

MINUTES

INSTITUTE FOR APPRENTICESHIPS & TECHNICAL EDUCATION BOARD

Meeting Title - Institute for Apprenticeships & Technical Education Board

Meeting Date - 21-22 January 2020

Protective marking - Official

Board members present - Antony Jenkins (Chair), Jennifer Coupland Dame Fiona Kendrick, Bev Robinson, Paul Cadman, Robin Millar, Toby Peyton-Jones, Jessica Leigh Jones, Kate Barclay

Institute officials present - Robert Nitsch, Peter Schild, Kristofer McGhee, James Matthews, Surrinder Bal, Amy Smith, Jay Stoll

Other officials present - None

Apologies - Malcolm Press

Welcome and Introductions/declarations of interest

1. Antony Jenkins (Chair) welcomed Board members and participating officials to the meeting. The Chair asked Board members whether they had any declarations of interest to make.
2. Jessica Leigh Jones declared that she had started a new talent management consultancy, which could be a perceived conflict.
3. Dame Fiona Kendrick declared that she was now Chair of PWC's public interest body, but for information only.
4. Jennifer Coupland declared that her husband is now employed in an SEN school as a schools business manager. Board deemed there was no conflict of interest.
5. Kristofer McGhee declared that the Institute had utilised the services of Deloitte for Waves 2 and 3 of the T Levels. As per advice from DfE, the Institute is now engaging Deloitte from the call-off framework for waves 3 and 4.

Minutes, actions from the last meeting, declarations of interest

6. The Board considered the minutes from the last Board meeting on 18 November 2019 and were content to approve them.

Stakeholder Engagement Plan

7. James Matthews, the Institute's Chief of Staff, led the Board into a discussion to appraise the Stakeholder Action Plan following the recent Stakeholder Perception Survey and agree next steps.
8. James outlined suggested priorities for the Institute, including: a commitment to openness and transparency, stakeholder understanding, customer-centricity, consistency and targeted engagement.
9. The Board discussed whether these priorities were appropriate and whether there were any perceived gaps. Members expressed a desire for a more concentrated timetable in which apprentices played a substantial role. There was agreement on the need to review the Institute website.
10. The Board noted the detailed analysis of survey responses; noted the headline engagement activity in response to the 2019 Stakeholder Perception Survey; agreed the priority areas highlighted in the plan.

Action 1: Institute Officials to recast outputs on a clear timeline and use this to monitor progress for stakeholder engagement objectives.

Action 2: Institute Chief of Staff Team to plan, support and deliver April engagements for the Board, including any media work.

Strategy Sessions – Day 1 and 2

11. The Board deliberated over the mission and vision of the Institute, following a high-level overview of strategic context from the Chief Executive. The overview included comment on Brexit, the Government's upskilling agenda and social mobility.
12. The Board agreed that there was a need to draw out the role of the individual in shaping the mission and vision. There was a desire for further conversation on key

phrases within the mission/vision including: value for money, employer involvement and social mobility.

13. The Board expressed a desire for the Institute to establish a greater balance in its strategic principles, given an existing focus on 'efficient solutions'.
14. The Board were asked to provide a steer on three strategic aims for the Institute, to be efficient, collaborative, authoritative, supported by an enabling strand. A second version of the Principles and Objectives was presented to the Board, on which further comment was provided.
15. Members raised the importance of effective advocacy considering the Institute's achievements and substantial network. There was a desire to see the Institute's data utilised to provide insight.
16. Board discussed the need for high engagement rates for the upcoming EQA consultation and noted the Quality Alliance's importance to achieving this.
17. The Quality Assurance Committee should make a recommendation to the Board about the EQA Framework once refined after the consultation.
18. Board stressed the need to simplify working practices through three big organisational challenges: fragmentation, T Levels and pathways. Members also raised the need for a strategic narrative to sit above key objectives.

Action 3: Institute Officials to provide overarching narrative and expand principles.

Action 4: Institute Officials to update strategy, objectives and deliverables to reflect requests for changes and rebalancing from the Board, taking into account the strategic guidance issued by the Department for Education.

Action 5: QAC to make recommendation to the Board on EQA Framework once refined after the consultation

People Survey

19. Peter Schild provided an update on the Institute's Annual People Survey.
20. The Board were asked to note that: the detailed analysis survey results were still

underway; the overall engagement index for the Institute is 66%, down from 71% in 2018; the Institute will be consulting with the Staff and developing an action plan for the end of February 2020; the Board will be updated on progress on the plan at a future meeting.

21. Board discussed the need to promote the mission, vision and values across the Institute. There was further discussion over the respective scores in the Coventry and London offices and the need to better communicate employee entitlements. There was also an acknowledgement to ensure senior leadership visibility across sites was balanced.
22. Board noted the seriousness with which the scores were being treated and agreed to revisit the issue at an upcoming meeting.

Action 6: People Survey Action Plan to be notified to Board in May, with updates provided for information thereafter

AOB

23. The Board met with employers in the North West for a discussion on the Apprenticeship Programme.
24. The Board met with maritime and offshore students at Blackpool and The Fylde College to discuss their experiences as apprentices.

Next Board meeting

25. The next meeting of the Board will take place on at the Institute's London offices on 25 March 2020.

Author-Secretariat, Institute for Apprenticeships & Technical Education

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