

Agenda

| No. | Item | Public / Restricted | Decision | Paper / Verbal | Lead | Page no. |
|-------------------------------|--|----------------------|--------------------|----------------|------------------------|----------------------|
| General Business | | | | | | |
| 1 | Welcome & Apologies | | | | Chair | |
| 2 | Declaration of Interest | | | | Chair | |
| 3 | .1 Minute of Meeting held on 22 Sept 2025 .2 Actions from the Minute & Matters Arising | Public Public | Approve | Papers | Chair | 1 9 |
| Organisational Updates | | | | | | |
| 4 | Performance Report (KPIs) | Restricted | Discuss | Paper | NC | 10 |
| 5 | Shaping Our Future Together Update (ARC) | Restricted | Review | Paper | JR | 17 |
| 6 | Strategic Risk Register (All) | Restricted | Agree | Paper | NC/MD | 23 |
| Strategies | | | | | | |
| 7 | .1 Strategic Plan 2026-2030 (All) .2 Infrastructure Strategy .3 Employer Engagement Strategy (SEQEC) .4 People Strategy | Public when approved | Recommend to Board | Papers | AC NC JMcA JR | 28 37 48 54 |
| Policies | | | | | | |
| 8 | .1 Health & Safety(ARC) | Public when approved | Recommend to Board | Paper | JR | 60 |
| 9 | Finance & Estates | | | | | |
| | .1 Finance Out-turn and Mgt Accounts to 31 October 2025 | Restricted | Review & Approve | Paper | MD | 84 |
| | .2 Capitalisation of Capital Expenditure | Restricted | Approve | Paper | MD | 99 |
| | .3 Estates and Projects: Capital Priority Planning Paper | Restricted | Review | Paper | MD | 103 |
| | .4 Sustainability Update | Public | Review | Paper | NC | 108 |
| | .5 Procurement: Annual Report Audit Update | Public | Approve Note | Verbal | MD MD | 116 |
| 10 | Communications & Marketing Update | Restricted | Review | Paper | NT | 136 |
| 11 | IT / Digital Update | Restricted | Review | Paper | BS | 143 |
| 12 | People | Restricted | Review | Paper | JR | 148 |
| Items For Information | | | | | | |
| 13 | CIVICA Update | Restricted | Note | Paper | NC | 155 |
| 14 | Schedule of Business | Public | Note | Paper | SM | 158 |
| 15 | Any Other Business | | | | | |
| 16 | Date of Next Meeting: Joint CDC/ARC Meeting: Wed 2 December 2025, 4pm Teams CDC – 3 March 2026, 4pm Teams | | | | | |

