



**Minutes of the ninety-first meeting of the Board of Directors
held on 25 September 2025**

- Present: Sim Scavazza (Chair)
Adesewa Adebisi, Andrew Chandler, Wendy Finlay, Nicola Flint,
Osama Khan, Martin Kirke, Rachael Langford, Jonathan Rees, Alex
Stanley, Gwawr Taylor, Shân Wareing, Sophie Williams
- Apologies: None
- Secretary: Adam Waddingham, (Head of Leadership Office & Governance,
and Company Secretary)
- In attendance: Ben Elger (Chief Executive)
Helen Megarry (Independent Adjudicator)
Chris Pinnell (Head of Casework Support and Resolution Team)
Penny Fletcher (Case-handler)

25/30 Welcome and introductions

The Chair welcomed new member Shân Wareing to her first meeting, also Chris Pinnell and Penny Fletcher as a staff observer to the meeting.

25/31 Declarations of interests

There were no declarations of interests.

25/32 Minutes of the last meeting

The minutes of the ninetieth meeting of the Board held on 25 June 2025 were **approved**.

25/33 Matters arising from the minutes and actions log update

The Board received a record of the matters arising from the minutes and actions log update.

All action points had either been completed, were covered under other agenda items or an update had been provided or were not yet due.

There were no further matters arising.

25/34 Report from the Independent Adjudicator and the Chief Executive

The Board received the quarterly report from the Independent Adjudicator and the Chief Executive.

The Board noted the updates presented.

25/35 Strategic review progress update

The Board received and considered a paper on the progress of the strategic review and the quarterly update on the Operating Plan from the Independent Adjudicator and the Chief Executive.

The following areas were highlighted and discussed.

RISE Report

Accessibility and Inclusion report commissioned in April to provide strategic input. Report was welcomed, particularly the professionalism and commitment of our staff.

The report has been shared with all staff, and feedback will now be collated.

Casework Role Review

Under current work progressing through how we exercise our statutory duty. Our focus in the review is around efficiency and service user needs. Two key policy issues: Early resolution and secondly, learning from complaints feeding back to the sector.

25/36 Performance Framework proposals for 2026

The Board received a proposal for establishment and development of the Performance Framework for 2026 from the Chief Executive and Independent Adjudicator.

25/37 KPIs

The Board received and considered a report on KPIs from the Chief Executive.

25/38 Non-compliance report

The Board received a report on non-compliance by Brit College from the Independent Adjudicator.

25/39 Financial Matters

The Board received the Finance Report to July 2025, the unconfirmed minutes of the forty-first meeting of the Finance Committee held on 8 September 2025, and a paper on the 2026 budget and subscriptions from the Chief Executive.

25/40 Governance report

The Board received the quarterly report on governance from the Head of the Leadership Office & Governance.

25/41 Any other business

There was no other business.

25/42 Reflections on the meeting

The Chair invited Board members to send her or the Senior Leadership Team any reflections on the meeting.

25/43 Dates of future meetings

- Thursday 11 December 2025 at 10.30am (in-person)
- Thursday 26 March 2026 at 10.30am (in-person) followed by AGM in afternoon
- Away Day: from Wednesday 6 May at 4pm to 2pm on Thursday 7 May 2026
- Wednesday 24 June 2026 at 10.30am (virtual)
- Thursday 24 September 2026 at 10.30am (virtual)
- Wednesday 9 December 2026 at 10.30am (in-person)

Adam Waddingham
Head of Leadership Office & Governance

September 2025