



**MINUTES OF THE PEOPLE, FINANCE AND ORGANISATIONAL
DEVELOPMENT COMMITTEE HELD AT 9.30AM ON
THURSDAY 13 FEBRUARY 2025 IN THE BOARDROOM, NIAS HQ**

PRESENT: Mr J Dennison Committee Chair
Mr P Corrigan Non-Executive Director
Mr P Quinn Non-Executive Director

IN

ATTENDANCE: Ms M Lemon Director of HROD
Mr S Christie Interim Director of Finance
Ms S Beggs Manager of Chair and Chief
Executive Office
Ms L Turley Deputy Director HROD

1 Apologies & Opening Remarks

Mr Corrigan welcomed members to the meeting.

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.

No declarations of conflict of interest were made.

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 – 28/11/2024 (PC13/02/25/01)

The minutes of the previous meeting held on 28 November 2024 were **APPROVED** on a proposal from Mr Quinn and seconded by Mr Corrigan.

Mr Quinn commented on the poor quality of the minutes and late papers, he said papers being issued late prevent them from fulfilling their roles as NEDs, as they need time to review the papers.

Ms Byrne apologised for the lateness of papers and that some issues are beyond her control, however she recognises they shouldn't be late.

Mr Corrigan concurred with what Mr Quinn says, he understands staff are busy, but NEDs require time to scrutinise the papers. Collectively we need to ensure papers come out in a timely fashion. He hopes this will improve with the new financial year and new committee structure.

Mr Dennison was frustrated reading the papers the night before the Committee. Ms Lemon acknowledged the NEDs frustration and apologised for the lateness of papers. She added that it is not acceptable, and that Directors are trying to get into a better system and hopes the new Committee structure provides that opportunity.

Mr Quinn suggested a standard template for minutes. Ms Paterson acknowledged that minutes have not been to the same standard and Mr Watterson is looking into some training for staff.

Mr Corrigan said that routinely, Mr Christie will issue papers to him in advance of the meeting, and this is something we need to take forward to the new SPF C'ttee. He added that Mr Christie submits reports in such a timely fashion.

4 Matters arising (PC13/02/25/02)

There were no matters arising discussed.

5 Finance

5.1 Finance Report (Month 9) (PC13/02/25/03)

Mr Christie presented the finance report for month 9 to 31 December 2024. The Trust is reporting year-to-date (YTD)

expenditure of £89.5m with an underspend of £1.3m against profiled budgets. Easements in pay budgets are expected to continue to the end of the year. This is due to the recruitment of staff not happening as quickly as originally anticipated. Contingency support of £1m retained by NIAS to implement new protocols for the end of shift handovers will not be utilised in 2024/25. Expenditure has been returned to SPPG. £10.3m of expenditure has been incurred in December. If this run rate continues, the Trust is on course to deliver a break-even position at year-end. The savings plan to deliver the full £2.475m is on track to be achieved. Additional funding of £1.1m to support the Trusts capital pressures has been provided by the DoH. Forecast to break even in relation to capital expenditure.

Mr Corrigan welcomed the report which provides good transparent information. He commented that Month 9 is a continuation of what NEDs have seen over the last couple of months with no big changes.

Mr Christie indicated that there is no contingency for unplanned expenditure in the run up to the year-end we need to ensure we keep good control over next few months.

The extra capital is welcomed and Mr Christie assured the Committee that processes are in order to get payments in place before the end of the financial year.

Mr Quinn referred to the easements and what has been returned. NIAS were asked to find funding for the staff pay gap and is surprised by the opening figure for 25/26, when you compare it to the current year. He queried if handing money back will affect our opening allocation for the next financial year. Mr Christie responded that the 25/26 draft plan indicated the allocation SPPG have provided is a roll forward of what we received this year, before we handed money back. Mr Christie advised this will be discussed further under the item for 25/26 plan.

Mr Christie advised we have gained a lot of learning during 24/25 but there is a risk SPPG may request further savings for 25/26. NIAS are prepared for that scenario in 25/26. In 24/25 NIAS didn't plan enough in terms of recruitment etc, but we have now planned for that, and we can demonstrate that we utilise funds in full and

will continue to do so. However due to the current financial climate the risk still exists.

Mr Christie advised that there are rules around break even and it is difficult to manage budgets. All Trusts have the same issue and delivering an underspend of less than 0.25% of their allocations.

Mr Dennison referred to slide 9, where actuals and budget with IAS are balanced in August however there is a large variance by December. Mr Christie confirmed that was planned, when we realised we were underspending, we planned to utilise extra budget for IAS so that's why you'll see those diversions. In a normal year that would be cause for concern if it wasn't planned. Next year there will be an amended budget for IAS and the slide will not indicate a divergence similar to 24/25.

5.2 **Draft Financial Plan 2025-26 (PC13/02/25/04)**

Mr Christie presented the Draft Financial Plan 2025-26 which is an update to PFOD on the officer draft of the 2025-26 financial plan.

PFOD are asked to note the report, that it has been shared with SPPG on the 5 February 2025 and that will be presented to Trust Board on 20 February 2025.

Trust Board will be asked to formally agree for the draft to be sent to SPPG in order to aid further discussions.

Mr Christie advised the Committee of the time constraints to produce this draft plan which caused a challenge within all Finance departments to deliver.

He pointed out that Page one refers to the level of activity that NIAS deliver on a daily basis and sometimes that is forgotten about and is important to highlight.

Mr Christie also highlighted the issues with delayed handovers causing significant productivity costs to the system. Lost productivity was £13m and predicted to increase to £16m this year. This needs to be highlighted and articulated as much as possible as it is a huge cost to the system.

Mr Corrigan advised that other Trusts used to talk about work commissioned to deliver a number of services. We are now delivering above that and there is a gap there to negotiate with the Department. He asked if NIAS, as a trust, is commissioned to deliver a number of services, or is it just evolved over time and do the best we can with resources. Mr Christie confirmed that there was a bit of both, however he indicated that the commissioned hours/journeys are out of date and not reflective of the current environment NIAS is operating within.

Ms Paterson added how services are commissioned now is different and more based on outcomes.

Mr Quinn pointed out that it is interesting that there is £16m waste due to lost productivity. He has heard this being communicated to SPPG, DoH, Health Minister and the Health Committee, and wondered if the general public know how much is sitting there doing nothing as well as inefficiencies in the system. Mr Christie advised the more times we can say and rehearse and repeat, it may have an impact and change the status quo. Mr Christie is confident it will change.

Mr Christie referred to page two, last paragraph, alluding to the transformation programme and the impact it can have on emergency care services across NI and the importance of it being supported by SPPG and DoH. He has put this paragraph in to remind everyone of the risk of reducing our budget.

Mr Corrigan added that it is important to work closely with SPPG, part of that is building trust with SPPG and credibility and financial grip. If we are saying this is our budget and we can't hand back money, they may listen to us. Credibility and getting us in a robust position is important.

Mr Quinn said in the context of an ambitious transformation programme, we have to have alongside responsiveness, the ability to deliver on the transformation programme, e.g. the ops restructure. We need to demonstrate the delivery of these things to give confidence we can deliver.

Mr Christie reassured the Committee that business cases are all demonstrating our proactive and progressive approach to this. Over the last 9-12 months, some things haven't worked as quickly

as expected. Some have been too optimistic, and adjustments made which are reflected in the plan.

Mr Quinn advised that the Ops restructure needs to be part of a bigger picture and we have to demonstrate clear delivery, whether it is the clinical strategy, EPRR/HART, Culture, Ops restructure, reducing absence.

Mr Christie advised we are finding a way to deliver, the quantum of additional funding we have received is not small and a lot of change is required. The proactivity overall and progress is there and organisationally we are learning.

Page two lays out what SPPG have given us. That table is extant and doesn't have any indicative allocation around 25/26 inflation, pay awards, working time directive, national insurance. Mr Christie added that it may have been that SPPG were under pressure to get something out to Trusts and the timelines are not great.

Mr Quinn is concerned about these requests, seeking a response and having a cursory regard which need to be board approved. Mr Christie said that SPPG needed to get something back from Trusts regarding savings and impacts.

Mr Christie highlighted NIAS are a different scenario than other Trusts and we don't have a deficit funding, he has called out concerns NIAS have about the budget being consulted on regarding health and the impact this will have on patients, and it is important to feedback collaboratively the concerns about the entire state of the health service.

The savings plan target is £2.5 m recurrently. NIAS are still delivering savings non-recurrently. This will continue until the issue regarding delayed handovers is resolved

The £13 M workforce table on page six expresses how we will utilise this in 25/26. Last year the plans indicated we would utilise them in a certain way and we ended up with easements and changed plans. Whilst making progress in 25/26, it is still under development in relation to the full amount for paramedic provision and ops restructure, compensated by saying we will incur additional IAS next year, in a total of about £3 million.

Page 7 refers to a 5-year recovery plan, one of those pressures was the Ops restructure and the total cost is about £5m, just over £2 million is supported. For phase two we need funding from SPPG or deliver our own efficiencies to deliver.

HART capacity issues have been discussed at various forums and called out within the plan. We have engaged with DOH about capacity issues within HART and are developing a business case. Due to the concerns we have, the plan is requesting a further £0.5m next year to bolster up that team.

Mr Christie recommended PFOD approve the draft plan to be formally approved at Trust Board. He reiterated that he is recommending they are approving for it to be submitted.

Mr Dennison commented it is a really useful update.

Ms Lemon referred to ongoing ORH work and that NIAS have commissioned a UK benchmarking organisation who have an asset which is a modelling tool to scope out what level of front line resources are required to hit national response targets. Ultimately with all the new parameters and new ways of working, based on modelling, it will establish how we would position our resources to optimise our response times. There is a piece of work being done to provide evidence-based work, which will append on to the Ops restructure and create the plan we use to support necessary investment we might need to output our need to patients. There is another piece of research regarding how we optimise our resources day to day, which will come to the SPF C'ttee.

6 Human Resources and Organisational Development

6.1 HROD Balance Scorecard (PC13/02/25/05)

Ms Lemon presented the report which provides updated workforce metrics as agreed by PFOD. A summary narrative is provided for some of the key data.

Ms Lemon advised that interviews have been completed for the HR Deputy Director roles. Michael Riddell from NHSCT and Ms Laura Turley were successfully appointed.

Ms Lemon advised that Attendance has improved, and we continue to benchmark our performance within this. NIAS rates of levels of absence remain above some other Regional Trust we recognise we still have a way to go to make further improvements. We have maximised the deployment piece well. With each of the newly appointed Senior HR Advisors deployed out to the divisions to support us within this priority.

The NIAS Industrial Relations Partnership Working Framework will be reviewed going forwards. NIAS are meeting with TUs this afternoon to focus on joint working around absence but will also discuss the framework. The Labour Relations Agency have been helpful in advising on such reviews.

Ms Lemon advised on the employment law side that focus has been trying to close cases. Part of the work for improvement is to look at what the underlying themes are, what the culture is, i.e. why do staff feel like they need to raise a grievance instead of seeking leadership guidance. They are reviewing training for managers and the HR team in conflict resolution. Ms Byrne added this will be linked to the Ops management structure review.

Ms Turley explained there are some complex Employee Relations cases of a legacy nature going back quite a few years, which can become entrenched. We have focused to reengage these as a priority and we are moving into a space with the LRA to try and mediate and manage expectations with employees. Similarly NIAS are looking at conciliated agreements with Tribunal cases to try and clear.

Employers for Disability have agreed to work with HR Advisers, Managers, and TU Reps to enhance disability awareness and support

Whistle blowing cases are currently progressing and there are a few going through Formal Stage Panel hearings for finalisation.

Ms Lemon's team have reviewed Statutory and mandatory training compliance rates across NIAS. It is accepted that this is a priority area for improvement focus matrix. Ms Lemon discussed that it is recognised that some areas are not reflected, and a review of the content of Statutory and Mandatory training content will take place as part of a cross directorate working group. The Highlight report refers to mandatory training, which acknowledged potential

benchmarking with SEHSCT on how they sought to increase compliance. Suggesting piloting of an annual training day to cover all modules. Potentially as an overtime day for some staff to get through training or trying to build in monthly etc. The priority will be to explore this with Ops as it is appreciated that the release of staff to undertake training remains a challenge. They have been working on a compliance rates improvement plan, which SMT approved in January to make a targeted improvement.

Mr Corrigan referred to training and that it is difficult to release front line staff. He suggested co-ordinating the budget setting process to improve this i.e. if we are going to pay staff or backfill because they are released. Ms Lemon advised that as this work develops, a lot of the mandatory training will be online learning. When we get into the detail of culture we need qualitative education, we need to build in the resource. If we are serious about changing culture it is going to require investment.

Mr Quinn suggested caution that overtime to facilitate training doesn't become a staff expectation and that it should be built into the workforce plan.

Ms Turley added that year on year there is low compliance, and this can't be sustained. There are lots of other models to benchmark against to see what possible solutions we have.

The management/leadership capability included in the Ops restructure will require momentum to improve compliance.

Mr Dennison expressed concern that 40% uptake for mandatory training is really worrying and that our target should be 100%. Ms Turley explained this training includes different areas, some have different times of how often they need to be done and taking on board the availability of staff. She suggested 75% should be minimum but agreed compliance should be 100%. 75% is the improvement trajectory and we are trying to see what is achievable.

We are hoping to see a significant improvement in the next six months but need to have an element of realism. Mr Dennison advised that if something goes wrong then it will come back that the staff weren't properly trained.

Ms Byrne added that it is a balance of risk, and how we protect our staff to release them for training whilst dealing with operational pressures.

Ms Paterson advised we have looked at a plan submitted by SMT focusing on the key requirements and that's where the 75% came from. This week there was a discussion about substituting some training i.e. risk management substituted for front line staff to do MCA training instead.

Mr Christie had worked out the time required to complete the training, when the paper came to SMT. He calculated over a two-year period, it would be one day to complete the 10 core areas of mandatory training. He suggested one day overtime every two years to refresh their training is a reasonable way to achieve the compliance. Mr Corrigan queried asking staff to do mandatory training if overtime is voluntary.

Mr Quinn sought clarification on the figure for vaccinations and asked if there are any concernable change in the uptake rates, as there was a reported change in the way it is to be delivered. Ms Lemon is not aware of any concernable change. She suggested Ms Ruth Finn attending to talk and understand the uptake rates in more detail. Mr Quinn agreed this would be useful due to the specific focus at PCOD.

ACTION: Ms Lemon

6.2 Maximising Attendance Report (PC13/02/25/06)

Ms Lemon reiterated her apologies for the lateness of the report. She presented the report outlining the key progress in the management of absence. The paper outlines key elements of improvement which include a corporate level downward trajectory in absence levels. It also outlines key priorities in the current year to consolidate and seek to sustain the related improvement. The report also contains an updated assessment of the project's delivery plan that was approved for the 2024-25 year by PFOD.

There is a dedicated project that Ms Lemon and Ms Byrne lead to manage absence. The group meet weekly and have delivered improvement. The Chair said at the last Trust Board meeting that

we are clear we have more improvement to do to address absence.

The team are focusing on what the info. is telling us i.e. hotspots and what the top 50 are. What is the outcome of the absence management process and how we apply an employment process and monitor those final review meetings. Ms Lemon highlighted there are some cases in a legal space requiring a different resolution pathway, for some individuals.

There is some improvement in the Southern region and still one or two long terms absence cases within legal space but should be resolved soon.

There was a redeployment piece, post covid, as some staff couldn't do their full role since COVID. They have either been redeployed or left the organisation. Employers for disability are providing guidance and it is our responsibility under the disability discrimination act, that we make reasonable adjustments. We are increasingly challenged as some of the occupational health adjustments are beyond what we can reasonably deliver and had to make some difficult decisions.

There are some people can't drive or work full time etc. We have to be a reasonable employer but there is a threshold which is presenting a challenge because we have made adjustments for some people but can't keep doing it.

Employers for disability support employers in the management of disability. They will help with decision making around disability. Now we can reasonably say that the adjustment is beyond what is reasonable.

Some allegations are that NIAS are not compassionate, and Ms Lemon is trying to get the balance of being compassionate but making decisions that are required.

Ms Ann Marie McStocker is managing occupational health and has SLA meetings set up. By the end of the year, we would like to demonstrate our performance in relation to KPI's.

We have had to push back with Occupational Health for better quality reports to enable us to better manage our absence. HR are

also looking at a proactive piece to identify trends and look at how we review staff health when they start in the organisation.

Mr Corrigan commented that in summary there is improvement but still work to do. The improvement has plateaued in the last few months but appreciates that every incremental improvement is going to be a hard fought. He suggested managers doing more work with OH referrals, with specific questions and being more direct, specific and focused.

Ms Lemon said that NIAS advisors were mostly agency however we have now got permanent advisors, some are based out in divisions or in HQ and working directly with managers.

Another important area to note is work focusing on work related stress. These cases used to automatically be referred to OH but staff now go through an assessment tool to identify the reasons, therefore by the time they go to OH, the work issues have already been addressed with a plan to manage it. Ms Lemon highlighted OH can't comment on people being referred based on work issues.

Mr Corrigan added that OH are there to give us advice, as an employer we decide about what is required.

Mr Quinn acknowledged the progress to date. He asked in relation to our ambition for the subsequent year, if there is a high level KPI moving forward, and how will that be communicated. Ms Turley responded that it is not an ideal figure across the region.

Mr Quinn said it would be good for us to have a workplan and goal for the end of 25/26 to work towards. He sought clarity on the principles that have been continuously talked about and how we have shifted this into a management issue. One of the charts showed the same hotspots. Southern Division has always been a hotspot for various reasons. Ms Byrne responded that they are reviewing some Operations Management JDs to focus more on leadership and development.

At the weekly focus meetings, Ms Lemon and Ms Byrne invite specific managers from regions to receive some accountability.

Ms Lemon referred to the point around ambition for next year and that the Delivering Value Programme last week discussed priority actions. They are seeking to see what that would look like and the

targets. As part of the Ops restructure, there is an improvement piece to deliver on that as well.

6.3 Organisational Culture Update (PC13/02/25/07)

Ms Lemon presented the paper that contains a summary update of key actions since the last PFOD to increase capacity and work towards establishment of the Organisational Culture Programme. It further outlines proposals to formally establish the Programme Board and to hold a related workshop to get the programme board established. The focus would be to seek to draw out what we want to achieve from the board and progress success factors coming out of that.

The paper details the proposed members and suggests additional members, some of which are external. Now that the HR Deputy Director roles have been appointed they are looking at further support for Mr Turley in this area.

Bron Biddle attended Trust Board a few months ago and is going to provide two days a week dedicated to NIAS to focus on sexual safety as a critical piece on the wider culture piece. There is a reference working group meeting on Monday to include TU's and staff from all directorates. Ms Lemon added they are grateful for Mr Quinn's commitment to support and recognise it is important to have the voice of the Board.

Mr Dennison congratulated Ms Turley on her appointment.

Mr Quinn commented that this was a proposed strategic objective since December 2023, followed by a Board workshop with Mike Farrar in 2024 and momentum is required to progress. He added that if operational pressures are preventing these matters progressing the Organisation will struggle to develop.

The Misogyny piece is a big corporate development for NIAS and there is a need to be open and receptive that other issues might emerge that need development.

Ms Lemon said this is the establishment of the programme. In the intervening period there has been a lot of work on the issues involved in this programme, a lot of that will inform the progress going forward. Membership is cross-Directorate and this is key therefore to gaining support across the organisation.

Ms Lemon is keen that the workshop has an output of a clear plan to describe what our high-level objectives are. Those objectives will include sexual safety and professionalism. Ms Byrne added that all directors attending will be helpful to provide a different lens.

Mr Corrigan said that the paper is good in terms of setting out the direction of travel and is keen to support that work. He is concerned that we don't have a date in the diary and trying to get all those that need to be there, is going to be difficult.

7 Operations

7.1 Operations Restructure Implementation Plan Update **(PC13/02/25/08)**

Ms Byrne apologised for the lateness of this paper and that NEDs didn't have sufficient time to digest. This paper provides an update on the progress of the Operations Management Structure Review, a key programme aimed at enhancing leadership, staff support, and operational effectiveness within NIAS.

While a substantive update was provided to PFOD in November 2024, progress since then has been incremental due to competing operational priorities and limited dedicated capacity.

Following a thorough assessment of these challenges and the identification of dedicated resources, the Trust is now in a position to increase the pace of delivery, with a structured plan to dedicate key personnel and resources to drive forward implementation.

Ms Byrne said that we need more workforce re-stabilisation discussions from groups of staff. At previous discussions, TUs referred to it as a transformation project and were not keen to encourage their members. Since the last meeting, SMT met with them, and they are now supporting the Ops structure review.

Ms Byrne is pleased to say there is now a dedicated resource approach. She has looked at the potentials and what the benefits and challenges would be and is conscious about concerns for colleagues to take on additional work. It is important this is NIAS led, it is a NIAS Project but led by Ops and others i.e. HR as appropriate.

Ms Byrne has recently appointed a business improvement manager, and she is reassured this person can lead and co-ordinate on this.

Mr Ciaran McKenna has agreed to be a project lead and is looking at his diary to see what his commitment could be. Ms Byrne plans to ensure Mr McKenna has one day dedicated per week. Ms Byrne is delighted Ms Turley is in her substantive post to build into the workplan. It was noted that Ms Paterson's team will continue to support.

Ms Byrne referred to the Implementation plan regarding the new structure design, workforce plan and TU engagement. There is a phased implementation of the new structure within 12-18 Months. She recognises progress is slower than anticipated but hopefully the Board is reassured with the plan in place, Ms Byrne is confident we will move forward at pace.

Mr Corrigan queried the additional resource and who they report to. Ms Byrne confirmed that the Operational Manager will report to her and the dedicated programme manager will report to Ms Paterson's team, Ms Byrne will be the SIO.

The Committee sought clarity on funding. Ms Byrne confirmed we only have funding for phase 1 and this paper details the phase one plan. Mr Corrigan added that we are in one-year cycles and therefore in funding for the next year.

Mr Christie advised there is £2.2 Million irrespective of when it is spent as it is recurrent funding, we have the funding to implement phase 1 in full. Phase 2 will require another £3 million to roll out.

Mr Corrigan asked if we are told we aren't getting any more funding do we have a robust / revised ops structure that we can work with.

Mr Dennison added that money hasn't been the driving force, it's having the refresh of our directorate.

Mr Corrigan would like some assurance at the end of phase 1 that we are able to have a good robust ops structure. Ms Byrne agreed to ensure that is built in.

Mr Dennison is concerned with the timeline, as there were discussions in 2023 that committed to this being in place. There is concern and risks that need to be fed back to Trust Board members as to why this has been lengthier than anticipated.

Mr Quinn appreciates that there will now be dedicated resource, but more detailed reporting will be important to provide assurance to the Committee and Trust Board.

8 Revised Terms of Reference for:
PCOD (PC13/02/25/09)
SPF (PC13/02/25/09)
Charitable Funds (PC13/02/25/09)

The revised terms of reference of the following Committees constituted by Trust Board are tabled for review and approval:

- The People, Culture and Organisational Development (PCOD) Committee
- The Strategic Performance and Finance (SPF) Committee
- The Charitable Trust Funds Advisory Committee (a sub-committee of the SPF Committee).

The revised ToR were approved in principle at ARAC and presented today for discussion, if required.

The Committee asked that the implementation of the new structure should ensure roles don't overlap.

Members are invited to review and provide feedback to the ToR. Papers for Trust Board are being issued today. However, there will be opportunities to refine or augment in the future. All ToR are due to be reviewed annually.

Mr Corrigan added that all ToR were tabled at ARAC but is conscious that it is up to each C'ttee to go through them also. Behind the ToR, there is a workplan for Chairs to meet with Directors about what the plans going forward are and where all the work needs to be done.

Mr Corrigan queried where the Ops Restructure will sit as it has HR, financial and Operational implications.

Ms Paterson advised that the Board assurance framework should articulate the elements, and it's about working with the C'ttee chair in how we use the framework to incorporate priorities and risks. There will be meetings set up with the relevant Director, C'ttee Chair and Mr Henry.

9 Any other business

9.1 Update on Industrial Relations pay dispute

Ms Lemon updated the Committee that NIAS are still operating in ASOS Context. We had previously discussed with Trust Board about a strategy to resolve this led by DoH.

There is an issue regarding safe staffing and the Chief Executive and Chair have raised this with the Perm Sec as it disproportionately reflecting on us. We understand that when the Perm Sec met with TUs he asked for ASOS to be taken off the table but it was rejected.

9.2 Update on Senior Executive Recruitment

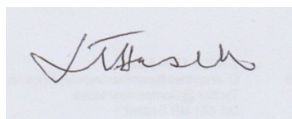
There has been meetings in the last number of weeks with Korn Ferry and we have brought in associate support from the leadership Centre to support. The Perm Sec has given a commitment that NIAS be a priority within this.

10 Next meeting:

PCOD 3 April 2025, 9.30am
SPF 10 April 2025, 9.30am
Charitable Funds 10 April 2025
NIAS Headquarters, Boardroom

THIS BEING ALL THE BUSINESS, THE CHAIR DECLARED THE MEETING CLOSED AT 2.30PM

SIGNED:



DATE: _____ 3/4/25 _____