

BOARD: NOVEMBER 2025

Item: Forward Planning

10i: Board Meetings Calendar 2025-26 & 2026-27

3-Nov-25 & 4-Nov 25 BOARD & STRATEGY SESSION 1	16-Dec-25 BOARD & STRATEGY SESSION 2	13-Mar-26 BOARD	19-May-26 BOARD	25-Aug-26 BOARD
2025/2026 Q2 – Jul to Sep 2025		2025/2026 Q3 – Oct to Dec 2025	2025/2026 Q4 – Jan to Mar 2026	2026/2027 Q1 – Apr to Jun 2026
BUSINESS PLAN & PERFORMANCE	STRATEGY SESSION 2 2026/2027 BUSINESS PLAN & BUDGET	BUSINESS PLAN & PERFORMANCE	BUSINESS PLAN & PERFORMANCE	BUSINESS PLAN & PERFORMANCE
CEO Overview & Business Plan commitments Report		CEO Overview & Business Plan commitments Report	CEO Overview & Business Plan commitments Report	CEO Overview & Business Plan commitments Report
KPI's including:		KPI's including:	KPI's including:	KPI's including:
H&S Dashboard		H&S Dashboard	H&S Dashboard	H&S Dashboard
Corp Comms & Marketing Report		Corp Comms & Marketing Report	Corp Comms & Marketing Report	Corp Comms & Marketing Report
Corp Risk Report		Corp Risk Report	Corp Risk Report	Corp Risk Report
FINANCE	FINANCE	FINANCE	FINANCE	FINANCE
Finance Report	2024/2025 ARA Approval	2026/2027 Business Plan & Budget	Finance Report	Finance Report
2026/2027 Financial Projections Presentation				Medium term financial Strategy
CAPITAL INVESTMENT		INTERNAL AUDIT	CAPITAL INVESTMENT	CAPITAL INVESTMENT
Capital Investment Programme Report		2026/2027 Plan	Capital Investment Programme Report	Capital Investment Programme Report
COMMERCIAL INVESTMENT		AUDIT & RISK COMMITTEE	COMMERCIAL INVESTMENT	COMMERCIAL INVESTMENT
Commercial Investment Plan Report		Chair Report	Commercial Investment Plan Report	Commercial Investment Plan Report
AUDIT & RISK COMMITTEE		ARC Minutes		AUDIT & RISK COMMITTEE
Chair Report				Chair Report
ARC Minutes				ARC Minutes
CORPORATE RISK MANAGEMENT				Board Effectiveness Internal Audit Report
Corporate Risk Report				
Corporate Risk Register				ANNUAL BOARD EFFECTIVENESS SELF-ASSESSMENT REVIEW
Risk Appetite Discussion & Approval				
STRATEGY SESSION 1 2026/2027 BUSINESS PLAN & BUDGET				

03–Nov–26 BOARD (inc Strategy Session 1)	15–Dec–26 BOARD Strategy Session 2	09–Mar–27 BOARD	25–May–27 BOARD
2026/2027 Q2 - Jul to Sep 2026		2026/2027 Q3 - Oct to Dec 2026	2026/2027 Q4 - Jan to Mar 2027
BUSINESS PLAN & PERFORMANCE	STRATEGY SESSION 2	BUSINESS PLAN & PERFORMANCE	BUSINESS PLAN & PERFORMANCE
CEO Overview & Business Plan commitments Report KPI's including H&S Dashboard Corp Comms & Marketing Report Corp Risk Report	2027/2028 BUSINESS PLAN & BUDGET	CEO Overview & Business Plan commitments Report KPI's including H&S Dashboard Corp Comms & Marketing Report Corp Risk Report	CEO Overview & Business Plan commitments Report KPI's including H&S Dashboard Corp Comms & Marketing Report Corp Risk Report
FINANCE		FINANCE	FINANCE
Finance Report 2027/2028 Financial Projections to present		Finance Report	Finance Report
CAPITAL INVESTMENT		CAPITAL INVESTMENT	CAPITAL INVESTMENT
Capital Investment Programme Report		Capital Investment Programme Report	Capital Investment Programme Report
COMMERCIAL INVESTMENT		COMMERCIAL INVESTMENT	COMMERCIAL INVESTMENT
Commercial Investment Plan Report		Commercial Investment Plan Report	Commercial Investment Plan Report
AUDIT & RISK COMMITTEE		AUDIT & RISK COMMITTEE	
Chair Report ARC Minutes		Chair Report Arc Minutes Internal Audit Charter Approval of 2026/2027 Internal Audit Plan 2026/2027 Insurance ARC Terms of Reference	
CORPORATE RISK MANAGEMENT			
Corporate Risk Report Corporate Risk Register Risk Appetite Discussion & Approval			
STRATEGY SESSION 1		2024/2025 ANNUAL REPORT & ACCOUNTS	
2027/2028 BUSINESS PLAN & BUDGET		2024/2025 Draft ARA 2024/2025 External Audit Report Management Letter of Representation 2024/2025 ARA Recommendation for Board Approval	