

## **Draft Minutes of the Sport England Board meeting of 20 June 2022**

(Sport England's Offices, 21 Bloomsbury Street, London and by videoconference)

### **Members** Chris Boardman, Chair

Azeem Akhtar

Rashmi Becker

Chris Grant

Andy Long *[videoconference]*

David Mahoney (recused for item 11)

Tove Okunniwa *[videoconference]*

### **Officers** Ali Donnelly – IED, Digital, Marketing and Communications ([items 5-16])

Nick Evans – Head of Planning (item 12)

John Harrison – Head of Partner Performance (item 11)

Lizzie Hughes – Director, Special Projects

Richard Mabbitt – Board Secretary

Simon Macqueen – Director, Strategy

Jayne Molyneux – Director, Children and Young people

James Morris – Principal Planning Manager, Football (items 12-13)

Rachel Musson – Interim Chief Financial Officer (videoconference)

Nick Pontefract – Chief Strategy Officer

Phil Smith – ED, Partnerships

Viveen Taylor – Interim Director, Policy and Integrity

Duncan Truswell – Strategic Lead, Talent & performance (items 12-14)

### **Guests** Adam Conant – Head of Sport, DCMS (Items 1-14)

### **Apologies** Ian Cumming (Board member)

Karen Pickering (Board member)

Tim Hollingsworth – Chief Executive Officer

## **1. Welcome**

1.1 Chris Boardman welcomed attendees.

## **2. Apologies for absence**

2.1 Apologies for absence had been received from Board members Ian Cumming and Karen Pickering, the latter having provided some commentary on items 10, which the Chair would relay. Tim Hollingsworth had also tendered apologies: other officers would deputise as necessary.

### **3. Declarations of Interest**

- 3.1 David Mahoney would recuse from item 11, given his interest in the ECB.
- 3.2 Board members noted that Andy Long had recently registered his interest as a member of the Interim Board of Active Travel England.
- 3.3 No other declarations of interest were made by members additional to those already registered. In respect of item 13. The Chair noted Tim Hollingsworth's declared interest as a member of the Board of the Football Foundation

### **4. Minutes of previous meetings**

- 4.1 The Board agreed the minutes of meetings of 28 March (paper MB22-34 subject to correction of Chris Grant's attendance and presentational amendments to paragraphs 12.3 and 12.4 (agreement of which was delegated to the Chair and Chris Grant): **Action: Chair** to discuss offline with Chris Grant.

### **5. Actions arising**

- 5.1 The Board was content with progress against the action points logged at paper MB22-35. It asked that officers review the longer standing items for relevance, and re-cast them if necessary for review at the next Board meeting. **Action: Richard Mabbitt** to co-ordinate with action holders.
- 5.2 Since the last meeting the Board had also agreed by correspondence to the extension of Ian Courts' co-option to the ARGC (paper MB22-33 refers).

### **6. CEO update**

- 6.1 Nick Pontefract spoke to paper MB22-36.
- 6.2 Board members noted updates on non-executive appointments. With Natalie Ceeney's second term having now concluded, the Board **AGREED** that Andy Long should act as senior Independent Director in the absence of a formally appointed Vice-Chair.
- 6.3 Board members reflected on the updates on senior executive appointments, Sport England restructure and staff survey. Board members

- a) looked forward to the arrival in August of Lisa Dodd-Mayne as Executive Director for Place, and Jeanette Bain-Burnett as Executive Director for Policy and Integrity;
- b) felt that while staff survey results overall were strong (especially given the timing of the survey) and notwithstanding work in hand to investigate areas of concern, Board sight of executive action here would be helpful. This was particularly important in the light of significantly increased staff turnover. As with other organisations, external factors were at play here, with Sport England's response constrained by its pay remit from Government;
- c) noted the need for further investigation of reported staff reticence about sharing views without fear or judgement;
- d) acknowledged the impacts of staff anxiety about the London office move and wider future flexible working arrangements;
- e) flagged the importance of 'potential to develop at Sport England' and how the development culture at Sport England was manifested, including mandating training and the time available to do so;
- f) noted the benefits of internal 'sideways' movement, underpinned by talent and development mapping;
- g) highlighted the importance of providing constructive feedback to unsuccessful internal job applicants.

Board asked for a short follow-up paper on Sport England response to staff turnover, retention and development and responses to the staff survey. **Action: Nick Pontefract**

6.4 The Board was pleased that after extensive discussion between NAO DCMS and Sport England, the findings of the NAO value for money review of Sport Participation, now nearing sign off, were likely to be better contextualised and more reflective of the rationales and complexities of increasing participation in sport. The Board noted that, with ongoing pressures on public expenditure, it was important that Sport England continued to make a strong and evidence-based case for the societal benefits of *Uniting the Movement* and its complementarities to wider government agenda, including through its public affairs work with parliamentarians.

6.5 The Board noted the update on risk. It supported the more collaborative approach to risk trialled at the Senior Leadership Team scoping session and felt that – subject to the timing of new member appointments and arrivals – a focussed session on risk could be a mutually useful part of the induction process, or of new members' first meeting. **Action: Lynsey Tweddle** to factor into ongoing risk management activity.

- 6.6 The Board was content with proposals to alter the requirement for affiliation to a recognised NGB in Sport England's funding policy in respect of Karate. Board therefore **AGREED** amendments to the funding policy affiliation requirement set out in the paper and **DELEGATED** authority for agreeing the suitable regulatory framework to the appropriate Executive Director(s).  
**Action: Phil Smith** to progress accordingly

## 7. Equality, Diversity and Inclusion report

- 7.1 Rashmi Becker and Viveen Taylor spoke to the report at paper MB22-37.
- 7.2 Board members reviewed the Diversity Inclusion Action Plan dashboard annexed to the report. Board members
- a) felt the dashboard was a well-presented and helpful snapshot of current status.
  - b) asked for further national (post 2021 census results) and sectoral (leadership and participation) diversity statistics, to contextualise and assess 'where did we come from and where are we headed?' prior to the routine EDI update at the September Board meeting. **Action Nick Pontefract** to produce short paper on direction of travel and context against national and sectoral benchmark statistics.
  - c) emphasised the importance of EDI Group oversight in evaluating and articulating Sport England's internal journey and narrative on diversity and inclusion and identifying areas where course corrections were needed.
  - d) Noted that while the staff survey was generally positive, there remained discrepancies by protected characteristic and in perceptions about support and potential to develop/make changes. It was pleased that the staff networks were involved in exploring these further.
- 7.3 Board noted the summary of Sport England's current membership of equality organisations to support its efforts to pursue better practice. It was content that these relationships were being managed appropriately at this stage and that these would continue to be regularly reviewed for relevance and alignment to organisational values.
- 7.4 Board members were pleased by the positive reactions of stakeholders to the *Talent: More of What Works* and *Closing the Gap* events in Manchester and thanked organising staff and GreaterSport for their efforts in setting up the events. The Board noted that follow-up was already under way, with digital engagement webinars and podcasts being hosted and covering

different equality, diversity and inclusion topics, to advance the conversations initiated at the event.

- 7.5 Board members noted ongoing work with Perret Laver in support of more diverse Board representation in the sport and physical activity sector, supporting improved governance.

## **8. Finance Update**

- 8.1 Rachel Musson reported that the new Investment Management System was expected to go live in September. ARGC Independent member Ian Courts had continued to play a helpful oversight and advisory role to the project implementation group
- 8.2 The Board noted the Finance Report at MB22-38 with no further questions.
- 8.3 Rachel Musson reported that Sport England's finance function was affected by staff turnover, but the Annual Report and Accounts were in hand nonetheless. Board noted that the NAO had now started the audit and it was currently at an early stage.
- 8.4 The Board reviewed the suite of draft Annual Report and Accounts (ARA) documents (MB22-39; MB22-39a; MB22-39b; and MB22-39c). There were no substantive amendments requested by members, and some typographical issues were noted for correction. The Board noted that the Sports Council Trust Company (SCTC) Subsidiary ARA had been signed off by the SCTC Board on 7 June 2022 and the English Sports Development Trust (ESDT) was due to sign off the ESDT ARA on 21 June 2022.
- 8.5 Board members noted that changes expected to parliamentary recess dates would affect the ARA timetable. The production schedule was under discussion with NAO, but it was not now likely to mesh neatly with proposed September ARGC and Board meetings. Moreover, with key Board members (including ARGC Chair Andy Long), due to step down in September and October, the Board could lack experience and organisational knowledge even if Government's appointment process concluded in time to afford quoracy. (**Action: Rachel Musson; Chris Boardman and Andy Long** to discuss contingency arrangement in respect of ARA sign-off). With this caveat, the Board was content with progress overall and thanked finance team staff and colleagues for their hard work to date under challenging circumstances.

## 9. Updated Budget and 3 year Medium Term Financial Plan

- 9.1 The Board reviewed updates to the 2022-23 budget presented at paper MB22-40. Board members noted and were content that:
- a) *Uniting the Movement* implementation plan scoping had largely been completed, and the paper reflected the resulting work and programmes with budget need identified for both awards and sports development (recognising the Sport England's role supporting others in the 'ecosystem');
  - b) there would be further changes in-year as work moved to delivery phases. The Board supported this approach of flexibility and adjustment on the basis of continual forecasting;
  - c) Lottery flexibility included in the March budget had been utilised on funding programmes and sports development;
  - d) the 2022-23 settlement from DCMS was now confirmed, including a 2% uplift across all grant-in-aid allocations. In addition, School Games Organisers funding from DHSC, and Diploma in Sporting Excellence funding from DfE had now been confirmed. National Football Facilities Strategy funding from DCMS was not yet confirmed;
  - e) the budget did yet not include full resourcing requests associated with delivering the *Uniting the Movement* implementation plan. Officers were currently identifying resourcing required against known resource availability.
- 9.2 The Board noted that a Medium-Term Financial Plan (MTFP) had been introduced as a planning tool, and that this would be refined going forward to create a rolling 3-year budget for future budget cycles. At this stage the MTFP offered a high-level financial position calculated on the same basis as the 2022-23 updated budget. The Board welcomed the MTFP.
- 9.3 The Board noted and were content with the analysis of Lottery cash projections mapped against *Uniting the Movement* commitments in the paper.
- 9.4 The Board discussed the requirement set by Government for Arms' Length Bodies (ALBs) in receipt of exchequer admin funding to model 5% and 10% Admin savings to be achieved by 2024-25. While these were not required for the current year, actions to meet this requirement could potentially affect the 2022-23 budget if the savings requirements were advised at a later date (this was not presently the case). The Board noted that ALBs were required to model to absorb inflationary pressures. ALBs were not included in the

government target for a reduction in the civil service headcount to 2016 numbers, as employees were not civil servants. Officers would update the Board in due course if further action was required on the savings exercise.

- 9.5 The Board noted the current volatility and complexity of the financial planning environment, and the need for Sport England to remain responsive to exigencies (including through emergency or seasonal packages) and alert to impacts on its own effectiveness (including cost-of-living impacts on staff and staffing). The Board felt that this volatility and complexity represented an overarching delivery risk and asked that it be considered as part of the risk discussions requested at item 6.5 (**Action Nick Pontefract / Rachel Musson/ Lynsey Twedde**). The Board also felt that there was an important role for Sport England in facilitating access to and understanding of sectoral data and insight by decision-makers, including Government, such that decisions were made with a full understanding of impacts for other parts of the sports and physical activity ecosystem.
- 9.6 On this basis, the Board **APPROVED** the updated 2022-23 budget **Action: Rachel Musson** to keep budget under review and report substantive further amendments to ARGC and Board as required.

## **10. The Whyte Review**

- 10.1 Board members had been separately briefed by officers pre-publication on the Report of the independent investigation commissioned by Sport England and UK Sport and conducted by Anne Whyte QC (filed as Paper MB22-41) following serious allegations of mistreatment within the sport of gymnastics. Further to this, the Board was briefed on events around the Report's publication (on 16 June 2022); the initial response from British Gymnastics with UK Sport and Sport England; and reaction from the sector, stakeholders, and media.
- 10.2 The Board welcomed the rigorous approach of the review and the quality of the published report. The Board endorsed and **SUPPORTED** the findings and recommendations set out in the Report and **AGREED** that Sport England should actively help and support those charged with their implementation, building on work and relationships already in train.
- 10.3 The Board acknowledged that the individual cases and systemic patterns of mistreatment described in the Report presented an extremely disturbing and challenging narrative for those involved in gymnastics and its administration, and indeed for anyone committed to promoting the

benefits of sport and physical activity more generally. Board members recognised the bravery, honesty and determination of those who had provided deeply personal evidence of mistreatment and trauma. They hoped that the Report provided at least some resolution for those affected, and that surfacing and sharing such painful truths would give impetus and direction to the positive changes that had begun to happen.

- 10.4 The Board reflected on the implications of the report for the immediate relationship with and investment in British Gymnastics. It noted immediate Sport England action in hand and existing work being developed further. This included reflecting the Report's findings and recommendations in the ongoing and active contract and performance management of the current system partners relationship with British Gymnastics as a system partner. It meant close scrutiny of British Gymnastics' capacity and resources to improve further against the recommendations of the report and the wider recommendations of the *Duty of Care in Sport* Review conducted by Baroness Grey-Thompson. In parallel, Sport England would be reassessing the various past investments and awards to British Gymnastics; the mechanisms then in place to secure due assurances from it about its governance of the sport; and the opportunities to strengthen these, given that Sport England was constituted as a funding rather than a regulatory or investigatory body.
- 10.5 The Board also reflected on the implications of the report for the wider sport system. It was too early for solutions and the Board asked for officers to take some time to consider and return with relevant conclusions and actions in September, but there were some clear themes already emerging:
- a) Coaching cultures and systems
  - b) Safeguarding processes and resources
  - c) Whistleblowing and complaints provision
  - d) Governance, assurance, and leadership
  - e) Reliance on the volunteer model
- 10.6 The Board was pleased to note that *Uniting the Movement* and its implementation plan anticipated these areas of work. Officers were directed to examine that plan in the light of the Whyte Review and strengthen or amend it accordingly.
- 10.7 The Board noted the wider leadership role that Sport England was playing, including its part in commissioning the Whyte Review. It felt that Sport England could usefully deploy its considerable influence and its expertise in



cultural change to promote tangible outcomes; common direction; and meaningful ownership among the many organisations who needed to be engaged here. At the same time, the Board was keen that the growing movement for safety, inclusion and wellbeing in sport (including DCMS and Secretary of State's personal commitment to women's and girls' engagement) did not conflate this sectoral leadership and convening role with that of a regulatory body. Sport England could and did lever change through funding and conditionality. But it was not constituted as a regulator, and had no regulatory or investigative powers

- 10.8 The Chair flagged the importance of self-awareness by Sport England about how it had funded British Gymnastics in the past; how assurances had been secured; and what lessons there were for the future. He highlighted the need for Sport England to be clear about its role going forward. It could not be a regulator, but that did not absolve it from taking a leading role in supporting positive change, and getting others to do what was needed. He flagged the importance of clear routes for escalating concerns about inappropriate behaviour, and swift clear and proportionate responses that prioritised the wider welfare of the people involved. **Action: Phil Smith, Jayne Molyneux** to provide detailed update at September Board meeting taking into account Board's comments, with any substantive developments flagged to the Board in the meantime.

## **11. System Partners**

- 11.1 Phil Smith and John Harrison introduced paper MB22-42 which updated the Board on the progress of the remaining partners in Track 4, and the ongoing development of learning and evaluation in the system partners investment process. Board members noted and were content with progress reported.
- 11.2 Further to discussion at prior meetings (past papers MB21-97; MB22-04b; MB22-12 refer), Phil Smith and John Harrison introduced paper MB22-43 setting out recommendations for system partner investment in the England and Wales Cricket Board (ECB).
- 11.3 In principle, the Board remained open to the opportunities a system partner relationship with ECB, as set out in the paper, would bring. It noted cricket's reach as a sport, its role in communities and its potential for attracting new participants from a range of backgrounds.
- 11.4 The Board discussed:

- a) the continuing scrutiny that ECB and Cricket more widely were undergoing with regard to racism and racial inequality. The Board felt that the size, reach, cultural significance and prominence of the sport meant that cricket's success or failure in addressing these problems would be symbolic and influential across the sector and beyond;
- b) the role of the County Cricket Boards and the ongoing challenges and dynamic with ECB in the administration of County cricket;
- c) the ECBs twelve-point action plan currently under way, noting that ten actions were not or not yet fully met;
- d) the independent Commission on Equity in Cricket, which would report later in the year;
- e) the changes in Senior leadership at some clubs and at ECB itself.

11.5 The Board felt strongly that in order for a system partner relationship to be meaningful and effect real change against uniting the Movement objectives there needed to be from the outset:

- a) demonstrable ECB senior leadership buy-in to an approach and way of working that ensures tackling discrimination and inequalities is at the heart of the ECB's ambition;
- b) demonstrable ECB leadership and positive progress in evolving the governance of the Counties, beyond compliance through to sustained culture change, including in respect of diversity and inclusion within Counties.

11.6 With one member dissenting, the Board **AGREED** to progress the grant award **CONDITIONAL TO** strengthened and more specific conditions of award relating to these priorities being developed to sustain and accelerate ECB's change journey. Given the significance and sensitivity of the award, members asked for sight of these additional conditions before they were finalised. **Action: Phil Smith** to develop strengthened conditions in line with the Board's steer and share with Board for information, before progressing system partner agreement with ECB.

## **12. Active Places and the GIS Managed Service** (for decision)

12.1 Nick Evans presented paper MB22-44 which set out proposals for the re-development and continued provision of the Active Places Database (plus related Active Places Power (APP) B2B website; Active Places Data Platform (APDP); and Active Places data dissemination solutions) and the Geographical Information System (GIS) managed service.

- 12.2 The Board was content with the argument set out in the paper and noted the strategic importance of geographical information for Sport England and the sector at large, including crossover with active travel planning data. It **APPROVED** commencement of procurement of a contract up to £2,233,240 in value for the re-development and continued provision of Active Places and GIS managed service for a period of four years. Board also **AGREED** the procurement route set out in the paper: **Action: Nick Evans** to progress

### 13. Football/Multisport pitches

- 13.1 James Morris presented paper MB22-45. Setting out the business case for lottery funding a grass pitch improvement programme for cricket, rugby league and rugby union building on the Football Foundation's multi-sport offer. The investment would target key audiences and places to address inequalities in access to good quality pitches.
- 13.2 The Board noted that Investment Committee had considered the proposal and were supportive. The Board was content with the mechanisms in place for community consultation and engagement, and with how the proposals sought to manage environmental impacts. They noted the support expressed for this initiative by the Football Foundation Board.
- 13.3 The Board therefore **APPROVED** arrangements set out in the paper for the Football Foundation to deliver the £15,300,000 grass pitch funding programme as proposed. It noted that the announcement of the Grass Improvement Fund would form part of a wider multi-sport campaign launch in August linked to the Pitch Power app. With the Board's next formal meeting scheduled for September it was content that its stage three approval be secured by correspondence **Action: James Morris** to take forward proposals to Investment Recommendation stage.

### 14. Commonwealth Games England (CGE) Investment

- 14.1 Duncan Truswell presented paper MB22-46 seeking Board agreement to invite CGE application for future strategic investment, and its agreement of the broad investment approach arising.
- 14.2 Discussing the role of Sport England in funding elite sport, the Board noted the mandate for doing so in its Royal Charter, and the emphasis on the transformative power of high-level sporting success set out in *Sporting Future* and current DCMS thinking. It felt that the inclusive ethos of CGE and the exemplary role of Team England; together with Sport England's strategic

engagement with and support for the Birmingham 2022 Games and its legacy augured well for this to be an investment that would have impacts significantly beyond its direct beneficiaries. It noted the success measure of engendering a sense of proximity and affinity between the athletes/team and the communities and the nation they represented.

14.3 The Board therefore **APPROVED** formal solicitation of CGE to apply for up to £6,000,000 of Sport England Lottery funding to deliver the proposals set out in the paper.

14.4 The Board also **APPROVED** an approach to any funding that would mirror the principles, processes, and timelines of system partner track 4 investment process, noting the specific intent to determine the role of CGE within *Uniting the Movement*, in addition to determining the recommended level of 'delivery' investment associated with the costs of the preparation and presentation of Team England in Victoria 2026.

14.5 **Action: Duncan Truswell** to progress solicitation in line with Board steer.

**15. Sport Survival Package (SSP): delivery role, budget and bridging supplier contract**

15.1 Lizzie Hughes spoke to paper MB22-47, reporting that in the short-term Sport England continue to manage the live portfolio, but DCMS was currently seeking approval, via a Green Book Business Case process, for future management arrangements including access to administration budget. The Green Book case proposed that Sport England would play a central role in the SSP's long-term management. This would require agreement of significant changes to governance and access to specialist services, with transition to the new arrangements throughout 2022/23.

15.2 The Board considered the proposal in the paper for a single tender action to secure the continued services of Sporting Assets. It was content that due process had been followed and that the outstanding support provided by this supplier and the bridging nature of the procurement merited a single tender action in this case. The Board therefore **APPROVED** the proposed Single Tender Action for loan book management supplier services for the transition period until December 2022, noting that progression was conditional upon parallel agreement by DCMS under the Green Book proposals. **Action Lizzie Hughes** to take forward.

15.3 Board members reflected on the residual risk around its ongoing role on

SSP. It noted that the future management proposals (a hybrid approach integrating access to expertise from a centrally procured Managed Service Provider on loan book management services, specialist and legal expertise with a lead programme management role for Sport England) remained within the 'red lines' of risk articulated at prior Board meetings. The Board noted residual risks related to knock-on impacts on Sport England's capacity to deliver elsewhere, of failure to programme-manage effectively, and of collateral reputational damage in the event of 'big name' loan recipients encountering repayment or other problems. On balance, however, they felt that the benefits of continued active engagement in SSP rendered these risks tolerable.

- 15.4 The Board therefore **AGREED** to a continued role of Sport England in the management of the SSP as instructed by DCMS and subject to Government agreement of Green Book proposals. **Action Lizzie Hughes** to progress.

## **16 Any other business**

- 16.1 Lizzie Hughes reported that following the successful government-backed bid for the Women's Rugby World Cup (RWC) 2025, DCMS budget allocation for the event and legacy programme had gained outline Green Book Business Case approval, and Sport England had received a duly revised exchequer settlement. The Sport England Board would shortly be asked to approve the award to the Rugby Football Union for the Women's Rugby World Cup 2025 Legacy Programme in 2022/23 and provide in-principle approval for a Rugby World Cup 2025 Legacy Programme in 2023/26 with delegation of final approval to Investment Committee. Given the timing of its next meeting, the Board was content to receive a business case paper for approval by correspondence in early July. **Action: Lizzie Hughes** to circulate decision paper by correspondence.
- 16.2 Chris Boardman thanked all participants for their contributions. The next meeting was scheduled for 27 September. This was likely to be held at a London venue, with remote contingency arrangements in place. With the Secretary of State's decision on appointments and re-appointments still pending, it was not yet certain how the Board would be constituted at that point. There also remained a number of offline decisions for the Board to make over the summer period. However, he was keen that the contributions of any members departing in September and October were properly acknowledged in due course.

## **17. Board effectiveness review progress**

- 17.1 Board members discussed with lead officers only progress against Board effectiveness actions (paper MB22-48). The Board was content with progress against those actions that were within the Chair and Sport England's own agency to take forward. However, in respect of actions related to the onboarding of new members, they remained concerned at the present uncertainty about new appointees and those members currently under consideration for reappointment. They felt that this would shortly present difficulties for good governance and the effective conduct of Board, Committee and wider sport England business, including completion of the annual Report and Accounts. Board was content that officers and the Chair had done everything reasonable to facilitate a well-informed and expeditious decision by the Secretary of State, and
- a) asked that the Chair make clear to DCMS the risks presented by any protracted delay in appointments (**Action Chris Boardman**).
  - b) Further to the specific ARA action at item 8.3, asked officers to develop contingency plans in the event of delays to new member appointments, and plans for rapid onboarding of members in the event of 'just in time' appointments (**Action: Nick Pontefract**).
- 17.2 Board **AGREED** to the proposals in the paper for
- a) oversight by ARGC reporting to Board of progress against the action plan from the self-assessment of compliance against the Code for Sports Governance (**Action: Lynsey Tweddle** to incorporate into compliance monitoring and ARGC forward schedules).
  - b) Nomination of a Board Welfare and Safety Lead to operate in a broadly similar manner to the current Board Champion for EDI. Given the churn in Board membership in the second half of 2022, this role would be held provisionally by the Chair (working closely with lead officers) until the new Board membership was finalised and a permanent Lead could be nominated. The Board asked that consideration be given to constituting the role as part of a wider integrity leadership function at Board level, given the different function of Sport England to those bodies to which this Code requirement generally applied. **Action: Chair, Jayne Molyneux**
- 17.3 Notwithstanding requirements in the Code and in Cabinet Office Guidance for NDPBs for annual Board effectiveness review, the Board felt that a full formal review of Board effectiveness in December/January would be disproportionate and disruptive at a point when a currently unknown set of Board members would be but a few months into their roles. It asked instead

for some form of lighter touch rolling assessment to be put in place that could be aligned with inductions for new members. **Action: Nick Pontefract**

[These minutes were agreed by the Board at its meeting of 27 September 2022]