



**MEETING of the  
GOVERNING BODY OF  
SCOTTISH VETERANS' RESIDENCES  
SVR Boardroom and MS Teams on Friday 11<sup>th</sup> March 2022**

**Record of Decisions**

Present: George Lowder MBE, Chairman - Present  
Sue Bomphray (SB) - Online  
Richard Edlmann (RE) - Online  
Rev Neil N Gardner (NG) - Present  
Lt Ray Gidney RN (RG) - Online  
Tony Jones QC (TJ) - Online  
Iain Lindsay (IL) - Online  
Clive Masson (CM) - Online  
Isla Tabberer (IMT) - Online  
Maj Christian Taylor (CT) - Online  
Sandy Telfer (ST) - Present  
Jonathan Tweedie, Vice-Chairman (VC) - Online

In attendance: Jeremy Chittleburgh, Treasurer (JC) - Present  
George Corbett, Depute CEO (DCEO) - Present  
Susie Hamilton, Head of External Relations (HER) - Present  
Archie Park, Executive Office Administrator (EOA) - Present  
Gayle Templeton, HR Consultant (GT) - Online  
Martin Nadin OBE, Chief Executive (CEO) – Present (Minutes)

Apologies: Troy Johnston (TAJ)  
Sqn Ldr Derek Morrison (DM)

	<b>Subject</b>	<b>Raised by</b>	<b>Additional Documents</b>	<b>Decision</b>
<b>1</b>	<b>Chairman's Introduction</b>	<b>Chairman</b>		
1.1	The Chairman welcomed everyone to the meeting, noting that despite Covid-19 measures having been in place for 2 years, SVR had continued to develop, deliver excellent services, and improve its governance. He acknowledged the work of the staff and Governing Body Members throughout the pandemic and thanked them for their support and effort during what had been extremely challenging circumstances.			
1.2	He introduced and welcomed Archie Park, the EOA to the meeting.			
<b>2</b>	<b>Apologies</b>	<b>CEO</b>		<b>Noted</b>
	Apologies had been received from Sqn Ldr Derek Morrison and Troy Johnston. The CEO confirmed that the meeting was quorate, which was acknowledged by the Chairman.			

3	Previous Minutes	Chairman	Minutes	Approved
	<p>Minutes of the Governing Body Meeting of SVR held on 3<sup>rd</sup> December 2021 were reviewed and accepted as an accurate record of the meeting. There were no matters arising.</p> <p>Minutes accepted:  <b>Proposed by:</b> RE  <b>Seconded by:</b> IL</p>			
4	Action Log	Chairman	Action Log	Noted
4.1	<p>The CEO reviewed progress against each serial of the Governing Body's Action Log:</p> <p>Ser 55. <b>Risk Management Policy</b> – All Residence Managers had completed the IOSH course. Close Action.</p> <p>Ser 71. <b>TV Advertising</b> – 2 videos remain available for broadcast at a suitable time. It was decided that the Falkland Islands related animation was to be suitably packaged for circulation via social media with Governing Body and Executives exploiting their social media networks to widen distribution and coverage. C/F.</p> <p>Ser 74. <b>Employee Support</b> – CEO confirmed that the staff confidential helpline number had been re-published on the Breathe HR system as a Company announcement. Close Action</p> <p>Ser 75. <b>Employee Support Service/Assistance Programme</b> – CEO confirmed he had made enquiries but that several potential providers currently were reporting a lack of capacity to provide a service. Several Members provided suggestions of potential service providers for the CEO to explore. C/F.</p>			
4.2	<p><b>Bellrock Close Review Action List</b> – CEO reviewed progress against the open serials within the Bellrock Close Action List:</p> <p>Ser 1 <b>Health &amp; Safety</b> – All recommendations complete.</p> <p>Ser 2 <b>Drug Use</b> – Glasgow Police Armed Forces Champion on sabbatical. Will progress on return. CEO went on to say that he felt it would be appropriate to undertake a review of SVR's drug, alcohol, and smoking policies. He believed that a thematic meeting of the Governing Body and SMT, supported by appropriate experts would be a worthwhile exercise. The Chairman noted that previously the Governing Body had accepted the SMT's recommendation to allow Residents to smoke in their rooms, as these were considered their homes. CEO acknowledged this, confirming that principally he wanted to review drug and alcohol policy, but it would also be helpful to provide a policy statement of residents' smoking and introducing measures to reduce the risk of staff being subject to passive smoking when entering a resident's room. <b>CEO to arrange thematic meeting later in the year.</b></p> <p>Ser 3 <b>Staff Dynamics</b> – CEO reported that the staff restructuring was complete, and the new structure had been adopted on 7 Mar 22 (covered later in Agenda). Managerial training would be provided for the Deputy Manager. CEO wished to allow the new staff structure time to embed and then provide training to address identified requirements. C/F.</p> <p>Ser 4 <b>Inconsistencies at Bellrock</b> – Complete.</p>			

	<p>Ser 5 <b>Inconsistencies across SVR</b> – Largely complete. Business Plan awaiting Governing Body endorsement prior to publication. Collaboration is increasing and the SMT will continue to identify further opportunities. C/F.</p> <p><b>Afternote: The Business Plan 2022 was endorsed and published on Breathe HR for all staff to view.</b></p> <p>Ser 6 <b>Maintenance Costs</b> – C/F.</p> <p>Sers 7 and 8 <b>Arrears and Voids processes</b> – Both have been revised and have been sent for legal review; awaiting response. C/F.</p> <p>Ser 9 <b>Specific Benchmarking Group</b> – C/F.</p> <p>Ser 10 <b>Employment Transition</b> – CEO noted that whilst the Employment Rent Relief Scheme was having a positive impact, the percentage of residents transitioning into employment had reduced from 10% in Q1 to &lt;5% in Qs 2 – 4. CEO confirmed a meeting on 13 Apr 22 with the WWTW Operations Director to discuss potential delivery changes in Scotland. C/F.</p> <p>Ser 11 <b>Lack of Awareness of Bellrock Close</b> – CEO reported that the Residence Manager had been successful in meeting with potential referral agencies, resulting in good occupancy levels and an increase in enquiries for accommodation. Complete.</p> <p>Ser 12 <b>Extended Support</b> – C/F.</p> <p>Ser 13 <b>Outcome Targets</b> – C/F.</p>
--	---

5	Sub-Committee Reports	Chairman	A&RC and IRFC RODs. IRFC TORs	Noted and amendment to IRFC TORs approved.
5.1	<b>Audit and Risk Committee (ARC)</b> – TJ referred attendees to the Record of Decisions from the Committee’s last meeting, which had been held on 10 Jan 22, and asked if there were any questions. He commented that the Committee had undertaken its annual review of the Operational Risk Register, and that at its next meeting on 22 Apr 22, it would be receiving the external auditor’s report and the draft annual accounts.			
5.2	<b>Investment Remuneration and Finance Committee (IRFC)</b> – The Chairman referred attendees to the Record of Decisions from the Committee’s last meeting which had been held on 7 Feb 22. He noted that despite market volatility, the invested reserves remained in a healthy position and that Rathbones continued to manage the account very effectively.			
5.3	At the last meeting there had been discussion regarding the amount of cash held in the portfolio, which at 8%, was in excess of the 2.5% weighting stated in the Investment Policy Statement (IPS), and whether this was appropriate, and was there any short term need for cash for capital projects? It had been confirmed that any significant capital requirement for sustainability projects would be unlikely to be identified within the next 12 months, and that given the current market situation, it made sense tactically to hold cash as a defensive measure and remain overweight with respect to the IPS.			
5.4	The Chairman confirmed that the IPS had been reviewed immediately following			

	<p>the meeting and signed off. He also confirmed that the Committee's TORs had been amended to add to the Committee's responsibilities the requirement to undertake an annual review of the IPS to ensure it remains consistent with SVR's strategic intent.</p>			
5.5	<p><b>Quality Committee (QC)</b> – CM noted that the Quality Committee had not met so far this year but would do so prior to the next Governing Body meeting. The Committee had previously agreed to increase its meeting frequency to Quarterly and these would be timed to precede the corresponding Governing Body meeting.</p>			
5.6	<p>He commented that following the death of a Rosendael Resident in a hospice, which had been sad and challenging event for all involved, the Resident's family had acknowledged the superb care and support the Resident had received over the years whilst they had lived at Rosendael. They had commented how much they appreciated the kindness shown to the Resident and how much that had meant to them. CM wondered if this evident example of the high quality of SVR's care and support for its beneficiaries could be utilised in some way.</p> <p><b>Afternote: The Resident's time at Rosendael together with commentary from the family, Residence staff, and his friends has been included a case study in SVR's Annual Report for 2021.</b></p>			
<b>6</b>				
	<b>Treasurer's Report</b>	<b>JC</b>	<b>Brief</b>	<b>Approved</b>
6.1	<p>JC referred to the Fourth Quarter Accounts which had been circulated with the Board Pack. The report also provided provisional end of year figures. He commented that unlike recent years, financially 2021 had been quite challenging, principally because of high void levels throughout the year at Whiteford House. Overall, the 3 Residences achieved an operating deficit of c£350k. The resultant operating deficit had been offset by grants, investment income and realised and unrealised gains on investments, which resulted in a (un-audited) surplus of c£720k.</p>			
6.2	<p>Cashflow remained healthy with an overall cash position of c£927K, excluding cash held by the investment managers. He also noted that if all planned capital projects and works were undertaken during 2022, the cash position would remain above £500k.</p>			
6.3	<p>He commented that the key to improving performance was to reduce void levels within the Residences' and that he was hopeful that the lifting of Covid-19 measures and the introduction of the Employment Rent Relief Scheme would make a significant contribution in this regard.</p>			
<b>7</b>				
	<b>Business Plan 2022</b>	<b>CEO</b>	<b>Draft Business Plan</b>	<b>Endorsed</b>
7.1	<p>The CEO began by confirming that the draft Business Plan had been circulated with the Board Pack, following review and agreement from the IRFC, and that he sought the Governing Body's approval to publish the Plan.</p>			
7.2	<p>The CEO described the format of the Plan and that it had been set within the contemporary context of increasing inflation, particularly regarding energy, food, and building and maintenance costs, which had been exacerbated by the Russian invasion of Ukraine. Whilst acknowledging these budgetary pressures, there was some relief as SVR benefitted from long term fixed price energy contracts, and better than budgeted rental income.</p>			

7.3	He outlined the Financial Plan, which was based on all source income of c£4.5m and operating costs of c£3.3m. The resultant operating surplus would be consumed by Head Office running costs, depreciation, and planned major repairs and capital expenditure (maintenance and infrastructure upgrades identified during the estate condition survey) of £0.41m, resulting in a forecast deficit of c£0.261m. He confirmed, and was supported by JC, that the planned capital projects were currently discretionary, and would only proceed if the financial position and outlook supported their in-year delivery.
7.4	He set out the principal risks identified as: <ul style="list-style-type: none"> <li>▪ Loss of rental income through increased voids;</li> <li>▪ Loss of investment income because of market volatility and sentiment; and</li> <li>▪ Loss of grants and donations through failure to maintain an attractive brand.</li> </ul>
7.5	He confirmed that Plan was coherent with and supported SVR's 7 strategic objectives and recognised the following priorities: <ul style="list-style-type: none"> <li>▪ Statutory compliance;</li> <li>▪ Reduction of environmental impact;</li> <li>▪ Digital transformation;</li> <li>▪ Service development;</li> <li>▪ Resident and Tenant engagement;</li> <li>▪ Stakeholder engagement; and</li> <li>▪ Updating policies.</li> </ul>
7.6	<b>Following a brief discussion, the Governing Body unanimously endorsed the 2022 Business Plan, its priorities, and its publication on the SVR website.</b>

8	Governing Body Succession Plan	Chairman	Brief	Approved
8.1	The Chairman described the context for succession within the Governing Body. He acknowledged the current range of competencies within the Governing Body was exceptional and SVR benefitted from the depth and breadth of experience and expertise the Members provided. He noted that none of the current Members had indicated they wished to leave. He however, having notified the Scottish Housing Regulator, that the Governing Body had agreed his extension in role beyond the normal 5 years, to August 2023, needed to handover by then. Having had prior discussion with VC and CEO, he wanted to set out his proposal for succession to the Governing Body.			
8.2	He proposed that VC should take over as Chairman by August 2023. In so doing, this would create a requirement for a replacement VC, for which currently there was no volunteer or recommendation. Collectively (Chairman, VC and CEO), it was thought that the Chair of SVR should a military or service background (including Police and other uniformed services) to be able to understand Veterans ethos and issues, and for presentational reasons. It was likely that the next VC would succeed as SVR's Chair. Current VC clearly filled these criteria. The Chairman suggested that the alternative would be to go to the market. He concluded that SVR was starting to build a pipeline for the Chair's role and that a pipeline for Governing Body membership was also needed.			
8.3	VC confirmed that he did not wish to spend a long time as Chairman. He had spoken with his colleagues at work and agreed, subject to the Governing Body's approval of his appointment, he would be able to free up sufficient time to fully support the role from August 2023 for a maximum tenure of 3 years.			

8.4	The Chairman invited comment on the proposal.
8.5	GT noted that succession from VC to Chair of the organisation by sense in process terms. She wondered in doing so if time served as a Governing Member, or as VC, would have a detrimental impact on a future Chair's ability to serve a full 5 year term should they wish to do so. The Chairman confirmed that SVR had not set a time limit for Membership of the Governing Body and that he did not think it would affect an individual's ability to serve a full tenure.
8.6	CM noted that the age of the Governing Body was increasing and should we not look to bring in some younger Members. The Chairman noted that in comparison with historic SVR Governing Bodies, the current membership was probably significantly younger. CEO noted that all the current members were below normal retirement age and in employment. This contrasted markedly with his experience of other Charities' Boards in the broader sector. Alternatively, given the demographic of SVR's beneficiaries, we might wish to consider recruiting an older individual who would be able to provide perspectives of someone who had retired.
8.7	SB noted that generally SVR should continue to monitor the Governing Body's diversity and take steps to ensure it is appropriately representative.
8.8	ST confirmed that he felt it was important that incumbents of the Chair and Vice-Chair roles did have a military background.
8.9	The Chairman reiterated the plan and asked that if anyone had anything they wished to add, or they wished to be considered for the Vice-Chair role, to let him know within the week.
8.10	<b>Decision: There being no further comments, the Governing Body approved VC to succeed as Chairman of SVR by August 2023.</b>

--	--	--	--	--

9	Operational Change	CEO	Brief	Noted
9.1	CEO confirmed that the aim of the operational change had been to align the management structures of the 3 Residences and had come into effect on 7 <sup>th</sup> March.			
9.2	Three new roles had been created; Deputy Managers at Bellrock Close and Whitefoord House, and four roles had been disestablished; two Senior Support Officers at Bellrock Close and 2 Team Leaders at Whitefoord. House. The new roles had all been filled by internal candidates.			
9.3	As a result of the disestablishing the 4 roles, one employee had decided to take redundancy, and a further employee was trialling an alternative role after having exercised their right to a 4 -week trial before making a final decision. At the end of the trial if the individual decided the alternative role was not for them, they would be able to take redundancy. If they decided to accept the role, they would retain their previous salary for 12 months from the date of starting. Thereafter, they would move to the alternative role's salary.			
9.4	CEO summarised the principal benefit of the change programme as providing better options for internal development and promotion of staff, whereby now a support worker would be able to see a clear path of progressing to Residence Manager. He confirmed that with potentially one further redundancy, the current cost of the change programme was 40% of that budgeted.			

<b>Afternote: The further redundancy will not be realised as the employee has accepted the alternative role and the 4-week trial period is complete.</b>				
<b>10</b>	<b>Residence Committee Reports</b>	<b>SB IMT &amp; NG</b>	<b>Report</b>	<b>Noted</b>
10.1	<b>Bellrock Close</b> – SB confirmed that the planned Residents’ meeting had had to be rescheduled twice due to Covid-19, but that the meeting was expected to take place on 18 <sup>th</sup> March. The WWTW co-ordinator would now join the meetings and that he was beginning to increase activities as Covid-19 measures were lifted. In response to SB’s request to the CEO if he wanted to add anything, he noted the excellent work being undertaken by the Manager in developing relationships with potential referral agencies, and in improving the visibility of the Bellrock Close service across Greater Glasgow and the West Coast.			
10.2	<b>Rosendael</b> – IT confirmed that she had attended a Residents’ meeting the previous week, the 2 <sup>nd</sup> in the amended format organised by the Manager, in which he took minutes and then provided feedback to the Residents on the actions undertaken. IT commented that this feedback loop was proving to be effective. She noted that the Manager had been in contact with three of the Local Authorities to ensure the appropriate officers were aware of Rosendael’s services but had only received a response from one. The Manager would benefit from some leverage from Governing Body Members in establishing communications with the relevant departments and officers.			
10.3	The Chairman advised that the Armed Forces Champions offices within each Local Authority would be a useful start point and they would have access to and contact with the appropriate officers. He also confirmed that he and the CEO could help if necessary. It was agreed that the Head Office would liaise with the Rosendael Manager and provide support.			
10.4	<b>Whitefoord House</b> - NG commented that Whitefoord House remained generally quiet and that face to face Residents’ meetings were yet to commence but would do so once Covid-19 measures were lifted. He had been able to engage with some of the Residents when he met them around Edinburgh.			
<b>11</b>	<b>CEO’s Report</b>	<b>CEO</b>	<b>Report</b>	<b>Approved</b>
11.1	The Chairman noted that the Report had been circulated with the Board Pack and requested that the Executives focus on key headlines.			
11.2	CEO referred to progress against SVR’s sustainability objective noting that: <ul style="list-style-type: none"> <li>▪ 3 electric vehicles were now on order (EDD June 22);</li> <li>▪ The Edinburgh Dog and Cat Home was going to use some of the old furniture SVR had in storage; and</li> <li>▪ An initial funding application for the Whitefoord House campus had been made to Edinburgh World Heritage Trust, with a view to improving the energy and thermal efficiency of the campus.</li> </ul>			
11.3	In response to a question from the Chairman, he confirmed that each Residence site now had an electric vehicle charging point, which had successfully been part funded through relevant grants.			
11.4	DCEO commented on financial support provided by the City of Edinburgh (CEC) and Glasgow City Councils for tenants in respect of rent arrears and property adaptation respectively. He confirmed that CEC would extend its contract with Whitefoord House for homeless accommodation with support, by a further 12			

11.5	<p>months from June 2022. He also noted that the Bellrock Close Manager had been in touch with the Glasgow Alliance to end Homelessness, which was extremely helpful in promoting Bellrock Close's services to potential referral agencies.</p> <p>HER confirmed that planning had commenced for The Queen's Platinum Jubilee celebrations with events scheduled at each Residence for 3<sup>rd</sup> June. It was also intended to take part in the Queen's Green Canopy and organise tree-planting at each Residence, the timing of which was subject to ensuring it was an appropriate time to ensure the tree was able to establish itself, and the availability of suitable VIPs to carry out the planting.</p> <p><b>Afternote: 3 trees were planted at Whitefoord House on 9 May by the Edinburgh branches of the Royal Naval Association, and the Association of WRENs and Women of the Naval Services, and the Whitefoord House Residents.</b></p>
11.6	<p>She also noted that 2023 would be the 90<sup>th</sup> Anniversary of the donation of Rosendael to SVR and the establishment of our service there, and this would be a good opportunity for a VVIP visit. Following discussion, it was agreed to invite the Royal Patron.</p>

12	Service Updates	RG/CT/DM/IL	Brief	Noted
12.1	<p>Royal Navy – RG covered the following issues:</p> <ul style="list-style-type: none"> <li>▪ Appointment of the Second Sea Lord;</li> <li>▪ Withdrawal of RN personnel from Op RESCRIPT (MoD support to Covid-19);</li> <li>▪ MACA during the recent storms;</li> <li>▪ RN Diversity and Inclusion initiatives;</li> <li>▪ Year-end RN recruiting, and retention figures not yet published;</li> <li>▪ RN Regional Forum attendance including an invitation to SVR to attend its next meeting on 9<sup>th</sup> June (date tbc); and</li> <li>▪ RN participation in Platinum Jubilee would include the berthing of a RN ship in the principal berth at Leith providing the opportunity for a SVR visit.</li> </ul>			
12.2	<p>HER commented that some of the ship's company would be very welcome to attend the Platinum Jubilee event at Whitefoord House. The Chairman confirmed that SVR would be happy to host a visit by the Second Sea Lord should he be in the area and have time, so that he could be made aware of SVR's services and offering.</p>			
12.3	<p>Army – CT covered the following issues:</p> <ul style="list-style-type: none"> <li>▪ Activity of the Army in Scotland;</li> <li>▪ Op RESCRIPT;</li> <li>▪ 51 Brigade workforce review and re-rolling of the HQ into a Regional Command Brigade under HQ Regional Command;</li> <li>▪ Lived Experience Innovation Fund; and</li> <li>▪ Recruiting and Retention statistics.</li> </ul>			
12.4	<p>Merchant Navy – IL referred to the briefing note circulated with the Board Pack and covered the following issues:</p> <ul style="list-style-type: none"> <li>▪ Joint Working Project between RN and RM and Nautilus;</li> <li>▪ Impact of the Russian invasion of Ukraine – Russian vessels not allowed to dock in UK, and MNWB provision of free phone call is Ukrainian seafarers;</li> <li>▪ New MNWB CEO – Stuart Rivers; and</li> <li>▪ New service provision in Aberdeen.</li> </ul>			
12.5	<p>The Chairman noted that he and the Governing Body found basing, welfare and wider J1 issues of particular impact as these were the issues that might affect SVR</p>			



	and the flow of Veterans to and through the Charity. He acknowledged that further clarity should be provided to the Service representatives.			
<b>13</b>	<b>Risk Register</b>	<b>CEO</b>	<b>Register</b>	<b>Noted</b>
13.1	CEO went through the Strategic Risk Register and made observations.			
13.2	Risk 001/21 - Financial Risk. The summated risk score had been reduced to 9 as the ARC was content with the additional mitigation provided by the Employment Rent Relief Scheme.			
13.3	Risk 002/20 – Infectious Disease. A recent Covid-19 outbreak at Bellrock Close of seven attendees who attended a meeting was a demonstration of the increased transmissibility of the omicron variant of the virus. The resultant minor symptoms were also a demonstration of the effectiveness of the vaccine and the variant's pathogenicity in comparison with earlier variants. Consequently, the summated risk score had been reduced to 8.			
13.4	Risk 002/19 – Business Continuity Plan. CEO continues to develop and update the Business Continuity Plan.			
13.5	Risk 001/18 – Policy and Procedures. TPAS (Scotland) commentary on the draft Tenant Participation Strategy had been received and where appropriate will be incorporated into the next version, prior to consideration by the Governing Body.			
13.6	Draft Risks:			
13.6.1	001/22 – Impact of conservation and renovation of the Whitefoord House campus on Reserves. CEO commented that following direction from the IRFC, he had added the risk as a draft on to the Register.			
13.6.2	CEO also wondered, whilst acknowledging that SVR had obtained long term contracts for most of its utilities, whether the risk of the significant inflation in energy costs (and other inflationary pressures) should be added to the Register.			
13.7	The Chairman stated that he thought the utility cost inflation risk should be added to the Register and there was no disagreement. With respect to the conservation of the Whitefoord House campus, he noted that the potential financial requirement may not be achievable, which would result in a different set of considerations including doing something different on or with the site. Those decisions, however, would be informed by the experts once surveys had been completed and the Sustainability Strategy and Plan written.			
<b>14</b>	<b>KPIs</b>	<b>CEO</b>	<b>Report</b>	<b>Noted</b>
13.1	CEO confirmed that the KPIs represented the full year for 2021. He noted that Whitefoord House had been the significant outlier for reasons previously described.			
13.2	<p>Some key findings:</p> <ul style="list-style-type: none"> <li>▪ Rosendael and Bellrock Close both achieved operating surpluses;</li> <li>▪ Rosendael and Bellrock Close both achieved Maintenance per Unit targets;</li> <li>▪ Catering and food costs were proving to be challenging adding further weight for inflation to be included on the Risk Register; and</li> <li>▪ The rising staff sickness trend had been predominantly driven by 3 members of the Rosendael staff with long-term health issues, which had now resolved. Consequently, he expected the trend to plateau and then reduce.</li> </ul>			

14	AOB	Chairman		
14.1	CEO requested that any outstanding Register of Interest forms were submitted to him.			
14.2	The Chairman outlined his intent to acknowledge and say thank you to the Governing Body and Senior Management Team (SMT), for their hard work during the previous 2 years of the Covid-19 pandemic, by holding a social event of some description. The SMT had indicated its preference for a dinner, but the Chairman wanted to consult the Governing Body in case Members might prefer an alternative form of event. He requested that Members let him know if they had any strong preferences. The event would be open the Governing Body Members and the SMT, and their respective partners.			
14.3	A doodle poll would be circulated to identify the best date to maximise attendance.			
15	<b>DONM – Monday, 23<sup>rd</sup> May 22, 1300 – 15.00, preceded by AGM.</b>			