1.1 Board Minutes

COMPANY CONFIDENTIAL

Date: 2nd December 2025, 10am-3pm

Location: Work.Life St Cross Street, 6-7 St Cross Street, London EC1N 8UB

Committee: Baroness Nicky Morgan, Non-Executive Director (NM) - Chair
David Baldwin, Non-Executive Director (DB)
Mo Isap, Non-Executive Director (MI)
Neil McLean, Non-Executive Director (NML)
Fiona Millar, Non-Executive Director (FM) - virtual
Ashwin Mistry, Non-Executive Director (AM)
Angela Noon, Non-Executive Director (AN)
Rylie Sweeney, Non-Executive Director/Youth Board Member (RS)
John Yarham, CEO (JY)

Attendees: Paul Lewis, Chief of Strategy & Communications (PL)
Nicola Hall, Director of Education (NH)
Kevin Ronan, Director of HR & Operations (KR)
Elizabeth Kingsley, Head of Finance (EK)
Max Rowe, Associate Director of Grants and Development (MR)
James Moon, Associate Director of Careers Hubs (JM)
Ella Bujok, Digital Consultant (EB)
Laura Hawksworth, Associate Director of Policy & Impact (LH)
Sara Mohideen, Company Secretary/Internal Operations Senior Manager (SM)
El Thurston, Executive Assistant (ET)
Chris Wilson, ImpactEd (CW) - Item 5
Catherine Crocker, Skills & Employment Unit, GLA (TR) – Item 7
Sara Khan, Strategy and Relationships Manager, GLA – Item 7

Apologies: Ife Awotunbo, Non-Executive Director/Youth Board Member (IA)

	Notes
1.	**Welcome and Introduction/Governance** NM opened the meeting and welcomed the Board. **1.1 Minutes from last meeting – 23 September 2025** The minutes of the Board Meeting held on 23 September 2025 were approved as an accurate record. **1.2 Action Log and Themes** The Board noted the open actions and themes. **1.3 Committee Updates** **1.3.1 Impact & Evaluation – 05/11/2025** DB provided an update on recent discussions at Impact & Evaluation Committee, including Government Plus opportunities and the recent Work Experience launch.

	1.3.2 Audit – 12/11/2025 AM provided an update on Audit Committee covering financial oversight, data governance and safeguarding. **1.3.3 Nominations – 27/11/2025** NM provided an update on Nominations Committee covering Board member tenure and recruitment activity, including the appointment of a new Youth Board Member who will join the Board in 2026. **1.4 Charity Application Meeting Minutes – 14/11/2025** The minutes of the Board Meeting held on 14 November 2025 to discuss CEC's charity application were approved as an accurate record. **1.5 Conflicts of Interest** No new declarations of interest were made.
2.	**Items to Note** **2.1 CEO Update (Performance Overview)** JY provided a high-level overview of organisational performance, noting strong delivery against key objectives and positive indicators of organisational health. **2.2 Workstream Updates** **2.2.1 Network & Employers** JM provided an update on Careers Hubs and the employer network, highlighting strong performance against targets. Ongoing conversations with regional stakeholders continue to highlight the value that CEC brings through its data, flexibility and standardisation. The Board questioned the number of educational establishments within Careers Hubs, and JM confirmed that participation levels remain high and stable and that establishments, once joined, do not tend to leave Hubs, which indicates that they value being involved. It was also noted that CEC can still support establishments that choose not to join a Careers Hub through other means. **2.2.2 Digital Services** EB provided an update on the Digital Services directorate, highlighting the need for prioritisation and forward planning, with a focus on preparation for future strategic initiatives. **2.2.3 Education Development** NH provided an update on the education programmes, including increased engagement with teacher training module figures since the updated Gatsby Benchmark were launched in October 2025. It was also noted that two additional Careers Hubs are joining the work experience pilot, which continues to garner a positive response from employers. The Board discussed the role of engaging employers and drawing a clear link between economic productivity and work experience. NH confirmed that extensive work is underway to engage employers and that CEC has a dedicated SME advisory group to feed into this piece of work. **2.2.4 Strategy & Communications**

	PL provided an update on recent communications activity, including the national work experience event and recent curriculum review. The Board formally thanked the team involved and noted the importance of Board visibility at key stakeholder events, such as CEC's Employer Advisory Group. **Action: ET to invite Board Members to the Employer Advisory Group.** **2.2.5 Operations** KR provided an update on work within the Operations directorate, highlighting the upcoming recertification audit for CEC's ISO accreditation and oversight of CEC's IT support. **2.2.6 Youth Advisory Group** RS provided an update on recent Youth Advisory Group activity, including engagement events and contributions to organisational insight work e.g. Future Skills Questionnaire. NM noted the value of Board Member attendance at Youth Advisory Group sessions and encouraged Members to engage where possible. **Action: ET to share dates for upcoming YAG days with Board Members.** **2.3 Management Accounts** EK provided an update on financial performance and budget management, including planned adjustments to ensure alignment with forecast spend.
3.	**People and Culture - Employee Engagement Survey 2025 Results** KR presented a summary of the employee engagement survey results and proposed actions, including improvements to internal communication, staff engagement mechanisms and recognition approaches. The Board welcomed the positive results and approved the proposed actions.
4.	**Approval of Governance Updates** The Board gave their approval for a written resolution to be circulated for signature, to formally approve governance changes including updates to CEC's Articles of Association. **Approval: The Board approved the circulation of the written resolution.**
5.	**Company Strategy** JY presented a high-level proposal on the organisation's long-term strategic direction. The Board provided their feedback and discussed next steps, progress measures and key external relationships. Key points of discussion centred on: • The proactive stance with the DfE as the CEC's major funder • The focus on disadvantaged young people • The means of capturing young people's development • The scope of the organisation's remit and relationships with aligned bodies **Action: JY to prepare a progress update for the for the next Board meeting.**

Date of next meeting: 10 March 2026, 10am-4pm