



**Minutes of Meeting of the Board of Directors
Held at 11.00am on Wednesday 22nd November 2017
DfE Offices, Sanctuary Buildings, Westminster
London SW1P 3BT**

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| Present: | Chris Brodie | Chairman | CB |
| | Antonia Cox | Non-Executive Director | AC |
| | Natalie Elphicke | Non-Executive Director | NE |
| | Sally Jones Evans | Non-Executive Director | SJE |
| | David Gravells | Non-Executive Director | DG |
| | David Wallace | Acting CEO | DW |
| | Mike Blackburn | Interim Chief Financial Officer | MB |
| | Gary Womersley | Company Secretary | GW |
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| In Attendance: | Philippa Lloyd | DfE | PL |
| | Matt Toombs | DfE | MT |
| | Paula Crofts | DfE | PC |
| | Gareth Allen (by phone) | Scottish Government | GA |
| | Chris Jones | Welsh Government | CJ |
| | Chris Williams | Welsh Government | CW |
| | Sian Kerr (by phone) | Department for Economy (NI) | SK |
| | Peter Lauener | Interim CEO Designate | PL |
| | Derek Ross | Executive Director of Operations (item 3.4) | DR |
| | Paul Mason | Executive Director of Repayments and Counter Fraud | PM |
| | John Evans | HR Director (Item 3.4 only) | JE |
| | Chad Woodward | UKGI (Item 3.5) | CW |

Apologies

No Apologies.

1. Chairman's Opening Remarks and Directors' Matters

CB welcomed everyone to the meeting – there were no declarations of interest.

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2.1 Minutes of the meeting held 27th September 2017

DW clarified that in respect of 3.12 any SLC Estates Strategy would be dependent on the relevant direction/input from DfE/DAs.

Board approved the minutes of the meeting of 25th October 2017.

2.2 Matters arising from previous minutes

GW advised that of the 15 actions listed, 7 were marked for closure – either being complete or on the agenda. GW confirmed in respect of MB281 that an update was now planned for Board in January.

3.1 CEO Report

DW presented the CEO Report.

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DW advised re staff attrition rates, noting that present statistics only reflected attrition from SLC. DW informed that as a key factor was Operations staff moving to elsewhere in SLC, total attrition from Operations would be reported in future.

DW updated re the current status of Pay Remit and Pay Business Case. *

DW provided an Operations Update. DW confirmed that all key statistics continued to be in line with the same point last year. * DW discussed Call Propensity noting ongoing improvements – Board requested that consideration be given to showing PCA figures year-on-year and call propensity per 1000 students. **ACTION MB299 - DR**

DW provided a Repayments Update, *

DW advised that year-to-date had seen 7469 complaints at Stage 1, a decrease of 1.8% from last year. DW also advised that accepted complaints had also fallen 0.1% to 29.5% compared to the same point last year – and that MP to CEO complaints were also down.

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DW provided a Programme Update, noting in particular that due to significant increases to the original project estimate for HE PG, various options had been explored with the aim of reducing

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costs yet protecting delivery – but that it had now been concluded that SLC would continue with the in-flight option to protect delivery.

* Board highlighted the need to further consider positive communications for SLC as per the “You Asked/We’ve Done” format drafted previously - and also link this with SLC’s positive performance on the Balance Scorecard.

Board noted the CEO Report.

3.2 CFO Report

MB presented the CFO Report.

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Board noted the CFO Report.

3.3 Update on Governance Review

MT gave an update on the intended DfE Governance Review.

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Board noted the DfE Update on Governance Review.

3.4 Employee Engagement Survey 2017 Results

JE presented the Employee Engagement Survey 2017 Results.

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Board enquired re the Pay Remit and Pay Business Case, stressing the need for matters to be progressed, particularly in light of the longevity that pay matters had been discussed over the piece at Board. Board discussed the impact of Minimum Living Wage pressures and the need to progress matters in respect of Wales/whole of SLC. Board requested the opportunity to discuss the matter more holistically at the Board December workshops. **ACTION MB301 – JE**

Board noted the Employee Engagement Survey 2017 Results.

3.5 Loan Sale Update

PM presented the ICR Loan Sale Update, with CW from UKGI also providing a Transaction Update.

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Board noted the ICR Loan Sale Update.

3.6 Project Hardrock Update

GW presented the Project Hardrock Update.

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3.7 Implementation of eSignatures Update

DR presented the Implementation of eSignatures Report.

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3.8 EU GDPR Update

GW presented the EU GDPR Update.

GW confirmed that additional resource continued to be on-boarded to the Programme, which would be ongoing in the interim. GW advised on the EU GDPR Communications Plan and progress-to-date. GW updated on the three key workstreams, noting in particular the completion of PI Audits for Repayments and Darlington, two of the most significant groupings for the activity; and that progress had been made in respect of Learning Provider compliance – GW updated on the Programme status and planned activity up to Christmas.

Board requested a Deeper-dive on EU GDPR in Feb 2018. **ACTION MB302 – GW**

Board noted the EU GDPR Update.

3.9 Pension Update

GW presented the Pension Update Report.

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Board noted the Pensions Update.

3.10 Update from Remuneration, People & Organisation Design Committee held on 15th & 22nd November

DG provided an Update from the Remuneration, People & Organisation Design Committees of 15th & 22nd November 2017.

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Board noted the Update from the Remuneration, People & Organisation Design Committees held on 15th & 22nd November 2107.

3.11 Main Board Risk Review

GW presented the Main Board Risk Review.

GW advised that, as previously announced, a new format of Report was being piloted – based on the same reporting suite as the ARC Dashboard, but including a brief narrative.

GW informed that Risks were presented under three Themes – Delivery, Excellence & Resilience; Risks were scored in their Raw, Current & Residual States; and a breakdown of the relevant information presented against each Risk.

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Board noted the Main Board Risk Review.

3.12 Proposed Board Dates April 2018 until March 2019

Board approved the Proposed Board Dates for April 2018 until March 2019.

4. AOB

There was no business raised under AOB.

5. Date of Next Meeting

The Board noted that the next meeting would take place in Glasgow on Wednesday 13th December 2017 at 11.00am.

The Board meeting closed at 13.55pm

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

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more of the exemptions contained in Part II of the Freedom of Information Act 2000 and can be reasonably withheld.