

Meeting of the ETF Board

Date: Thurs 11 July 2019

Time: 2-5pm

Venue: ETF, 157-197 Buckingham Palace Road, London SW1W 9SP

Present

Zayn Azam

Sally Dicketts CBE

Steve Freer (Chair of A&P Committee and SID)

Jon Graham

Dr Nigel Leigh OBE

Paul Mullins OBE (Chair)

Florence Orban (Chair of F&R Committee)

Mick Ord (Chair of the Chair Recruitment Panel)

Dan Williams

Apologies

Ruth Spellman OBE

In attendance

Mike Harvey, Business Development Director (item 4)

Anne Hudson, Joint Head of Evidence Informed Practice (item 5)

Dr Gina Hobson, Head of CEO's Office and Company Secretary

Jenny Jarvis, COO

Martin Reid, SET Director (item 6)

David Russell, CEO

John Sills, Director of Finance & Resources (F&R)

Lena Tutuvanu, Governance Officer

Minutes

1. Apologies and Welcome

Apologies for absence were received from Ruth Spellman OBE.

2. Update on Chair and Audit Chair recruitment

[Jenny Jarvis, David Russell, John Sills and Lena Tutuvanu left the meeting]

The Chair of the Chair Recruitment Panel provided an update on the Panel's recent activities, including the final interview conducted prior to the Board meeting. He reported that the candidate had performed strongly and was an experienced chair. He had clearly researched the ETF thoroughly, understood the challenges being faced, and asked pertinent questions of the Panel. The Panel Chair confirmed the Panel's unanimous recommendation that Prof Peter Latchford OBE be appointed as ETF's next Chair of the Board. The Board noted that Julie Nerney had been a key member of the Recruitment Panel, on behalf of the Founding Members.

The Board agreed the appointment of Prof Peter Latchford as the next ETF Chair subject to undergoing consultation with the Founding Members. The Board asked that its thanks to Julie Nerney be formally recorded and shared; it noted that she had brought substantial expertise and insight to the Panel's work and it hoped to continue to build this collaborative working style with the Founding Members.

The Chair of the Audit Chair Recruitment Panel provided an update on the search activities of the panel. He reported that four strong candidates had attended final interviews. He confirmed that, following

deliberation, the Recruitment Panel recommended Rachel Musson be appointed as the ETF's next Audit Chair.

The Board agreed the appointment of Rachel Musson as the next ETF Audit Chair.

The Chair provided a brief update on further trustee recruitment activity. The Board noted that interviews of shortlisted College Chairs was taking place the following week.

[Jenny Jarvis, David Russell, John Sills and Lena Tutuvanu returned to the meeting]

3. Declarations of Interest

The Board noted the standing interests and the Trustee Interests Register, which was shared in the Board meeting for the first time under the updated conflicts of interest procedure. The Board noted that the Executive would be asked to be excused under part of the Committee discussion (item 9).

4. Minutes

The minutes of the Board meeting held on 23 May 2019 were approved as an accurate record.

5. TLPD2 bid

The Business Development (BD) Director provided an overview of the ETF's bid for T Levels Professional Development, phase 2 (TLPD2), and provided further detail regarding the five strands of the delivery model. The Board noted the timeframe and phases of the bidding process. The Board sought further information regarding the level of investment required in infrastructure and elsewhere to bid and then deliver the contract. The Executive confirmed that the model details were being developed and at this stage it was not possible to quantify, but a range of model options were being explored. The COO confirmed that delivery costs, including any increase in infrastructure, would be built into the model costs, and that bidding costs had been included in the approved 2019-20 budget.

The Board welcomed the update. It encouraged the Executive to continue to develop its thinking regarding risks, resources and challenges. **Given the potential size of the contract and the timing of the submission, it asked that the Board (or its delegate) sign off the final TLPD2 bid submission and that a sub-committee of trustees be established to keep a more detailed overview of the bid development.**

The Board also asked that the F&R Committee be kept informed of the financial implications of the bid and contract, and that a review of the ETF's Financial Regulations take place to ensure clarity regarding the Board's role in the approval of significant bid submissions.

[Mike Harvey left the meeting]

6. Insights reporting

[Anne Hudson joined the meeting]

The Board received an overview of the Insights team and reporting. It noted that the main objective of the team was to manage the risk of not being able to demonstrate ETF's impact to the public and government. The Executive confirmed that the Insights team's scope covered a variety of data sources and processes, which in turn would inform the ETF's activities. The ETF's Public Benefit Report would be a critical tool in demonstrating its impact. The Board discussed the report and its contents. Trustees made a number of recommendations and noted that it would be important to continue to acknowledge the complexity of the FE context and the large number of variables affecting performance.

The Executive welcomed the Board's input and agreed that it would continue to seek Trustees' input into the framework of the Public Benefit Report as it was developed.

[Anne Hudson left the meeting]

7. QTLS & ATS Strategy

[Martin Reid joined the meeting]

The Board received an update on the QTLS and ATS strategy and noted that it had been compiled following consultation with various groups, including the SET Management Board, and that the strategy aimed to create a new pathway for professionalism within the FE sector so that every teacher and trainer could achieve a relevant professional status. The current opportunities and challenges being faced regarding QTLS and ATS were outlined.

The Board sought further information regarding the timeline for breaking even, along with the market size and competition. The Executive confirmed that QTLS made a small margin, but that ATS would require 276 candidates to break even (forecast within the next two to three years). The Board noted that QTLS had around 15% of the market with little to no competition (under the assumption that Masters qualifications were not considered to be competition).

The Board discussed the funding model for QTLS and ATS and noted that the DfE had showed renewed interest in the products. **The Board re-iterated its support for QTLS and ATS, noting that they were both key in positioning the ETF. It asked the Executive to continue to explore ways of raising the profile of both awards.**

The Board noted the QTLS and ATS Strategy.

[Martin Reid left the meeting]

8. Strategic review of business

The CEO and Chair presented a strategic stocktake of the ETF, reflecting on the period since it was established in 2013. The Board had a broad discussion around a number of facets of ETF's strategy. It noted that ETF's relationship with the DfE remained strong and discussed whether there were ways to develop the charity's relationship with other parts of Government (e.g. Treasury); trustees noted that the Insights work around impact and data would support such approaches.

The Board discussed risks and opportunities linked to working internationally; it noted that British education had a strong export value, the Treasury was interested in international work, and conversely that the UK skills shortage challenge continued to be significant. Trustees considered whether the ETF brand and brand recognition needed to be strengthened, to help engage more supportive, customer voices.

The Board reflected on the current size of ETF and its activities, including its reliance on grant funding. The Trustees discussed whether the ETF position and its sector penetration should be reviewed and decisions taken regarding the scale, size and ambition for the organisation. Ultimately, it noted that ETF must continue to ensure the quality of its services and products in order to secure the long term success of the charity, and that collaboration with sector bodies remained vital.

The Board asked that its reflections be collated and considered by the Executive alongside the existing strategy and shared with the new Chair. It noted that these discussions would be used to inform the Executive's thinking for future DfE strategy meetings.

[Sally Dicketts left the meeting]

9. ETF Committee structure

The Company Secretary provided an update on ETF's current Committee structure and sought the Board's views on whether the structure remained fit for purpose. The Trustees reflected that: it was important to maintain a core Committee membership of at least four trustees; they would consider bringing the audit, risk and finance oversight into one committee; the Search Committee worked well in its current guise; duplication of Committee business should be removed or at least reduced; the number of committees should not increase given the number of trustees; a Remuneration Committee was necessary, but would only need to meet annually; the Committee structure should reflect the priorities of ETF and its ways of working (e.g. oversight of bidding activity should feature); and there could be a case for increasing the number of Board meetings and reducing the number of Committees.

The Board asked that the Company Secretary gather the feedback and continue to develop a proposal for the Committee structure for further discussion with the Board and the incoming Chair. The Board noted that any changes were expected to be implemented for the beginning of the next calendar year.

[Dan Williams left the meeting]

[Gina Hobson, Jenny Jarvis, David Russell, John Sills and Lena Tutuvanu left the meeting]

The Board discussed its responsibilities regarding Executive and other appointments. **It confirmed its responsibility for the appointment of the CEO and the Company Secretary. It noted that further Executive appointments were the responsibility of the CEO, but that it would like the CEO to continue to consult with the Board in senior level appointments and departures** (at the present time at COO and FD level).

[Gina Hobson and David Russell joined the meeting]

10. Any other business

The Board noted that the current Chair's term came to an end in October and that this was his final Board meeting. The Board thanked Paul for his contributions over the past six years and for the skilful and courageous way he had chaired the charity.