

Peaks & Plains Housing Trust

Board Member

Recruitment pack

June 2021



PEAKS & PLAINS
Housing Trust

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1. Welcome letter

Dear candidate,

Thank you for your interest in becoming a Board Member. In this pack you will find information about the Trust together with details of the role. We hope this will demonstrate to you why being part of Peaks & Plains would be a worthwhile use of your time and expertise. Details of how to apply are on the final page of the pack.

As you may know, we are a Housing Association and Community Benefit Society, based in Macclesfield and working mainly across Cheshire East and the High Peak local authority areas in which we own and manage over 5,000 properties. The Trust is committed to improving the lives of both its residents and those in the communities in which we operate, investing in town centre regeneration as well as new homes. We have a workforce of nearly 200 staff and our annual turnover last year was just under £30m.

We are ambitious and positive about our future. Our purpose is 'Helping Improve lives' and we have recently reviewed our strategic priorities. At the heart of our future plans are three key priorities:

- Be a great landlord
- Be a resilient business
- Create great places to live

The Trust is focused on understanding our customers and providing high quality services that meet their needs. Our commitment to providing new homes and improving our housing stock remains firm and we envisage an ongoing programme of cross-tenure development and regeneration of some of our poorer performing stock. An important element in both new build and improvements will be the implementation of our recently approved Environmental Strategy.

The Trust has experienced some challenges over the past 18 months. Having identified compliance issues in 2019, the Board commissioned an independent review of asset health and safety and consequently self-referred to the Regulator of Social Housing. In December 2019, the Regulator confirmed that the Trust had failed to meet the Home Standard and subsequently downgraded our regulatory governance grading to G3. As a result of a thorough review, we have a robust action plan in place; implementation of this is almost complete and further improvements are progressing well. We are confident that we are well on the way to restoring, and indeed improving upon, a high standard of governance at the Trust.

I joined the Trust as Chair last year and we have since recruited some new Board Members and an Audit Committee Co-optee to further strengthen our governance. We are now looking to bolster our expertise in strategic asset management and ICT/data governance and to replace skills that we will lose due to forthcoming Board member retirements.

As we seek to increase the diversity of our Board, we welcome applicants from a wide range of diverse backgrounds. Thank you for your interest and I look forward to reading your application.

Yours sincerely, Jane McCall (Chair)

2. About Peaks & Plains Housing Trust

In 2020 the Board took a fresh look at the Trust and its strategic priorities. This review took into account our changed circumstances, the needs of our customers and local communities, the wider challenges faced by both the Trust and the housing sector and the opportunities that all of these present.

Our purpose

Helping improve lives.

Our focus

At the heart of the plan are three key priorities. These are used to determine how we prioritise our resources; how we will deliver against our purpose for the next three years; and how we will judge our success. Our priorities are of equal importance and not listed in priority order.

Our strategic priorities are:

- Be a great landlord
- Be a resilient business
- Create great places to live

Be a great landlord

Our commitments

- Provide safe homes that are well maintained to support healthy lives
- Listen to our customers and deliver services they need
- Match the right customer to the right home to create lasting tenancies
- Know our customers
- Improved energy efficiency across all of our estate
- Increased communication channels with lower waiting times
- Increased customer involvement

Be a resilient business

Our commitments

- Create a positive culture and be a great place to work
- Be a profit-for-purpose organisation
- Ensure full asset compliance
- Strong, effective governance
- An effective risk and control framework
- Demonstrable VfM – Deliver value for money in all our services
- Ensure a single version of the truth
- Ensure finance structure in place to deliver our longer term ambitions

Create great places to live

Our commitments

- Deliver or have under construction the new homes identified within current development pipeline by 2023 (our current programme will deliver more than 200 new homes)
- Improve the neighbourhoods that we manage
- To better understand the energy performance of our homes, and improve it where we can
- Invest in our existing homes to maintain the decent homes standard
- Develop a long term carbon reduction strategy, that does not impact adversely on fuel poverty
- Work with local stakeholders and residents to play an active role in place-making

Values

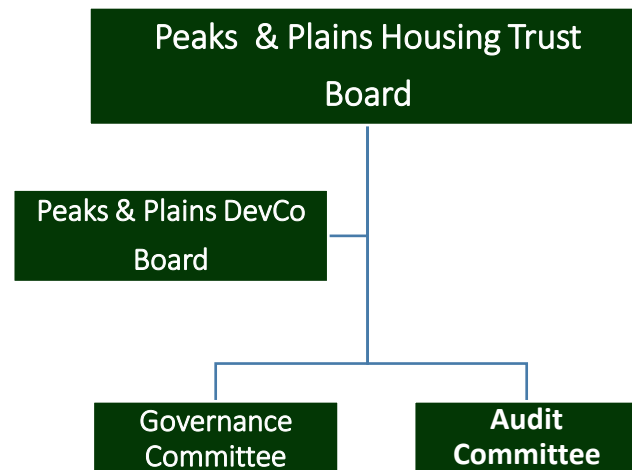
The Trust's long-term strategy and everyday operations are underpinned by five core values which guide the culture at Peaks & Plains:

- **Transparent** – we are open, honest and clear; with ourselves and others
- **Restless** – we're creating a better tomorrow by challenging what we are doing today
- **Upfront** – we're bold, confident and direct – we say it as it is
- **Skilled** – we invest in our people and attract talent so that the Trust thrives
- **Together** – we support and talk to each other across teams to help improve lives

Further information about Peaks & Plains can be found on The Trust's website [here](#).

3. Our Board and Executive Team

Our Governance Structure & Framework



[NB: PPTradeCo, a second subsidiary of the Trust, is currently a dormant company]

The Board's role is to set the strategic direction of Peaks & Plains and to provide oversight of its operations, ensuring that the Trust is performing in line with our values and objectives and that its affairs are conducted lawfully and in accordance with regulatory requirements. Board members are individually and collectively responsible for pursuing Peaks & Plains' best interest and the best interests of its customers.

Our governance framework describes the responsibilities of the Board, Board members and Executive Management Team in respect of the overall governance and strategic management of the organisation. The main aim of our governance framework is to ensure clarity, provide guidance to Board and Committee members and the Executive Team, and to ensure that decision making routes and powers are clear. The governance structure is also in place to allow effective scrutiny of Peaks & Plains' corporate performance, both financial and non-financial, and to provide adequate oversight of risk.

Currently each of our Board members is required to serve on one of our two committees; the appointments to the committees are made by the Board. Occasionally members move from one committee to the other, depending on the skills mix required, retirement of other members etc.

We operate in accordance with the requirements contained in the National Housing Federation Code of Governance 2015 and are addressing gaps to enable us to adopt the 2020 code.

Both the Board and committees meet regularly throughout the year; Board meetings are currently held every two months, with committees each meeting 4 times a year. The meetings schedule for 2021-22 is in Appendix 1.

Our Non-Executives

Our Board and Committee members come from all walks of life and each one brings their own perspective, skills and experience, but collectively they are responsible for pursuing the Trust's best interests.

Jane McCall (Chair)

Jane took up the position of Chair on 1 May 2020. She brings with her extensive strategic and governance experience across housing, health and education sectors. Jane held the position of Executive Director of neighbourhoods at Trafford Housing Trust for 10 years. She has also been a Non-Executive Director for the Office for Legal Complaints (the Legal Ombudsman), and as Deputy Chair at the University Hospital South Manchester (Wythenshawe Hospital). Jane currently has a Non-Executive role at the Information Commissioner's Office and recently served for 5 years at the House of Commons Commission. In 2018, Jane became Chair of Tameside and Glossop Integrated Care Foundation Trust.

Anthony Read (Chair of Audit Committee & Senior Independent Director)

Anthony had a long career in the banking sector and in 2013 set up his own business providing advice to small and medium sized businesses on matters such as strategic business issues, budget management and performance management. He has held a number of non-executive Board roles for a range of small businesses and acts as a business mentor. He is currently Chair of Lincolnshire Housing Partnership. He lives near Nottingham with his family.

Simon Leighton (Chair of Governance Committee)

Simon Leighton joined the Board in 2017. He was Managing Partner of Croftons Solicitors LLP (recently acquired by Knights plc) and is now building a national team of housing legal experts. He is passionate about using his experience to support and benefit the local community and to help regenerate Macclesfield. Simon lives locally in Adlington and is married with 3 children.

Alison Hadden (Vice-Chair)

Alison brings a wealth of housing experience with her as a former CEO of Paradigm Housing, a successful interim CEO and Executive at a number of housing associations. She was, until recently, the Chair of Stafford and Rural Homes and, following the successful merger, the Housing Plus Group. Currently, Alison is a Board member of Yorkshire Housing and Civitas Social Housing REIT and Chair of Heyford Regeneration Ltd. She joined Peaks & Plains on 1 June 2020.

Guy Johnson

Guy is a highly experienced finance professional who has worked across a variety of public and private sectors. He has held several roles within social housing, at both an Executive and Non-Executive level and most recently worked with First Choice Homes Oldham and Riverside Group. Guy joined the Board of Peaks & Plains on 1 June 2020.

Kate Lindley

Kate specialises in digital and organisational service design and transformation. She leads the Digital and Data practice at Socitm Advisory, working with councils and housing providers to deliver efficient, customer focused digital services. Previously Kate has worked in senior roles at Warrington Borough Council, The Guinness Partnership and Civica. Kate grew up on a council estate and is passionate about affordable, quality housing. She has strong family connections to East Cheshire and now lives in nearby Marple. She is married with three children. Kate will be retiring from the Board in September.

Brian Puddicombe

Brian worked in branch banking for over four decades until March 2019, including many years involved in trade union representation and negotiation. In May 2019 Brian was elected to Cheshire East Council, representing Macclesfield South ward and is the Council's nominee to sit on the Trust Board. Brian has lived in Macclesfield for 30 years and is married.

Gordon Richardson

Gordon has extensive experience in environmental planning and sustainable development, and has worked in industry, consultancy and the voluntary sector. He believes in the provision of high-quality homes that contribute positively to local communities. Gordon will be retiring from the Board in September.

Fiona McAuley (Co-optee Board Member)

Fiona, a development consultant, has over 35 years of development experience within the public and private housing sector, having been involved in the delivery of around 5,000 affordable homes involving social housing and multi-tenure development. She joined the Board as a co-optee member in 2020.

Shahida Latif-Haider (Co-optee Audit Committee Member)

Shahida is a Chartered Accountant who has worked in the housing sector for over 20 years. Currently the Executive Director of Resources at Wythenshawe Community Housing Group Limited, she has a wealth of experience in finance, compliance, risk management, assurance, governance and health and safety. She is also responsible for Governance and is the Company Secretary for all of the Group entities.

Our Executive Team

Mark Howden, Chief Executive

Mark joined the Trust in May 2019 and became Chief Executive in July 2020, following a short time as Interim Chief Executive. He reports to our Board and has overall responsibility for the Strategic and Operational direction of the Trust and the delivery of our Five-Year Plan. Mark has more than 20 years' experience in housing, urban regeneration and economic development, both public and private, working across a variety of sectors including residential development, student accommodation, education, health and infrastructure.

Jules Booker, Director of Resources

Jules joined the Trust in June 2019 from Wythenshawe Community Housing Group where she was Assistant Director of Finance. She is a FCCA qualified accountant and has worked in finance for over 20 years working in both the private and not-for-profit sectors. In 2011, Jules made her move over to the social housing sector. In her role, she is responsible for the Trust's Finance, ICT, Governance, Health and Safety and Procurement teams.

Emma Richman, Director of Operations

Emma joined the Trust in March 2020 from Great Places Housing Group, where she was Director of Assets. She has a wealth of experience with over twenty years' experience in social housing, having held Board Chair, Exec Director and Director Roles. Emma has degrees in Building Surveying and Architecture, Planning and the Built Environment and has worked in a range of housing associations including as an independent Board member and Chair of a housing association for 12 years. She recently joined the Board of First Choice Homes Oldham and is Chair of its Investment and Development committee.

4. Board Member Role Profile & Person Specification

Role Profile

Introduction

The role of the Board is to direct the business of the Trust, to set strategy and to define and ensure compliance with the Trust's values and objectives as to ensure its long-term success. It has the duty to ensure that the Trust's affairs are conducted lawfully and in accordance with generally accepted standards of performance and propriety and in line with its rules and relevant regulatory requirements.

It provides oversight, direction and constructive challenge to the Trust's Chief Executive and Executive Directors; it sets the framework for appropriate internal controls and delegations to its Committees, the Executive Management Team and other staff to enable effective decision making and sets other frameworks to ensure that the Trust operates effectively, efficiently and economically and delivers value for money.

Its role is also to set a positive culture, with strong customer focus; ensuring that the Trust has effective arrangements in place to obtain and respond to customer feedback about its services, performance and properties.

Purpose of the Board Member role

To fulfil the role of a company director (Board member) to determine PPHTs strategic direction, objectives, strategies, policies and plans and to monitor progress in delivering them. To work constructively with other Board members, the Executive Management Team and other staff to share responsibility for decisions, ensure that the Trust is managed and controlled appropriately and that it works within the requirements of the law and its funding and regulatory bodies.

The Board Terms of Reference (available on request) set out specific duties and responsibilities of the Board as a whole and Board member have a collective and individual responsibility to ensure that these are fulfilled.

These are summarised as follows:

- Provide safe homes for tenants and shared owners and maintain safe working arrangements for staff, ensuring that all the Trust's health and safety obligations are met.
- Provide financial oversight and control, ensuring that the Trust's resources are managed effectively to ensure its continued viability, social housing assets are not put at undue risk and that value for money is achieved.
- Ensure that the Trust has an effective risk management and internal controls assurance framework.
- Establish and oversee a sound framework for investment in both existing and new homes, ensuring that plans are implemented, and performance monitored and evaluated.

- Ensure that the Trust provides a great, customer focussed service as a landlord, ensuring that customer views and feedback is listened to and taken into account when shaping services.
- Ensure the Trust meets legal and regulatory requirements and complies with its own constitution and that its business is conducted in line with high standards of conduct and propriety.

Responsibilities of Board Members

All Board members must undertake the following responsibilities to enable the Board, as a whole, to fulfil its role.

Strategic Leadership

- Provide focused strategic leadership and direction to the work of the Trust.
- Actively contribute to the development and review of the Trust's strategic/corporate plan.
- Define, uphold, promote and ensure compliance with the Trust's purpose, values, objectives, strategies and policies.

Safe Homes and Working Arrangements

- Ensure that you understand your duties as a Board member (Non-Executive Director) in terms of health and safety as it applies to the Trust.
- Ensure that the Trust complies with its health and safety duties under the relevant health and safety legislation and regulations and that it has processes for complying with these duties and adequate resources, staff and equipment to operate the business safely;
- Promote and uphold a positive health and safety culture and vision and ensure that this is reflected in all Trust policies and decisions.

Financial Oversight and Control and VFM

- Ensure an effective Business Plan and budget is in place, based on reasonable assumptions, and that they support the achievement of the Trust's strategic objectives.
- Satisfy yourself as to the integrity of financial information, based on an appropriate range of assurances, to enable the Board to approve each year's accounts prior to publication.
- Ensure that you understand the funders' requirements, including loan covenants, and ensure that the Trust complies with these.
- Provide leadership on value for money, understand the costs of the business and set targets which relate to securing value for money.

Risk, Control and Performance

- Provide leadership within a framework of prudent and effective controls that enable risk to be properly assessed, responsibly managed and controlled.
- Actively seek appropriate assurances regarding those risks and the effectiveness of controls.
- Satisfy yourself that there are appropriate mechanisms, both internal and external, to verify that the Board receives a balanced and accurate picture of how the organisation is performing.

Investment and Services

- Ensure that, in taking decisions, you consider the best interests of the Trust and its customers and promote high quality standards and effective service delivery.
- Satisfy yourself that the Trust's investment is directed towards effective and efficient use of the Trust's housing stock and towards meeting current and future needs for homes.
- Set a positive culture with a strong customer focus, ensuring that the Board takes appropriate account of customer views and priorities in the decisions it takes.

Governance and Regulation

- Ensure that you understand that regulatory framework within which the Trust operates and ensure that the Trust complies with those requirements.
- Ensure that you understand the constitutional and legislative framework as it applies to the Board and act within its powers and in line with the Trust's Standing Orders and Financial Regulations.
- Satisfy yourself that the Trust's affairs are conducted to accepted standards of performance and propriety.

Conduct of Board Business

- Prepare diligently for and attend Board and Committee meetings, any additional Board meetings, making an active contribution to discussions and decision making, exercising reasonable care, skill and independent judgement.
- Work with fellow Board and Committee members constructively and respect their views.
- Provide oversight, direction and constructive challenge to the Chief Executive and Executive Team.
- Raise issues appropriately if you have concerns that the Trust is not being managed to the required standards and/or with the required level of probity.
- Act responsibly and ethically and in accordance with the Trust's Code of Conduct and the National Housing Federation Code of Governance. Ensure your behaviour as a Board Member models the values of the organisation.

Accountability and Promoting the Organisation

- Be an ambassador for the Trust to promote the success of the Trust; build and maintain good relationships with stakeholders, particularly residents, the RSH and any other related statutory agencies.
- Positively promote the Trust's purpose and values and the accountability of the Trust through openness and contact with communities, representative bodies and strategic authorities, attending ad-hoc meetings as required.
- Comply with the organisations health and safety policies and procedures.
- Understand and demonstrate the principles of confidentiality and ensure that all information gained as a Board member is treated in strictest confidence.
- Observe and continually promote the Trust's policies on equality and diversity.

Improving Board and Individual Board Member Effectiveness

- Participate in regular reviews of collective Board and committee performance and reflect on and seek to learn from reviews of own contribution in individual Board member appraisal, so that effectiveness and performance can be monitored and enhanced.
- Participate in Board induction, training and development, including Board 'away days', and in other learning activities as required.
- Contribute to the direction of the Trust by supporting the Executive in particular projects or areas on request, e.g. recruitment or champion.
- Keep up to date with your own specialist area of knowledge or expertise and keep abreast of current developments and thinking in the sector including matters relating to housing, social policy, regulation, the political and legislative environment, governance and investment.

Person Specification

PART ONE – Knowledge and experience

1. Current or recent (within three years) non-executive or senior level knowledge and experience of ICT and/or data management and data governance including, for example:
 - Use of digital technology in improving business processes and/or in developing digital services for customers.
 - Oversight of strategies and plans for effective data management and data governance / information asset management.
 - Cyber security and managing the risks associated with use of information and communications technology.
2. Evidence of risk-based decision making at a senior level.
3. Understanding of the current regulatory environment in which Plains and Peaks operates.
4. Experience or understanding of good governance and the role of a Board Member.

PART TWO – Skills and abilities

In addition to specific skills and experience, Board Members must also be people who are:

- Committed to the purpose of the organisation, have personal values aligned to those of Peaks & Plains and who demonstrate high standards of integrity.
- Able to think and act strategically.
- Willing to seek and analyse significant amounts critical information to reach balanced judgements.
- Pragmatic, making independent and critical judgments and assess the risks of proposed courses of action or inaction.
- Emotionally intelligent to the feelings and thoughts of others.
- Able to influence the opinions of others based on the critical analysis of information.

- Able to develop and maintain effective relationships with other stakeholders, including other Board members, staff and customers.
- Confident in their opinions and exert sufficient self-control, understanding that consensus must be reached based on compromise.
- Dedicated to having a positive impact on society and the areas in which Peaks & Plains operates.
- Willing to devote the necessary time to their duties.

5. Key Terms

Remuneration

Board member positions at Peaks & Plains are currently remunerated at £4,999 per annum (this includes remuneration for committee membership). Additional remuneration is paid for specific additional roles, such as committee chairs.

Peaks & Plains will also reimburse all reasonable travel and subsistence expenses incurred by Board members for attendance of Board and committee meetings and other agreed events and meetings.

Time Commitment

Board members and co-optees are expected to have the capacity to be able to commit to fulfilling their duties and responsibilities as effectively as possible. As a guide, it is estimated that Board members will need to commit up to 15 – 18 days a year to the role, to include:

- Effectively preparing for, attending and participating in formal Board and committee meetings (plus panels, working groups and any special meetings called from time to time).
- Attending Board training, away days and activities.
- Participating in ad-hoc discussions and electronic communications between meetings with other Board members and employees.
- Preparing and attending one's own annual appraisal meeting.

Board and committee meetings are usually held in the evenings on a Tuesday (although start times vary – please see Appendix 1). Board meetings are currently held every two months, with committees meeting 4 times a year.

Period of appointment

Board members' tenure is governed by Peaks & Plains' Rule and its chosen code of governance and will not exceed six years.

Board members are usually appointed for a three year term initially. Board skills and competencies will be reviewed regularly and all Board Members will be appraised on an annual basis.

Location

Meetings are usually held at the Trust's offices in Macclesfield. Occasional regional and national travel to attend conferences etc. will be necessary.

The majority of Peaks & Plains Board members live in the surrounding area in the North West. Residency in the Macclesfield area is not a formal requirement of the role, but Board Members are likely to be familiar with the region and its challenges and opportunities. Knowledge of key stakeholders in the region would be an advantage.

Eligibility Criteria

Our constitution places some specific limits on who can become a Board member. No one can become or remain a Board member, co-optee or committee member at any time if:

- They are disqualified from acting as a director of a company for any reason; or
- They have been convicted of an indictable offence which is not, or cannot be, spent; or
- A composition is made with that person's creditors generally in satisfaction of that person's debts; or
- They are not a shareholder (unless they are a co-optee or employee of the association or any other body whose accounts must be consolidated with those of the association); or
- They have absented themselves from three consecutive meetings of the Board in one rolling twelve-month period without special leave of absence from the Board; or
- A registered medical practitioner who is treating that person gives a written opinion to the association stating that that person has become physically or mentally incapable of acting as a Board member and may remain so for more than three months; or
- They are an employee of the Trust and their contract of employment is terminated; or
- They are a resident and are in material or serious breach of their tenancy agreement or lease and fail to rectify the breach within a reasonable timeframe as specified by the Board, or are subject to any of the following types of court order: anti-social behaviour order, anti-social behaviour injunction, demoted tenancy, or closure order; or
- They are a specifically elected or appointed resident Board member and cease to be a resident (unless the Board resolves otherwise).

If you are selected to become a Board member, you will be required to make a declaration that you are eligible to join the Board.

You will also be required to make a declaration of interests, which must be updated at least annually and with any new interests added as and when they arise.

6. Recruitment Timetable

Recruitment stage	Date
Closing date	10:00am, Monday 2 nd August 2021
Shortlisting decision	TBC
Panel interview (likely to be virtual)	1 st / 2 nd Sept 2021

If you wish to apply but are likely to be **unavailable during w/c 30th August 2021** please email: Jen Hayball (j.hayball@peaksplains.org) as soon as possible.

7. Further information

For an informal and confidential discussion about this opportunity, please contact:

- Jules Booker – j.booker@peaksplains.org – 01625-553547
- Jen Hayball – j.hayball@peaksplains.org – 01625-553542

8. How to Apply

To apply for this role **please send the following information by email, using the title 'Board Member Application' in the subject line of your email, to: GovernanceTeam@peaksplains.org**

- A **detailed CV** of no more than **2,000 words**, including details of positions held and dates (including achievements relevant to a non-executive position).
- A **supporting statement** of no more than **2,000 words**, explaining your motivation in applying for this position at Peaks & Plains Housing Trust and addressing how you meet the competencies outlined in **PART ONE** the Person Specification.
- Full contact details (name, job title, organisation, phone and email) for **two referees** (including your current employer, if applicable). Please note that we will not take up references without your prior permission.

The closing date for applications is **10am Monday 2nd August 2021**. Your application will be acknowledged and treated with strictest confidence.

Please note that applications can only be considered if you submit all the requested documentation.

Appendix 1 – Board meeting schedule

All meetings are currently held on a Tuesday evening and, when lockdown restrictions permit, will take place in our offices at Ropewalks, Macclesfield. Otherwise they will be held virtually, using Microsoft Teams or similar software.

Board & Committee Dates 2021-22

Date	Time	Type of Meeting
20 April 2021	2.00pm	Chairs Meeting
20 April 2021	4.00pm	Board Development / Discussion / Training Session
11 May 2021	5.30pm	Audit Committee
18 May 2021	4.00pm	Board Business Plan Review
25 May 2021	4.00pm	Board Meeting
01 June 2021	4.00pm	DevCo Board
08 June 2021	6.00pm	Governance Committee
16/17 June 2021	5.00pm	Board Away Day(s)
06 July 2021	4.00pm	Chairs Meeting
13 July 2021	5.30pm	Audit Committee
29 July 2021	4.00pm	Board Meeting
07 September 2021	6.00pm	Governance Committee
14 September 2021	4.00pm	DevCo Board
21 September 2021	4.00pm	Board Development / Discussion / Training Session
28 September 2021	4.00pm	Board Meeting
05 October 2021	5.30pm	Audit Committee
19 October 2021	4.00pm	Board Development / Discussion / Training Session
09 November 2021	4.00pm	Chairs Meeting
23 November 2021	4.00pm	Board Meeting
07 December 2021	6.00pm	Governance Committee
13 December 2021	4.00pm	DevCo Board
14/15 December 2021	TBC	Board Away Day(s)
25 January 2022	4.00pm	Board Meeting
01 February 2022	4.00pm	Chairs Meeting
08 February 2022	5.30pm	Audit Committee
22 February 2022	4.00pm	Board Development / Discussion / Training Session
08 March 2022	6.00pm	Governance Committee
15 March 2022	4.00pm	DevCo Board
29 March 2022	4.00pm	Board Meeting