



**Date** 10 February 2022  
**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)  
Jonathan Childs (JC)  
Matt Atkinson (MA)  
Owen Jenkins (OJ)  
Kirsty Evans (KE)  
Warwick Sharp (WS)  
Susan Lovelock (SL)  
Sarah Whitehead (SW)  
Claire Montgomery (CM)  
Aimée-Leigh Musgrave (ALM)  
Rob Kennaugh (RK)  
Madelaine Drury (MD) – item 3  
George Chachou (GC) – item 5  
Harry Warren (HAW) – item 7  
Heather Whitver (HEW) – item 8  
Simon Parker (SP) – item 9  
Lindsey Henning (LH) – item 10

**Observer** Esther Moxon (EM)  
Radhika Majithia (RM)

**Apologies** Bal Toor (BT)

## **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 BT, MD attended as deputy.
- 1.3. Minutes from the 9 December 2021 Management Board were approved with one clarification.
- 1.4. All outstanding actions were closed.

## **2. Interim Chief Executive's update – JE**

- 2.1. JE and WS represented ESFA, with DfE Perm Sec, at [the Public Accounts Committee \(PAC\) oral evidence session on the Academies Sector Annual Report and Accounts 2019-20](#) on 24 January 22.
- 2.2. JE highlighted some of the work currently underway within the ESFA, including budget planning, challenges with contract management, and support for staff to return to office.
- 2.3. JE acknowledged Future DfE organisational changes planned for 1 April 2022. JE reflected on the achievements of the ESFA since 2017 and thanked staff for their achievements within the agency.

## **3. People update – MD**

- 3.1. MD outlined the work of the people team including highlighting offers of support for staff during the transition to a new agency and return to office.
- 3.2. Members congratulated ESFA colleagues on the recent People Survey results.
- 3.3. The 2022-23 People plan is currently being drafted.

## **4. ARC update – HN**

- 4.1. HN gave an update on Annual Report and Accounts ARC workshop on 8 February 2022.

## **5. Performance update – GC**

- 5.1. GC gave an overview of the latest ESFA performance and risk committee meeting, noting 3 newly escalated risks.
- 5.2. The board discussed and accepted the report with no changes.

## **6. Director updates – OJ, RL, WS, KE, SW, MA, JC, SL**

- 6.1. 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.

**7. Business planning update**

- 7.1. HAW set out the recommendations for the 2022-23 Business Plan including a suggested approach and an implementation timeline.
- 7.2. The board accepted the recommendations and approved the suggested approach.

**Action 4** – SW/HEW to update members on progress and approach to the financial planning aspects of the 2022-23 Business Plan.

**8. Annual Report and Accounts (ARA) progress update**

- 8.1. HEW provided an update to the board on the ARA 21-22 timetable, 20-21 Audit Plan and NAO Management letter.

**9. Future DfE update**

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

**10. Agency Change & Transition update – LH**

- 10.1. LH 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. LH will bring a further update to the next meeting

**11. Any other business**

- 11.1. No other business was raised at the meeting.
- 11.2. The next meeting will take place on 6 April 2022.