



CUNNINGHAME
HOUSING ASSOCIATION

More than just a landlord

Board of Management Minutes

Date of Meeting: 1st February 2024

Please note that these minutes have been edited to remove any information relating to personal/confidential/commercially sensitive or of a personal nature.

Cunninghame Housing Association Ltd

Board of Management Meeting

Thursday 1st February 2024 at 2:15pm, Quayside Offices, Marina Quay, Dock
Ardrossan, KA22 8DA



Present	In Attendance
Janet Strang (Chair) Brenda Johnstone Brian McCabe Drew Hall Elizabeth Shedden John Kelly John Nisbet June Fenelon Margaret Davison Willie Gibson	Linda Anderson, Acting CEO Jacqueline Cameron, Executive Director of Housing & Property Services Fettes McDonald, FMD Financial Consultant Elaine Nimmo, Minute Secretary Kirsteen Wyllie, Administration Assistant

Item		Action
1.	Apologies Apologies were received from Frank Sweeney, Liam Loudon, Cllr Eleanor Collier (NAC) and Cllr Stephen Canning (EAC).	
2.	Chairperson's Remarks <ol style="list-style-type: none">1 The Chair welcomed everyone to the meeting and asked all members to ensure that their mobile phones are switched off or on silent.2 As there were confidential items on agenda the Chair read out the following confidentiality statement: In compliance with the Regulatory Code of Governance and Board Members' Code of Conduct all items detailed in this notice as being confidential should not be discussed with any external party either prior to or after said meeting by any Member of the Board of Management. 3 CEO Update – The Chair gave an update of the CEO's absence.4 New Agenda/Report - The Acting CEO referred members to the new style agenda and report format for this meeting which is being piloted. Members noted the streamlined agenda however commented on the volume of reading still required. Members also advised it would be more beneficial to have the recommendation at the start of the report for ease of reference. Members agreed to discuss the new format later in the meeting.5 AOCB Items - The Acting CEO advised she had one item to raise under AOCB - EVH pay negotiations.	CEO



Item		Action
2.	<p>The Chair apologised to members for the lateness in receiving item 9.3 Staffing / Recruitment as she had requested for this report to be delayed until after the Skills and Succession meeting had taken place on Tuesday 30th January 2024.</p> <p>6 Re-order Agenda - The Chair advised that the agenda will be reordered as follows: Item 9.1 Draft Budget 2024/25 and Item 9.2 Rent Consultation Response 2024/25 will be taken immediately after Item 4 Requirement of Writing (Scotland) Act 1995 to allow F McDonald and J Cameron to leave the meeting.</p>	
3.	<p>Declaration of Interest</p> <p>Board members, Brenda Johnstone and June Fenelon declared an interest with regard to item 9.6 – Ardrossan Community Development Trust Assistance Request. Both Board members will leave the meeting and take no part in the discussion of this item.</p> <p>L Anderson, Acting CEO declared an interest with regard to item 10.2 – EMT 360 Appraisal Report. She will leave the meeting and take no part in the discussion of this item.</p> <p>L Anderson, Elaine Nimmo and Kirsteen Wyllie declared an interest with regard to item 11, AOCB – EVH Employers Ballot 2024 and will leave the meeting and take no part in the discussion of this item.</p> <p>All declarations will be recorded in the Registering & Declaring Interests Register in accordance with Governance Policy No: CEO028 Entitlements, Payments and Benefits Policy.</p>	<p>Acting CEO</p>
4.	<p>Requirement of Writing (Scotland) Act 1995</p> <p>The Acting CEO referred members to the previously circulated report and informed members that in accordance with the Requirement of Writing (Scotland) Act 1995 a report had been provided listing the Seal and Non-Sealed documents that had been signed on behalf of the Association since the last Board meeting.</p> <p>Members noted there was nothing to report from the last meetings of 23rd November 2023 and 18th January 2024.</p>	



Item		Action
9.	Items Requiring a Decision	
9.1	<p>Draft Budget Report 2024/25 (CONFIDENTIAL) <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>The Financial Consultant referred members to the previously circulated draft budget for 2024/25.</p> <p>The Board noted all the main assumptions within the budget document.</p> <p>The Financial Consultant informed members that he has had several meetings with senior staff to discuss the increased costs and how they are being controlled to ensure covenant compliance.</p> <p>The Financial Consultant advised members that the reactive repair costs per unit were a concern. Members agreed this will need to be prioritised by senior staff and given urgent attention given potential long-term implications. The impact of the increase in repair costs and insurance remain a concern and are being closely monitored.</p> <p>The Board noted that there are no major issues based on the projected figures about loan covenant compliance.</p> <p>The Financial Consultant highlighted and Board discussed some of the ongoing matters that may/are likely to have implications for the longer-term financial outlook.</p> <p>The Executive Director of Housing & Property Services provided members with further information as to what factors have contributed to the increase in reactive repairs. Ultimately reactive repairs are driven by tenants contacting the Association, adding to this over the past 12 months other factors have impacted these costs such as the damp and mould policy being introduced and the additional works this has brought. There have also been the legal obligations of the introduction of the EICR's that have been carried out, and any subsequent repairs, again adding to the costs. Additionally, the Association has seen huge increases in works required in void properties.</p>	



Item		Action
9.1	<p>The Board noted and accepted the draft budget for 2024/25 and noted the final budget will be presented for approval in March 2024.</p>	<p>FMD</p>
9.2	<p>Rent Consultation Response 2024/25</p> <p>The Executive Director of Housing & Property Services presented the previously circulated report in detail and advised that the proposed rent increase of 4.6% for 2024/25 was subject to wider consultation with tenants from 24th November to 22nd December 2023.</p> <p>The Executive Director of Housing & Property Services advised that the rent consultation has now been completed within the previously agreed timescale.</p> <p>The consultation process comprised of:</p> <ul style="list-style-type: none"> • A newsletter sent to each tenant (either by email or text) outlining the extent of the proposed increase and information on expenditure for 2024/25. A response form was enclosed with all posted newsletters, along with a pre-paid envelope. • The consultation was also made available for completion online. • Tenants were also given a direct contact number to have the consultation completed online for them, with staff also proactively discussing the consultation during telephone calls and home visits to encourage tenants to complete the survey. • Two prize vouchers were also advertised as an incentive. <p>The Board of Management noted the increase in response levels from last year with a total of 502 tenants - an increase of 13% from the previous year. The level of response represents 14.5% of the Association's stock.</p> <p>The Board of Management noted the key points raised in the report:</p> <ul style="list-style-type: none"> • Age of respondents – youngest and oldest age brackets were the least responsive to the consultation as in previous years. • Main spending priorities for the Association – tenants ranked the top 3 priorities as repairs and maintenance, capital investment and support services to tenants. • Affordability and the cost of living was included in the consultation given the current climate to gauge any concerns from tenants. Due to an initial technical issue with the form on the website not 	



Item		Action
<p>9.2</p>	<p>everyone answered these questions. Once rectified, all respondents were contacted however only a small amount completed the follow up survey.</p> <p>Rent Increase Comparison</p> <p>The Board noted the Association’s proposed rent increase was the lowest in comparison to local RSL’s and North and East Ayrshire Council.</p> <p>The Board noted both the positive and negative comments received by tenants as detailed in the report. Overall, the feedback remains positive, and the high response rate received is very encouraging. Members agreed affordability remains a priority for the Association and will continue to closely monitor via arrears control and financial inclusion reporting.</p> <p>The results of the consultation process will be published via social media as well as included in the spring edition of the tenant newsletter.</p> <p>Members referred to the high repair costs previously discussed and enquired if there was any indication of the types of properties which were requiring repairs more than others. The Executive Director of Housing & Property Services advised that analysis of this type has not been carried out given that it is not easily accessible from the current IT system. A discussion took place with regard to the IT operating system, with members noting that a further review of this may be required and could have an impact on management costs.</p> <p>After discussion the Board of Management:</p> <ul style="list-style-type: none"> • Noted the results of the consultation exercise. • Approved the proposal to increase rent to all secure tenancies by 4.6% for 2024/25. • Approved the proposal to increase rent to shared owners by 4.6% for 2024/25. <p>Members referred to the recent North Ayrshire Register (NAHR) Landlords stakeholder event which they attended and commended the Executive Director of Housing & Property Services on the informative presentation.</p> <p><i>**Fettes McDonald, FMD and Jacqueline Cameron, Executive Director of Housing & Property Services left the meeting**</i></p>	<p>F&CS Dept</p>



Item			Action						
5.	Adoption of Minutes and Matters Arising								
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Meeting</th> <th style="width: 30%;">Proposed</th> <th style="width: 30%;">Seconded</th> </tr> </thead> <tbody> <tr> <td>Board of Management Meeting 23rd November 2023 (CONFIDENTIAL)</td> <td>Brian McCabe</td> <td>Brenda Johnstone</td> </tr> </tbody> </table>				Meeting	Proposed	Seconded	Board of Management Meeting 23 rd November 2023 (CONFIDENTIAL)	Brian McCabe	Brenda Johnstone
Meeting	Proposed	Seconded							
Board of Management Meeting 23 rd November 2023 (CONFIDENTIAL)	Brian McCabe	Brenda Johnstone							
<p>Matters Arising: Item 26: a board member queried which skills have been lost from the board of management. The Acting CEO confirmed the board skill set lost were housing policy and human resources which two previous board members had experience of.</p>									
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Meeting	Proposed	Seconded							
Special Board of Management Meeting 18 th January 2024 (CONFIDENTIAL)	Drew Hall	Willie Gibson							
<p>Matters Arising: None</p>									
<p>The Acting CEO referred members to the actions list which has been introduced to accompany the minutes for ease of reference.</p>									
<ul style="list-style-type: none"> • Health & Safety Policy – CEO001A, discussed with EVH and they have agreed to review the policy document over the coming weeks with particular attention to the responsibilities of the health & safety administrator. • Procurement report and contracts register - has now been published on the Association’s website. 									
6.	Notifiable Events								
<p><i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p>									
<p>The Acting CEO informed members that there had been one notifiable event which was logged with the Scottish Housing Regulator on 21st December 2023.</p>									
<p>The Board noted.</p>									



Item		Action
<p>7.</p>	<p>Health & Safety Report</p> <p>The Acting CEO referred members to the previously circulated report providing members with a summary overview of health and safety matters along with accompanying appendices.</p> <p>The Acting CEO referred members to the recent external audit that was carried out on 14th November 2023 within Direct works by ACS. The draft Direct Works audit report (appendix 1) was presented to the Audit & Risk Sub Committee on 7th December 2023. The Acting CEO advised that the final Direct Works audit report along with action plan was now presented to members for approval.</p> <p>An independent health & safety audit by ACS was also carried out on 14th November 2023 and subsequently 20th December 2023 within CHA head office. The draft audit report will be presented to the Audit & Risk Sub Committee on 29th February 2024 for consideration and thereafter the final report will be presented to the Board of Management on 21st March 2024 for approval.</p> <p>The Acting CEO referred to the accidents and near misses for quarter 3. Members noted there were a total of 4 accidents and 1 near-miss recorded during this quarter and no reportable incidents under RIDDOR.</p> <p>Members noted the minutes of the health & safety group meeting of 15th November 2023 and the health & safety Direct Works meeting of 18th January 2024.</p> <p>Following consideration members approved the final draft audit report for Direct Works and accompanying action plan.</p>	<p>CEO</p>
<p>8.</p>	<p>Risk Management Monitoring/Review <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>The Acting CEO referred members to the previously circulated report taken directly from the Clearview system providing the Association’s current strategic risks. Members noted there have been no changes or amendments since the last meeting of 23rd November 2023.</p>	



Item		Action
8.	The Board of Management noted the content of the report.	
	Items Requiring a Decision	
9.3	<p>Staffing / Recruitment (CONFIDENTIAL) <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>The Acting CEO referred members to the previously circulated report which provided an update and recommendation following the special Skills and Succession Sub Committee meeting on 30th January 2024.</p> <p>A special Skills and Succession Sub Committee was convened to discuss the vacancy which has now arisen following the departure of the Executive Director of Finance & Corporate Services on 31st December 2023. Following a thorough and comprehensive discussion, the Sub Committee agreed it prudent to carry out a review of the Finance & Corporate Services department prior to considering the appointment of a new Executive Director.</p> <p>Subject to Board of Management approval the Skills and Succession Sub Committee remitted the Acting CEO to produce a brief for issue. They agreed the brief will be issued to three companies to ensure value for money is achieved. Initially the three companies identified were Indigo House Group, DTP, and EVH. However, the Chair advised after discussion with EVH they advised they would require to outsource this work to a third party. It was therefore agreed EVH would not be used in this instance and third company will be sourced. The Chair advised she had provided details of a further company for consideration which the Acting CEO agreed to explore.</p> <p>The Board of Management recognised engaging a consultant to carry out a review of the effectiveness of the department structure and review the number of functions which presently sit within Finance & Corporate Services prior to considering the appointment of an Executive Director is prudent.</p> <p>The Board of Management commended the Acting CEO for her work over previous months and acknowledged the huge remit which she has</p>	



Item		Action
9.3	<p>undertaken and reiterated they are fully supportive of further interim support options to assist staff with the current workload if required.</p> <p>Following a detailed discussion, the Board of Management approved the Skills and Succession Sub Committee recommendation to engage and appoint a consultant to carry out a structure review of the Finance & Corporate Services department as timeously as possible.</p>	CEO
9.4	<p>Sub Committee Remit – Minutes</p> <p>The Acting CEO referred members to the previously circulated report which derived from members feedback during their 2023 appraisals. One of the main themes coming out of the appraisal process was to consider ways of streamlining the Board agenda with more emphasis on strategic/important items. As part of the review process members agreed (6th July 2023) to consider and investigate the process for approving sub committee minutes.</p> <p>The Acting CEO advised subject to approval of the new process, the Board of Management will continue to receive a copy of all sub committee minutes however there will be no requirement for the minutes to be proposed and seconded at a Board of Management meeting, which should streamline the Board agendas going forward and free up time for discussion on strategic/important items.</p> <p>The Board of Management agreed the proposed process for distribution and approval of sub committee minutes as follows:</p> <ul style="list-style-type: none"> The minutes of the sub committee shall be submitted to the next sub committee for approval. Following approval of the minute a copy of same will be presented to the next Board of Management meeting for information. <p>Following the approval all relevant policy documents will be updated to reflect the new process.</p>	CEO



Item		Action
9.5	<p>Making Our Communities Better Places Fund (CONFIDENTIAL) <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>The Acting CEO referred members to the previously circulated report which forms one report split into sections for ease of reference.</p> <p>Section 1 The Acting CEO referred to payments made from the MOCBP fund, in particular sponsorship payments as members understood historically these were paid from another budget. It was confirmed that over the past 5 years all sponsorship payments were made from the MOCBP fund with the exception of 3 paid from the marketing budget. Members acknowledged that the budget of £30,000 is a healthy balance to administer and support all awards made.</p> <p>The Acting CEO referred to the current process highlighting that the fund has grown over the years, and it is important to review to ensure transparency and provide a clear audit trail for all applications received.</p> <p>After discussion members agreed a full review of MOCBP fund processes and procedures is carried out to ensure appropriate measures are in place to withstand scrutiny. A full report will be presented to the next Board of Management meeting on 21st March 2024.</p> <p>Section 2 – MOCBP (Dumfries & Galloway) The Board discussed and considered each MOCBP funding application received for Dumfries & Galloway and agreed as follows:</p> <p>Izzy Barbour – Refused Mossburn Community Farm – approved £500 Wigtown Festival Company – approved £500</p> <p>Section 3 – MOCBP (North & East Ayrshire) The Board discussed and considered each MOCBP funding application received for North & East Ayrshire and agreed as follows:</p>	CEO



Item		Action
9.5	<p>Aria Pascual – Refused Darvel Music Company – Refused</p> <p>Members noted all of the applications received are from worthy causes however agreed that the pressure on the MOCBP fund is becoming more difficult and each application requires to be considered carefully to ensure the fund criteria is being fully met.</p> <p>Section 4 – Sponsorship Updates The Board noted the sponsorship updates received from Josh Stewart and Dominik Czopek.</p>	
	<p>*** Suspension of Standing Orders *** At this junction the Chair requested a time extension to the Board meeting in accordance with the Association’s Standing Orders.</p>	
9.6	<p>Ardrossan Community Development Trust Assistance Request (CONFIDENTIAL) <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>**June Fenelon and Brenda Johnstone left the meeting**</p> <p>For transparency and as detailed in the accompanying report, the Acting CEO advised the Association’s Head of Social & Economic Development is the Chair of the Ayrshire Community Development Trust. The Board of Management also noted that June Fenelon and Brenda Johnstone have declared an interest with regard to this item and left the meeting and took no part in the discussion of this item.</p> <p>The Acting CEO referred members to the previously circulated report regarding a request to support the Ardrossan Community Development Trust (ACDT). As detailed within the report ACDT are currently constructing a ‘Hub On The Prom’ on Ardrossan South Beach following funding received from the Scottish Government RCGF.</p> <p>Following the request for assistance CHA sought legal advice from Harper Macleod who advised this is something the Association can do, and it is</p>	



Item		Action
<p>9.6</p>	<p>consistent with the Association’s own regeneration priorities. The Board of Management agreed the project fits in well with the Associations ethos and regeneration and acknowledged that the Association has supported the good work of the Trust since its infancy. Subject to approval Harper Macleod recommended a brief written agreement between CHA and ACDT to document the arrangements if funding is required. Harper Macleod advised this would be no more than an exchange of letters, which they would conclude.</p> <p>The Board of Management discussed thoroughly given the staff member connection to the Trust to ensure full transparency is achieved and there is no risk to the Association. After discussion members requested that consideration be given to some form of security being put in place prior to any formal agreement being finalised. The Board of Management also queried if the Trust had approached the local authority with a view to securing assistance. The Acting CEO advised ACDT have communicated with North Ayrshire Council who were unable to offer support.</p> <p>Following a detailed discussion, the Board of Management approved in principle to support the Ardrossan Community Development Trust by way of an assurance of assistance.</p>	
	<p><i>**June Fenelon and Brenda Johnstone rejoined the meeting**</i></p>	
<p>9.7</p>	<p>Policy Reviews</p> <p>The Acting CEO referred members to the previously circulated report and advised the undernoted policies have been reviewed in accordance with the timescales in departmental workplans, with changes to the policies marked in red. The policy documents are now recommended for ratification.</p> <ul style="list-style-type: none"> • Factoring Policy – CSF007 • Treasury Management – CSF005 • Scheme of Delegation – Finance & Corporate Services and Audit Sections – CEO0021B <p>The Board of Management ratified the policy documents as presented.</p>	



Item		Action
10.	Items for Discussion	
10.1	<p>Acting CEO Report (CONFIDENTIAL) <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>The Acting CEO referred to the previously circulated report highlighting the introduction of the new report which provides members with information on the status of a number of areas currently being progressed which the Board should be aware of. It was noted that no items on the report require a decision, the report is to provide an update to Board members.</p> <p>40th Anniversary The Association’s 40th anniversary is this year (October 2024) and given this important milestone it would be fitting to celebrate it. A board/staff working group is being established to specifically scope out potential ideas which will be incorporated into a report for consideration at the next meeting (21st March). Board members are encouraged to join the working group to work alongside staff. An email will be issued next week to all members inviting volunteers to join.</p> <p>Subsidiary Review The subsidiary review is currently underway with DTP with meetings scheduled with key members from both subsidiary companies. The final report and any recommendations will be presented by Paul Hillard at the Board of Management meeting of 21st March 2024.</p> <p>Corporate Strategy & Plan Yearly Review Timetable Potential dates are being considered in line with the corporate calendar and an email will be issued to all members with the suggested April dates for consideration.</p> <p>Board of Management Recruitment In accordance with the agreed timetable the closing date for BOM applications is 2nd February 2024, thereafter a meeting will be convened with the office bearers to shortlist the applications. Following an informal chat with the shortlisted applicants an induction will be arranged with a</p>	<p>CEO</p> <p>CEO</p>



Item		Action
10.1	<p>view to the new members attending the next board meeting. The Acting CEO confirmed 8 applications have been received to date.</p> <p>Some members expressed their concern in relation to the timeline while others noted that it is important that the board have a broad skill set and recognised that the timeline had been previously discussed and agreed.</p> <p>Feedback from BOM re Tablets Given the time constraints members agreed to provide feedback at a later date with regard to their new tablets.</p>	
10.2	<p>Executive Management Team 360 Appraisal Report (CONFIDENTIAL) (Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</p> <p>As the Acting CEO declared an interest with regard to this report, she left the room and took no part in the discussion of this item.</p> <p>**The Acting CEO left the meeting**</p> <p>The Chair referred to the previously circulated report. The Board of Management welcomed the excellent report with members commenting that it was very positive.</p> <p>**The Acting CEO rejoined the meeting**</p>	
10.3	<p>Self-Assurance The Acting CEO referred to the previously circulated report. As part of the annual assurance process a working group is being established to review the evidence base and levels of compliance. The group will meet in April, June and August and provide feedback to the Board of Management.</p> <p>Willie Gibson, Margaret Davison and Drew Hall all volunteered to join the working group. Calendar invites will be issued in due course for the first meeting in April.</p>	CEO



Item		Action
10.4	<p>Quarterly Performance against Strategic Objectives (CONFIDENTIAL) <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>The Acting CEO referred members to the previously circulated quarterly report which provides an update on the progress against the strategic objectives and advising good progress is being made.</p> <p>The Board noted the content of the report.</p>	
10.5	<p>Quarterly Board of Management Workplan and Targets 2023/24</p> <p>The Acting CEO referred to the previously circulated report which provides an update on the Board of Management workplan and targets for 2023/24 which was approved on 5th October 2023.</p> <p>The Board noted the content of the report.</p>	
10.6	<p>Festive for Support for Tenants 2023 – Follow Up Report</p> <p>The Acting CEO referred to the previously circulated report which provided an update of the festive spirit campaign. Members noted the positive feedback received following the success of the campaign. The festive support to tenants was funded through the generosity of partner organisations with match funding from CHA, and other staff led charitable initiatives.</p> <p>The Board noted the content of the report.</p>	
10.7	<p>Subsidiary Company Report & Minutes (CONFIDENTIAL) <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>The Acting CEO referred members to the previously circulated report and minutes of the subsidiary companies most recent meetings for information.</p> <p>The Board noted the content of the report.</p>	

Cunninghame Housing Association Ltd

Board of Management Meeting

Thursday 1st February 2024 at 2:15pm, Quayside Offices, Marina Quay, Dock
Ardrossan, KA22 8DA



Item		Action
11.	Any Other Business	
11.1	<p>As the staff declared an interest with regard to this report, they all left the room and took no part in the discussion of this item.</p> <p><i>**CHA staff left the meeting**</i></p> <p>EVH Wages Ballot (CONFIDENTIAL) <i>(Confidential Report is commercially sensitive therefore has been withheld because disclosure would harm commercial interests.)</i></p> <p>After discussion the Board of Management agreed the EVH wages ballot for April 2024 as presented.</p> <p><i>**CHA staff rejoined the meeting**</i></p>	
11.2	<p>Pilot Agenda/Reports</p> <p>Some members commented that they felt the pilot agenda was excellent as it prioritised the items which required most discussion prior to making any important decisions. The Chair advised she was not convinced the new agenda format helped when taking the meeting.</p>	
12.	Date of Next Meeting – 21st March 2024	

The meeting closed at 4:45 pm.