



Skills Funding  
Agency

# SFA Senior Management

## Our mission:

As an executive agency of the Department for Education (DfE), we will contribute to the government's priorities of driving economic productivity through high quality technical skills and achieving three million apprenticeship starts.

## Our vision:

To enable learners, employers and providers in England to respond to local and national skills priorities.

## Our Executive Management Team:



Chief Executive  
Peter Lauener



Intervention  
Peter Mucklow



National Apprenticeship  
Service  
Sue Husband



Funding and  
Programmes  
Kirsty Evans



Transaction Unit  
Matthew Atkinson



Funding Agencies  
Shared Services Team  
Simon Parkes

## Chief Executive's Office

Leads corporate governance and performance reporting to provide assurance to the Chief Executive. Is responsible for specific corporate functions for the Skills Funding Agency (SFA) and Education Funding Agency (EFA).



**Helen Knee**  
CEO's Office Deputy  
Director

- assures the Chief Executive through the management of his offices and corporate oversight
- protects and enhances the reputation of the SFA and EFA
- manages all statutory information requests, including information assurance and knowledge management standards
- leads effective internal and external communications that is accessible and timely, and based on user need
- lead the Parliamentary activity including briefings, PQs and Select Committees
- lead on the estates strategy for the SFA and the operational activity for running the SFA offices
- Deputy SIRO for the SFA

## Funding and Programmes

Leads on over £3 billion of public funding, including programme budgets for colleges, training organisations and employers. Is responsible for the design and delivery of funding and contracting systems.



**Una Bennett**  
Funding Mechanism  
Deputy Director

- delivers, operates and continually improves apprenticeship systems and services for employers, apprentices and providers and to meet policy objectives
- develops and delivers the funding systems for further education and apprenticeships, ensuring they are easy to use and minimise costs and burdens
- develops digital apprenticeship services with DfE and HMRC which provide seamless, easy to use services for all users, including employers, apprentices, learners, colleges, providers and all others who support the apprenticeship levy and the wider apprenticeship programme
- leads on determining and maintaining funding values (rates and bands) and calculations for apprenticeships, adult skills and loans
- monitors value for money in the funding system
- works with colleagues in DfE and the Institute for Apprenticeships to support the wider apprenticeships programme and its goals



**Sharon Forton**  
**Programme Delivery**  
**and Implementation**  
**Deputy Director**

- designs and implements the annual funding rules for adult skills, apart from apprenticeships
- plans and manages the distribution of all adult skills funding, including 16 to 18 and 19+ apprenticeships, providing high quality modelling, performance reporting and financial forecasting, ensuring that appropriate controls are in place
- designs and operates systems which give assurance that providers are in good financial health and are delivering quality training
- coordinates SFA counter fraud activity, leading the design and practice of vetting and provider investigations.
- designs and implements investment strategies for over £3bn of participation and support funds
- establishes annual allocation methodologies, setting out clear and concise rules for in-year and year-end performance management
- establishes management response to performance issues
- develops and delivers Advanced Learner Loans
- leads SFA capital funding programmes, ensuring that programmes are effectively and efficiently closed
- develops and implements capital policy, and leads on professional/ technical support to DfE/SFA in delivering skills capital programmes
- implements and reports on subcontracting policy



**Karen Sherry**  
**Business Operations**  
**Deputy Director**

- designs and delivers the operational business cycle
- designs and implements an accurate and timely contracting process
- delivers comprehensive provider management to SFA providers, including the management of any provider change activities
- delivers the end-to-end contract and performance management for all funded programmes including ESF, AGE and loans
- provides the key point of contact for providers into the SFA including the operation of an expert Service Centre, which is the first point of contact for all data, funding and system queries, from providers and employers and citizens
- ensures ESF providers are compliant by visiting and reviewing evidence
- assists DfE and the Managing Authority to embed new programmes in local areas
- manages ESF and match delivery on behalf of the LEPs

## National Apprenticeship Service

Drives growth in apprenticeships – of both learners and employers – towards the delivery of three million high quality apprenticeship starts by 2020.



**Karen Woodward**  
Employer  
Relationships Deputy  
Director

- supports employers to take greater control and ownership of apprenticeships
- supports Trailblazer groups to develop apprenticeship standards
- provides a dedicated account management service to key levy-paying employers to help them start or expand their apprenticeship programme
- supports employer strategic networks (such as the Apprenticeship Ambassador Network and Apprenticeship Delivery Board) to drive greater growth in apprenticeships



**Joe Billington**  
Customer  
Engagement Deputy  
Director

- increases apprenticeship starts by encouraging more businesses to have more apprentices, and helping more people to apply to become an apprentice
- manages information, advice and guidance services for learners and businesses to help them make informed training and career choices including the management and development of the National Careers Service
- coordinates the delivery of National Apprenticeship Week, the National Apprenticeship Awards programme and other events to raise the profile of apprenticeships
- establishes strategic relationships with intermediaries to ensure that the benefits of apprenticeships are presented to a wider audience

## Intervention

Leads a joined up approach to intervention across the SFA and EFA.

- identify institutions at risk, using analytical tools and local intelligence
- implement a range of early and formal intervention strategies to prevent or remedy poor provider performance
- manage Exceptional Support Funds (ahead of transfer to the Transaction Unit) to sustain general further education colleges on a temporary basis when they would otherwise be insolvent and collapse
- lead and deliver the National Area Reviews programme
- support Area Review decisions to restructure colleges ensuring effective use of restructuring funds



**Paul Lucken**  
Deputy Director,  
Intervention South &  
South West



**Karen Riley**  
Deputy Director,  
Intervention Midlands  
& East



**David Jeffrey**  
Deputy Director,  
Intervention London  
& South East



**Paul Williamson**  
Deputy Director,  
Intervention North



**Nick Rashley**  
Deputy Director,  
Central Intervention  
Team

## Transaction Unit

Works across the SFA and EFA to arrange Exceptional Financial Support and to ensure conditions for this support are met.  
Supports change to deliver a strong, stable provider network.

- manages proposals for Sixth Form Colleges to become academies
- negotiates and agrees recommendations for Exceptional Financial Support.
- advises Area Reviews on conditions for applications to the Restructuring Facility
- assesses and challenges college restructure plans, both those coming from Area Reviews and earlier plans, when they included a case for Restructuring Facility funds
- supports and manages internal and external scrutiny boards for restructuring proposals, and manages sign off from Accounting Officers and HM Treasury
- works with SFA, DfE and EFA to ensure funding conditions are met

## Funding Agencies Shared Services Team (FAS<sup>2</sup>T)

Formed on 1 April 2016, this new shared service brings together common functions within EFA and SFA to provide efficient, secure payments, financial assurance, IT and data analysis services. Is part of both agencies equally, with some staff reporting into SFA and some to EFA.

- making accurate and timely payments of £60bn to education providers
- providing audit and assurance on the proper use of public funds
- providing EFA and SFA with expert financial advice and guidance on forecasting, budgeting and accounting
- providing high-quality data and analysis, digital and technology services

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