

Meeting of the ETF Board

Date

Time

Venue

Present

Sally Dicketts CBE

Jon Graham

Wojciech Ilowski

Prof. Peter Latchford ON

Gerry McDonald

Rachel Musson

Dr Sam Parrett CBE

Palvinder Singh

Ruth Spellman OBE

(Sept 2022), Risk Register, update, minutes from recent committee meetings, and ETF Policies. The Chair thanked the Board for the detailed queries on the information pack and noted that the Executive had responded via e mail correspondence.

2.2 Reflections and interpretations

The Board reflected on the useful input from the strategic review and noted that this needed to be considered along with the other external and interview strategic inputs. The Board agreed that the themes of collaboration, communication, co creation, and customer focus (the 4Cs) were fundamental to the future of the ETF. Linked to this, it highlighted the importance of a continued iterative listening/feedback loop, which included sharing the review findings and next steps with the sector, alongside a mechanism for continual engagement and reporting on impact

Board agreed that, alongside the '4 Cs', the strategy should position the ETF as a convener or enabler which enable the sector to define, prioritise and then address its workforce

It noted that these emerging priorities, and how they will progress, would continually shape the ETF's business focus. It therefore recognised that the ETF's strategy should continue to evolve and this evolution should be a collaborative process. **The Board recognised that the organisation was entering a period of transition with the change of CEO and asked that (alongside the above) the Executive reflect on what was reasonable to progress through this period.**

2.3 Implications and expectations for strategy

The Board received a suggested way forward from the Director of Corporate Services on the ETF's strategy. It considered the implications and expectations for strategy

The Board received the ETFS Directors' Report and Financial Statements and held the

4.2 Any other business

There wa

Special item: permanent CEO appointment

The Board of Directors has appointed ~~Mr. [Name]~~ as the permanent CEO, effective ~~from [Date]~~.