



**UBICO LIMITED**

**MINUTES OF BOARD MEETING  
HELD ON MONDAY 16 JUNE 2025 AT 08:30  
AT TEWKESBURY PARK HOTEL**

**DIRECTORS PRESENT**

William McCarthy (Chair)	WM	Director
Katherine Lyons	KL	Director
Patrick Ricketts	PR	Director
Paul Blacker	PB	Director
Keith Gerrard	KG	Director
Claire Hughes	CH	Director
Beth Boughton	BB	Managing Director
Rob Heath	RH	Operations Director

**IN ATTENDANCE**

Head of Law, One Legal  
Interim Finance Director  
Head of People  
Executive Support Officer

Item	Subject	Action for
1.	<b>APOLOGIES FOR ABSENCE</b>  Nigel Brinn, Director.	
2.	<b>NOTICE AND QUORUM</b>  The chair reported that due notice of the meeting had been given and that a quorum was present.	
3.	<b>DECLARATIONS OF INTEREST</b>  None declared.	
4.	<b>MINUTES OF LAST BOARD MEETING HELD ON 8 APRIL 2025/ REVIEW OF ACTIONS TABLE</b>  The chair invited the board to comment on each page of the minutes.  The minutes were approved and signed by the chair as an accurate record.	
5.	<b>BRIEFING AND DISCUSSION ITEMS</b>	
5.1	<b>Recommendations from Risk &amp; Audit Committee 19 May 2025</b>  The chair of the Risk & Audit Committee presented the report which detailed decisions taken at the meeting on 19 May 2025. She described the meeting of the Risk and Audit Committee as both productive and robust with meaningful and constructive discussions which showed that the RAC committee had scrutinised the agenda items in depth and with challenge. She requested that at future meetings, if any committee members wished to scrutinise specific agenda items in greater depth, that they notify the chair and the relevant executive members in advance of the meetings.  In summary, the committee: <ul style="list-style-type: none"> <li>• approved the annual internal audit opinion 2024/2025;</li> <li>• approved the going concern statement;</li> <li>• approved the annual governance statement March 2025;</li> <li>• reviewed and approved the annual insurance arrangements.</li> </ul>	
5.2	<b>SHEQ (Safety, Health, Environment and Quality) report</b>  Exempt from publication under FOIA section 43(2) commercial interest.  Our Health and Safety Policy can be found on the company's website:	

	<a href="https://www.ubico.co.uk/support/health-and-safety-policy-statement/">https://www.ubico.co.uk/support/health-and-safety-policy-statement/</a>	
<b>5.3</b>	<b>Risk report</b>  Exempt from publication under FOIA section 43(2) commercial interest. For more information regarding our risk approach please read as part of the annual business plan:  <a href="https://www.ubico.co.uk/media/netjj4h3/ubico-business-plan-24-25-final-2.pdf">https://www.ubico.co.uk/media/netjj4h3/ubico-business-plan-24-25-final-2.pdf</a>	
<b>5.4</b>	<b>Key communications from board</b>  Exempt from publication under FOIA section 43(2) commercial interest.	
<b>6.</b>	<b>ITEMS TO BE NOTED</b>  The items were noted.	
<b>7.</b>	<b>FORWARD PLAN</b>  7.1 The forward plan was noted.	
<b>8.</b>	<b>ANY OTHER BUSINESS</b>  Exempt from publication under FOIA section 43(2) commercial interest.	

#### DATE AND TIME OF NEXT MEETING

19 September 2025 @9.30 via teams

[Digitally signed]

Date: