

# Minutes

## Meeting Details

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<b>Meeting Name</b>	<b>UKAD Board Development Day</b>
Date	9 December 2025
Time	11:00 – 15:00
Location	Redman Place, London (and via Teams)
Board Attendees:	Alison O’Riordan (AO) Ama Agbeze (AA) – via Teams Angelina Bassford (AB) Frances Akor (FA) – via Teams George Walker (GW) – via Teams Jane Rumble (JR) Nicola Phillips (NP) Nicola Shannon (NS) Simon Lewis (SL) – Chair
Other Attendees:	Jo Clift (JC) – Red Quadrant Hamish Coffey (HC) Kirsty Cockburn (KC) Mashaer Alyami (MA) - Minutes Nisha Dutt (ND) Stacey Cross (SC)
Apologies:	Mark Foster (MF) Suman Ziaullah (SZ) Tony Josiah (TJ)

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## Welcome & Apologies

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### 1. Welcome, Apologies, Declaration of Interests

The meeting began with Chair SL welcoming all attendees and noting apologies from MF and SZ. There were no new declarations of interest. JC was present to observe as part of the Board Effectiveness Review.

## **2. Approval of Annual Report and Accounts – BP 30 2025**

The Audit and Risk Committee recommended the Annual Report and Accounts for 2024-25 to the Board for approval. The Board confirmed approval of the report and accounts and continued approval of the going concern.

The formal governance matters related to the above items only. The remaining agenda items are related to Board development activity.