

**250th Board Meeting of Irvine Housing Association Ltd:
 Thursday 18 August 2022 at 5.30 p.m. The Gailes Hotel, Marine Drive, Irvine**

AGENDA

		Data Class
1.	Apologies for Absence	
2.	Declarations of Interest	
3.	Previous Minutes – Minutes of the 249 th Board Meeting held on Thursday 30 June and Special Board Meeting held on Monday 25 July 2022	Public
4.	Matters Arising	
5.	Substantive Business	
5.1	Corporate Plan Delivery Plan Update	Public
5.2	Regulatory Compliance Assessment	Public
5.3	ARC Return Corrections	Confidential
5.4	Policies Review	Public
5.5	Rule 67 Statement by the Secretary	Confidential
5.6	Board Member Nominations	Public
5.7	Quarterly Performance Report	Public
5.8	Health & Safety Performance Report	Confidential
5.9	Financial Performance Report	Confidential
5.10	Progress Report on Developments	Confidential
5.11	MD Appraisal and Objectives	Confidential
5.12	MD Report	Confidential
6.	Minutes/Updates: Confirmed Group Joint Customer Experience and Care and Support Committee Minutes – 28 April 2022 Confirmed Group Customer Experience Committee Minutes – 28 April 2022 Group Board Core Brief – May and July 2022	Confidential Confidential Confidential

7.	Any Other Business	
8.	Date of Next Meetings – Wednesday 21 September 2022: 5.30 p.m. – Annual General Meeting 6.00 p.m. – Special Board Meeting At the Gales Hotel, Marine Drive, Irvine	

DMcL / db
11/8/2022

1. Apologies for Absence

2. Declaration of Interest

3. Previous Minutes

3.1. Minutes of the 249th Board Meeting held on Thursday 30 June 2022

4. Matters Arising

5. Substantive Business

5.1. Corporate Plan Delivery Plan Update

Title: Corporate Delivery Plan Update	Date: 18 August 2022
Author: Anne-Marie Fox-Smith [REDACTED]	Sponsor: Diana MacLean
Action: Note	Confidential: No
Appendices: Appendix 1 - Corporate Delivery Plan Highlight Report August 2022	Reading Room:
Reg. Standard: 4: The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.	ORP ref: People at our heart
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose:

The purpose of this Report is to update the Board on the activities being undertaken to progress the objectives set out in the Corporate plan 2020-23.

Executive Summary:

At its meeting in May 2022, the Board received an update on the progress being made to achieve the objectives in the Corporate Delivery Plan. Board requested at that meeting that Officers undertook a further assessment of the activities that it could undertake in the current period and provide a further update on this.

The Board is asked to note the updated version of the Corporate Delivery Plan Highlight Report which was updated in August 2022.

1. Introduction

In July 2020, Board approved the Association's Corporate Plan for 2020-23.

The Corporate Delivery Plan Highlight Report has been designed as a monitoring tool for actions against the agreed outcomes from the Corporate Plan. It is normally used to assess progress or slippage, and to report to the Board on a bi-annual basis. At Board's request, this paper provides an intermediate update via the highlight report.

2. The Corporate Delivery Plan Highlight Report

The Leadership Team review and update the progress of their Corporate Delivery Plan actions, reporting any slippage, and detailing any newly forecasted delivery dates via the highlight report. Original dates for ongoing actions are left on the reports via "strikethrough" dates (e.g. an action slipping from August to October would display ~~August~~ October) for transparency.

An assessment of the progress made, and the impact of any slippage to the overall delivery of the Corporate Plan, is then reported to the Senior Management Team via the Highlight report with the applicable RAG (Red Amber Green) status applied.

The Senior Management Team note the progress, and assess the impact of reported slippage and take one of two actions:

- a) Assess the slippage as minimal or no impact and agree the new date – this becomes the date for future assessment of progress and slippage.

- b) Assess the slippage as potentially impacting a major area of the Corporate Plan and agree necessary mitigating actions.

3. Current Status

Following the Board meeting in May, the Leadership Team undertook a full and detailed review of the Corporate Delivery Plan and actions have been updated accordingly, see appendix 1.

Completed actions which have previously been reported to Board have been removed from the report. Three actions have been identified for removal, and three actions are on hold. All other actions were assessed for progress and updated accordingly.

Only one action has seen any further slippage, the introduction of the MyRiverside App, which has been delayed following the mobilisation of our new contractor. All actions that have had any slippage are clearly visible on the attached report which shows the original and revised dates and provide an explanation of the progress and/or issues to date.

The amount of slippage has led to an overall RAG rating of amber for the plan. However, with only 8 identified actions remaining, the Leadership Team are confident that these can all be delivered within the remaining life of the current plan.

4 Risks

Failing to implement the Corporate Plan could result in a number of risks arising including:

- reputational damage caused by not delivering the promised or expected services to our customers;
- inability to improve performance and move with our sector peers;
- financial implications by not continuing to invest in and enhance our stock; and
- an inability to make technological advances

3. Recommendations

It is recommended that Board members note the progress made, and the remaining actions that will be delivered as part of the Corporate Plan 2020-23.

5.2. Regulatory Compliance Assessment

Title: Regulatory Compliance Assessment	Date: 18 August 2022
Author: Anne-Marie Fox-Smith [REDACTED]	Sponsor: Diana MacLean
Action: Decision	Confidential: No
Appendices: Appendix 1: Sample template for the Regulatory Compliance Assessment Appendix 2: Regulatory Compliance Assessment – Annual Assurance Statement – Proposed timeline and key milestones	Reading Room:
Reg. Requirement: Assurance & Notification (AN3) Each landlord must have assurance and evidence that it is meeting all of its legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety	ORP ref: People at our heart
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:

This paper sets out the proposed methodology and timeline for the regulatory compliance assessment which officials undertake on an annual basis to ensure strong governance is maintained, that we are meeting our regulatory requirements, and that we are continually striving to achieve improvements in our processes and have a plan in place to do so.

The assessment that officers undertake forms the evidence base which Board then use to consider and agree the levels of regulatory compliance before submitting an Annual Assurance Statement and Improvement Plan to the Scottish Housing Regulator.

The Board is asked to review the proposals and confirm that the new approach will provide them with the necessary level of comfort to enable them to provide an Annual Assurance Statement and Improvement Plan to the Regulator by 31st October 2022 for the year ending 31st March 2022.

Executive Summary:

In February 2019, the Scottish Housing Regulator published, '*Regulation of Social Housing in Scotland – Our Framework*', which required every social landlord to prepare an Annual Assurance Statement, in accordance with their statutory guidance, and submit it to them between April and October each year.

In order to prepare an Annual Assurance Statement, the governing body must have assurance and evidence that the landlord is meeting all of its legal obligations associated with housing and homelessness services, equality and human rights, and tenant resident safety.

It was agreed that the process that officers undertake, would be subject to a large-scale review this year, given that three years had passed since the introduction of the Annual Assurance Statement, and further advisory guidance had become available.

Conducting a review of the process this year will enable, in subsequent years, for there to be a greater focus on improvement and more in-depth reviews of our compliance against specific requirements and standards on a rolling basis in the future.

1. Introduction and new framework proposal

During June and July, a thorough review of the following documents was undertaken:

- [Annual Assurance Statement – Statutory Guidance](#) – the Scottish Housing Regulator

- [Lessons Learned – Advisory Guidance](#) – The Scottish Housing Regulator
- [Social landlord self-assurance – A toolkit for maintaining strong governance and meeting regulatory requirements](#), which was developed by Linda Ewart on behalf of the Scottish Federation of Housing Associations (SFHA) and updated in June 2022

A review of the approaches taken by a number of our peers was also undertaken, which enabled us to develop a new, streamlined document, which has been designed to be a one stop shop to assess Riverside Scotland's compliance with the Regulatory Standards and Requirements, and provide the evidence base to confirm that assessment. A sample of the new template can be found at appendix 1 – please note that not all of the documents listed have working hyperlinks as it is a sample, and the sample does not include all Standards or Requirements. The template is in two sections, Regulatory Standards, and Regulatory Requirements. At the start of each section the subsequent Standards or Requirements are set out in full as a reference guide.

The new template enables officers to provide a provisional compliance score for each element of every Regulatory Standard and Requirement, and identify areas for improvement within each of these, as deemed necessary during the assessment. Evidence is hyperlinked to enable readers / reviewers to easily access documents if they wish to view them, dipping in and out of these as they feel they need to.

The majority of the documents which form the evidence bank will be made available to Board members and senior officers (as well as officers directly involved in the regulatory assessment) in exactly the same way. It is possible, however, that in order to limit the need for version control of certain documents, and to enable them to be held centrally in one place across the whole of the Riverside Group, there will be a minority of documentary evidence that will not be available via a hyperlink to Board members, however, all of these documents could be provided, if requested, via a secure location that Board members can access.

2. Board ownership of the Regulatory Compliance Assessment

The statutory guidance makes it clear, that the governing body is responsible for making the statement of Annual Assurance and submitting it to the Scottish Housing Regulator. It is therefore important that the governing body are actively involved in both agreeing the process and contributing to it. This is an area we will be seeking to strengthen in the coming years.

It is recommended that this year, the route and timeline remains the same as in previous years, i.e. that at its meeting on 3 October 2022, Audit & Risk Committee review (and amend as necessary) the provisional compliance assessments made by officers, decide the final compliance score and discuss and gaps or areas of weakness that might need to be addressed (the Improvement Plan).

Board will then be asked to approve the Annual Assurance Statement and Improvement Plan at a Special Board meeting on 19 October 2022 to allow timely submission to the Regulator. The timeline and key milestones for the process is set out in appendix 1.

3. The future cycle of reviews and stakeholder input

This is the first year since the Annual Assurance Statement was introduced that the process has been reviewed. It has taken a significant amount of work to undertake the review of the process and to change the way in which the evidence bank is stored and accessed.

Whilst there has been a thorough review of our approach and our process, it is intended that this marks the start of a more cyclical approach to the regulatory compliance assessment, which will involve the Board deciding the detail of how this is done, for example, there could be years when a light touch review is undertaken on our compliance to ensure it is up to date, whereas in other years a more comprehensive review of compliance is planned in order to provide greater assurance in all

or certain areas, to support a change in strategic direction, to support the corporate planning process or simply to delve deeper into a particular Standard/(s) or Requirement/(s).

When there is comprehensive review of compliance, the Regulator recommends that all governing body members should play a full part in the process by deciding how the review is led and co-ordinated and that they are involved in assessing compliance.

This year, we are recommending that the Customer Panel and our Registered Tenants Organisations are used to feed into the regulatory compliance assessment.

A proposed timeline and key milestones for the Regulatory Compliance Assessment has been attached at appendix 2 for consideration. This sets out the proposal for this year and an indicative proposal for next year to give Board members a flavour of the suggested direction of travel, however, it should be noted that one of the first proposed tasks for the 2022-23 process is to obtain full feedback from Board members and review this year's process, to enable greater involvement from governing body members at an earlier stage in future.

4. Risk

The risk of not completing an effective regulatory compliance assessment could result in the Board being unable to provide an Annual Assurance Statement to the Regulator.

The new process has been designed to ensure that both Board and the organisation's managers have a greater involvement in regulatory compliance assessments and monitoring and delivering on the actions resulting from them.

5. Recommendation

It is recommended that, after consideration and debate, Board approve the following:

- The new approach to undertaking the annual regulatory compliance assessment
- The timeline for 2021-2022 (appendix 2)
- The use of the Customer Panel and our Registered Tenants Organisations to understand customer views on our assessment.

5.3. ARC Return Corrections

5.4. Policies Review

Title: Policy Updates	Date: 18-08-2022
Authors: Heather Anderson & Anne-Marie Fox-Smith	Sponsor: Diana MacLean
Action: Approve	Confidential: No
Appendices: Appendix 1: Income Collection Policy Appendix 2a: Health, Safety, and Environment Policy. Appendix 2b: Health, Safety and Environment Statement Appendix 3: Riverside Scotland Rechargeable Repairs Policy	Reading Room:
Reg. Requirement: AN3: Each landlord must have assurance and evidence that it is meeting all of its legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety.	ORP ref: People at our heart
Strategic Risk ref: R1 Customer Experience R2 Income Maximisation R3 Safety First	
Consultation: There has been consultation with customers through the Customer Panel and local tenant groups for the Income Collection Policy and Rechargeable Repairs policy. The Health, Safety and Environment policy has previously been discussed by the Riverside Scotland Board as consultees to the policy development process.	

Purpose and Action:

The Income Collection policy, and Health, Safety, and Environment policy have recently been reviewed by Riverside in accordance with the policy review framework. These policies are Group wide and applicable to Riverside Scotland as a subsidiary organisation. The purpose of this paper is to request adoption of these policies by the Riverside Scotland Board. The Income Collection policy is attached to this report as Appendix 1, and the Health, Safety and Environment Policy as Appendix 2.

The Riverside Scotland Rechargeable Repairs policy has also been reviewed and is attached to this report as Appendix 3. This policy is specific to Riverside Scotland and has been developed by the Riverside Scotland Housing and Asset Teams with input from Riverside Asset colleagues. Board is therefore asked to provide full approval for this policy.

Executive Summary:

The Riverside Scotland Board is asked to adopt the following Riverside Group wide policies which have recently been reviewed in accordance with the Riverside policy framework:

- Income Collection Policy – (attached to this report as Appendix 1).
- Health, Safety and Environment Policy – (attached to this report as Appendix 2).

The Riverside Scotland Board is also asked to provide full approval for the Riverside Scotland Rechargeable Repairs Policy, which is specific to Riverside Scotland and attached to this report as Appendix 3.

1. Income Collection Policy

The Income Collection policy was last updated in 2016. Best practice and welfare reform have moved on in this time which has prompted a review of the policy to ensure Riverside is applying best practice in the prevention, management, and recovery of customer arrears and associated debt.

As a result of this review, the following changes have been made to improve our approach to arrears recovery, maximise income to the Association, whilst preventing homelessness and eviction as far as possible:

- Increased focus on the importance of encouraging customers to pay their rent in advance.
- Introduction of dedicated posts focusing on early intervention to prevent escalation of arrears and promote proactive intervention.
- Increased emphasis on making use of all recovery techniques available, and sustain tenancies wherever we can, with eviction being used as a last resort.
- Increased collaborative working between Income Collection and Housing teams, to ensure face to face visits and referrals to Money Advice and Tenancy Sustainment services are an integrated part of the recovery process.
- Increased use of digital and online self-service options for managing rent arrears.

Ensuring the Association has an effective comprehensive Income Collection Policy supports mitigation of the following Riverside Scotland strategic risk:

- **Risk 2 #4:** Income Maximisation & Cost Control - Rising arrears because customers are unable to pay rent due to reducing income through the end of Universal Credit uplift and rising prices of fuel and food, leading to increased arrears and bad debts.

2. Health, Safety and Environment Policy

The Health, Safety and Environment policy was last updated in 2020. This policy supports Riverside's belief that safety comes first and that the safety of our employees, customers and the natural environment comes before anything else we do. This is a Group wide policy and has been developed by the Riverside Health and Safety Team with input from Riverside Scotland Asset, Compliance, and Health and Safety colleagues. The policy is applicable to Riverside Scotland as a subsidiary organisation.

The policy is attached to this report as Appendix 2 and sets out the structure and framework for how the Riverside Group Ltd will meet the following aims:

- Build a safety-first culture that actively encourages positive health, safety and environmental practices through engaging with our people and those for whom we have a duty of care.
- Minimise any negative environmental impact of our current and future business practices.
- Wherever possible, seek opportunities to use safer fuel sources and energy efficient technologies and equipment,
- Comply with all applicable health, safety and environmental legislation and where appropriate going beyond compliance with the minimum requirements of regulatory bodies and customer expectations,
- Encourage a fair and trusted, proactive reporting of health, safety and environmental issues, by applying just and learning investigation procedures,

- Care for our employees and provide occupational health programmes and the promotion of wellbeing for our people,
- Ensure robust health, safety and environmental risk mitigation strategies are in place to reduce negative impacts on colleagues, customers, and the natural environment.

Ensuring the Association has a robust and comprehensive Health, Safety and Environment policy supports mitigation of the following Riverside Scotland strategic risk:

- **Risk 3:** The Association has no appetite for a risk of harm to customers, colleagues, or others coming from the provision of its services, and no appetite for a breach of health and safety legislation and regulation in its role as a landlord or employer.

3. Rechargeable Repairs Policy

The Riverside Scotland Rechargeable Repairs policy has been reviewed to ensure that customers are recharged appropriately for property repairs that have been caused due to wilful tenant neglect or damage. The policy is attached to this report as Appendix 3. The key aims of the policy are:

- Maximise income to the Association for damage to property that has been caused by tenants or people visiting their home.
- Act as a deterrent for customers to prevent wilful damage to properties from occurring.
- Reduce the cost of void and responsive repairs.
- Provide sufficient flexibility for frontline officers to consider if re-charging the tenant is appropriate, taking into account tenancy history and individual circumstances.

Ensuring the Association has a customer Rechargeable Repairs Policy in place supports mitigation of the following Riverside Scotland strategic risk:

- **Risk 1: Customer Experience:** There are many factors which affect our customers' experience of the services we provide and where these are within our control we will not tolerate the risks which they pose and will react quickly to put in place plans and interventions to improve the service. Where a negative experience for our customers is out with our immediate control we will work with partners to find solutions to mitigate any negative impact.
- **Risk 2: Income Maximisation:** In accordance with our social purpose, it is a priority for the Association to provide services to our customers to assist them to sustain their tenancies, however we have limited appetite to accommodate the risk of reduced income as a result.

4. Next Steps

Following approval, the new policies will be disseminated across Riverside Scotland using a range of internal communication channels and publicised on external website. Appropriate training on each of the policies will be provided to relevant Riverside Scotland colleagues.

5.5. Rule 67 Statement by the Secretary

5.6. Board Member Nominations

Title: Board Member Nominations	Date: 18 August 2022
Author: Donna Boyle [REDACTED]	Sponsor: Diana MacLean
Action: For approval	Confidential: No
Appendices: Appendix 1 - Board Election Forms	Reading Room:
Reg. Standard: Standard 6 The governing body and senior officers have the skills and knowledge they need to be effective.	ORP ref: People at our heart
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:

The purpose of this paper is the Board to consider the proposed nominations to the Board prior to the annual general meeting.

The Board is asked to consider and agree the proposed nomination(s) to the Board.

Executive Summary:

The formal election of Board Members takes place at the annual general meeting (AGM) in September every year. Board nominations were invited from the membership in July to allow Board consideration of any proposed nominations prior to the AGM. Nomination paperwork has been submitted for Steven Easton, who previously served on the Board as a co-optee. No other nomination paperwork has been submitted by any other member of the Association.

1. Introduction

- 1.1 In accordance with the Association's Rules, the formal election of Board Members takes place at the Annual General Meeting in September every year.
- 1.2 A third of our Board and any Board Member who has been co-opted or has filled a casual vacancy, require to retire at the Annual General Meeting. Provided retiring Board Members have not been in office for more than 9 years or had their appointment extended by Board resolution, they are eligible for re-election without nomination.

2. Discussion

- 2.1 There are currently 2 vacancies on the Association's Board.
- 2.2 A letter was issued to all members of the Association during July advising on the process for standing for election to the Board and the associated deadlines for the submission of paperwork to allow Board consideration prior to the AGM.
- 2.3 Completed Election to Board forms duly nominated and seconded and Statement by Nominee forms have been received for Steven Easton.
- 2.4 The Association's Rule 38(b) states that "Co-opted persons may not stand for election, nor be elected as one of the Association's officers of the Board."
- 2.5 Steven Easton resigned as a Board co-optee on 28 July 2022.
- 2.4 *No other Election to Board forms have been received by any other member.*

2.5 As advised at the previous Board Meeting, Margaret Burgess, Gerry Darroch and Mary Crearie are standing down at the AGM, but plan to stand for re-election and have submitted the required forms to the Association.

2.6 The number of vacancies at the AGM will therefore be as follows:

Current vacancies:	2
Vacancies created by those standing down:	3
Total vacancies:	5

2.7 Subject to Board's consideration of the proposed nomination(s) to Board, the number of persons standing for election / re-election are as follows:

Board members standing for re-election:	3
Members standing for election:	1
Total candidates for election / re-election:	4

3. Risk

3.1 There is a risk that the Board Members who are due to stand down at the AGM (3) choose not to stand for re-election to the Board and there are no nominations to the Board for the additional 2 vacancies on the Board. This would result in there being 5 vacancies on the Board, which would mean that the Association's Board would fall below its minimum composition requirement of 8.

3.2 The Riverside Group (as parent), do however, have powers to appoint and dismiss to the Association's Board and could nominate Officers to serve on the Board until such times as new Board Members were recruited to fill casual vacancies on the Board.

3.3 Discussions with those Board Members due to the stand down at the AGM are carried out in a timely manner in order to effectively plan any required recruitment exercises.

4. Conclusion

4.1 Given the total number of candidates standing for re-election / election will not exceed the number vacancies at the AGM, a vote will not be required on this matter at the meeting.

5. Next Steps

5.1 The formal notice for the annual general meeting will be issued to all Members in early September.

5.2 Following comments made at the AGM last year regarding information on Board Members, it is intended that the communication to Members will provide details on the individuals standing for election / re-election at the AGM and also confirm that, given the numbers standing do not exceed the number of vacancies at the AGM, a vote will not be required at the meeting.

5.7. Quarterly Performance Report - Q1

Title: Quarterly Performance Report – Q1	Date: 01 August 2022
Author: Caroline Cameron-Russell [REDACTED]	Sponsor: Diana MacLean
Action: Note	Confidential: No
Appendices: Appendix 1: Riverside Scotland Board KPIS 2022-23 - Q1	Reading Room:
Reg. Standard: Standard 4.2 The governing body challenges and holds the senior officer to account for their performance in achieving the RSL's purpose and objectives	ORP ref: Our Riverside Way: Value - Managing our resources effectively, so that we can build more homes and deliver better services
Strategic Risk ref: R6 Governance and Regulation	
Consultation: This report is not subject to consultation	

Purpose and Action:

The purpose of this report is to provide Board with an opportunity to review and influence the Association's operational performance key performance indicators (KPIs) covering quarter one of 2022.

Executive Summary:

The Board reviews the Board level KPIs on a quarterly basis in order to provide assurance to the Board that performance is being managed effectively. The attached report at Appendix one covers performance for the period of 1 April to 30 June 2022. It is recommended that Board discuss, comment on and note the contents of the Quarterly Performance Report.

1. Introduction

At the Riverside Scotland March Board meeting, Riverside Scotland's full suite of proposed quarterly performance measures were discussed by Board, and the measures to be reported at Board level agreed, along with acceptance of the suggested reporting methodology. Previous performance spanning four years, most recent performance and peer benchmarking were also considered as part of this exercise, in order to agree realistic targets. The attached report highlights quarter one of 2022/23 performance in the agreed format.

2. Key Points

The key points to note from the performance analysis are:

- Overall Satisfaction (Ref 1) has shown a slight decline since March 2021. We are confident however, that the Big Conversation we are currently undertaking with Riverside Scotland tenants will greater insight into customer perception of our services and where we can concentrate efforts to improve satisfaction. The response rate has been impressive, and the team continues to gather as many customer views as possible plus Focus Groups for more in depth discussion with customers will take place over the next few weeks.
- Keeping tenants informed (Ref 2) has improved since last quarter. Again, we feel, the opportunity for staff to get out and about and meet our customers face to face or talk to them on the telephone during the Big Conversation has made more of our customers feel like they are being listened to. We will continue the effort to drive this result upwards, and we will be reviewing our structures for ongoing customer engagement through our new operating model.
- Overall repairs and maintenance satisfaction (Ref 12) has shown a decline since Q4 21/22; however, 'satisfaction with latest repair completed' has improved considerably, reaching a

peak of 88.1% in June. It is anticipated that in Q2 the positive reaction to recent repairs alongside our ongoing capital investment programme will translate into overall repairs and maintenance satisfaction.

- Average relet times (Ref 30) were slightly higher than we would usually expect to see and is far from target at Q1 end. This is due to the fact there were three long term voids (1 x 207 days, 1 x 120 days, and 1 x 97 days) two of these were due to low demand for the stock type (bedsit accommodation), and a fire damaged property requiring significant remedial works completed through the Association's insurance company.

3. Next Steps

Board is asked to note the content of the attached and to continue monitoring at quarterly intervals reporting.

5.8. Health & Safety Performance Report

5.9. Financial Performance Report

5.10. Progress Report on Developments

5.11. Managing Director's Appraisal and Objectives

5.12. Managing Director's Report

6. Minutes / Updates

7. Any Other Business - Board Masterclasses

8. Date of Next Meetings - Wednesday 21
September 2022: 5.30 p.m. Annual
General Meeting and 6.00 p.m. Special
Board Meeting (both meetings at the
Gailes Hotel, Marine Drive, Irvine