NORTHERN IRELAND POLICING BOARD

MINUTES OF MEETING OF RESOURCES COMMITTEE HELD ON THURSDAY 25 SEPTEMBER 2025 AT 9.30AM IN JAMES HOUSE

PRESENT:		Mr Trevor Clarke MLA (Chair)
		Mr Frank McManus (Vice-Chair)*
		Mr Keith Buchanan MLA
		Mr Gerry Kelly MLA
		Ms Marian Cree
		Dr Kate Laverty*
	(5)	Mrs Linda Dillon MLA
		Mr Les Allamby
		Mr Peter Osborne
EX-OFFICIO BOARD MEMBERS IN ATTENDANCE:		Mr Brendan Mullan (Board Vice-Chair) Mr Tommy O'Reilly
POLICE SERVICE OF NORTHERN IRELAND IN ATTENDANCE:	**(1)**	Ms Pamela McCreedy, Chief Operating Officer
	(2)	Mrs Clare Duffield, ACO People & Organisational Development
	(3)	Mrs Aldrina Magwood, ACO Transformation
	(4)	Mr Mark McNaughten, ACO Corporate Services
	(2)	PSNI Director of Human Resources
	(3)	PSNI T/Head of Transformation
	(3)	PSNI T/Head of Estates
	(1)	1x PSNI Official
NORTHERN IRELAND POLICING BOARD OFFICIALS IN ATTENDANCE:		Mrs Sinead Simpson, NIPB Chief Executive Mr Sam Hagen, Director of Resources 4 x Board Officials

(1) Items 4.1.1 to 4.1.5
(2) Item 4.1.1 only
(3) Item 4.1.3 only
(4) Item 4.1.4 & 4.1.5
(5) Open to item 4.6.3

*Attended meeting via video-conference facility.

1. APOLOGIES

Apologies were received from Ms Nuala McAllister MLA, Mr Peter McReynolds MLA and Mr Alan Chambers MLA.

The Committee agreed the agenda for the meeting, and no one raised any business they wished to discuss under 'Any Other Business'.

2. CONFLICTS OF INTEREST

No conflicts of interest were declared.

3. DRAFT MINUTES OF THE MEETING HELD ON 26 JUNE 2025

The Committee considered the draft minutes of the meeting held on 26 June 2025.

It was **RESOLVED** that:

- The minutes of the Committee meeting held on 26 June 2025 be approved. These minutes will be published on the Board's website.

4. ITEMS FOR COMMITTEE BUSINESS

Ahead of inviting PSNI to join the meeting the Committee Chair asked the NIPB Director of Resources and his team to provide a brief overview of the papers provided in support of agenda items 4.1.1 to 4.1.5. Board officials highlighted several salient points in each of the reports and Members briefly considered issues they may raise with PSNI during the morning's briefings. These included:

- In relation to 4.1.1 Members discussed the 2 options put to the Committee regarding the definition of 'Deployable Resources' and noted that they would like to ask PSNI about how comparisons could be done with Most Similar Forces (MSFs) should PSNI move away from the established College of Policing definition.

- In relation to items 4.1.2 & 4.1.3 Members noted they would like to get clarity from PSNI on the scope of what areas of transformation (including for example the Estates Strategy/Digital) are oversaw by the PSNI Transformation Board.

- In relation to item 4.1.4 (PSNI Finance Report), the Director of Resources highlighted the issue of the Data Breach legal case noting that while an approved business case was in place, the current position remained that no funding had been made available to proceed with the universal settlement. Members noted that individual legal cases in respect of the data breach are due to commence and that political Members in particular, are now receiving increasing numbers of queries within their constituencies around this issue. The Committee expressed concern about the likely escalating costs should no resolution be found.

  Following discussion, it was **AGREED** correspondence be issued to the MoJ raising Board concerns and requesting they be brought to the attention of DoF and HM Treasury in relation to the as yet unfunded universal settlement offer in relation to the Data Breach legal case, given the upcoming court dates relating to individual cases and the likelihood of escalating legal and settlement costs should no resolution be found. **AP1**

4.1 PSNI ITEMS

4.1.1 PSNI Deployable Resources – Indicator 3.3 of Policing Plan

The Committee Chair welcomed Ms Pamela McCreedy, PSNI Chief Operating Officer, Mrs Clare Duffield, ACO People & OD and the Director of PSNI Human Resources to the meeting and invited them to brief the Committee.

The Director of HR introduced the PSNI paper which included updates on PSNI's work towards accurately defining 'deployability' and presented Members with two options for their consideration regarding this definition.

PSNI sought direction from the Committee as to Members' preferred option in order that the relevant data under that option could be collated and presented for future reports in this area. The Director of HR also noted that PSNI are currently developing and testing a mobilisation dashboard for inclusion with future reports which would include data from various sources across the business.

Members noted that a meeting has now been scheduled between PSNI and Board officials to consider future reporting on Indicator 3.3 of the Policing Plan.

The PSNI presentation provided an overview of the key data relating to deployable resources within PSNI including current average deployability figures for police officers and staff, duty adjustment figures and ongoing work to reduce sickness absence. In relation to average deployability figures for police officers, Members noted that this currently sits at 75.8% which is below the nationally recognised informal benchmark of 80-85% across other UK police and emergency services.

In relation to duty adjustment figures, PSNI updated the Committee on the re-establishment of local Duty Adjustment Panels to ensure duty adjustments in place are reviewed on a regular basis. Discussion with Members on this issue included pathways to move officers out of adjusted duty roles (for example, either back to normal duties or referrals to OHW for consideration of IHR), clarification on the timeframe that constitutes a 'permanent' duty adjustment (PSNI confirmed this is 4 years) and the benchmark against which officers are assessed in terms of being 'fit for work' (ie against the duties of a LPT officer).

Member questions following the PSNI presentation focused on:

- Measures used by other Most Similar Forces (MSF) to capture data on deployable resources, whether they collect the same data as is proposed by the PSNI in their preferred definition, and whether comparable/benchmarking data would be available should the Committee agree the PSNI's preferred definition of Deployable Resources.

- Key drivers limiting the deployability of resources (ie physical, psychological, neurodiverse conditions, officers on the IHR pathway etc).
- How PSNI compares with other MSFs in respect of duty adjustment figures and,
- The availability of job-share/flexible working arrangements and whether restrictions on these arrangements can subsequently lead to increased sickness absence levels.

The Chair thanked PSNI, and they left the meeting. Members went on to discuss the two options presented to them for consideration in relation to the definition of 'Deployable Resources'.

Following discussion, it was **AGREED** that the Committee would defer making a decision on the definition of 'Deployable Resources' and that it would be considered at a subsequent meeting between NIPB CEx, & PSNI COO regarding overall reporting against Indicator 3.3 of the Policing Plan 2025-30. Correspondence to be issued to PSNI advising of this. **AP2**

4.1.2 PSNI Transformation Strategy Update – Indicator 3.3 of Policing Plan

The Chair welcomed COO McCreedy back to the meeting alongside her colleagues Mrs. Aldrina Magwood, ACO Transformation, and T/Head of Transformation and invited them to provide the Committee with an update on the PSNI Transformation Strategy.

ACO Magwood briefed the Committee on the key strands within the Transformation program including:

- Workforce recovery (Members noted that the necessary funding to implement the recovery plan has not yet been approved), and,
- Ongoing individual projects (22 noted in the briefing paper), each of which are aligned to 3 strategic priorities: Workforce, Community or Victims and are arrived at 3 key areas: demand management, efficiency and effectiveness and/or workforce modernisation. Members were advised that the overall Transformation program is much broader than these individual projects and also includes, for example, culture change and performance management.

The Committee was briefed on a specific case study under the theme of Workforce Modernisation relating to the Virtual Officer Attendance Team (VOAT). Members noted plans following the pilot period, to expand this team in phase 2 of its development and the statistics so far regarding the number of incidents dealt with by the team, the number resolved without deploying police officers and number of calls which could appropriately be referred back to relevant districts. While Members welcomed this development, they were keen to stress that they would not wish to see officers abstracted from neighborhood teams to expand the VOAT.

Member questions following this briefing focused on:

- Governance arrangements for transformation projects and whether broader transformation work relating to PSNI Estates, HR and Digital is being overseen by the PSNI Transformation Board.
- External/Gateway reviews of large-scale transformation projects,
- Information Members would like to see included in future project updates, such as estimated completion dates and more specific categorisation of the projects when they crosscut multiple areas, and,
- The implementation of AI across PSNI and any related safeguards being put in place.

The Chair thanked the PSNI for the briefing and they left the meeting.

Following discussion it was,

- **AGREED** that correspondence be issued to PSNI requesting that future updates to the Committee on the schedule of individual projects include estimated completion dates and more specific categorisation of the projects when they cut across multiple areas. Members also requested that when the Digital Strategy update comes to the Committee in October that the topic of AI implementation across PSNI is included in the presentation. **AP3**

4.1.3 PSNI Estates Strategy Update – Indicator 3.3 of Policing Plan
(including update on South Armagh Review Recommendations)

The Chair welcomed the PSNI T/Head of Estates to the meeting and invited him, alongside ACO Magwood to present the PSNI Estates Strategy briefing to the Committee.

The T/Head of Estates briefed the Committee on 3 papers relating to the overall Estates Strategy Update: an update on **The State of the Estate**, the second on the **Estate Strategy 2021 and Beyond: 2025 Update,** and a **Written update on the South Armagh Review Recommendations.**

PSNI summarised the key highlights throughout the 2024-25 year including the purchase of the Kinnegar site for the new police college, the number of sites disposed of during the 2024-25 year, reductions in occupancy costs (due mostly to decreased utility costs) and an update on energy consumption costs over the last 12-month period.

Members were also updated on the upcoming site disposals which are in the final stages of completion and key aspects relating to PSNI's 7 key pillars of estate transformation including information on the perimeter softening work scheduled to commence at Newtownhamilton police station in line with Recommendation 6 of the South Armagh Review Report. The Committee

Chair noted that while progress at Newtownhamilton station is welcome, there is no reference in the update to the aspect of Recommendation 6 of the SAR report which recommended the closure of both the Newtownhamilton and Crossmaglen stations with one new South Armagh station in their place. PSNI acknowledged this was the case however noted the current lack of funding to progress that recommendation and that no new site had been identified for any proposed new station.

Members' attention was drawn to highlights in the Plan-on-a-Page (POAP) document also provided by PSNI in support of today's briefing. ACO Magwood noted key information that the Committee could expect to receive in future briefings including the next group of proposed site disposals which would be brought to the Committee for consideration in March 2026. She also noted PSNI responsibility for the maintenance of the Barracuda network and the related resilience improvements to hill-top sites which would be undertaken as a result of damage following Storm Eowyn.

Members were also updated on the ongoing internal process in relation to the naming of the Kinnegar site. ACO Magwood advised Members that the process to date had provided 3 options which would in due course be put to PSNI staff for consideration and voting.

Member questions following the presentation related to:

- Rationalisation of the PSNI Estate in the Belfast area and whether anyone is currently based at and working from, the new Kinnegar site.
- The information to come to the Committee in future in respect of the PSNI estate footprint across NI (including proposed future disposals), and,
- Running and maintenance costs for vacant properties.

The Chair thanked the PSNI for the presentation and they left the meeting.

Following the presentation Members **AGREED** that further updates on the implementation of Recommendation 6 of the SAR report would be incorporated with future Estate Strategy updates.

4.1.4 PSNI Finance Report

The Committee Chair welcomed Mr Mark McNaughten, ACO Corporate Services to the meeting alongside COO Pamela McCreedy and invited him to present the PSNI Finance Report.

ACO McNaughten briefed Members on the PSNI Management Accounts and Financial information to the end of August 2025 drawing out several key points of note in the report. Members were advised that as at the end of August, PSNI are now projecting a year-end £23 million gap which is an increase of £2m since the Committee was last updated in June. PSNI advised that this increase relates to costs incurred around the Omagh Bomb Inquiry. ACO McNaughten advised that PSNI have made a bid in October monitoring for the full £23m amount, however the outcome of this is likely to be delayed until after the Chancellor's November statement and consequently, will present challenges in respect of the limited time to react in-year should the bid not be successful in full.

ACO McNaughten noted the current position in relation to overtime expenditure and advised that updates requested to the business case information provided with the PSNI monthly finance report have now been actioned and are included in the report provided to Members today. In relation to the Business Case appendix in the Finance Report, PSNI noted the ongoing position in relation to the Data Breach and Holiday Pay legal cases (including affordability issues) and highlighted that work in relation to the Finucane Inquiry would also add further funding pressures.

Further discussions between the Committee and PSNI related to:

- The Workforce Recovery business case (which has been approved but currently remains unfunded) and the increase in student officer intake numbers in order to reach the figures projected by March 2026 (given that officer numbers have dropped to a low of 6170).
- Variances in staffing costs projected in the latter half of the 2025-26 year.
- Engagement between the Chief Constable and MoJ regarding efforts to secure funding for the universal Data Breach settlement, and,
- The process for securing approval of business cases within PSNI. ACO McNaughten provided a brief overview and agreed to provide the Committee with the Scheme of Delegation. **AP4**

The Chair thanked PSNI for the briefing and they left the meeting.

4.1.5 PSNI Annual Accounts & Pension Accounts

The Committee noted the PSNI Annual Accounts and Pension Accounts for the 2024-25 year and related Letter of Representation correspondence from the Chief Constable to the NIAO Comptroller and Auditor General. NOTED.

4.2 PSNI Strategic Deep Dive – Firearms Licensing Service

The NIPB Director of Resources introduced a paper seeking the Committee's consideration of draft Terms of Reference for PSNI's Strategic Deep Dive into the Firearms Licensing Service.

Members were briefed on the two options presented in the paper in relation to the proposed strategic deep dive which were to:

I. Request an updated report on what has changed following the 2022 report in this area and use this as the basis for requesting additional information. (For Members' reference a copy of the 2022 Firearms & Explosives Branch Update report from PSNI was included with today's briefing papers), or,

II. Agree a new terms of reference and methodology for undertaking the review.

The Director of Resources noted that since the issue of the papers for consideration at today's Committee, a response had been received from the Chief Constable to correspondence relating to this matter issued by the Board Chair following the September Board meeting. Members' attention was drawn to confirmation in the Chief Constable's letter that PSNI intend to proceed with an internal review of Firearms Licensing. The Committee noted that regarding the Board's proposed deep dive, contact information had been provided in relation to who Board officials should engage with in relation to the terms of reference for the Board's deep dive.

Members' discussion following consideration of the correspondence focused on:

- Concern that the correspondence infers that the PSNI intend to proceed with their own workstream, (separate to that of the Board) in this area.
- How the Committee can be assured that any internal review is independent and the extent to which Board officials on behalf of the Committee should/should not be involved in the process (participant/observer/no involvement beyond the agreeing of draft ToR).
- The possible establishment of an expert advisory panel to support the review.
- Timeframes PSNI propose for carrying out their internal review (Members noted that the correspondence from the Chief Constable had not addressed this issue).

Following discussion the Committee **AGREED:**

- Correspondence be issued to the Chief Constable in response to his letter dated 23 September 2025 regarding the joint development between the Board and PSNI of terms of reference for a strategic deep dive review of the Firearms Licensing service, timeframes for the commencement/completion of the review and that, on completion, the final PSNI report should be issued concurrently to the Board. **AP5**

No draft terms of reference for the Strategic Deep Dive were agreed during the meeting.

4.3 Outline Business Case – Recruitment/Retention Allowance for PSNI Pilots

The Director of Resources presented the Committee with a paper asking Members to consider and approve a business case for a recruitment and retention allowance for PSNI pilots.

Members were advised of the challenges PSNI have experienced in this area and noted the ongoing and increasing vacancy levels within PSNI's Air Support Unit (ASU) without successful recruitment.

The Committee noted that while NIPB are not routinely required to approve business cases such as this, the Director of Resources advised that DoJ had expressly asked for NIPB approval as the employer.

Members considered the 3 options available and following discussion,

- **AGREED** the PSNI preferred option to introduce a £7000 recruitment/retention allowance for PSNI pilots which will bring PSNI salary in this area more in line with competing employers. Correspondence to be issued to PSNI advising of the Committee's decision. **AP6**

4.4 Cross Border Mutual Aid Agreement

The Director of Resources introduced a paper seeking Members' consideration of a new Cross Border Collaboration Mutual Aid Agreement.

The Committee noted that the genesis for this proposal arose as a result of previous urgent requests from An Garda Síochána (AGS) for assistance from

PSNI's specialist dog unit and the cumbersome approval arrangements in place to allow PSNI resources to be used in a different jurisdiction which could lead to delays in providing potentially lifesaving assistance in certain circumstances.

Members noted that the draft Memorandum of Understanding (MoU) sets out the specific delegations required to enable the deployment of PSNI personnel/equipment under a standing authorisation from the NIPB and DoJ. Whilst Members were supportive of the proposed MoU, discussions also took place about cost recovery measures and that the agreement should support collaboration with AGS in emergency circumstances only.

Following discussion Members agreed to **APPROVE** the Cross Border Collaboration Mutual Aid agreement and that correspondence (including a copy of MoU signed by the Board Chair) be issued to PSNI advising of this approval. Members noted that this correspondence should stress that the agreement may only be invoked in emergency circumstances and that full cost recovery should be sought following any officer/equipment deployment under this agreement. **AP7**

4.5 Data Breach Follow-up Review – Terms of Reference

The Director of Resources introduced a paper seeking the Committee's views on the PSNI Data Breach Follow Up audit plan 2025-26 in order that their input can be relayed and taken on board by the National Police Chief's Council (NPCC) who will undertake the review.

Members noted the follow up audit plan-on-a-page (POAP) and were content with the proposal however requested that any developments in this field that PSNI need to be aware of are flagged.

Following discussion, the Committee

- **AGREED** the terms of reference provided and that correspondence issued to NPCC notes the Committee's request that any developments in this field be flagged to PSNI. **AP8**

4.6 PPIB PAPERS

4.6.1 Police Pensions and Injury Benefits – Cases for September 2025

The Police Pensions and Injury Benefits T/Director presented a paper asking Members to consider the outcome of decisions taken by Selected Medical Practitioners (SMP) in respect of 16 assessments considered and provided opinion on, and the decisions taken by Independent Medical Referees (IMR) in respect of 5 assessments.

Members were also asked to consider 3 anonymised submissions provided via the CJSM platform, in respect of SMP reconsideration requests and, based on the information provided, advise if the Committee is content that these cases should now be forwarded for reconsideration by the SMP.

Following discussion Members:

- **NOTED** the outcome of the decisions made by Selected Medical Practitioners and **CONFIRMED** the implementation and reassessment dates for the **16** assessments outlined,

- **NOTED** the outcome of the decisions taken by Independent Medical Referees and **CONFIRMED** the implementation and reassessment dates for the **5** assessments outlined,

- **AGREED,** on the basis of the information provided, that the **3** anonymised reconsideration applications should be forwarded for SMP reconsideration.

4.6.2 Pension Scheme Manager Report

The T/Director of PPIB provided a brief overview of the issues covered in the Pension Scheme Managers Report. Key points highlighted included:

- Progress made in relation to the issue of RSS Statements by the Pension Scheme Administrator (PSNI).
- An update on the processing of Ill Health Retirement (IHR) applications from officers subject to ongoing criminal or misconduct investigations. Members were advised that legal advice had now been received in relation to whether such cases can be paused. The Committee noted that going forward such cases will proceed to assessment by the SMP/IMR in relation to their eligibility for IHR following which any decision to pause an application would be brought to the Committee for consideration.
- An update on legal advice received regarding the Board's previous practice of prioritising the processing of serving officer IHR/IOD applications over retrospective IOD applications in order to clear the backlog of cases. Members were advised of the legal opinion received that this practice could be objectively justified and noted that the case which was ongoing with the Industrial Tribunal on this point has now been withdrawn.

The Committee **NOTED** the Pension Scheme Manager's Report.

4.6.3 DoJ Consultation on Police Pensions (Amendment) Regulations 2025

The T/Director of PPIB presented a paper to Members asking the Committee to consider DOJ's proposed amendments to the *Police Pensions (Amendment) Regulations (Northern Ireland) 2025* and agree a response from the Board to the consultation.

Members noted the purpose of the amendments which are:

- To remove the risk of challenge relating to disability discrimination relating to ill health exclusion benefits in the 2015 scheme; and
- To implement a technical amendment to improve the operation of the 2015 Police Pension Scheme.

Board officials advised that if an officer had not previously been eligible for Ill Health Retirement under the scheme, they would have paid reduced contributions. Consequently, following the implementation of this amendment, should those Members elect to avail of IHR benefits under the scheme, retrospective payments would be due. Members were advised that once this legislation is passed an options process will be put in place to address this issue.

Following discussion Members **AGREED** the Board's response to the consultation.

5. UPDATE ON COMMITTEE ACTION LOG

The Committee **NOTED** the information provided in the Committee's action log and the related verbal updates provided by the Director of Resources in respect of each of the actions. These included:

5.1 PSNI responses to issues raised at June Resources Committee

Members noted the correspondence from PSNI dated 4 August 2025 in response to the letter issued from the Committee Chair following the June 2025 Resources Committee meeting.

This correspondence included the requested information in relation to:

- Updates to be made to the Business Cases appendix provided each month with the PSNI Finance Report,
- Questions put to PSNI following the briefing on the PSNI HR Transformation Plan, and,
- Subsistence claims made by CPU staff in the previous 12 months.

In relation to information requested regarding initial cost estimates for the implementation of any reform to officer allowances (CRTP etc), Members noted that the PSNI response dated 4 August 2025 did not provide figures in relation to these initial cost estimates. The Committee agreed further correspondence should be issued to PSNI advising that Members would welcome receipt of the requested initial estimates regarding the costs associated with the implementation of reform to CRTP/potential unsocial hours allowance. **AP9**

5.2 Information requested regarding PSNI Data Breach Recommendations

Members noted a response received from the Deputy Chief Constable dated 2nd July 2025 in relation to clarity sought by the Committee around recommendations in the Data Breach report which:

I. Have been rejected,
II. Are not progressing due to resourcing, or
III. Are not progressing to plan.

The Director of Resources advised Members of a recent meeting with PSNI ahead of the briefing to the October Committee on this subject and that this correspondence would be pulled together with other related strands to inform the briefing papers issued ahead of that meeting. **AP10**

In relation to an action attributed to the T/Director of PPIB regarding outstanding legal advice, Members noted that this update had been provided in the paper included at agenda item 4.6.2. NOTED.

6. CHAIRPERSONS BUSINESS

The Committee Chair invited the Director of Resources to provide a brief overview of the 4 items under Chair's Business.

6.1 Correspondence from Upper Bann MLA to the Chief Constable regarding Lurgan Police Station

The Committee noted correspondence from an Upper Bann MLA to the Chief Constable requesting that, given the condition of the current site, consideration be given to the redevelopment or relocation of Lurgan Police Station. NOTED.

6.2 Decisions by Written Procedure – July & August 2025

The Director of Resources provided the Committee with a verbal update on the decisions and/or recommendations made by the Committee by way of written procedure over the summer period. Members noted that these included:

- Recommendations to the Board on 3 Above Delegated Authority requests from PSNI. These were subsequently approved by the Board.
- Decisions to approve 3 General Authorisation applications, and,
- Consideration and approval of the usual PPIB decision papers on SMP/IMR & Reconsideration cases for the July/August period.

6.3 PTR Pay Circular 2024-25

The Committee noted a circular from DoJ Policing Policy & Strategy Division in respect of the DoJ's determination to implement a pay award to the PSNI Part Time Reserve (PTR) with effect from 1 September 2024. NOTED.

6.4 Correspondence from the Chief Constable to the Justice Minister regarding the PSNI Data Breach

The Committee noted correspondence from the Chief Constable to the Minister of Justice expressing his concern in relation to the ongoing group litigation arising from the PSNI data breach and specifically, affordability issues that remain unresolved which could lead to delays in making settlement payments and escalating legal costs.

Members noted that this issue had been discussed earlier in the meeting and that an action to issue correspondence regarding this matter had been agreed. NOTED.

7. QUESTIONS FOR THE CHIEF CONSTABLE

None.

8. COMMUNICATION ISSUES/OPPURTUNITIES

While no communications issues were noted out of today's meeting, Members were updated on a media enquiry in relation to an IT programme used by PSNI in their data management. The Committee noted the enquiry and that they would be kept updated.

Following a question from a Member, the Communications Manager provided a brief update on media coverage following the launch of the McCullough report the previous day.

9. ANY OTHER BUSINESS

Following a question from a Member, the Chief Executive provided an update on a meeting which took place with PSNI in relation to where future responsibility for the processing of PSNI IHR/IODs should sit and what work/engagement is being progressed in order to move this issue forward.

10. DATE OF NEXT MEETING

Members noted the next meeting of the Resources Committee is scheduled for **Thursday 23 October 2025** in James House.

The meeting ended at 1.45pm

CHAIR

RESOURCES DIRECTORATE
JULY 2025