

LGBCE (25-26) 11th meeting

Minutes of the meeting held on 20 January 2026 at 10:00am
All Commissioners and officers attended the meeting via Teams

Commissioners present:

Andrew Scallan CBE (Deputy Chair)
Amanda Nobbs OBE
Wallace Sampson OBE
Liz Treacy
Janet Waggott

LGBCE officers present:

Ailsa Irvine	Chief Executive
Rachel Barker	Director of Reviews, Strategy & Engagement
Bipon Bhakri	Director of Corporate Services
Alison Evison	Review & Programme Manager
Richard Buck	Review Manager
Hayley Meachin	Communications & Engagement Manager
Angela Hendry	HR Lead (minutes)

In attendance:

Bev Smith (Chair Designate)

Apologies for absence

There were apologies for absence from Brendan Connell-French and Jonathan Ashby.

Declarations of interest

There were no declarations of interest.

Minutes of the LGBCE's meeting on 16 December 2025

An amendment was agreed to the minutes relating to the drafting of the resolution on item 4, North Yorkshire Final Recommendations. The minutes will also be updated to reflect the declaration of interest made by Liz Treacy in relation to Manchester, which was discussed under the operational report.

Subject to these amendments, the minutes were agreed as a correct record.

Matters arising

There were no matters arising.

Actions from previous Commission Board meetings

The following actions were reported on:

- Training on the Data (Use and Access) Act is confirmed for Wednesday 21 January 2026
- 2026-27 programme – further to the Board's agreement at the December meeting to include Manchester in the 2026/27 programme and not to include Wiltshire in the 2026/27 programme, this action can be closed
- Approach to Isles of Scilly review – the proposed approach to the review will be included in the February operational report for the Board to consider

1. Chair's report

The Deputy Chair welcomed Bev Smith to the meeting. It was noted that the formal process for her appointment as Chair of the Commission has not yet been completed, with the Royal Warrant not having been received. However, introductory meetings with colleagues across the organisation have begun in preparation for her formal start.

2. Operational report - LGBCE(25/26)060

The CEO presented the operational report for January, and the Board noted its content.

- The Board confirmed Janet Waggott as Lead Commissioner for North Somerset and Manchester.
- It was noted that the Review and Programme Manager will be working with Commissioners to establish their availability and identify any conflicts of interest before sharing a proposed allocation of Lead Commissioners for the 2026/27 programme for agreement in February.
- In response to a question on the digital strategy, which is coming to the Board in March for approval, it was noted that while the proposed Main Supply Estimate for 2026/27 does include provision for activity in the next financial year, fixing this now would not fetter our ambition in the strategy as it will be designed to cover the remainder of the corporate plan period.
- The Board noted the work undertaken by the team since the last meeting on the protected landscape duty.

3. Q3 performance report - LGBCE(25/26)061

The Director of Corporate Services presented the Q3 performance report, and the Board noted its content.

- The Board sought assurances on how the activity that has been delayed, principally in relation to strategic objective one (SO1) would be addressed in the next quarter. The Director of Reviews, Strategy and Engagement updated on the project-related activities which had been deprioritised to enable LGR-related work to be completed, and expressed confidence that these are now on track for delivery to their revised timeframes. It was also noted that the work underway on team planning for 2026/27 should improve both the robustness of the plans and the information that can be provided in the performance reports.
- There was discussion on the approach to reporting on SO1 and ensuring that the work we've done in relation to LGR is sufficiently recognised and celebrated. This will be considered in the new reporting format for the next financial year, aligned to the priority areas set out in the business plan, and will also be considered in the development of the Annual Report and Accounts, which the Board will consider in March.
- The risk scoring in relation to SO2 was highlighted, and it was updated that the Risk Management Group are due to complete deep-dives on these over the next quarter, which will provide a mechanism for testing the current scoring. Work is also underway on updating the risk registers for 2026/27, which will include risk owners carrying out a full review of their current risks and scoring.
- In relation to SO2, the Board welcomed the template data sharing agreement as a way of achieving a robust, standardised approach. It was noted that the template has been road tested with a local authority, and that the target date for implementation is the end of Q4.
- The performance against the KPIs relating to stakeholder feedback was discussed. The communications strategy, which is coming to the Board in March, will provide an opportunity to draw together priority areas for action which can take account of the views we have received on our work.
- The Board noted the financial position as set out in the Q3 performance report.

4. Formal approval of risk appetite statement - LGBCE(25/26)062

The Governance and Compliance Lead presented the risk appetite statement 2026/27, and the Board noted its content.

- There was a discussion around our appetite for reputational risk and its interaction with our appetite for societal risk, particularly in relation to engaging with local communities. It was noted that the practical application of this can be illustrated through our strategic and operational risk registers, which are next due for consideration by the Board in March.
- The Board supported the next review of the risk appetite statement being linked more closely to the business planning cycle. There was a suggestion of a two-phased approach, allowing for a broader, strategic discussion ahead of formal consideration and approval of the risk appetite statement.

Agreed

The Board confirmed that the current risk appetite statement remains an appropriate framework.

The Board agreed that risk appetite should be reviewed in summer 2026, in time to inform 2027/28 business planning cycle.

5. 2026/27 business plan and Main Supply Estimate - LGBCE(25/26)063

The CEO presented the 2026-27 business plan and Main Supply Estimate, and the Board noted its content.

- The Board were content that the plan reflected the previous discussions and feedback, as well as the priorities and ambition discussed previously.
- The Board welcomed the opportunity for a separate discussion on KPIs and targets.

Agreed

The Board approved the business plan and the high-level Main Supply Estimate for 2026-27.

6. Commission Board workplan

It was noted that the next Commission Board meeting is in-person and that the practical arrangements for this had recently been confirmed by e-mail.

The March Board agenda is likely to include an item to consider responses to the consultations on the next tranche of LGR proposals that aren't using existing districts as building blocks, but this will be dependent on the timing of the Government's consultation.

Any other business

There was none.