atkinson Rose Oates Heather DiMarco

Welcome and introductions (lan Ferguson)

- 1.1. The chair welcomed all to the meeting. Introductions were made.
- 1.2. It was acknowledged that the directors and non-executive directors held a wealth of knowledge. The directors held strong organisation knowledge that was complemented by the experience of non-executive directors.
- 1.3. Non-executive directors were reminded to complete their annual declaration of interest form.

Chief Executive introductory update (Peter Lauener)

- 1.4. Peter Lauener provided a brief introductory update. He advised that the ESFA Audit and Risk Committee (ARC) was firmly in place.
- 1.5. The new ESFA Chief Executive, Eileen Milner, had agreed a start date of 20 November 2017.
- 1.6. Ministers had agreed that roles could be advertised through the public appointments process for ARC and Management Board members. Peter Lauener was grateful that the current members were undertaking their roles on an interim basis. This provided a sound governance structure for ESFA.

2. Review terms of reference (lan Ferguson)

- 2.1. It was agreed that due to the breadth and scope of the Management Board's responsibility, non-executive directors should align themselves to an area of overview / responsibility within ESFA. It was agreed that ARC members should continue with their areas of alignment, as agreed at the ARC, and supplement this with one cross-cutting/functional area.
- 2.2. It was noted that the DfE Management Board operated a similar arrangement. Individual responsibility should be reviewed and discussed at a future meeting.
- 2.3. There should be a deputy chair for business continuity reasons; this was to be discussed at a future meeting.
- 2.4. The ToR were reviewed. It was agreed:
 - terms for roles should be consistent (e.g., CE, accounting officer)
 - there needed to be clarity on what Management Board was responsible for, and what falls in the remit of the Executive Committee, particularly around decisions.
 - There should be reference to the business plan
 - an approvals scheme of delegation was required, i.e. what was and wasn't reserved for the Management Board
 - the remit needed to be reflected in the outputs
- 2.5. The Management Board induction pack was discussed. One non-executive director requested that the ESFA governance structure diagram should highlight the level of decisions made by each group, and the interrelationships.
- 2.6. The similarities and differences between the remit of the ESFA Executive Committee and Management Board were discussed.
- 2.7. It was acknowledged that it was standard procedure for a governance structure to include an Executive Committee and Management Board.
- 2.8. The Management Board:
 - undertakes formative and strategy work
 - approves plans and strategy
 - monitors and holds the CE and directors to account
- 2.9. The Executive Committee:
 - execute the work and plans, which were agreed by the Management Board
- 2.10. The Performance Committee reviews the ESFA delivery plan twice a year.
- 2.11. It was agreed that there should be a space in the accounts for the Management Board chair comments and general input.
- 2.12. The ARC ToR were approved, and would be kept under review.

Action 1: Revised Management Board and Executive Committee ToR to be circulated by correspondence, with tracked changes, by 11 November 2017 (Heather Di Marco to organise)

Action 2: Non-executive directors to compete the declaration of interest form, by 11 November 2017

Action 3: Heather Di Marco to ensure name plates are put in place for the next meeting. To be completed by 14 December 2017

Action 4: Management Board to discuss areas of non-executive ESFA alignment to the business, at a future meeting. To be completed by 14 December 2017. (Heather Di Marco to organise)

Action 5: Deputy chairmanship to be discussed at a future meeting. Schedule to be agreed by 14 December 2017. (Heather Di Marco to organise)

Action 6: Heather Di Marco to update the governance structure diagram to highlight the level of decisions made by each group, and the interrelationships. To be completed by 14 December 2017

Action 7: Rebecca Loveday to ensure the ARA includes statements from chairs of Management Board and ARC. To be discussed in April 2018

3. Vision for the future of the ESFA (Béatrice Lightfoot)

- 3.1. Béatrice Lightfoot presented paper 3 and welcomed comments.
- 3.2. Betrice Lightfoot confirmed that the vision and mission were included in the business plan, and had been published and circulated to all staff.
- 3.3. Regarding organisational culture, Beatrice Lightfoot highlighted that work was ongoing to drive the cultural change. Roadshows had taken place to build and promote awareness with staff. Béatrice Lightfoot added that the culture would continue to evolve.
- 3.4. Non-executive directors agreed that the vision should be inspirational, stretching and emotive.
- 3.5. The departmental vision was discussed. The non-executive directors requested that this was aligned with the ESFA vision, as far as possible.
- 3.6. It noted that the document didn't reflect where the ESFA would be in 12 months. Béatrice Lightfoot advised that engagement roadshows were ongoing; once these had been completed, it would be considered and documented in the paper.
- 3.7. Non-executive directors agreed that a reference to continuous improvement would be a welcomed addition.

Action 8: Béatrice Lightfoot to undertake revisions to the vision for the future paper, by 14 December 2017:

4. ESFA change programme (Béatrice Lightfoot)

- 4.1. Béatrice Lightfoot provided the Management Board with an update on work to date regarding the ESFA change programme, as per Annex A of paper 4.
- 4.2. Béatrice Lightfoot advised that the discoveries on Customer Engagement and the Funding Allocations Service were reported to the Change Board and the Executive Committee, where it was agreed that these projects move to alpha phase.
- 4.3. Béatrice Lightfoot explained that at the time of merger, ESFA adopted a 'lift and shift' approach with no changes to staffing, structures, roles and functions.
- 4.4. The ESFA change programme provided a platform to build on the significant achievements of both funding agencies and the closer working arrangements, which were previously established and provided an opportunity to remove duplication, adopt best practice, and provide a more joined up service to all the organisations and stakeholders we work with.
- 4.5. Setting up the ESFA was the start of the process; ESFA was now required to drive business change and transformation of systems, services and processes to fully realise the benefits of a single funding agency; making it a great place to work for staff, whilst delivering excellence to ESFA customers.
- 4.6. The phases of the change programme were discussed.

- 4.7. Funding and allocations discovery work had taken place to look at all the funding allocations capabilities to make recommendations to create a robust and efficient Funding Allocations Service.
- 4.8. There was a sponsor from Executive Committee (Matt Atkinson) to provide challenge to the team.
- 4.9. Customer engagement discovery work had taken place to define who ESFA customers and users were across the ESFA; what services ESFA provide to them and how they were provided. The outputs of this were to enable ESFA to recommend the future service design for the customer engagement model.
- 4.10. The breadth of ESFA customers was huge, and the interaction and communication models would be different for each (e.g. enquiry lines and online forms).
- 4.11. The non-executive directors queried if the change programme was time limited. ESFA advised that there was no committed end point yet, as the programme was currently in discovery and alpha stage. Béatrice Lightfoot agreed to differentiate which programmes were at which stages going forward.
- 4.12. It was agreed the paper would be supplemented by a spreadsheet of where each programme should be in each year, and if this remained on track.
- 4.13. It was requested that future reports highlight if the programme was on track or behind, and if milestones had been met. Peter Lauener noted that the dashboard annexes highlighted which projects were on track.
- 4.14. The annual people survey was being undertaken in October 2017, and was the first temperature check survey of the ESFA. This survey would provide a benchmark for future years. It was agreed the survey would be discussed at a future meeting.
- 4.15. SFA Mylt transition work had taken place to enable collaborative working by bringing all former SFA staff onto the DfE platform.
- 4.16. The continuous improvement strand sought to embed a culture of continuous improvement to improve products, services, or processes to increase the effectiveness and/or efficiency of the agency to fulfil its objectives and remit. Peter Mucklow was leading the work.
- 4.17. Governance and Assurance Framework work was taking place to implement the governance arrangements in ESFA.
- 4.18. The intelligent customer function strand was in place to develop the capability of the ESFA to have a clear understanding and knowledge of the products or services needed and being supplied.
- 4.19. The final strand discussed was communications. This strand was in place to review how best to communicate internally and externally with stakeholders and users.

Action 9: Béatrice Lightfoot to ensure the change programme dashboard differentiates between which programmes were at which phase (i.e., alpha, discovery etc.) Béatrice Lightfoot to ensure that from the next meeting (14 December 2017), the change programme update paper is supplemented by a spreadsheet to track where each programme should be in each year, and if this remained on track

Action 10: People Survey results to be discussed at the next Management Board (14 December 2017) (Heather Di Marco to organise)

- 5. Efficiency and effectiveness plan (Rebecca Loveday)
 - 5.1. The new efficiency and effectiveness plan was introduced.

- 5.2. ESFA advised that the SoS aided the development of the governance plans.
- 5.3. PL and Jonathan Slater agreed that the plan was to highlight how ESFA is managed, in terms of decision making, reporting, governance and efficiencies and effectiveness planning.
- 5.4. It was noted that the EFA and SFA both held strong reputations regarding efficiency and effectiveness.
- 5.5. The plan would be a key focus of the Management Board.
- 5.6. It was highlighted that once the plan was signed off, progress reporting would be brought to the Management Board.
- 5.7. ESFA invited feedback on the current draft.
- 5.8. Clarification was requested regarding where the plan sat alongside the business plan. ESFA advised that the business plan was the document, which detailed the organisational objectives. The effectiveness plan was an enabling and underpinning document, which suggested how ESFA could improve performance in the required areas. There may be a reference to the effectiveness plan in future business plans.
- 5.9. Non-executive directors noted the plan was comprehensive. The CE would need to consider how the document would fit with wider business planning documents as the work evolved.
- 5.10. It was agreed that the plan was one of the key and critical documents that the Management Board would be requested to review going forward.
- 5.11. It was agreed that the plan would be issued to a future meeting, and would include a cover note to detail which aspects of effectiveness the plan is covering, and what is not covered (i.e., what enters the realms of policy).
- 5.12. Eileen Milner was to be provided with a full briefing on the plan, in advance of the next Management Board.

Action 11: The next draft of the efficiency and effectiveness plan should be completed by March 2018.

Action 12: Rebecca Loveday to ensure Eileen Milner is briefed on the efficiency and effectiveness plan, and confirm the timings for the plan to be discussed at a future Management Board. To be completed by 14 December 2017

6. ESFA business update (Peter Lauener)

- 6.1 It was acknowledged that the Performance and Risk Report was a valuable tool to establish the work of the ESFA, against the eight organisational objectives.
- 6.1. It was expected that by 2020, around 100 schools a year would be built. It was acknowledged that this would be a great achievement.
- 6.2. The People Plan was taken as read. Peter Lauener welcomed comments.

7. Sub-committee reports for the last quarter (Peter Lauener)

- 7.1 Peter Lauener reported that the Executive Committee had settled into a streamlined format, and the Performance and Risk Report remained a strong focus at meetings.
- 7.2 The minutes from the preliminary ARC meeting had been included as part of the Management Board papers for October. The September 2017 minutes would be published shortly.
- 7.3 It was reported that both the departmental and SARA accounts sign-off was going as well as expected.
- 7.4 It was requested that the ESFA risk appetite was added to the next meeting agenda, as per discussions at ARC.

Action 13: Heather Di Marco to ensure ESFA risk appetite is added to the next Management Board agenda. To be completed by 14 December 2017

8. Any other Business

8.1 Attendees sent warm wishes for PL's retirement.

Meeting closed.