



**Minutes of Meeting of the Board of Directors  
Held at 1.30 p.m. on Wednesday 12 December 2018  
Europa Building, 450 Argyle Street, Glasgow G2 8LG**

**2.1**

<b>Present:</b>	Chris Brodie	Chair	CB
	Paula Sussex	Chief Executive Officer	PS
	Mary Curnock Cook	Non-Executive Director	MCC
	Antonia Cox	Non-Executive Director	AC
	Simon Devonshire	Non-Executive Director	DG
	Natalie Elphicke	Non-Executive Director (by phone)	NE
	David Gravells	Non-Executive Director	AW
	Andrew Wathey	Non-Executive Director	SD
	David Wallace	Deputy Chief Executive Officer	DW
	Jacqui Smillie	Chief Financial Officer	JS
	Gary Womersley	Company Secretary	GW
	<b>In Attendance:</b>	Sinead O’Sullivan	DfE
Ben Connah		DfE	BC
Chris Jones		Welsh Government (by phone)	CJ
Chris Williams		Welsh Government	CW
Conor McCartan		NI Dept for Economy (by phone)	CM
Siobhan Martin		NI Dept for Economy (by phone)	SM
Bernice McNaught		Executive Director, Repayments & Counter-Fraud	BM
Derek Ross		Executive Director of Operations	DR
Adrian Tucker		Chief Information Officer	AT
Sally Winstanley		Future Board Scheme Participant	SW
Stuart Brydson	Board Secretary (Secretariat)	SB	
	Dave Cartwright	Senior Manager, Data Services and Analysis (Item 3.6) Scottish Government	DC
<b>Apologies:</b>	Gareth Allan	Scottish Government	GA
	Leia Fitzgerald	NI Dept for Economy	LF
	Jonathan O’Callaghan		JOC

Ahead of the meeting Board attendees were pleased to be taken on a tour of Europa Building where most of SLC Service Design, Change and Programme, Customer Communications, and Software Delivery takes place.

## COMMERCIAL SENSITIVE - LEGALLY PRIVILEGED AND CONFIDENTIAL

The group was split into two teams. Teams met with colleagues from both Technology Group and Customer Directorate for an overview on key policy deliveries and planned AY 2019/20 full time launch.

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### **1. Chairman's Opening Remarks and Directors' Matters**

CB welcomed everyone to the meeting.

Apologies had been received from Gareth Allan, Leia Fitzgerald and Jonny O'Callaghan and were duly noted.

There were no declarations of interest.

### **2. Minutes of Previous Meeting and Matters Arising**

#### **2.1 Minutes of the meeting held on 27 November 2018**

The minutes of the SLC Board meeting held on 27 November 2018 were approved as a true and accurate record.

#### **2.2 Matters arising from previous minutes**

GW advised that of the four matters arising one was marked for closure, being complete. The other three were ongoing.

### **3. Board Directors' Reports / Priority Business / Company Performance**

#### **3.1 CEO Report**

PS introduced the CEO report and the following key matters were highlighted:

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#### **5.1 Social media customer service**

DR advised that direct service was introduced through Facebook and Twitter a year ago. DR noted that it is popular with both customers and staff. It was noted that key to reducing cost was through improvements to the student finance application process which would reduce the need for customer contact.

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#### **6.4 Loan sale 2**

BM confirmed that the sale completed on 4 December, achieving in excess of £1.9 billion or approximately 52p in the pound, which would meet the value for money tests according to HMT Green Book rules.

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#### **8.1 Reward**

BM confirmed that the low pay business case had been submitted and that she was confident of its prospects following engagement with DfE.

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#### **3.2 CFO Report including Q2 Update**

JS presented the CFO report.

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DW noted that the DfE/DA policy commissioning and finance cycles result in budgets being set before deliverables are fully understood. The Board noted this important point and encouraged officials to review this.

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It was requested that JS bring a further update to the next Board in January.

Action: JS to present a further report on the Q2 position at the January Board.

Board noted the CFO report.

#### **3.3 Transformation – Investment Committee Paper**

PS introduced this item noting that what was previously described as the SLC 2020 Strategy was now being presented at SLC's Transformation Programme.

PS noted that the purpose of the Transformation Programme paper is to seek support from the Investment Committee for the high level transformational objectives of the refreshed SLC Strategy and for commitment to a fuller, multi-year funding plan.

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PS noted that the response from DfE had been supportive including considering multi-year funding in principle.

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The Board noted and welcomed the SLC Transformation Programme.

### **3.4 Engagement Survey Results**

BM presented the Employee Engagement Survey Results.

BM advised that further analysis will be carried out before the core results are communicated in February. The change of provider from Unipart to Peakon was noted and the overall response rate had increased from 67% to 77% when compared to last year. Information cascade and corporate/directorate action planning will commence in January 2019.

SO suggested that SLC look to align their process and engagement activity with DfE's results.

Action: BM to liaise with DfE on engagement survey results.

Board noted the Engagement Survey Results.

### **3.5 Estates Update**

JS introduced an update on Estates for information.

CB noted that there was a need for the Board to have more information in future. This information should also consider a long term view of SLC's requirements post its transformation and ultimately needs to ensure flexibility is built in to any plans.

Board noted the Estates update.

### **3.6 SLC Responsibilities as an Official Statistics Producer**

DC presented SLC Responsibilities as a producer of Official Statistics.

Board discussed the requirements on SLC in terms of its role and discussed integrity and accuracy of data.

Board noted the SLC Responsibilities as an Official Statistics Producer.

## **4. AOB**

#### **4.1 January Strategy Day**

CB advised that an agenda and invitee list for the January strategy day would be available in due course, but that a meeting invite would be issued before the end of December.

#### **4.2 Board Effectiveness Review**

CB noted that Board dates for 2019 were being finalised. As part of this, it was also noted that in future there would be no December Board meeting.

#### **5. Date of Next Meeting**

The next meeting of the SLC Main Board will take place on Wednesday 30 January at 9.30 a.m., at 100 Bothwell Street, Glasgow G2 7JD.

There being no other business, the Chairman thanked everyone for attending and the meeting closed at 4.00 p.m.

***NB: Where asterisks appear within a numbered item, these sections have been excluded from the minutes before placing on the website as the subject under discussion falls within one or more of the exemptions contained in Part II of the Freedom of Information Act 2000 and can be reasonably withheld.***