



Board Meeting Agenda

Meeting Details	9:00am – 2.00 pm, Thursday 18 December 2025, online via Teams	
Board Attendees	Jan Dawson (Chair), David Hunt, Dan Buckingham, Mark Cross, Kim Gordon, Helen Nott and Bella Takiari-Brame Item 5.3 (Aeromedical Commissioning Business Case): Chair excused and Item Chaired by David Hunt	
Executive Attendees	Megan Main (CE) Stewart McRobie (DCE Corporate and Finance) David Iverson (Chief Investments Officer) Lisa Hansen (DCE People and Culture) Michael Dreyer (DCE Technology & Data) Renee Graham (Acting DCE Strategy Engagement and Prevention) Andy Milne (Executive Lead Scheme Sustainability) Michael Frampton (DCE Service Delivery) Thomas Ronan (Acting DCE System Commissioning & Performance)	1.2-7 2-7 2-6 2-5 2-5 2-5 2-5 2-5 2-5
Other Attendees	[Name withheld] (Secretary), 3.1 [Name withheld] (Chief Adviser), 4.1 [Name withheld] (Head of Performance & Analytics), and [Name withheld] (Manager Enterprise Performance). 4.2 [Name withheld] (Head of Risk & Assurance), and [Name withheld] (Manager Enterprise Risk), 4.3 [Name withheld] (Manager Health Sector & Engagement), [Name withheld] (Head of System Monitoring & Performance,) and [Name withheld] (Acute Services Portfolio Manager), and 5.1 [Name withheld] (Chief Actuary), [Name withheld] (Head of Customer Connection), [Name withheld] (Accredited Employer Programme Manager) and [Name withheld] (AEP Performance Lead)	
External Attendees	2.4-6. [Name withheld] (Assistant Secretary, Treasury) and [Name withheld] (Senior Analyst, Treasury), and 4.2. [Name withheld] (Senior Manager, KPMG)	
Apologies		



Item		Paper	Action	Lead	Min
1.	Board Only Time				
1.1.	Board Only Session			Chair	20
1.2.	CE Only Session			Megan Main	20
2.	Meeting Opening				
2.1.	Welcome and Apologies		Noting	Chair	10
2.2.	Previous Minutes - 4 November 2025 and Board Circulars	Paper	Decision		
2.3.	Actions List	Paper	Discussion		
2.4.	Chief Executive's Report	Paper	Noting	Megan Main	15
3.	Financial Sustainability				
3.1.	Turnaround Report (including Update on Culture Review Actions)	Paper	Discussion	Andy Milne Michael Frampton Lisa Hansen	30
3.2.	Monthly Finance Report	Paper	Discussion	Stewart McRobie	20
	Break				
4.	Approvals				
4.1.	Final Statement of Intent and Service Agreement	Paper	Decision	Renee Graham	25
4.2.	Risk Appetite Statements	Paper	Decision	Stewart McRobbie	30
4.3.	Health Commissioning: Aeromedical Commissioning Programme Business Case and Funding Request	Paper	Decision	Thomas Ronan	25



Item	Paper	Action	Lead	Min
Break				10
5. Deep Dives				
5.1. Accredited Employers Programme	Paper	Discussion	Michael Frampton	40
6. Committee Updates and Papers via Committees				
6.1. Board Investment Committee		Discussion	Mark Cross	10
7. Other Business and Meeting Close				
7.1. Confirmation of Chair of BIC and Chair of PCC		Decision	Chair	5
7.2. Board Work Programme	Paper	Discussion	Chair	10
7.3. 2026 Board Dates	Paper	Noting	Chair	
7.4. Other Business		Discussion	Chair	
8. Board Only Time				
8.1. Meeting Evaluation and Board Evaluation including Actions	Paper	Discussion	All	25
Meeting Close				
For reference				
Key Interests Register	Paper	Noting	Chair	