

INSTITUTE BOARD

Meeting Title	Institute Board (5 July 2017)
Date of Issue	17 August 2017

1. Welcome and Factory Safety Talk

- 1.1 Dame Fiona Kendrick welcomed participants to Nestle, Tutbury before handing over to Eric Heusler, Nestlé's Factory Manager who delivered a presentation on Nestlé's history in Tutbury. Eric also set out Nestlé's health and safety policy ahead of the planned tour of Nestlé's factory later in the afternoon.

2. Closed session for Board members

- 2.1 The Board fed back the key discussion points from their closed session, which focused on their early experience of the approvals process. It was highlighted that the need for good occupational feedback from the Route Panels with peer reviewers in place, would strengthen the process.
- 2.4 It was noted that Board's Audit, Risk and Assurance Committee had agreed the programme of work for the Government Internal Audit Agency (GIAA) - one audit being the approvals process as this is an area of reputational risk.
- 2.5 It was also noted that the Institute has plans underway to support the trailblazers further through the Relationship Managers - this support is currently being developed further.

Action 1: The Chair of the Approvals and Funding Committee to share, via email, the action plan. This item to come back to the October board meeting.

Action 2: GIAA to be advised of the action plan work and to reviewing the timing of the audit.

3. Minutes, actions from the last meeting, declarations of interest

3.1 The Board approved the minutes and actions from the last meeting of the Board on 7th June 2017. There were no declarations of interest.

4. Quality Statement and Indicators

4.1 The Board took a paper on progress of the quality statement and indicators since it last came to the Board in April. It was noted that the Quality Alliance had also considered a similar paper in May and agreed the concept of a quality statement. The Alliance also agreed that a quality strategy should be developed and ultimately owned by them.

4.2 Further work had gone into the quality statement to ensure that it was short and relevant. The draft statement now provides a clear description of what an apprenticeship is, along with a statement of what an apprenticeship is not, which the Board found helpful.

4.3 The Board welcomed the draft statement but advised clarity for the statement, making it clear the Institute was responsible for the quality of the standard and not for quality delivery.

4.4 Further comments from the Board included the need for clarity around language so that the statement came across more authoritative. The Board also suggested that we make clear that 20% off the job training meant that it was time off to train and learn. Collaboration, knowledge, skills and behaviours should be brought forward to appear in the statements main headlines.

4.5 The Board suggested that we say more around apprenticeship needs, and strengthen the impact on individuals' progression and lifelong careers. This could perhaps be covered under the apprenticeship agreement and commitment statement.

4.6 The Board welcomed the emphasis on employer delivery with support from the providers.

Action 3: To consult the Institute's Quality Alliance, Apprenticeship Panel, Stakeholder Reference Panel, and employers via trailblazers and route panels before circulating a further revised draft of the Quality Statement and Indicators to the Board via email.

5. Institute Values

5.1 The Board heard about the work with staff across the Institute on developing a set of core values. Four values had been identified:

- **Excellence/Quality:** Delivering high quality products for all our customers and inspiring others to do the same.
- **Professional:** Acting fairly, honestly and transparently in order to be trusted and consistent in everything we do.
- **Independent:** Making sound decisions based upon strong evidence-based expertise.
- **Collaborative and Inclusive:** Recognising and valuing the input of others and encouraging strong partnerships.

5.2 The Board commended this excellent piece of work. The Board's comments included adding in 'Communication' to the Collaborative and Inclusive value, as well as thinking about where energy and passion could fit in.

5.3 The Board agreed the need for the whole Institute to now live and breathe these values, celebrating them when we do, and calling them out when we don't.

6. Business Plan – Vision & Mission

6.1 The Board received the Institute's draft Business Plan for 2017/18. The plan sets out how the Institute will deliver its key objectives and operational priorities. The Board were asked for initial thoughts on the contents of the business plan.

6.2 The Board asked for a re-focus of the business plan to look at the strategic objectives or the operational objectives, but being careful not to conflate the two. The Board were also keen to see high level and SMART objectives that cover what the Institute is doing right and how well.

6.3 The Board also asked to see more around the creation of the Institute, the move from frameworks to standards, ensuring that employers and quality are at the heart of everything we do.

Action 4: A Board member was nominated to support on the next iteration of the business plan.

7. Report from the Audit, Risk and Assurance Committee

7.1 The Board received an update from the Audit, Risk and Assurance Committee held on 8th June 2017. It highlighted the Institute's responsibilities on risk management. The Board were asked to provide feedback on the proposed approach to risk management and agree the Risk Appetite Statement.

7.2 The Board were positive about the approach but requested the following changes to the Risk Appetite Statement:

- Reputation – minimalist **shift to** cautious;
- Operational delivery – minimalist **shift to** cautious;
- Finance (propriety, legal, compliance and regularity) – Averse **shift to** minimalist.

8. Digital strategy

8.1 The Board were briefed on the Institute's proposed Digital Strategy and invited views. The Board welcomed the strategy but were concerned about the delivery in terms of timescale and the software and kit we use.

8.2 The Board suggested a collaborative peer review approach with the Department for Education.

Action 5: Corporate Effectiveness team at the Institute to follow up with the Department for Education and will bring an update back to the September Board meeting.

9. AOB

9.1 The Board thanked David Hill, Director for Apprenticeships at the Department for Education for his commitment and involvement in the Institute's work to date.

9.2 The Board meeting formally closed with a presentation from the Nestlé Academy apprentices and a tour of the Nestlé site.

10. Next meeting date

10.1 Due to the summer holiday period; there will be no planned August Board meeting. The next meeting of the Board will therefore be on Monday 11th September 2017 at Pfizer's Discovery Park Site in Sandwich, Kent from 11am – 15.00pm.

Date created: 19th July 2017

Version: Cleared 11 September 2017 Board meeting

ATTENDEES

Institute Board	Executive	Other
Antony Jenkins	Peter Lauener	David Hill
Dame Fiona Kendrick	Mike Keoghan	
Dr Kate Barclay	Richard Guy	
Paul Cadman	Helen Knee	
Dame Asha Khemka	Ana Osbourne	
Robin Millar	Huw Moore	
Gerry Berragan	Usama Edo	
Bev Robinson		

Apologies: Toby Peyton-Jones