

NORTHERN LIGHTHOUSE BOARD

GOVERNANCE BOARD

MINUTES – 17 February 2022

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| PRESENT: | Alastair Beveridge | Chair |
| | Elaine Wilkinson | Vice-Chair |
| | Mike Brew | Commissioner |
| | Hugh Shaw | Commissioner |
| | Brian Archibald | Commissioner |
| | Marysia Lewis | Commissioner |
| | Mhairi Stephen | Commissioner |
| | Duncan Murray | Commissioner |
| | Bill Lobban | Commissioner |
| | Mike Bullock | Chief Executive |
| | Phil Day | Director of Operations |
| | Mairi Rae | Director of Business Services |

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| IN ATTENDANCE: | Jim McBrier | Risk and Improvement Manager |
| | Karen Charleson | Senior Executive Assistant (minutes) |

This is the first meeting of the Governance Board replacing both the Managing Board and Board of Commissioners. The meeting incorporates the structures that were agreed at the last Board of Commissioners meeting and the proposals put forward by the Working Group on Governance.

1. WELCOME, APOLOGIES AND INTRODUCTION

Apologies for absence were received from Commissioners Woodward, Turnbull, Braat, Bain, Pyle and Charteris.

2. DECLARATIONS OF INTERESTS

There was no declaration of interests raised for noting.

3. MINUTES OF THE PREVIOUS MEETING

The final Board of Commissioners meeting minutes of 20 October 2021 will be included for approval at the 12 May 2022 Governance Board.

The minutes of the last Managing Board meeting held on 17 November 2021 were agreed and can now be put on to the website.

Action: Senior Executive Assistant

4. MATTERS ARISING

All actions left open by both the Managing Board and Board of Commissioners have been incorporated into the Action Plan for the appropriate Committees.

5. ORGANISATIONAL PERFORMANCE

The Commissioners noted the KPI Dashboard included in the meeting pack.

It was agreed that the Dashboard would be developed to show trends and will include a short narrative to highlight any areas of change and any actions being undertaken.

Action: Chief Executive

6. HEALTH, SAFETY AND ENVIRONMENT PERFORMANCE

The HS&E Committee is attended by representatives from across the organisation and is an open and transparent forum which encourages people to speak out if they have any concerns. The Agenda follows Health & Safety Executive Guidance.

Health & Safety Assurance

The HS&E Committee met 20 January 2022. The Agenda included the key headings identified for discussion at organisational Health and Safety meetings with a broad range of issues covered which included: Statistical Performance and Review of Incidents, review of Inspections and Audits, contact with Enforcing Authorities, Workforce Concerns, Management Concerns, Occupational Health and Training.

The Committee can confirm that: assurance was received in relation to all key issues; transparent reporting of incidents and near misses is taking place; necessary steps are being taken to identify and share lessons in order to prevent further incidents; introduction of new equipment is being addressed; there is positive and open dialogue between Management and the Workforce on the full range of H&S issues; an accurate Strategic Risk Card is in place.

The Committee wished to draw the Governance Board's attention to the following issues:

- Plans are in place to withdraw mercury from NLB's estate which is expected to be completed by 2024.
- Occupational Health noise assessments are to be completed onboard PHAROS as part of ongoing monitoring.
- Following the recent acquisition of welding equipment action is to be taken to ensure the necessary procedures are in place and up to date, particularly in respect of Respiratory Protective Equipment.
- A near miss incident involving a member of staff who lost their footing whilst stepping onto a rocky shore was examined and assurance on the mandated mitigating action received.
- Routine ISM and HS&E audits and inspection have continued over the period.
- The Health & Safety Executive conducted a remote review, by telephone, of COVID procedures at Oban Base and were generally satisfied with the control measures NLB had in place.
- It was noted that a very small number of respondents to the recent Staff Engagement Survey had marked that they did not believe that My organisation has a safe working environment. This was discussed at length with Staff representatives at the meeting and unanimous confirmation received that this perspective was not shared.
- Progress is being made with the recovery of HS&E training following the COVID restriction. The provision of an additional report providing details of outstanding training will be sought to ensure compliance with statutory and mandatory training.
- A member of staff slipped and fell whilst in the cabin onboard PHAROS. There was some plastic protective material on the carpet which should have been removed. A Lesson Learned Notice has been issued to all staff.

Engagement Survey

Commissioner Archibald asked whether it was sea or shore-based staff that had provided negative feedback in the Engagement Survey. The Chief Executive advised that it was a mix of both with no common themes identified. It is acknowledged that there are aspects of NLB's work that are intrinsically difficult and risky but these are managed appropriately to minimise the risk.

The Chair asked if there had ever been feedback from staff who feel frustrated at the level of risk assessment/mitigation and find it preventative to the doing the job. The Director of Operations advised that everyone understands Toolbox Talks and Risk Assessment are a necessary tool to protect them. The Risk & Improvement Manager added that operational risk assessments form a large part of LRQA's sampling process as part of ISO45001. It is reassuring to have that third party view and benchmark to ensure that NLB's processes are reasonably practical and the tension between risk mitigation and delivery strikes the right balance.

Sustainability and Environment Assurance

The HS&E Committee Agenda covering Sustainability and the Environment included Statistical Performance, Operational Activities Impacting on Carbon Emissions/Environment; GGC Reporting; Biodiversity and Biosecurity.

The Committee confirmed that assurance was received in relation to all key issues: Targets for GGC have been agreed with the DfT; Effective reporting mechanisms are in place; there is commitment across NLB to tackle the Climate Emergency in terms of both mitigation and adaptation; the importance of Biodiversity and Biosecurity is fully recognised.

The Committee wished to draw the Governance Board's attention to the following issues:

- Although the collection of data against the GGC targets is established with just two periods captured there is not yet enough data to allow meaningful comparison.
- Arrangements have been put in place in Oban Base to widen the scope of recycling to include glass and food waste.
- NLB continues to set the pace for response to the Climate Emergency and drive towards sustainability across the three GLAs.
- Good Biosecurity awareness has been demonstrated at Oban Base.
- An overarching NLB sustainability strategy has been produced in draft which will be presented to the next HS&E Committee following review by the Executive Committee.

Biosecurity

Commissioner Archibald asked whether the same biosecurity risk applies to the Hebridean Princess and are NLB confident that they are fully up to speed on this particular issue given they use NLB's jetty at Oban. The Director of Operations will make them aware that there has been an issue.

Action: Director of Operations

Mercury

Commissioner Stephen asked if mercury will be something that the Museum needs to consider. The Chief Executive advised that work has been done to review the items at the Museum and where mercury was present it has been removed.

The Director of Operations added the mercury that was removed at the Isle of Man has been stored appropriately on site. There are issues with transborder shipments and the complex processes are being progressed.

7. NAVIGATION AND OPERATIONS PERFORMANCE

The Navigation and Operations Committee met on 18 January 2022 and key issues considered during the meeting included Aid to Navigation availability; Navigation report; Options report for the refurbishment of Pillar Rock Lighthouses; Business Services report; Presentation on Asset Management; Update on COVID arrangements across NLB; Risk Cards for Aids to Navigation Provision and Asset Loss or Damage.

The Committee confirmed that:

- Assurances were received in relation to all key issues
- The financial outlook remains within budget and any corrective action required has been taken or is planned
- The Capital and Maintenance Programme remains under review and any corrective action has been taken or is planned
- The Risk Cards for Aids to Navigation Provision, Asset Loss or Damage, Information Technology and Operational, Technological Change and Obsolescence, Natural Events are utilised and updated on a regular basis
- The COVID arrangements remain under frequent review.

The Committee wished to draw the Governance Board's attention to the following issues:

- The reduction in availability of Category 1 lights due to a combination of ageing infrastructure, winter weather, tidal limitations and helicopter availability
- Argyll and Bute Council has opted to expand its existing harbour area to cover the currently unmanaged area of Oban Bay and approaches. It is not expected that this initiative will adversely affect Oban Base.
- The option to extend the existing helicopter contract has been confirmed. Work will now start on the specification for a future contract and how it will be procured. Account will be taken of the difficulties experienced this winter.

Dubh Artach

The Director of Operations advised that there has been continued problems accessing Dubh Artach which has resulted in the light automatically reverting to its emergency light which has a reduced range of 10 miles. Through email agreement of the Committee the revised temporary range has been advertised. A permanent fix will take place once the weather improves.

Commissioner Shaw advised that having the wider representation at the Committee itself particularly Assets, Delivery & Planning and Programme & Renewals is a great benefit. Being able to discuss some of the challenges and problems directly with the Team is a definite improvement in the new Committee set up.

Corran Narrows Sector Light

Commissioner Stephen noted that the Corran Narrows Sector Light had failed and asked if it was anything Commissioners should be concerned about. The Director of Operations advised that the north light had been established as a fixed flashing light originally and had a sector light added which has failed. The difficulty with this location is it is within trees and the solar aspect in winter is difficult. There is now a walk-in route to avoid the traffic issue which was causing the delays to attend.

Category 1 availability

Commissioner Wilkinson advised that she had observed the Navigation & Operations Committee which had been very useful and brought to light all the efforts that are going in to maintain the lights. However, the indication is that NLB will very soon not meet IALA Targets for Category 1 Lights and Commissioner Wilkinson asked if there could be some reporting around this so that it could be flagged at an earlier stage and have more of a spotlight on it in the future. Commissioner Wilkinson also asked how quickly NLB could recover from this given the 3 year

rolling average and particularly given the scheduling of the refurbishment works for the 3 Pillar Rocks is spread over the next 3 years.

The Director of Operations advised that now that Dubh Artach is on an advertised temporary reduced range and unless there is another significant outage at one of the other Pillar Rocks, he is confident the situation has been stabilised. In terms of recovery, every month the month at the beginning drops off and if that was a period that had a lot of outages suddenly the figures can improve however, the Director of Operations has not look at this aspect. It was highlighted that NLB does not chase statistics but chases a safe environment for mariners.

Helicopter Availability

The Chair raised the strategic importance helicopter availability plays in NLB's ability to respond quickly and effectively to outages.

The Director of Operations advised that this issue is fundamentally down to the way the 3 GLAs tendered for the last contract. The way the GLAs plan and share 2 aircraft and do not get them backfilled when they go into maintenance, results in some of the year there only being 1 aircraft available between the 3 GLAs. The GLAs are fully aware of the limitations of the current arrangements which are in place until 2025. NLB are using a Squirrel aircraft for load lifting operations on some occasions which allows the contract helicopter to fly on passenger flights in other locations at the same time. Everything is being done to recover both project and maintenance work.

The Statement of Requirements will address some of the shortfalls identified bearing in mind there is ultimately a cost for anything added so there will be a balancing required.

The Governance Board is aware of the Strategic Risk around lack of helicopter availability and coinciding with that, the discussions taking place to resolve this both in the short term within the existing contract and the development of The Statement of Requirements for the future contract.

8. VESSEL REPLACEMENT PROJECT UPDATE

The Commissioners noted the highlight paper included within the meeting pack.

Tender Submissions

It was noted that three bids have been received and are now being evaluated. All 3 yards submitted high quality tenders and are very capable of delivering the ship to design.

Financing

DfT have advised they have secured priority for unbudgeted funding from within DfT and they are now awaiting final approval from HMT and in particular how it will be treated within DfT's accounts. It was noted that as the mitigation and treatment of this emerging Funding risk is beyond NLB's capability or remit it will be escalated to the DfT Departmental Risk Register.

SRO Updates

NLB intends to submit an SRO update to DfT which will follow up on the Minister's query at the Outline Business Case stage around the business of UK yards bidding and what has been done to ensure UK yards could compete.

Project Support

The VRP Team have been involved in project support to other organisations i.e. Marine Scotland, Border Force, Highland Council, SAMs and Irish Lights. NLB are happy to share any documentation requested.

Assurance

Commissioners Shaw and Archibald assured the Governance Board that no more could be done by the Vessel Replacement Project Team to resolve the issues around financing and bidders. They have enormous confidence in the work of the Project Board.

9. AUDIT & RISK COMMITTEE

The NLB Audit & Risk Committee met on 20 January 2022. Key issues considered included: Vessel Replacement Financing, Government Functional Standards, Review of Financial Management and Reporting arrangements, Period 9 financial monitoring report, the NAO Audit Planning Report for 21/22, the draft internal audit plan for 22/23, the draft NLB Assurance Map; the Risk and Improvement report including the independent Triennial Risk Review Report; and the compliance officer report on Freedom of Information and Data Protection.

The Committee confirmed that assurance was received in relation to all key issues; the financial outlook remains within budget and any corrective action required has been taken or is planned; the planned audit of the 2021/22 accounts is in line with expectations; the draft assurance map provides confirmation that there is extensive assurance across most, if not all, aspects of NLB's business; the Strategic Risk register continues to be utilised and updated on a regular basis; the comprehensive report received from the R&I Manager provides a significant level of assurance that the risk management arrangements are effectively assessing and managing risk and continue to drive forward improvements; and the Integrated Action Plan and Monitoring system for all corrective and preventative improvement activity is well embedded within the organisation.

The Committee wished to draw the Governance Board's attention to the following issues:

- A number of potential new risks are being explored following the advice from DfT that no routes are available for a central government loan to the GLAs for vessel replacement.
- The possible mandating of government functional standards has highlighted possible duplication with some of our ISO Standards and issues over communications from GIAA and DfT and relevance of DAOs to NLB and how these are obtained.
- The review of financial management and reporting is welcome indicating continuing improvements in this area.
- Further discussion is required between the Executive Team and GIAA on the scope of the 20 22/23 audit plan and required days, to be sure account has been taken of the assurance map.
- At future meetings the Committee will keep the following Risk Cards under review: Risk Card Nr 1 Policy, Nr 2 Legislation, Nr 3 Corporate Governance and Nr 4 Resourcing.
- In relation to NLB's Risk Management Framework the external organisation conducting the Triennial Risk Management Review noted that in overall terms 'the process is one of the most mature we have seen across any size or type of organisation.'

Cyber Insurance

The Governance Board discussed the provision of cyber insurance and accepted the Executive's advice. It was noted that NLB takes cyber very seriously and does everything it possibly can to provide a good understanding to staff and monitor systems.

Financial Report

The Director of Business Services gave a verbal report on the financial results to the end of January 2022. A copy of the Management Reporting Pack will be submitted to future meetings.

Action: Director of Business Services

10. PEOPLE COMMITTEE AND NOMINATIONS FOR APPROVAL

Under the new structure, the Nomination/Remuneration Committee has been changed to a People Committee and has been split into two parts – Part 1 which covers predominantly staff issues e.g. sick absence, etc and Part 2 which covers the issues previously covered by the Nomination/Remuneration Committee.

Part 1

Part 1 of the People Committee met on 18 January 2022 and covered the following issues: Recruitment; Sick absence; Hybrid Working; Drug and Alcohol Testing; Review of Staff Council minutes.

The Committee confirmed that:

- Appropriate recruitment action is underway to fill gapped and new posts.
- Sick absence is within tolerable levels.
- Measures are in place to introduce Hybrid Working when the pandemic allows. A start date has now been agreed for 21 February 2022.
- Pay meetings with the Trade Unions have been scheduled.
- Assurance was received that routine Alcohol and Drug testing continues.
- No significant HR issues were identified.

The Committee wished to draw the Governance Board's attention to the following issues:

- The Engagement Survey is to be reviewed by the Executive Group. The Survey and the action plan will be presented to the People Committee in April 2022.
- A small number of Staff raised concerns about Safety in the annual Engagement Survey. This was discussed in detail and assurance was received that that no hard evidence of concern had been provided by these outliers. Every opportunity continues to be taken by the executive to highlight safety.

Pay

Commissioner Archibald asked with inflation running at 6% and likely to get worse, are pay discussions likely to get more difficult than in previous years or are the workforce likely to become more robust with regards to pay. Commissioner Archibald also asked if there was TU Representative for other maritime unions and was this lack of a Lay Representative specifically a Unite issue on the ships.

The Director of Operations advised that it is likely there will be Unite Lay Representative shortly. However, NLB do liaise closely with the full time Unite representative and there is a collectively bargaining agreement with Unite and Nautilus. There is no doubt that Unite and Nautilus are making a pay case related to inflation and cost of living rises. NLB are bound by Public Sector Pay Guidance and unless there is a business case NLB cannot argue to go outside of that.

Recruitment

Commissioner Brew asked what the 3 additional posts are contained within the Corporate Plan. The Director of Business Services advised that the posts relate to a Procurement Specialist, Contract Management and a role around Greening Government Assurance.

Commissioner Wilkinson asked whether in recruiting staff there was a challenge around pay rates not being competitive enough. The Director of Operations advised that generally pay is pegged quite well. NLB are currently attracting really experienced individuals but there are issues around ICT and Procurement where the market is limited.

Part 2

Part 2 of the People Committee covered the following issues:

- Appointment of Co-Opted Commissioners.

- Membership of Committees in the light of the recommended changes that will be put forward to the Governance Board

The Committee confirmed that:

- No significant resource or skill issues were identified within the Non-Executive cadre.

The Committee wished to draw the Governance Board's attention to the following issues:

- The recommended changes proposed by the Governance Working Group have been reviewed and are endorsed for consideration at the Governance Board.
- Action is well in hand to recruit and appoint a Commissioner for the IoM, as a successor to Commissioner Brew.
- An induction for the new Law Officers took place in early February 2022.
- Should the recommendation to increase Commissioner membership of the HS&E Committee to two be endorsed by the Governance Board, the People Committee propose that Commissioner Shaw be appointed to take on the role.
- With Commissioner Brew's departure Commissioner Shaw is proposed to the Governance Board as the recommended candidate to take on the role of Chair of the Navigation and Operations Committee.
- Commissioner Archibald is proposed to the Governance Board as the recommended candidate to take on the role of Chair of the JSB with effect from May 2022 for a two year period.
- Commissioners Stephen and Murray are to retire in April 2022.

The Governance Board agreed the appointments recommended by the People Committee.

11. MATTERS FOR APPROVAL

Working Group Report and Recommendations

The Governance Board noted the Report and Recommendations included within the meeting pack. Because of the timing of the Governance Board and the Committees some assumptions were made. The Governance Board discussed the recommendations and agreed the following:

- Level of Assurance
 - The Committees should play a key role in providing assurance to the Governance Board. Each Committee Chair should be responsible for drafting an Assurance Statement on behalf of the Committee confirming the level of assurance received and highlighting any specific matters of concern or actions that need to be brought to the attention of the Governance Board. This statement should be accompanied by the draft minutes of the relevant meeting for inclusion in the Governance Board papers.
 - For the Health, Safety and Environment Committee two Statements should be given for Health & Safety and Sustainability & Environment, respectively.
- Committee Structure
 - The Audit and Risk Committee should be retained to address the current range of issues.
 - The Navigation Committee should be retained but renamed Navigation and Operations Committee. Its terms of reference should be widened to include Operational and Business Services Performance.
 - The Health, Safety and Environment Committee should be retained as an operational committee chaired by the Chief Executive who will provide the necessary assurance to the Governance Board. This Committee should have the Non-Executive membership increased to two in order to support the assurance process.
 - The Nomination and Remuneration Committee should be retained but renamed the

People Committee. Its terms of reference should be widened to include relevant matters affecting staff and Commissioners. The Committee should be held in two parts with Part 1 covering NLB Staff matters and Part 2 covering issues which affect Commissioners.

- **Committee Membership**
 - For consistency and in order to better ensure a quorum there should be a minimum of 5 Commissioners on the People, Navigation & Operations and Audit & Risk Committees.
 - The Chief Executive, Directors and other Senior Managers should, where possible, be committee members. Where their roles or the terms of reference of the committees make membership inappropriate they should be “in attendance”.
 - Non-Executive Membership of committees should be determined by the People Committee.
 - For the Health, Safety and Environment Committee, which is an operational committee chaired by the Chief Executive there should be two Commissioners, one of which is the Vice-Chair.

- **Quorum**

The quorums for committees should be as follows:-
People Committee (5)
Navigation and Operations Committee (5)
Audit and Risk Committee (3)

- **Format of Meetings**
 - Committees should schedule at least one in-person meeting each year with the preference for all other meetings being online.
 - Online attendance should be available for all meetings.

- **Scheduling of Meetings**

Committees should meet quarterly in advance of Governance Board meetings.

- **Scope, Content and Volume of Meeting Papers**

The volume of papers and information for meetings should be kept to a minimum and utilise wherever practicable existing material.

Commissioner Brew thanked Commissioners Wilkinson, Turnbull and Chief Executive for their input and participation in the Working Group.

Initial feedback from the Commissioners on the new format of meetings was positive. Any further thoughts would be welcomed and should be emailed directly to the Chair.

Action: All

12. STAKEHOLDERS ENGAGEMENT

Patron

The Patron will not be able to join NLB for an inspection voyage in 2022. The Chief Executive is investigating the possible for her joining a Governance Board meeting,

IALA

It is understood that the Legislation required to allow UK to sign the Convention to change IALA status to an IGO is about to undergo Privy Council consultation. This should provide the “green light” to sign it very shortly.

Scottish Maritime Cluster

The Chief Executive has been re-elected as a Non-Executive Director of Scottish Maritime Cluster at the AGM which took place in December 2021. Transport Scotland has provided a 3 year grant to support the Cluster's work which will taper off over the 3 years after which it must become self-funding.

Leadership Visits

A number of leadership visits have taken place. The Chief Executive and Director of Operations visited Cape Wrath with the Renewals Team.

Presentations

The Chief Executive has provided a number of virtual presentations over the period which have received very positive feedback.

DfT Maritime Division

The Chief Executive provided a presentation to DfT's Maritime Division as part of their learning programme. The opportunity was taken to emphasise NLB's response to climate emergency and the Vessel Replacement Project highlighting in particular the support NLB is now providing to others.

RNLI

There is a RNLI reception planned for 9 May 2022 in the Stevenson Rooms. COVID protocols will remain key when planning the event.

Museum of Scottish Lighthouses

During the pre-Christmas storms the main Store of the Museum was badly damaged. The Museum did an amazing job in moving the collection, getting the archive sorted out, etc. Plans are underway to get the repair work done by Aberdeenshire Council through the insurance. There are some major lenses to be moved from the exhibition space to allow repairs to be done. A number of NLB staff will assist to learn the process of dismantling the lenses.

The Museum intends to hold a Robert Stevenson 250th anniversary to mark his birthday this year. The Heritage Trust will be lending some artefacts for an exhibition.

Maritime Mutual Support Group (MMSG)

The MMSG continues to meet fortnightly and still deliver a very useful forum for exchange of advice and best practice.

STEM

NLB are supporting an initiative – My Climate Path – which is a COP26 legacy in the Glasgow area. NLB are supporting a school in terms of some mitigation work on Climate Change.

Media Coverage

There has been further and very positive coverage of NLB activity across all media types.

RNLI

The Chair attended the RNLI Board Meeting in January 2022. Feedback on cyber was provided and forwarded to the Director of Business Services to take forward.

Department of Transport – Update from DfT appointed Commissioner

There has been no meeting with DfT since the Board of Commissioners in October 2021. Commissioner Wilkinson attended the Lights Finance Committee on his behalf.

Transport Scotland – Update from Scottish Ministers appointed Commissioner

It was noted that the Transport Minister has changed over the last month and it is proposed to

provide an NLB induction to her in due course.

Lights Finance Committee

Commissioner Wilkinson advised that this was a good meeting and very straightforward. The LAC were very supportive of the analysis done by the GLA Accountant and the proposals made in relation to the change in Light Dues going forward. Assurance was given by the JSB Chair and endorsed by TH and NLB around the uncertainties and cost increases. The LAC recognise that RPI-X is not an effective measure but there is an expectation that there will be some sort of efficiency measure going forward.

Isle of Man Government

Commissioner Brew raised the suggestion of laying of the Annual Report and Accounts at Tynwald in the same way they are in the Scottish Parliament. There are quite a few changes within the Government structure following the General Election and Commissioner Brew has pitched this idea with the new contact within Cabinet Office.

13. CORPORATE CALENDAR

The Governance Board noted the Corporate Calendar for 2022.

Offshore Installation Inspections

The Chair enquired as to whether there would be an opportunity for any Commissioners to attend the Offshore Installation Inspection Voyage. The Director of Operations advised that, should there be space, Commissioners would be more than welcome.

14. ANY OTHER BUSINESS

Commissioners Murray and Stephen

The Chair, on behalf of the Commissioners and Executive (past and present), wished both Commissioners Murray and Stephen the very best for the future and thanked them for their hard work and contribution over the years. Both will be greatly missed.

Committee Outstanding Issues

The Chair requested that a list of outstanding issues be developed for all Committees so Commissioners can track individual issues which they may have an interest in.

Action: Senior Executive Assistant

Annual Review of Board Effectiveness

It was noted that a decision has been taken, given the change in personnel and process, to put back the start of the Annual Review of Board Effectives. The Chair will distribute the updated review in early July with a view to having it returned by the middle of August. A report will be brought back to the Governance Board meeting on 29 September 2022.

Guide to Governance

Commissioner Wilkinson is reviewing the Guide to Governance. A revised version of the document will be shared in due course.

Action: Commissioner Wilkinson

Commissioners Dinner

The Commissioners Dinner will be held on 8 November. James Wolffe, Alison DiRollo, Graham Crerar, Ian Abercrombie, Duncan Murray and Mhairi Stephens will be invited to attend in due course.

Date of Next Meeting

The next meeting will be held in the Stevenson Rooms, 84 George Street, on 12 May 2022 at 2pm.