Ymddiriedolaeth Brifysgol GIG Gwasanaethau Ambiwlans Cymru
Welsh Ambulance Services University NHS Trust

WELSH AMBULANCE SERVICES NHS UNIVERSITY TRUST
MINUTES OF THE PUBLIC MEETING OF THE
FINANCE AND PERFORMANCE COMMITTEE
HELD ON 15 SEPTEMBER 2026 IN THE CARDIFF MRD AND VIA TEAMS

The meeting started at 09:30

ATTENDEES

Jayne Beeslee	Non-Executive Director and Chair
Peter Curran	Non-Executive Director
Bethan Evans	Non-Executive Director *(left at 10:28 during item 7 and returned at 12:25 during item 15)*
Lee Brooks	Chief Operating Officer
Bev Flood	Head of People Services *(Deputising for Liz Rogers)*
Rachel Marsh	Deputy Chief Executive
Trish Mills	Director of Corporate Governance/Board Secretary
Hugh Parry	Trade Union Partner
Jonny Sammut	Director of Digital
Chris Turley	Executive Director of Finance and Corporate Resources
Emma Wood	Chief Executive Officer

APOLOGIES

Matthew Dugdale	Assistant Director of Commercial Development
Liz Rogers	Deputy Director of People and Culture
Damon Turner	Trade Union Partner
Penny Durrant	Interim Director of Nursing

IN ATTENDANCE

Sarah Harland	Corporate Governance Officer
Alex Payne	Corporate Governance Manager

OPENING ITEMS

1. CHAIR'S WELCOME, APOLOGIES AND QUORUM

1.1 Apologies were received as set out above. The Chair welcomed Ross Whitehead from the Joint Commissioning Council, observing the meeting ahead of his appointment at WAST commencing October 2026. Quorum was confirmed.

2. DECLARATIONS OF INTEREST

2.1 There were no other declarations recorded.

3. MINUTES OF PREVIOUS MEETING 21 JULY 2026

3.1 The minutes of the public meeting of the Finance and Performance Committee held on 21 July 2026 were received and approved.

4. ACTION LOG AND MATTERS ARISING

4.1 The Action Log was reviewed and discussed with updates added to the log.

4.1 AAA HIGHLIGHT REPORT 21 JULY 2026

4.1.2 The AAA Highlight Report from the meeting held on 21 July 2026 was noted.

ITEMS FOR ASSURANCE, DISCUSSION OR APPROVAL

5. FINANCIAL PERFORMANCE AT MONTH 4, 2026/27
FINANCIAL POSITION FOR MONTH 5, 2026/27

The papers for this item in relation to this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

5.1 Chris Turley presented financial performance at month 4 and the financial position for month 5 2026/27, highlighting that the Trust remains on track to achieve a balanced financial position, with a year-end break-even forecast maintained at month 5. Members noted that delivery of the savings programme remains positive, with £7.8m recurrent savings forecast and all savings fully embedded within budgets. Capital expenditure is progressing broadly as planned, with investment activity expected to increase during the second half of the financial year.

5.2 Members received an update on the Welsh Government financial grip and control self-assessment, noting that the review identified generally strong governance and financial controls across the organisation. A small number of areas for improvement have been identified, which are already being progressed through

existing work programmes and will be monitored through a supporting action plan. Members supported the approach taken and endorsed the assessment for onward reporting to the Trust Board.

5.3 Members welcomed the positive assurance provided by the self-assessment. Peter Curran noted the strength of the Trust's financial management arrangements and sought assurance regarding financial management training for non-finance budget holders. Chris advised that enhanced finance business partnering arrangements, ongoing training initiatives and existing governance mechanisms are supporting improvements in financial awareness and budget management across the organisation. Members emphasised the value of continuing to strengthen financial capability through established organisational development and governance structures.

5.4 The committee discussed the residual risk associated with the Welsh Risk Pool assumption within the financial plan. Whilst Welsh Government has confirmed that the additional costs will be supported provided the Trust achieves breakeven, members agreed it remains appropriate to retain this as a risk until formal funding is received and the year-end position is secured. The Committee noted that there also remains a broader policy risk should national funding assumptions change during the year, albeit this was considered unlikely given the assurances received to date.

5.5 The committee discussed financial risks, including fuel price volatility and potential energy cost pressures. Members were assured that these risks continue to be actively monitored and reported, with the overall financial position remaining stable. Assurance was also provided that sufficient capital contingency remains available to manage emerging pressures, and that robust arrangements are in place to monitor programme delivery.

The committee noted and gained assurance in relation to the Month 4 revenue financial position and performance of the Trust as at 31 July 2026; noted the delivery of the 2026/27 savings plan, and the context of this within the overall financial position of the Trust; noted the initial capital programme for 2026/27; noted the Grip and Control review; and noted the Month 4 Welsh Government monitoring return submission (as required by WG).

6. INTEGRATED MEDIUM-TERM PLAN (IMTP) PROGRESS REPORT

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

6.1 Rachel Marsh provided a verbal update on the IMTP, advising that the current IMTP has been approved by Welsh Government, although formal accountability conditions are still awaited. Early planning for the next IMTP cycle has commenced, incorporating lessons learned from the previous year, with a focus on earlier engagement, simplification of the planning process and greater understanding of interdependencies across programme deliverables.

6.2 The committee noted that Welsh Government priorities are expected to remain broadly consistent, with continued emphasis on population health, prevention, efficiency and productivity. Early discussions suggest a continued focus on consolidating and realising benefits from existing transformation programmes, alongside greater emphasis on digital opportunities, financial sustainability and potential operating model changes in response to anticipated financial pressures

6.3 Members welcomed the update and recognised the challenges associated with planning for future years in advance of receiving accountability conditions and funding assumptions. Discussion highlighted the importance of early engagement with the board and stakeholders given the increasingly challenging financial environment and the need to balance growing demand with efficiency requirements. Members supported the proposed approach of consolidating existing programmes whilst maintaining flexibility to respond to future financial and policy developments.

7. MANCHESTER ARENA INQUIRY PROGRESS UPDATE: COMMISSIONER RESPONSE AND RESIDUAL RISK POSITION

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

7.1 Lee Brooks presented an update on the Trust's response to the Manchester Arena Inquiry (MAI) recommendations, advising that commissioners have endorsed the majority of the Trust's proposals as proportionate and appropriate enhancements. The committee noted that progress has continued despite the absence of a formal commissioner response until recently, including developments relating to the National Operations Coordination Centre (NOCC), additional Operational Commander capacity in North Wales, deployment of multi-casualty triage bags and elements of the Emergency Preparedness Resilience and Response (EPRR) enhancement programme.

7.2 The committee noted the remaining areas of divergence with commissioners, principally relating to emergency ambulance capacity and a number of recommendations that remain wholly or partially unfunded. It was emphasised that whilst commissioners had not supported additional emergency ambulance resources at this time, the Trust's assessment of the capability gap and associated risks remained unchanged. The committee recognised that the Trust has already redirected significant resources and management capacity to support implementation and that further progression of the remaining recommendations would be increasingly difficult within the current financial environment without impacting other service priorities.

7.3 The Chair welcomed the comprehensive report and reflected on the difficult financial decisions faced by the Trust. The Chair also highlighted emerging concerns regarding preparedness for major forthcoming events, including the Tour de France and UEFA Euro 2028, noting the potential implications for the Trust as a Category 1 responder. Lee outlined the planning arrangements already underway, including the establishment of a dedicated planning team, cross-directorate engagement and ongoing discussions with Welsh Government and NHS Wales Performance and Improvement regarding additional support and resources. Concern was expressed that planning costs are already being incurred without any central identified funding stream to support these events.

7.4 Members sought assurance regarding the level of residual risk and the extent to which discussions with commissioners and Welsh Government remain active. The committee was advised that discussions continue and that the Trust will remain committed to advocating for the resources required to address identified capability gaps. Members emphasised the importance of maintaining visibility of these risks and ensuring that decisions relating to any unfunded recommendations are fully understood by partners and stakeholders.

7.5 Emma Wood highlighted the need to consider the risks as shared system risks rather than solely Trust risks, noting that where funding is unavailable to implement recommendations, accountability and ownership of the remaining risks should be understood across the wider system. The committee supported this position and recognised the importance of continuing dialogue with commissioners and Welsh Government regarding risk ownership, prioritisation and future funding arrangements.

7.6 The Chair thanked Lee for a clear and timely report and noted the importance of maintaining visibility of the outstanding risks and funding challenges associated with the remaining MAI recommendations. The Chair recognised the significant progress made by the Trust to date despite financial constraints and emphasised the need for continued engagement with commissioners and Welsh Government regarding risk ownership, preparedness and future funding requirements. The committee agreed that the discussion and associated risks should be highlighted to the board through the committee's assurance reporting arrangements, and that the position should continue to be monitored through existing EPRR and risk management processes.

The committee received assurance on progress since the previous update; noted the commissioner response and the Trust's subsequent reply; noted the areas of agreement and continuing difference, including the Trust's unchanged assessment of the emergency ambulance capacity requirement; noted the residual operational, strategic and financial risks and the actions underway to manage

them; and noted the position on specialist assets for North Wales and the submission of the HART South Wales expansion case to Welsh Government.

8. MONTHLY INTEGRATED QUALITY PERFORMANCE REPORT JUNE/JULY 2026

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

8.1 Rachel Marsh presented the MIQPR, highlighting that the report continues to evolve following implementation of the new reporting framework. Members noted that a small number of metrics remained under development and that a further update would be provided to Trust Board regarding outstanding measures and proposed amendments to the dashboard. Key areas of focus included EMS response performance, Remote Clinical Services demand, 111 call abandonment rates, Advanced Paramedic Practitioners (APP) productivity, Single Point of Access developments and patient flow improvements ahead of winter.

8.2 The committee noted the range of actions underway to improve performance, including additional clinical capacity within remote integrated care service, accelerated work with health boards on Single Points of Access, a renewed focus on APP productivity and further refinement of clinical process pathways through the Clinical Model Transformation Programme. Members were advised that these interventions were expected to support performance improvements, although the interdependencies between service, system and handover performance made future trajectories difficult to predict with certainty.

8.3 Members welcomed the enhanced narrative within the report and discussed the importance of presenting productivity measures in a way that reflected operational realities. Peter Curran highlighted the need to ensure productivity indicators were interpreted within the context of ambulance availability and utilisation, recognising that emergency ambulance productivity could not be viewed in isolation from response requirements and hospital handover delays. Members acknowledged this complexity and noted that a future deep-dive discussion on productivity measures may be beneficial.

8.4 The Chair welcomed the improvements made to the MIQPR format and suggested that future iterations place greater emphasis on a balance between concise analysis, remedial actions and expected trajectories in the slides to further strengthen readability and assurance.

8.5 The committee also discussed the significant impact of hospital handover delays, noting modelling which indicated that 3,000 additional patients could be reached if delays reduced to target levels. Members emphasised the importance of continuing to clearly demonstrate the relationship between handover performance and ambulance response times. Emma Wood reinforced that improvements in handover performance represented the single greatest opportunity to improve patient outcomes, patient safety and ambulance responsiveness, noting that gains

achievable through internal productivity improvements alone were comparatively limited. Members welcomed the ongoing engagement with NHS partners, Welsh

Government and the national Urgent and Emergency Care Programme to address system-wide handover challenges.

8.6 The Chair thanked Rachel for a comprehensive update and acknowledged the quality of discussion generated by the new reporting framework. The Chair welcomed the continued development of the MIQPR, recognising the work being undertaken to improve performance ahead of winter, and emphasised the importance of maintaining a clear focus on handover improvement, productivity and system-wide collaboration. The committee noted the assurances provided and supported the continued refinement of the report to strengthen future performance oversight.

9. NON-EMERGENCY PATIENT TRANSPORT INCLUDING THE AUDIT WALES REPORT

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

9.1 Lee Brooks presented the Audit Wales review of Non-Emergency Patient Transport Services (NEPTS), advising that the findings were broadly positive and recognised that the Trust's plans aligned with the future vision for NEPTS in Wales. The review identified opportunities to strengthen programme management, benefits realisation, risk management and system-wide accountability. Lee reported that many of the recommendations are already being addressed through the ongoing NEPTS Improvement Programme and strengthened governance arrangements.

9.2 Members noted that a reinforced programme structure and oversight arrangements had been established since the audit fieldwork was undertaken and that progress against several recommendations is already underway. Peter Curran advised that the report had been considered by the Audit and Risk Assurance Committee and that assurance had been received regarding the deliverability of the proposed actions. Peter noted that the timing gap between audit fieldwork and publication meant that several areas identified for improvement had already progressed significantly.

9.3 The Chair welcomed the positive alignment between the audit findings and the Trust's existing improvement programme and noted the importance of ensuring that appropriate governance arrangements remain in place to monitor implementation. Members also discussed the need to maintain clarity regarding the respective oversight roles of board committees and the Audit and Risk Assurance Committee to avoid duplication. Trish Mills advised that this will be considered as part of a forthcoming review of the Audit Handbook and related governance arrangements.

9.4 The Chair welcomed the assurance provided by the report, whilst noting some frustration regarding the lengthy timeframe between audit fieldwork and publication. The Chair was assured that robust arrangements were already in place through the NEPTS Improvement Programme and Strategic Transformation Board to oversee delivery of the actions and monitor progress against the recommendations.

The committee received and discussed the audit report and findings; confirmed that the committee is assured by the findings and that the appropriate management responses are in place; and note that management actions arising from the report will be incorporated into the NEPTS Improvement Programme and monitored through existing governance and IMTP reporting arrangements.

10. AUDIT WALES DIGITAL TRANSFORMATION REVIEW

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

10.1 Jonny Sammut presented the Audit Wales Digital Transformation Review, highlighting that the assessment provided positive assurance regarding the Trust's digital ambition, leadership, programme delivery and cyber security arrangements. Whilst the review identified several recommendations relating to strategy, governance, infrastructure, artificial intelligence, workforce capability and digital inclusion, the committee noted that many of the actions are already underway through existing digital improvement programmes and governance arrangements.

10.2 Members noted that the recommendations would be progressed through established structures, including the Digital Oversight Group (DOG), benefits realisation workstreams and the development of data and artificial intelligence plans. Peter Curran acknowledged that the number of recommendations initially appeared significant but took assurance that much of the work is already in progress. Peter emphasised the importance of prioritisation and resource management given growing demands on digital services and workforce capacity constraints.

10.3 The Chair welcomed the positive findings and observed that the review reflected the Trust's maturity and progress in digital transformation. Whilst noting the lengthy timeframe between the audit fieldwork and publication of the report, the Chair welcomed benchmarking information demonstrating areas of strength and recognised the increasing organisational reliance on digital services. The committee discussed the need for clear prioritisation of digital investment and transformation activity, particularly in the context of future financial pressures. Emma Wood noted that future digital innovation would need to demonstrate clear

business benefits and financial return, with investment decisions increasingly focused on delivering sustainable efficiencies.

10.4 The Chair also welcomed the assurance provided by the review and recognised the significant progress already made by the Trust in strengthening its digital capabilities. The Chair emphasised the importance of maintaining focus on prioritisation, benefits realisation and capacity management as demand for digital support continues to grow, and noted that progress against the recommendations would be monitored through existing governance and reporting arrangements.

The committee noted the discussion and feedback from the Audit Risk and Assurance Committee at its meeting on 3 September 2026; and reviewed the report, noting the agreed management actions and mitigations of risks.

11. DIGITAL REPORTING JULY 2026

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

10.1 Jonny Sammut presented the Digital Reporting update, highlighting progress across several key digital transformation programmes, including the establishment of the Digital Oversight Group (DOG), development of the digital front door, progress with the Digital Business Case, Electronic Patient Care Record developments, strategic data planning and workforce recruitment. The committee noted that demand for digital services continues to grow significantly and that robust prioritisation arrangements are being implemented through DOG to ensure resources are directed towards the highest-value organisational priorities.

10.2 The committee received an update on programme risks and challenges, including workforce capacity pressures, increasing digital demand, preparations for future Computer Aided Dispatch replacement requirements and national data-sharing developments. Members were advised that substantial work is also underway to support the Connected Trust Model programme, with dedicated resources focused on delivery of critical data and reporting requirements.

10.3 The Chair welcomed progress made with the introduction of the DOG and sought assurance regarding its effectiveness in prioritising work across an increasingly busy digital portfolio. Jonny Sammut advised that the group is developing a structured, evidence-based approach to prioritisation and benefits realisation, recognising that not all requests can be accommodated within existing resources. The Chair also acknowledged the complexity of the Connected Trust Model programme and the importance of maintaining focus on delivery of its anticipated benefits.

10.4 Members welcomed the progress reported and recognised the increasing strategic importance of digital services across the organisation. Discussion highlighted the

need for clear prioritisation, realistic capacity planning and continued focus on delivering measurable benefits from digital investment.

The committee received assurance on the progress of the Digital plan activities, IMTP commitments and CMT involvement of the Digital Directorate teams.

11. INFORMATION GOVERNANCE REPORT

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

12.1 Jonny Sammut presented the Information Governance report, highlighting progress across several key areas, including cyber security improvement activity, Information Governance Toolkit compliance, CCTV governance and the development of artificial intelligence governance arrangements. The committee noted that cyber improvement actions continued to progress, that significant work had been undertaken to address CCTV compliance issues across the EMS fleet, and that the Trust remains on track to achieve a second consecutive successful Information Governance Toolkit submission.

12.2 Members noted ongoing operational pressures arising from increasing volumes of Freedom of Information requests, Subject Access Requests (SAR) and Data Protection Impact Assessments (DPIA), which had contributed to delays in achieving compliance with statutory response times. Assurance was provided that recovery plans are in place for SAR and DPIAs, additional support options are being explored, and progress continues against agreed improvement trajectories. The committee also noted early evidence of organisational benefits being realised using Microsoft Copilot and welcomed completion of the Trust's AI maturity assessment.

12.3 The Chair welcomed the transparency of the report and the progress made in addressing CCTV compliance concerns. Members discussed the challenges posed by increasing demand and wider shared service procurement delays, noting the importance of maintaining focus on organisational priorities and risk-based decision-making.

The committee received assurance on the progress of the Trust's Information Governance arrangements and related specialist activities for Data Quality, Records Management, Freedom of Information requests and Information Security.

13. ANNUAL ESTATES INFRASTRUCTURE REPORT TO INCLUDE: ESTATES CONDITION AND BACKLOG MAINTENANCE; DECARBONISATION; AND WASTE MANAGEMENT

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

13.1 Chris Turley presented the inaugural annual Estates Infrastructure report, which consolidates previous separate reports on estate condition, backlog maintenance,

utilities, waste management and environmental performance into a single overview. The committee noted that the report provides a comprehensive assessment of the Trust's estate portfolio, demonstrating continued investment in estate infrastructure, a reduction in higher-risk backlog maintenance through targeted capital investment and ongoing progress in environmental management, including retention of the Trust's ISO 14001 accreditation.

13.2 Members welcomed the report and the improved holistic approach to assurance. Peter Curran commented positively on the level of detail provided and welcomed the evidence of capital investment being directed towards areas of greatest need and risk reduction. Peter also sought an update on the forthcoming quinquennial estate condition survey, noting its importance in informing future estate investment priorities. Assurance was provided that the survey findings are expected later in the year and will support future capital planning.

13.3 The committee discussed the ongoing challenges associated with decarbonisation and sustainability objectives, recognising the Trust's reliance on external funding, technological developments and supporting infrastructure to achieve longer-term ambitions. Members noted the progress being made in estate modernisation, energy efficiency and electric vehicle infrastructure planning whilst acknowledging the constraints faced across the wider NHS system.

13.4 The Chair welcomed the report, describing it as a valuable and accessible overview of the Trust's estate position. The Chair noted the scale and complexity of managing a diverse estate portfolio and welcomed the positive story demonstrated through investment, estate improvements, backlog maintenance management, sustainability initiatives and environmental performance. The Chair also supported the more integrated reporting approach and agreed that consideration should be given to incorporating fire safety reporting into future annual estate assurance arrangements.

The committee received assurance from the report, welcomed the consolidated approach to estates reporting and noted the continued progress being made in managing and improving the Trust's estate infrastructure.

14. RISK MANAGEMENT REPORT

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

14.1 Trish Mills presented the Risk Management report, advising that all principal risks had been reviewed in accordance with the agreed review schedule. The committee noted ongoing work to refine several risks, including those relating to decarbonisation and commissioning arrangements, and received assurance that risks discussed throughout the meeting, including Manchester Arena Inquiry, EPRR and cyber security risks, continue to be actively managed through established governance arrangements. 14.2 Members considered the emerging application of

risk appetite and tolerance levels to the principal risk register. The committee noted that whilst overall risk scores had remained relatively stable, the introduction of risk appetite measures would provide greater clarity regarding which risks required additional focus and resources. The Chair welcomed this development and highlighted the importance of ensuring organisational effort was directed towards risks outside agreed tolerance levels.

14.3 Emma Wood highlighted discussions taking place at system level regarding the development of a shared NHS Wales risk profile and noted the opportunity to consider whether certain risks should be owned and managed collectively across the system, rather than solely by individual organisations. Peter Curran welcomed the continued development of the risk management framework and supported the planned Trust Board discussion on risk appetite and tolerance, noting that it would strengthen future decision-making and resource prioritisation.

The committee noted the report and received assurance regarding the ongoing management and review of the principal risks, whilst recognising the importance of embedding risk appetite and exploring opportunities for greater system-wide risk ownership where appropriate.

14. AUDIT TRACKER Q1 2026/27

The papers for this item are in the committee pack in iBabs and on the Trust's website, therefore detail of the content is not repeated here.

15.1 Trish Mills presented the Audit Tracker report, reminding members that reporting had been refined to focus potential residual risk on overdue actions relating to high-priority findings, limited assurance audits, or actions that had exceeded their final (second) revised completion dates. Members noted that the outstanding actions related to the Forecasting and Modelling Audit and the IMTP Development Process Audit. Assurance was provided that most actions had been completed and that, in several cases, closure was dependent upon submission of supporting evidence rather than further work being required.

15.2 In relation to the Forecasting and Modelling Audit, members were advised that the required processes, trackers and standard operating procedures are in place, with evidence being finalised to enable formal closure. Members also noted that progress has been made against actions arising from the IMTP Development Process Audit, although implementation of a fully digitised IMTP tracking solution had proven more complex and time-consuming than originally anticipated. Assurance was provided that appropriate interim monitoring arrangements remained in place through the existing reporting framework.

15.3 Members welcomed the contextual approach to reporting. The Chair noted the importance of considering overdue actions in the context of the level of risk being managed and questioned whether some recommendations could become disproportionately resource-intensive over time. Peter Curran sought assurance that there was no dispute regarding the evidence required to close the outstanding actions and encouraged prompt completion where actions had been substantively delivered. It was agreed that the section on 'expected evidence' in the audit clarifies that which closes an action so there is little dispute as to this. Members agreed that the delays did not give rise to any material increase in risk and welcomed the proportionate, risk-based approach to audit follow-up.

The committee received assurance that appropriate controls and mitigations remained in place and were content that the outstanding actions did not present any undue organisational risk pending formal closure.

CONSENT ITEMS

15. AUDIT WALES URGENT AND EMERGENCY CARE REVIEW PART 3

16.1 The committee noted the Urgent and Emergency Care review part 3, particularly as it related to handover delays and the impact on patients.

16. COMMITTEE CYCLE OF BUSINESS MONITORING REPORT

17.1 The committee noted the Cycle of Business Monitoring report.

CLOSING ITEMS

17. REFLECTIONS

18.1 Members reflected on the quality and clarity of the reports presented and noted that they provided a comprehensive yet appropriately concise overview of key areas of responsibility. The committee reaffirmed its commitment to supporting the ongoing development of governance, risk and assurance arrangements and welcomed the continued focus on ensuring that reporting remains proportionate and with a strategic focus.

19. ANY OTHER BUSINESS

19.1 There was no other business discussed.

20. DATE AND TIME OF THE NEXT MEETING

19.1 The next meeting will be held on 17 November at 9:30am

The meeting closed at 12:45