



Date 9 December 2021
Subject ESFA Management Board
Security classification **OFFICIAL – FOR PUBLICATION**

Present Martin Spencer (MS) – Chair
Hunada Nouss (HN)
Stuart McMinnies (SM)
John Edwards (JE)
Peter Mucklow (PM)
Matt Atkinson (MA)
Owen Jenkins (OJ)
Kirsty Evans (KE)
Warwick Sharp (WS)
Susan Lovelock (SL)
Sarah Whitehead (SW)
Rebecca Loveday (RL)
Claire Montgomery (CM)
Aimée-Leigh Musgrave (ALM)
Timothy James (TJ)
Dame Irene Lucas-Hays (IL) – item 2
George Chachou (GC) – item 5
Bal Toor (BT) – item 6
Simon Parker (SP) – item 8
Ian Coates (IC) – item 8
Emily Simons (ES) – item 9

Observer Rob Kennaugh (RK)

Apologies Charlotte Briscall (CB)

1. Welcome and introductions – MS

- 1.1. MS opened the meeting, reminding attendees about confidentiality. There were no new declarations of interest.
- 1.2. Apologies were received from CB, RL attended as deputy.
- 1.3. Minutes from the 15 September 2021 Management Board and the 8 November 2021 joint Management Board and Audit and Risk Committee meeting were accepted.
- 1.4. All outstanding actions were closed.

2. Farewell and thank you to Dame Irene – MS / JE / IL

- 2.1. MS thanked IL for her contribution to the leadership of the ESFA, in her capacity as ESFA Management Board Chair from February 2019 to October 2021.
- 2.2. Members recognised IL's contribution to ESFA over her 3-year tenure and the impact she has on young people's lives, expressing the agency's appreciation and thanks.
- 2.3. IL reflected on her time as chair and expressed her gratitude for what the board and ESFA achieved together in that time.

3. Interim Chief Executive's update – JE

- 3.1. JE introduced and welcomed MS as the ESFA Management Board's Interim Chair.
- 3.2. JE set out the return to working from home in line with government guidelines.
- 3.3. JE noted that a number of ESFA colleagues and teams had been recognised at a virtual DfE awards ceremony, held for internal staff.
- 3.4. WS represented ESFA at the [Public Accounts Committee \(PAC\) oral evidence session on the inquiry into financial sustainability of schools in England](#) on 8 December 2021.

4. ARC update – HN

- 4.1. HN provided a brief overview of the 2 December 2021 ESFA Audit and Risk Committee meeting, noting:
 - [ESFA's annual report and accounts for 2020 to 2021](#) has been published and laid in Parliament
 - the National Audit Office (NAO) management letter is expected in early 2022
 - the [NAO report on financial sustainability of schools in](#)

[England](#) has been published

09/12/2021 Action 1 – MA to work with NAO to scope out recommended assurance activities for 2021 to 2022 and the resource requirements to complete them.

5. Performance update – GC

- 5.1. GC gave an overview of the latest ESFA performance and risk committee (PaRC) meeting, noting 2 new strategic risks.
- 5.2. The board discussed and accepted the report with no changes.

6. People update – BT

- 6.1. BT gave an update on the work of ESFA's People Team.
- 6.2. Annual Civil Service people survey results are expected shortly.

7. External board effectiveness review

- 7.1. TJ set out the recommendations, and a suggested approach and timeline for their implementation.
- 7.2. The board accepted the recommendations and approved the outline implementation plan.

8. Future DfE update – SP

- 8.1. SP provided an update to the board on the Future DfE transformation programme.

9. ALB Review update – IC

- 9.1. IC provided an update to the board on the ongoing ALB Review of ESFA.

10. Agency Change & Transition update – ES

- 10.1. ES gave an overview of how ESFA's internal agency change and transition (ACT) team is planning for implementation of the ALB Review and Future DfE work.

11. Director updates – OJ, RL, WS, KE, SW, MA, PM, SL

- 11.1. Each ESFA director gave a summary of the key challenges and achievements of their respective directorates since the last board meeting, including performance and risk updates.

12. Any other business

- 12.1. No other business was raised at the meeting.

12.2. The next meeting will take place on 10 February 2022.