



**Minutes of Meeting of the Board of Directors
Held at 9.30 a.m. on Wednesday 27 November 2019
Boardroom, 100 Bothwell Street, Glasgow G2 7JD**

2.1

Present:	Chris Brodie	Chair	CB
	Paula Sussex	Chief Executive Officer	PS
	Mary Curnock Cook	Non-Executive Director	MCC
	Simon Devonshire	Non-Executive Director	SD
	David Gravells	Non-Executive Director	DG
	Charlotte Moar	Non-Executive Director (by phone)	CM
	Andrew Wathey	Non-Executive Director	AW
	David Wallace	Deputy Chief Executive Officer	DW
	Jacqui Smillie	Chief Financial Officer	JS
	Gary Womersley	Company Secretary	GW
 In Attendance:	Sinead O’Sullivan	DfE	SOS
	Gareth Allen	Scottish Government	GA
	Chris Williams	Welsh Government	CW
	Jonny O’Callaghan	NI Government	JOC
	Stephen Campbell	CIO	SC
	Derek Ross	Executive Director of Operations	DR
	Bernice McNaught	Executive Director of Repayments and Counter Fraud	BMC
	Morven Spalding	Executive Director, People	MS
	Stuart Brydson	Board Secretary (Secretariat)	SB
	Brian Morris	Director of Technology Operation (for Item 4.1 only)	BM
	Shaun McAllister	Commercial Director (for Item 4.1 only)	SMA
	Adam Treslove	Head of Corporate Affairs (for Item 4.2 only)	AT
	Cameron Cavin	Counter Fraud Services Manager (for Item 4.2 only)	CC
 Apologies:	Stephen Tetlow	Non-Executive Director	ST
	Paul Kett	DfE	PK
	Ben Connah	DfE	BC
	Chris Jones	Welsh Government	CJ
	Richard Leeman	NI Government	RL

1. CHAIRMAN’S OPENING REMARKS / DIRECTORS’ MATTERS / DECLARATIONS OF INTEREST

CB welcomed everyone to the meeting.

Apologies had been received from Stephen Tetlow, Non-Executive Director; Paul Kett, Director General, Higher and Further Education, Department for Education; Ben Connah, Deputy Director, Student Loans Company Strategy and Sponsorship, Department for Education; Chris Jones, Deputy Director of Higher Education, Welsh Government; and Richard Leeman, Head of Student Support, Department for the Economy; and were duly noted.

CB noted that Charlotte Moar, Non-Executive Director, was attending by telephone.

There were no declarations of interest.

2. MINUTES OF PREVIOUS MEETING AND MATTERS ARISING

2.1 Minutes of meeting held on 24 July 2019

The minutes of the SLC Board meeting held on 30 October 2019 were approved as a true and accurate record, subject to incorporating additional comments from PK.

2.2 Matters arising from previous meetings

GW advised that of the 15 matters arising from previous meetings 5 were recommended for closure being complete or covered in the agenda and 10 were ongoing.

3. COMPANY PERFORMANCE

3.1 CEO Report

PS introduced the CEO Report and noted that in accordance with the approved Board schedule of business a lighter version was presented this month. A full version of the CEO Report would be presented quarterly.

The following key matters were highlighted:

APRA

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CM noted a desire for the Board to have greater visibility on SLC's overall Change portfolio and how this was impacted by 'in-flight' change requests. It was noted that a full analysis of the FY 2020-21 Change

portfolio would be seen by the Board as part of the forthcoming APRA process. In addition, consideration would be given to how best to report progress including the impact of change requests and how these impact delivery (time and cost).

ACTION: FY 2020-21 Change portfolio to be presented to Board as part of the forthcoming APRA process. Progress of Change portfolio, including the impact of change requests and how these impact delivery (time and cost) to be reported to the Board on a quarterly basis.

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Board noted CEO Report.

3.2 CFO Report and Corporate Risk Report

JS introduced the CFO Report and Corporate Risk Report.

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Board noted CFO Report and Corporate Risk Report.

4. PRIORITY BUSINESS

4.1 Technology Vendor Strategy and Governance

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SC introduced Technology Vendor Strategy and Governance item.

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Board noted Technology Vendor Strategy and Governance.

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4.2 Strategy Discussions

Communicating Evolve

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PS introduced Communicating Evolve.

BMC noted the three appendices to the attached paper and explained that these covered the journey we have been on, what we have delivered so far, and what is coming next. BMC further noted that the first delivery assurance meeting had taken place and that these meetings were now part of the Evolve schedule.

There followed discussion around SLC as a place to work. CB noted that the Operations Contact Centre had recently won a 'Great Places to Work' Bronze Award at the Customer Contact Association Excellence Awards 2019.

Board noted and welcomed Communicating Evolve.

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Repayment Strategy

BMC introduced Repayment Strategy.

CB noted that we have an obligation to protect public money and a duty to recover repayments in an economic way.

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Board noted Repayment Strategy.

Counter Fraud Board Appetite

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PS introduced Counter Fraud Board Appetite, noting that this paper was the result of joint working from both Repayment & Counter Fraud Services and SLC's Legal team.

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CB noted that this was a significant piece of work and he was encouraged that first steps were being taken.

Board noted the Counter Fraud Board Appetite paper and noted they would welcome the next paper on this important topic.

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5. PAPERS FOR NOTING

5.1 ARC Chair Report

CM introduced ARC Chair Report and noted that the most recent ARC meeting had been preceded by a deep dive on Risk.

Board noted ARC Chair Report.

5.2 RPODC Chair Report

DG introduced RPODC Chair Report and noted that CEO and ELT mid-year performance reviews had been covered.

Board noted RPODC Chair Report.

5.3 September QSM Minutes and October PFR Minutes

There were no questions on the September QSM and October PFR Minutes.

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Board noted September QSM Minutes and October PFR Minutes.

6. Any Other Business

6.1 Evolve Oversight Committee

Board approved the appointment of ST to the Evolve Oversight Committee.

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6.6 Chair's Weekly Report

CB noted that the Chair's Weekly Report contains links to interesting figures on student finance paid out on behalf of each of England, Wales and Northern Ireland.

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7. Date of Next Meeting

11:00 am, Thursday 30 January 2020, Room LG.03 and LG.04, Department for Education, 20 Great Smith Street, London SW1P 3BT.

There being no other business, the Chair thanked everyone for attending and the meeting closed at 12:50 pm.