

Register. These focused around:

- i) The cumulative impact of the new funding changes.
- ii) The Institute's readiness for Technical Education.
- iii) Quality of EQA.
- iv) Communicating a compelling narrative to deliver transformation.
- v) Sustainability of Route Panels.

7. Toby summarised the Committee's overall position in mitigating these risks. The Board noted this comprehensive update and thanked the Committee for giving the Board the reassurance that these very important issues were carefully being reviewed.

Update on the Institute's Annual Report and Accounts

8. Toby then briefly updated the Board on the work currently in train to prepare the Institute's Annual Report and Accounts.

9. Toby highlighted the National Audit Office's planned audit of the Institute's accounts in June and pointed out that the Institute would work with a publisher to finalise the document by the end of June subject to the audit. The Board asked that the report clearly reflected the Institute's vision and mission and that messages remained consistent.

ACTION 1: Programme Team to ensure that the Annual Report and Accounts reflects the Institute's vision and mission before sharing the final draft of the report with the publisher following the audit.

Strategic Plan and Business Plan 2018-19

10. Sir Gerry updated the Board on progress against the Institute's Strategy, and Business Plan for 2018/19. Sir Gerry reminded colleagues that the Strategy when published will set out the Institute's priorities over the next three-to-five years. It will be published alongside the Business Plan which will provide greater detail about the objective and activities for the Institute over the next year.

11. Ahead of the design team finalising both documents, Sir Gerry invited final comments from members of the Board. The Board suggested that under *Principle 2* –

Collaborative Relationships in the Business Plan, more could be said on 'how' the Institute will deliver this. Sir Gerry responded and highlighted that the 'how' sits in the Strategy document where there's a natural read across from the Business Plan..

12. The Board also noted that the labelling of *Principle 3 – Building credibility and influencing the landscape* on pages 8 and 11 of the strategy needed to be consistent. The Board also asked that we ensure that *Route Panels* are reflected in the diagram on page 13 of the Strategy.
13. Finally, the Board commended Institute officials for their hard work in developing both the Strategy, and Business Plan 2018/19.

ACTION 2: Programme Team to note the Board's comments and amend the Institute's Strategy.

Information Strategy

14. James Matthews, the Institute's Chief of Staff and designated Chief Information Officer, then presented the Board with the Institute's draft Information Strategy. James highlighted that as the Institute has grown, so too has the amount of information it receives, transmits and interprets. This Strategy sets out a high-level vision for how we manage our information. James walked the Board through the Strategy and invited comments.
15. The Board welcomed the Strategy and reflected the following comments:
 - Should an information breach occur, the Chief Information Officer should report this directly to the Board (via the Chairman) without hesitation.
 - The role of the Chief Information Officer is an important one and it should adequately be reflected in the responsible officers' personal objective/HR record.
 - Data should be seen as an asset. This is an important document and it should be tied into the Institute's wider strategies. A framework that maps out the journey flow as far as this strategy and Institute's draft communications plans fits together would be a good place to start.
16. James thanked the Board for their helpful input and highlighted the work that he will be taking forward to refine this draft strategy over the coming weeks. Thereafter, a more

detailed implementation plan for how this strategy will be realised will be developed.

ACTION 3: The Chief of Staff to refine the Information Strategy and develop an implementation plan. Bring back to a future Board meeting.

ACTION 4: The Board asked to see the Institute's draft Communications Strategy at its next meeting in July.

Update on Management Information (MI) System

17. Alex Wilson, the Institute's Deputy Director for Data Science and Digital demonstrated some of the functionality of the Institute's internal records management system (MI). The Institute will continue to build out the capability of the MI system until an equally capable, but more robust, commercial solution has been identified.
18. The Board commended the work gone in to develop the MI system thus far and extended their thanks to those involved in its development.

Funding – cumulative risk and mitigation

19. Jayne McCann, Deputy Director for Funding talked the Board through the cumulative risk posed by three pieces of work underway on funding i.e. Implementing the Institute's new funding approach; 'stock-review' of funding bands; and moving from 15 to 30 funds.
20. Jayne highlighted that progressing these three pieces of work at the same time creates significant operational and reputational risks. However, once implemented, these initiatives will support the Institute's aims for high-quality apprenticeship standards that are funded at the right level and deliver value for money.
21. Jayne talked the Board through the robust mitigating actions that have been put in place to manage these risks. These risks have also been escalated to the Institute's Corporate Risk register which the Audit & Risk Assurance Committee will have oversight of.
22. The Board noted the risks and mitigations and discussed the need for clear and careful communication with stakeholders. The Board also asked to be kept apprised of developments in the coming months.

ACTION 5: The Funding team to keep the Board abreast of progress with these pieces of work.

AOB

23. There were no other business brought to the Board's attention.

24. The next meeting of the Board will take place on Wednesday 18th July 2018 at the Institute for Apprenticeships, Room 1, 151 Buckingham Palace Road, London, SW1W 9SZ.

Author: Board Secretariat

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ATTENDEES

Institute Board	Executive	Other
Antony Jenkins (Chair)	Sir Gerry Berragan	Rory Kennedy, DfE
Dame Fiona Kendrick	Jane McCann	Jennifer Coupland, DfE
Paul Cadman	Beccy Eggleton	
Robin Millar	Kris McGhee	
Dame Asha Khemka	James Matthews	
Bev Robinson	Surrinder Bal	
Toby Peyton-Jones		

Apologies: Dr Kate Barclay