



**MINUTES OF THE PEOPLE, FINANCE AND ORGANISATIONAL  
DEVELOPMENT COMMITTEE HELD AT 9.30AM ON THURSDAY  
28 APRIL 2022 (VIA ZOOM DUE TO COVID-19)**

**PRESENT:** Mr J Dennison Committee Chair  
Mr T Haslett Non-Executive Director  
Ms N Lappin Non-Executive Director

**IN**

**ATTENDANCE:** Mr M Bloomfield Chief Executive  
Mr P Nicholson Interim Director of Finance  
Ms M Lemon Interim Director of Human Resources  
Mr B McNeill Programme Director CRM & Capital Infrastructure  
Ms M Paterson Director of Planning, Performance & Corporate Services  
Mrs C Mooney Board Secretary  
Mr C Thompson Head of Strategic Transformation, Planning, Performance and Corporate Services  
Ms R Leonard Project Development and Implementation Manager,  
Ms L Gardner Asst Director HR  
Mr J Kearney Asst Director HR  
Ms V Cochrane Asst Director HR

**1 Apologies & Opening Remarks**

The Chair welcomed those present to the meeting.

At his invitation, Ms Lemon provided a detailed update on issues in relation to HRPTS and undertook to keep the Committee apprised.

## 2 **Procedure**

### 2.1 **Declaration of Potential Conflicts of Interest**

The Chair asked those present to declare any potential conflicts of interest now or as the meeting progressed.

### 2.2 **Quorum**

The Chair confirmed the Committee as quorate.

### 2.3 **Confidentiality of Information**

The Chair emphasised the confidentiality of information.

## 3 **Previous Minutes (PC28/04/22/01)**

The minutes of the previous meeting held on 17 February 2022 had been approved by e-mail and would be presented to the May Trust Board.

## 4 **Matters Arising (PC28/04/22/02)**

Mr Nicholson referred to the action around the development of a process for the scrutiny of business cases by the Committee and advised that this remained work in progress.

Ms Lemon confirmed that she would be meeting with Mr Plant to further discuss the Workforce Handover Report.

The Matters Arising were **NOTED** by the Committee.

## 5 **Financial Plan 2021-22 Update**

- **Use of Voluntary & Private Ambulance Providers**
- **Use of HSC Leadership Centre Associates**
- **Use of Staff Substitution**
- **Use of Overtime**
- **Capital Programme 2021-22 (PC28/04/22/03)**

Before commencing his report, Mr Nicholson pointed out that all figures remained draft and were subject to the completion of the final accounts and subsequent review by the External Auditors.

- **Financial Plan 2021-22 Update**

Mr Nicholson said he wished to highlight two particular points to members. The first being the forecast small surplus of £50,000 on revenue expenditure for the year against a revenue turnover of £120 million. He added that this represented 0.04% of turnover at 31 March 2022. He noted that the Trust had received its final RRL allocation of £119.2 million on 22 April and advised that this had been broadly in line with estimates provided to members throughout the year.

Mr Nicholson reported that the Trust had received £1.65 million to commence Cohort 4 of paramedic training which would be the final paramedic training to be delivered by the Trust. He pointed out that this training would have a revenue tail into the next financial year and represented a financial risk to the Trust of £2.65 million and noted that this was not the total extent of the risk around training for the next year.

Mr Nicholson advised that the Trust did receive some resources in respect of Covid-19, particularly around increased costs associated with overtime and the Covid-19 Rapid Response Payment Scheme. He pointed out that the Trust also received allocations to cover the non-consolidated pay uplift being made to staff as part of the Minister's decision as well as covering additional outstanding annual leave entitlement, overtime costs and entitlement during annual leave.

- **Use of Voluntary & Private Ambulance Providers (VAS/PAS)**

Mr Nicholson reminded the Committee that a detailed report on the context of Non-Emergency Patient Transport had been provided to the September meeting and he clarified that the report before the Committee focussed on expenditure to March 2022.

He pointed out that expenditure had remained significant and above the previous year's figures for six of the last seven months. He advised that there had been a downward trajectory at the start of the year compared to the previous year. However, reliance on VAS/PAS had increased from September 2021 onwards. Mr Nicholson pointed out that, in 2019-20, expenditure on VAS/PAS had been £5.2 million while expenditure in 2020-21 had been £10.1

million. He added that expenditure for 2021-22 had been £9.7 million.

Mr Nicholson drew members' attention to the papers provided and said that he had included expenditure trends for the last three years as well as a breakdown of expenditure by company over the last year. He indicated that this expenditure had been funded from additional Covid-19 allocations.

Looking forward to the 2022-23 year, Mr Nicholson explained that no funding had been secured which would allow the Trust to continue expenditure on VAS/PAS as well as continue with additional cleaning of vehicles and the provision of PPE. He said that, in his view, the requirement for this expenditure would not immediately diminish in the new financial year. He advised that he had submitted estimates to this effect as part of the financial planning process.

Ms Lappin acknowledged the difficulty of confirming resources due to the current political impasse. However she said that, as a Committee member, she would be keen to understand at an early stage, when clarity was available, the context in which current financial planning assumptions were being made.

Referring to the availability of information around VAS/PAS expenditure, Ms Lappin said that she would also like to see information relating to the decisions being taken around when the Trust decided to utilise VAS/PAS services rather than NIAS' own staff. She alluded to the queueing of ambulances outside EDs and said she would be keen to understand the trigger points for using VAS/PAS in light of the fact that the Trust did not know what monies might be available in-year to cover these additional costs. She expressed concern at the actual spend on these services against the uncertainty over available income.

Mr Nicholson confirmed that the planning assumptions within the Financial Plan for 2022-23 would be brought the Committee for consideration and he advised that the assumptions for the 2021-22 year had broadly been in line with the allocations received.

Mr Bloomfield confirmed that further detail would be provided to the Committee. He clarified that the Trust did not utilise VAS/PAS to achieve the staffing levels aspired to within the CRM business case

as it was not funded to do so and acknowledged that its utilisation on a day-by-day basis created difficulties. Mr Bloomfield advised that a number of private ambulance companies had recently written to the Minister indicating that they could do more to help if they had a fixed contract. However, he explained that the Trust could not do this because it was not funded nor would it be a good use of public money to guarantee a certain level of private activity that may not be required. Mr Bloomfield indicated that the use of VAS/PAS was determined approximately 72-hours in advance when the Trust considered the cover for the coming week following daily Huddles.

Ms Lappin acknowledged the work currently underway in relation to strengthening the governance arrangements and suggested it would be important for the Committee to receive information at a future meeting which would allow the Committee to monitor the quality of the service provided by VAS/PAS to ensuring the services provided represented value for money.

Mr Bloomfield advised that the Trust's Safety Committee had recently received an update around the strengthening of the governance arrangements, for example enhanced inspections of VAS/PAS vehicles, and had been advised of plans to extend this beyond the standard of vehicles and IPC as well as ensuring VAS/PAS staff had the necessary skills.

Ms Paterson further advised that the PCS Improvement Project had identified a range of measures which would focus on the financial aspect referred to by Ms Lappin. She indicated that the initial focus of the work to improve governance had been on patient safety but believed that the work was reaching a stage where it would consider value for money.

- **Use of Staff Substitution**

Mr Nicholson explained that the Trust used staff substitution to support specific work streams and added that this was generally in situations where expertise should normally be available in-house but capacity was insufficient.

Ms Lemon commented that it was important for the Committee to be clear in relation to the services being received by the Trust through staff substitution and the benefits accrued. She explained that, to this end, Mr Kearney had developed a system, which had been

implemented from the start of April, for the engagement of Associates. She advised that this process included the requirement for templates to be completed in advance of commissioning an Associate clarifying the reason/s why it was necessary to do so as well as the production of reports setting out the benefits of the engagement to the organisation.

Reference was made to the engagement of the Association of Ambulance Chief Executives (AACE) and Mr Bloomfield advised that Mr Martin Flaherty, Managing Director of AACE, would attend the May Trust Board meeting to provide an overview of the services provided to NIAS in 2021-22 and outline the proposed engagement for 2022-23.

- **Use of Overtime**

Mr Nicholson advised that the Trust continued to rely extensively on the use of overtime to maintain ambulance provision. He drew the Committee's attention to the split of overtime costs for 2021-22 between normal overtime costs and those incurred as a result of the Covid-19 Rapid Response Payment Scheme payments. Mr Nicholson noted that overtime had been broadly consistent over the years with the Trust incurring overtime costs of £6 million per year, averaging £0.5 million per month. He referred to page 12 of the Committee papers and highlighted the impact of the Covid-19 Rapid Response Payment Scheme on overtime costs. Mr Nicholson also referred to Band 8 overtime and reminded members that regional initiatives had been introduced to allow the payment of overtime to these staff. However this was in specific circumstances and was time limited. Mr Nicholson advised the Committee that the continuation of the Covid-19 Rapid Response Payment Scheme and Band 8 overtime were being considered on a regional basis. He pointed out that the discontinuation of these schemes had the potential to impact significantly on service delivery, particularly in the short-term.

Ms Lappin sought clarification around the total spend on the Covid-19 Rapid Response Payment Scheme and enquired whether the Trust had received funding to cover this.

In response, Mr Nicholson indicated that the cost of the premium payments was in the region of £500,000 - £600,000. He acknowledged the complexity in providing comparisons on a like-

for-like basis and explained that, while 'normal' overtime had reduced, it had been replaced by Covid-19 overtime which had then been compounded by the Covid-19 Rapid Response Payment Scheme which were premium payments.

Mr Bloomfield explained that the DoH had intended the Covid-19 Rapid Response Payment Scheme to finish at the end of March but it had been extended to the end of April following representation by Trusts. He advised that the DoH had confirmed its intention to cover the costs of the enhanced payments for the May and June bank holiday weekends. Mr Bloomfield said that clarity was being sought on the period inbetween and added that there was a strong assumption that the payments would cease soon after the June bank holiday weekend. He said it would be necessary to give staff notice that the payments would be coming to an end and to examine the potential impact on service delivery. Mr Bloomfield said that, while other Trusts could consider using agency staff as alternatives, the only alternatives open to NIAS were for staff to work overtime or to bring in VAS/PAS.

Ms Lemon highlighted the fact that, when payments ceased, there would be inconsistency across the HSC with a number of Trusts having a crisis shift payment type arrangement in place. She acknowledged the complexity of the issue and said it was not simply a matter of reviewing the payment but rather the need to look at the issue differently to ensure continuity of service. Ms Lemon agreed that it would be helpful for the Committee to receive a briefing to assist in monitoring this area of work as well as an analysis of why the Trust relied so heavily on overtime. She said that she and Ms Paterson had discussed the Workforce Planning work transferring to Ms Paterson's team and indicated that it would be important to factor the Trust's baseline reliance on overtime into the plan.

- **Capital Programme 2021-22**

Ms Lappin referred to previous discussion at the Committee in relation to smoothing out the 'J' curve to ensure that expenditure could take place much earlier in the year and said she would appreciate further detail as to the areas of expenditure.

Mr Nicholson advised that the final allocations received towards the end of the financial year were mainly in respect of ICT bids.

Ms Lappin sought clarification on the uplift in additional monies and asked if these had been used to procure the Body Worn cameras.

Responding, Mr Nicholson advised that there were elements of the capital programme which related to the procurement of Body Worn cameras. He explained that, while allocations had been received at the start of the financial year, service pressures had meant that progress had only been possible towards the latter half of the year. Mr Nicholson advised that the original business case totalled approximately £470,000 with expenditure of £340,000 to date and added that there would be some additional expenditure in the current year in order to complete the Body Worn Video project. He indicated that, in the capital programme, expenditure could take place across two years.

The Chair thanked Mr Nicholson for his report which was **NOTED** by the Committee.

**6 Clinical Response Model Update, Demand & Capacity review & Staffing levels – presentation (PC28/04/22/04)**

At the Chair's invitation, Mr McNeill updated the Committee in relation to the Clinical Response Model (CRM), demand and capacity review and staffing levels.

He reminded the meeting that the Outline Business Case (OBC) had been submitted to the DoH on 15 December 2021 and said that, while he had hoped to receive a response by year end, this had not been possible due to the influx of regional IT projects to be considered by the DoH. However, he said that he had been assured that feedback would be provided by the end of April in order to allow the Trust proceed to finish the detail to allow the business case to be submitted to the Department of Finance as soon as possible.

Mr McNeill took the Committee through the objectives of the OBC; outlined the preferred option and discussed the affordability.

He advised that the DoH had been supportive of the proposal but said that the reality was that neither the Trust nor the DoH had the funding required. Mr McNeill acknowledged that the DoH was following due process and would revert to the Trust with a series of issues in relation to the content of the business case. He advised

that, following clarification, the business case would then be submitted to the Department of Finance for consideration. Mr McNeill said it was his understanding that the Department of Finance had the option to stop normal processes and seek a view from the Minister as to how the business case should move forward.

Mr McNeill advised the meeting that the business case had been written on the basis that the Trust had consulted on a number of response targets which were currently in place. He added that modelling had been carried out against these response targets and the Trust had identified what was needed in terms of resources. He drew members' attention to the preferred model and said this had been tested against that modelling.

Continuing, Mr McNeill said the Trust had suggested to the DoH that the best option might be to agree investment over a three-year period with a view to reviewing the position and then agreeing on the subsequent two years. He highlighted that the issue for the Trust Board and the Committee would be whether the Trust would support the three-year investment or attempt to achieve all targets and seek the five-year investment.

Mr McNeill said that the DoH's response was expected in the coming weeks and added it was very likely that there would be reference to affordability. He pointed out that the three-year investment would have significant differences from the five-year investment in terms of revenue commitment.

Ms Lappin welcomed the update and the support from the DoH for the proposal. She agreed that there would likely be debate around the scale of the investment and the proportionate improvement plan. She said that she very much appreciated the work done by Mr McNeill and shared his frustrations at the delays in progressing the business case through the DoH. However she said that the DoH had acknowledged this also.

Mr McNeill clarified that no decisions were required today from the Committee and he said that, once the DoH had responded to the Trust, he would progress the matter through due process.

The Chair alluded to the three-year or five-year investment and sought further detail from Mr McNeill as to his preference.

Mr McNeill explained that it was critical for the Trust to ensure additional hours of service on the ground as soon as possible. Therefore he suggested that agreement to the three-year investment would reap significant benefits, particularly if the DoH supported the accompanying package in terms of the workforce requirements. Mr McNeill said the Trust should have been seeing the benefits of the first year of investment in April but due to multiple factors this had not been possible.

Mr Bloomfield pointed out that the Trust did not necessarily have to indicate its support for either option and he reminded the Committee that the Trust had been asked to submit a business case for CRM.

Continuing, Mr Bloomfield said that the CRM business case had received support from DoH officials and added that, in his view, the new Permanent Secretary would have no difficulty with the need for investment. He reminded the meeting that the CRM business case had been identified as one of the few priorities that must be funded and said that, when the Minister met with Board members, he had apologised for the delay in progressing the business case. Mr Bloomfield agreed with Mr McNeill's point that the single biggest issue would be that of affordability. He said that, had the draft three-year budget been approved, it would have provided significant additional funding for the next three-year period. He acknowledged that this additionality would not have been sufficient to meet all pressures but was of the view that NIAS would likely have received some funding.

Mr Haslett said that, while he was not concerned that the DoH would not support the three-year investment option, he was concerned at the other dependencies, for example other parts of the HSC system. He explained that, although NIAS would be able to recruit an additional 325 staff through this investment, ambulances would continue to queue outside EDs for considerable periods of time, thereby reducing the Trust's ability to respond to calls elsewhere in the community. Mr Haslett was of the view that, while most Government departments might not have difficulty in allocating capital resources, there might be difficulty in identifying the recurring expenditure required.

Mr Bloomfield acknowledged this and emphasised the need for the Trust to be in a position to deliver the benefits should the investment be made available. He argued that the issue of delayed handovers

was not a valid reason not to invest and said the Trust would ensure the investment was used to get resources to those who needed them most in the community whilst continuing to press the rest of the HSC system to address issues such as delayed handovers.

The Chair commented that these were challenging but exciting times. He thanked Mr McNeill for his update which was **NOTED** by the Committee.

## 7 **Actions points from PFOD Workshop held on 31 March 2022:**

- **Strategic Plan on a Page (PC28/04/22/05)**

Ms Lemon explained that the Strategic Plan on a page had been developed following discussions at the HR Transformation workshop on 31 March 2022.

Acknowledging the evolving process, the Chair noted the targets were yet to be populated and queried the timescale for this so the Committee could monitor them on a regular basis.

Ms Lemon explained that the indicators had been developed based on discussions at the workshop. She said that she would be keen to understand if the Committee was in agreement with the indicators and whether they had been pitched at the correct level and said further work would then be undertaken to populate these for the June meeting. Ms Lemon acknowledged that there would be a mixed economy in terms of issues which could be reported to the Committee now and issues which required further work to enable reporting to the Committee. She added that work was also required around the cadence of reporting to the Committee.

Ms Lappin said she had welcomed the workshop and described the plan as comprehensive. However, she alluded to Mr McNeill's earlier update on the CRM business case and indicated that, as a Committee member, she would welcome further information around the workforce modelling. Ms Lappin referred to the need for the Trust Board to be assured that everything was in place, such as the Ulster University degree course to deliver the staffing required under the CRM business case. She acknowledged the significant amount of ongoing work but was unsure as to whether it was sufficient to meet the need.

Ms Paterson acknowledged that the KPIs tended to focus on the HR transformation work and believed the point being made by Ms Lappin referred to workforce planning. She reminded the Committee that Ms O'Hara had brought forward the Strategic Plan and model and the monitoring of this would take place through this Committee. Ms Paterson explained that the work would be reported through the Strategic Implementation Group (SIG) and would be closely aligned with Mr McNeill as the Senior Responsible Officer (SRO) for the CRM work. She said that Mr McNeill would be supported in this work by staff from her Directorate in terms of project management and the workforce planning programme. Ms Paterson explained that this work, along with the KPIs relating to the wider HR transformation piece, would allow the Committee monitor the progress being made to recruit these posts.

Ms Lappin said that, while she appreciated that the KPIs focused on HR transformation, she stressed the importance of ensuring monitoring of those areas of work which would produce the workforce.

Ms Paterson referred to the difference between the service area and the corporate strategic objective and undertook to bring a paper on this to the Committee in the autumn.

Mr Thompson alluded to the HR Improvement Programme and cited the example of the graduate recruits and explained that one of the key dependencies of the programme was the ability of HR to provide support. Mr Thompson said that interdependencies across the various programmes was fundamental and added that it would be important to consider whether there were sufficient resources to deliver the necessary buy-in from other Directorates. He acknowledged that this was very much work in progress but assured members that the KPIs and the work across the various programmes was being addressed through SIG so there could be certainty of impacts on other portfolios. Mr Thompson indicated that one of the performance indicators being examined was other Directorates' satisfaction of the HR function, thereby viewing Directorates as internal clients.

Ms Lemon clarified that workforce planning was a core HR function and the focus on the delivery of the CRM against that plan. She emphasised the magnitude of the project and explained that it was transferring to Ms Paterson's Directorate to ensure a project

management approach in the context of the CRM delivery. Ms Lemon pointed out that, when the Trust returned to business as usual, this work would revert to the HR function.

- **Performance report & Scorecard KPIs (PC28/04/22/06)**

Ms Lemon explained the methodology of this approach and noted there had been discussion on the balanced scorecard at the workshop. She advised that, subject to discussion at today's meeting, she intended to populate this as well as give consideration to the cadence of reporting.

Ms Lemon cited the example of absence levels and advised that it would be possible to report on these regularly to the Committee. However, she acknowledged that further work was required around a number of issues to enable reports to be produced.

Ms Lemon accepted the need to establish a system whereby the levels of satisfaction with the HR function could be measured.

Mr Thompson advised that, should an issue be identified as underperforming, it would be important to have the capability to drill down. He said that work would be taken forward with Business Intelligence colleagues with a view to developing dashboards. Mr Thompson said it would be important to look across the sector, not just within health, and, if necessary, amend slightly to ensure there was a comparison of like with like.

Mr Thompson drew the Committee's attention to the fifteen measures which had been identified and sought members' views on whether there were any obvious gaps; any measures which were not required or any that had been inappropriately captured.

The Chair commended the information contained within the scorecard and was of the view that the usefulness of the tool would be dependent on how it was populated.

Ms Gardner pointed out that there were numerous secondary KPIs and she acknowledged that HR would be working with Operations colleagues in terms of shared KPIs.

Ms Lappin welcomed the suggested direction of travel and acknowledged that it would be an iterative process until members

were comfortable with the level of assurance the Committee would provide to the Trust Board.

The Chair agreed with Ms Lappin's point and said this would be possible when the targets were populated.

Ms Lemon acknowledged the level of discipline required to identify fifteen measures and said it was encouraging to know that the Committee was content with the performance indicators which had been identified. She said she would be keen to understand the level of detail Committee members would wish to see.

Ms Lappin suggested that, in the short-term due to the number of issues to be considered, only significant issues would be considered by the Committee and said that her preference would be for HR colleagues to identify the areas to be brought to the Committee. She accepted the work involved in identifying the baseline and point from which the Committee would evolve whilst acknowledging the need for assurance to be provided to Trust Board that work had been completed.

- **HR & OD Programme Mandate (PC28/04/22/07)**

The Committee **APPROVED** the HR & OD Programme Mandate.

Mr Thompson clarified that the work being taken forward around the governance arrangements and how the HR programme links to SIG related to this mandate.

- **Single Improvement Plan (PC28/04/22/08)**

Ms Lemon explained that the Single Improvement Plan provided a comprehensive summary of the aim of the portfolio of work across the HR Directorate as well as focussing on the outcomes to be delivered and highlighting the resources required. She pointed out that work was also being taken forward to quantify the resource implications for each area while examining how resources could be increased in the interim, possibly through bringing in external resources.

Continuing, Ms Lemon pointed out that funding was confirmed for three senior permanent posts and the Directorate would be able to progress to recruit these. She advised that the Directorate had

sourced external staff substitution for a six-month period and were currently working through the relevant procurement processes.

Ms Lappin welcomed the intention to bring in additional staff and referred to comments made at previous meetings in relation to the ambitious nature of the work and how this could be progressed given the current size of the HR Directorate. Ms Lappin said that the direction of travel was clear and the Plan had helped her to better understand what was involved in the transformation of the HR Directorate. She referred to the introduction of Decision Time and suggested that the Improvement Plan could be retained in the document repository for easy access.

Mr Thompson explained that the Strategic Plan on a Page set out the linkages to the corporate objectives while the scorecard would measure performance against those objectives and he stressed that the documents were very much linked.

The Committee **APPROVED** the Single Improvement Plan.

- **Update on HR & OD Service Access Task & Finish Group – presentation (PC28/04/22/09)**

At the Chair's invitation, Ms Cochrane updated the Committee on the HR & OD Service Access Task and Finish Group which had been established in March 2022 'to improve current arrangements for managers and staff in accessing HR & OD information, advice and guidance'. She advised that the group met on a fortnightly basis and comprised representatives from HR & OD, Directorate Managers, IT, Communications and TUs

The Chair commended the work being undertaken and described it as a 'game changer' in terms of the interaction between HR and colleagues.

Ms Lemon said that this was a key principle in the improvement work being progressed in terms of not only addressing the capacity issue by bringing in additional resources but also recognising the need to work more efficiently. She indicated that the Directorate was very much focused on changing and acknowledged that this would require a cultural change throughout the organisation. She stressed the importance of engagement, education and support required for managers to assist in delivering the cultural change.

Ms Lemon reminded members of the Culture and Engagement Plans setting out how the HR Directorate would deliver upon these areas of work.

Ms Lappin acknowledged the cultural change required in terms of how individuals might approach the HR Directorate and said the Directorate had now enabled the framework to allow that cultural change to take place.

The Committee **NOTED** the update.

- **Guiding Principles (PC28/04/22/10)**

Ms Leonard advised that the Guiding Principles would be used to support decision making on the prioritisation of NIAS Transformation Programme projects and initiatives. She explained that it was a three stage tool which could be utilised at times where a Transformation Programme had conflicting priorities and lack of resources and that, as such, the Programme Board may decide between progressing and/or delaying one project or initiative over another. Ms Leonard briefly described the three stages to members.

Members welcomed this direction of travel and believed that the document clearly set out the principles to be used.

## 8 **Next Steps/Way Forward**

The Chair thanked those involved in the development of papers brought to the Committee and said he looked forward to the work of the Committee evolving over time.

## 9 **Date of next meeting**

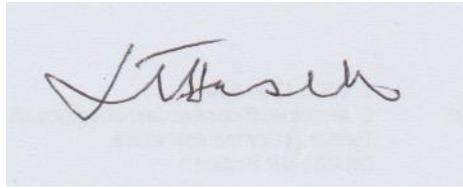
The next meeting of the People Committee will take place on Thursday 30 June 2022 at 9.30am (arrangements to be confirmed).

The Chair agreed with a suggestion put forward by Ms Lappin that, if possible, the next meeting of the Committee should take place on a face-to-face basis.

## 10 **Any Other Business**

There were no items of Any Other Business.

**THIS BEING ALL THE BUSINESS, THE CHAIR DECLARED THE MEETING CLOSED AT 12.15PM.**

A rectangular box containing a handwritten signature in black ink. The signature appears to be 'J. Hasek'.

**SIGNED:**

\_\_\_\_\_  
(electronically signed due to Covid-19)

**DATE:** 30 June 2022

F E M I N A L