MINUTES

Board/Committee	:	Governing Authority
Meeting	:	Meeting M26-1
Venue	:	Boardroom, GLISB
Date	:	27 January 2026
Attendance	:	Donal Donovan; Catherine Duffy; Kevin Fleming (MST); Síofra Foley; Conor Houlihan; Ann Marie Kennedy; Shane Kilcommins; Brigid Laffan (Chair); Ann Ledwith; Edmond Magner; Mahdi Nohtani (MST); Anne O'Connor (MST); Sinéad O'Flanagan; Orlagh O'Regan; Bob Strunz; Anthony Weir
Apologies	:	June Arnold; Paul Stapleton
In Attendance	:	John Field; Grainne Frain; Ciara Hogan; John Kelly; Pat O'Neill.

1. OPENING AND GOVERNANCE MATTERS

1.1 APPOINTMENT OF GOVERNING AUTHORITY MEMBER FOLLOWING ELECTION

1.1.1 AGREED To approve the appointment of Mr Anthony Weir who was successful in the recent research staff constituency elections. Mr Weir joined the meeting and was welcomed by the Chancellor. He provided a brief biography to members following the completion of Section 1.2 below.

1.2 MEETING WITHOUT EXECUTIVE/SECRETARIAT PRESENT

1.2.1 NOTED The Governing Authority (GA) met without members of the Executive or the Secretariat present. The Chancellor, in her capacity as Chair of the Search Board and Selection Board for the recruitment of the President, provided a brief update on the current status of the process. She also updated the members in relation to High Court proceedings [redacted] which have now been resolved.

1.3 CONFLICTS OF INTEREST

1.3.1 NOTED The Chair requested members to declare if they had a conflict of interest arising in relation to any matters on the agenda. Dr Strunz declared a conflict which had been notified to the Corporate Secretary beforehand.

1.4 VACANCY ON GOVERNING AUTHORITY

1.4.1 NOTED The Chancellor informed members that Ms Aibhlín McCrann had tendered her resignation from the GA early in the new year. As the resignation took immediate effect, a casual vacancy now exists. The Nominating & Governance Committee (N&GC) will convene to address the vacancy.

1.4.2 NOTED Dr Sinéad O'Flanagan is standing down from the FSPC. The Chancellor thanked her for her work on the Committee. This vacancy will be considered by the Chair, FSPC and the N&GC in due course.

1.5 GENERAL

1.5.1 NOTED A hard copy of the Governance Handbook and Standing Orders was tabled for all members. The Chancellor advised this document is also available electronically and strongly encouraged members to familiarise themselves with the contents.

1.5.2 NOTED The Chancellor reminded all members of their obligation to complete the Ethics Forms by the deadline of 31 January emphasising the requirement for a 100% return rate by the Governing Authority.

1.6 MINUTES & ACTION ITEMS

1.6.1 AGREED Minutes of M25-11 16 December 2025 with several amendments proposed by Professor Ann Ledwith and a point of clarification in relation to the HEA.

1.6.2 NOTED Proposed "redline" redactions of minutes of M25-11 16 December 2025 for publishing on the University website, as previously circulated.

1.6.3 NOTED Document entitled "Sixth Governing Authority Action Items to 27 January 2026 Meeting", previously circulated.

2. ACTING PRESIDENT'S REPORT

2.1 NOTED Document entitled "President's Report to Governing Authority, January 2026. The Acting President provided a briefing which included the following:

- **Skills Development**: Ireland faces demographic change and slowing employment growth, making lifelong learning critical to sustaining productivity. UL's strategy focuses on flexible, career-long learning pathways, strong community partnerships, and industry-aligned programmes from micro-credentials to master's level. Innovation through initiatives such as UL@Work, HCI-funded programmes, MicroCred, and Skillnet partnerships has enabled new programme development and thousands of funded learner places. UL also promotes inclusive lifelong learning across the Midwest and EU, supporting older learners, disadvantaged groups, and enterprises through regional partnerships and European consortia.
- **Fundamental Risk Register:** The Executive Committee's latest review sharply streamlined the FRR, reducing it from 30 risks to 13. This distillation reflects a more mature, enterprise-level view of risk, removing duplication, shifting operational risks to local registers, and clarifying what truly warrants strategic oversight. Strengthened governance, clearer ownership, and better linkage between local and institutional risks have further improved consistency and escalation. To deepen scrutiny, the EC now spotlights one fundamental risk at each meeting.
- **UL's Curatorial Compass: Pathways and Priorities 2026-2013:** UL holds an exceptional cultural asset: a visual arts collection of more than 2,000 works, the largest of any Irish university other than TCD. UL's Gallery Status is a major unique selling point, positioning UL as a recognised public cultural institution and enabling participation in national and international loan networks, donations, and partnerships. The new Curatorial Compass sets out how this remarkable asset will be stewarded and activated ensuring the collection continues to serve as a cultural cornerstone, a teaching and research resource, and a defining element of UL's identity and public engagement.

- **Limerick Framework for Action at UL:** UL co-launched the Framework in December, positioning UL as a national and global leader in health-promoting, sustainable campuses. Embedding HPC pillars, Healthy Planet, Places, People into the next Strategic Plan is essential to move from isolated initiatives to a unified institutional vision. To deliver this, Healthy UL proposes establishing an Associate VP for Health, Wellbeing & Sustainable Campuses to provide executive-level leadership and embed wellbeing across all aspects of university life.
- **UL GreenMetrics 2025 Results:** UL has risen to 14th globally in the 2025 GreenMetric rankings, up from 19th, placing the University 2nd in Ireland ahead of DCU. The overall score increased by 263 points, with strong improvements in Energy & Climate Change and Transportation. Some score changes reflect updated indicators, while TCD, UCD and UG did not participate this year.
- Updates across the Faculties, Research and Human Resources including funding awards, challenges attracting student to languages careers and HR developments.
- **Provost & Deputy President:** Update on Digital Transformation, CRM and VLE and myULApp, Research Repository and learning spaces, Student Affairs Case Management System, Exam Boards and AI Taskforce; student address at recent conferring ceremonies and supporting Student Life through current challenges.

2.2 NOTED Discussion regarding the strategic importance of micro-credentials, highlighting that many learners are added to existing modules while some programmes such as the large Garda training tender are separately costed. While UL is a national leader in this space, members stressed the need for clearer financial analysis, as micro-credential learners represent only a fraction of a full-time student and must at minimum break even. It was agreed that further work is needed to map costs, models and implications for the next Strategic Plan.

2.2.1 AGREED An analysis of the financial aspects and opportunity costs associated with micro credentials will be considered at a future meeting.

2.3 NOTED Members raised concerns about [redacted]. Servicing these programmes is a substantial opportunity cost for both teaching capacity and research activity. While some programmes share modules, the extent of overlap is unclear, and the administrative burden of maintaining numerous small offerings is considerable. Other concerns include programmes with large portion of students coming from a single non-EU country, this raises concerns about educational experience and over-reliance on one market. General view that consolidation, minimum cohort thresholds, and a hub-and-spoke model should be explored to ensure financial viability and a stronger student experience. The Acting President and Interim Provost & Deputy President agreed that this is an issue, and it will be raised at Academic Council.

2.3.1 AGREED A report will be brought to the GA outlining the size of all master's programmes, the underlying modules, and areas of duplication, to support evidence-based decisions on programme rationalisation and future strategic planning.

2.3.2 AGREED In addition, information will be provided on the origin of non-EU students as part of the report.

3. STUDENT RELATED REPORTS

3.1 Student Life Report

3.1.1 NOTED Document entitled the "Report of UL Student Life for the Governing Authority," authored by Ms Síofra Foley and Ms Orlagh O'Regan, 16 January 2026. Key updates were provided across several areas: EMERGE student ambassador training, the PVA Awards and the Student Forum. The new Student Centre was officially opened by the Minister for DFHERIS, the Acting President of UL and the President of SL. A range of events took place, including the Christmas Market, the Student Parent Santa event, and the RSA campaign. A communications update was shared, noting tours of the new facility and ongoing social media engagement. Governance updates included a review of spending and expenditure, with the Student Life Review scheduled for consideration at the Audit & Risk Committee this week. Semester 1 programming covered stress-reduction initiatives, health screening, sexual health supports, the gender-based violence campaign, and a series of informal events. Academic and financial issues continue to be the most common student concerns. Planning for next semester is currently underway including Student Governance Training and various hub services.

3.2 Postgraduate Students' Union Report

3.2.1 NOTED Document entitled "Report from UL Postgraduate Students' Union to Governing Authority, 21 January 2026, authored and presented by Mr Mahadi Nohtani, President, ULPSU". The President PSU outlined recent activities including Pause for Paws, Coffee Connect sessions for master's and PhD students, Christmas activities for mature students and workshops on gender-based violence, with additional campaigns planned.

3.2.2 NOTED The President reiterated concerns regarding the high concentration of students from a single country and encouraged broader international recruitment to support diversity. Mr Nohtani conveyed his appreciation to members for their support during a period of significant uncertainty in his home country of Iran.

4. SUB-COMMITTEE REPORTS

4.1 Finance, Strategy & Performance Committee (FSPC)

4.2.1 NOTED Document entitled "Finance, Strategy and Performance Committee, Chair's Report to the Governing Authority, 21 January 2026".

4.2.2 NOTED The Chair, and Deputy Chair, on behalf of the Committee, briefed the GA on the following:

- Q4 Financial Report;
- Key Financial Performance Indicators;
- Student Life Finance;
- Report A to HEA and Draft Financial Statements;
- Travel & Subsistence Revision – recommendation under Item 7.5;
- Renewal Plan recommendation 128 re subsidiaries;
- 2026 HEA Oversight Agreement – recommendation under Item 7.3;

- Memo on Legal Costs;
- Intellectual Property Policy Update.

4.2.3 NOTED Favourable financial outturn for the year with the highest surplus in many years due to fee income and lower expenses, [redacted]

4.2.4 AGREED To discuss the financial performance KPIs paper at a future GA meeting and consider expanding it to include broader performance metrics.

4.2 People and Culture Committee Report

4.3.1 NOTED Document entitled "People & Culture Committee, Chair's Report to the Governing Authority, 27 January 2026".

4.3.2 NOTED The Chair, on behalf of the Committee, briefed the GA on the following:

- Work Plan 2026 – recommendation for approval;
- Selection Procedures for Vice Presidents, Deans and Associate Vice Presidents - recommendation under Item 7.6;
- Statute No. 4 and Discipline Policy & Procedure;
- HR Metrics;
- HR Update;
- Annual P&CC Self-Assessment Review;
- Culture Transformation Discussion;
- Performance Development Review (PDR).

4.3.3 AGREED To approve the P&CC Work Plan 2026.

5. STRATEGIC MATTERS

5.1 RESEARCH: REPORT FROM VPRI

5.1.1 NOTED Presentation from the VPRI dated 27 January 2026, "UL Changemakers – Strategic Research Recruitment Programme", dated 27 January 2026, "Annual Research Performance Report 2024", and "Resolution of the Governing Authority Reference No:GA-25-23 – Resolution on Advancing Research Intensity". Professor Kevin Ryan, VPRI, Dr Puneet Saidha, Director of Research, Ms Christine Brennan, Research Strategy & Policy Manager and Mr Eamonn Moran, Director of Strategic Planning joined the meeting.

5.1.2 NOTED Professor Ryan presented the Annual Research Performance Report, discussed research KPIs, the UL Change Makers recruitment initiative, departmental targets, and strategies to improve research output and quality, with extensive discussion on challenges, controls, and future ambitions. His briefing included:

- **Annual Research Performance Report:** The report detailed research awards, income, citation impact, and EU funding performance, highlighting areas of strength and gaps compared to other universities, with a focus on increasing quality and quantity of high-impact publications alongside continued growth in output. While publication output has increased, further improvement is required in citation impact and the proportion of high-impact publications.

- **Benchmarking and Strategic Gaps:** UL performs well relative to some comparator institutions but remains behind the leading Irish universities in citation impact and EU funding. Bridging these gaps was identified as a key strategic priority.
- **Departmental KPIs and Accountability:** Research KPIs have been established at departmental level, aligned with HEA Compact targets. KPIs include targets for research funding, EU awards, citation impact, and ERC ambitions. Annual reviews involving Heads of Department, the President, and the Chief Financial Performance Officer are aligned with the budget cycle.
- **UL Change Makers Recruitment:** The UL Change Makers initiative, funded through Research Office reserves, which supports strategic recruitment in priority research areas linked to retirements and long-term faculty planning, with posts aligned to departmental KPIs and institutional priorities. The initiative operates through strategic, responsive and early-career pathways, including targeted recruitment of prestigious grant holders and investment in the PhD pipeline. Five strategic posts were approved in Phase 1, with a further call planned.

5.1.3 NOTED Discussion including the following:

- The challenge of increasing research activity among existing staff, acknowledging that not all staff will become research-active. Members emphasised the importance of fair workload allocation, unit-level decision-making, and freeing research-active staff to maximise impact, alongside the role of the WAM and KPIs in driving cultural change over time.
- Members emphasised the importance of robust recruitment processes, including appropriate research representation on appointment panels and alignment with institutional strategy, to safeguard long-term research quality and value for money.
- The intention to consolidate and build critical mass in key areas of strength, including pharmaceuticals, energy storage, software engineering and AI, health and ageing, social justice/democratic resilience, and economics, rather than establishing entirely new disciplines.
- Benchmarking against leading institutions, and targeted support for productive researchers to underpin long-term research excellence.
- The risk of losing high-performing researchers due to promotion requirements, particularly where teaching thresholds are not met, and the importance of appropriate supports to retain research excellence while maintaining academic standards.
- UL's transition from a historically teaching-focused institution requires sustained cultural change. Members acknowledged that the combined use of KPIs, accountability mechanisms, strategic recruitment and workload allocation provides a structured, long-term approach to embedding research excellence.

5.1.4 AGREED. Sustained attention is required to ensure that a strong research culture becomes firmly established in UL. Clear messaging at senior academic and peer level should reinforce expectations for research activity, so that high quality research output is understood as a core performance requirement and as the surest path to career progression.

5.2 S.66 UPDATE

5.2.1 NOTED Document entitled "Renewal Programme Update – January 2026". Mr David Mangan, RPMO, joined the meeting and provided an interim update on S.66, noting that the update was provided between Report 3 and Report 4 to the HEA:

- Report 3 has been approved by the GA and submitted to the HEA in mid-January, with initial feedback received and further engagement scheduled, including an on-site HEA meeting on 25 February.
- Ongoing engagement with the HEA to clarify expectations regarding presentation of information, trajectory, and reference materials, including the provision of extracts from the internal recommendation tracker to support continuity and clarity.
- Deloitte continue to engage with the HEA in advance of formal meetings, providing independent assurance and supporting a consistent approach to engagement.
- As at end of January, 22 of the 28 recommendations with December 2025 target completion dates have been submitted for validation, with further progress anticipated following ongoing queries and evidence review.
- Work is underway to progress remaining recommendations and to prepare for Report 4, with a focus on maintaining momentum across forthcoming completion milestones during 2026.
- Approved recommendations from earlier reports are now moving into an embedding phase, including the development of SOP2, spot-checking completed recommendations, and preparation of progress and completion dashboards.
- The working group model continues to support delivery, with the Protected Disclosures Working Group nearing completion, the Culture Implementation Working Group actively progressing, and the Conflicts of Interest Working Group scheduled to commence in February.
- Initial steps have been taken to embed completed recommendations into business as usual, including engagement with the Risk Office on risk ownership and register alignment, and with communications to support campus-wide awareness and sustainability of change.

5.2.2 NOTED Members welcomed the progress reported, noting the improving momentum of the programme and the constructive engagement with the HEA and external advisors. Progress on the S.66, including validation, embedding of recommendations, and engagement with the HEA, will continue to be monitored and reported to GA.

5.3 REGISTRY INCLUDING STUDENT RECORDS AND TIMETABLING/SCHEDULING

5.3.1 NOTED The Interim PDP briefed that feedback on the Semester 2 timetable was progress was generally positive. While some minor bedding-in issues remain with newly implemented processes, the revised timetable for the current semester was delivered successfully and without issue. It was noted that the timetable project is a multi-year initiative and is expected to fully address outstanding matters.

5.3.2 NOTED The business case for the ATOM project is being finalised and will be brought to the Executive within the next two weeks.

6. STANDING ITEMS

6.1 PEOPLE & CULTURE

6.1.1 NOTED Update by the Director, HR on the Culture work. The Culture Implementation Oversight Group continues meets 12 February to finalise the implementation framework, which will set out actions, owners and timelines arising from the Mazars consultation with the campus community. The Culture Charter has been published, and cultural initiatives remain a priority across Executive agendas. Recent events included the retirees' Christmas lunch, a staff coffee morning, and the joint Christmas market with the Students' Union, all were well attended and positively received. A formal presentation will be brought to the February GA as part of the recurring Culture agenda item, and the framework will be circulated to members in advance.

6.1.2 NOTED Members had a detailed discussion on retiree access to University email accounts, balancing the importance of ongoing engagement and institutional identity with cybersecurity risks and policy compliance. Under the current policy, retirees do not retain their UL email address unless they are research-active and apply annually, confirming adherence to University security policies. Members expressed concern that the loss of email access can affect retirees' sense of connection to the University, their professional identity, and, in some cases, ongoing research, scholarly engagement, and external collaboration.

6.1.3 NOTED The rationale for the policy was outlined, including its introduction following external professional advice and sector-wide concerns regarding cybersecurity risks. Retirees are no longer automatically subject to University policies and procedures, and that evidence from internal testing indicated higher vulnerability within this cohort to phishing and related cyber threats. Reference was made to the broader financial and operational risks associated with cybersecurity incidents across the sector.

6.1.4 NOTED The D,HR outlined steps taken to strengthen engagement with retirees through alternative means, particularly via the UL Connect platform. Significant engagement had taken place with retiree representative groups, including in-person and online sessions, and that UL Connect provides access to University news, notices, and community information, helping to maintain connectivity with the institution.

6.1.5 NOTED A range of views were expressed regarding proportionality, cultural impact, and sectoral practice, with members citing examples of differing approaches internationally, including the use of alumni-style email addresses, forwarding arrangements, or conditional access models linked to ongoing compliance requirements. It was agreed that, while cybersecurity and governance considerations remain critical, there would be value in reviewing the Policy in the context of best practice elsewhere and the University's cultural transformation objectives.

6.1.6 AGREED That a memo be brought to the GA to review the current retiree email policy, including benchmarking against other institutions and outlining potential options to support retiree engagement while appropriately managing cybersecurity and governance risks.

6.2 FINANCE

6.2.1 NOTED This item is covered in 4.2.3 above.

6.3 RISK

6.3.1 NOTED The Corporate Secretary reported that a review of the Fundamental Risk Register is under way. As part of this work, a number of risks require reprofiling to reflect the current position on controls and actions. It was also noted that at local register level there is some duplication of controls, and a consolidation exercise is in progress to ensure greater clarity and alignment across registers. A workshop with the Executive will take place in Quarter 1 to review each Fundamental Risk in turn, together with the associated controls and actions, following which an updated Fundamental Risk Register will be brought back to the Governing Authority.

7. FOR APPROVAL

7.1 REVIEW REPORT – PROMOTION TO PERSONAL CHAIR

7.1.1 NOTED The Acting President advised members they had previously been informed of a review request submitted by a candidate who was unsuccessful in their application for promotion to Professor (Personal Chair). In line with the Policy, [redacted] was appointed as the external independent reviewer and her report was circulated to members as part of the meeting documentation.

7.1.2 NOTED Members discussed the review's report and its recommendation regarding the appeal. [redacted] withdrew from the meeting at this point due to his role on Assessment Panel.

7.1.3 AGREED To accept the findings of the external independent reviewer and to uphold the appeal. Two members of the GA recorded their dissent, and one member abstained.

7.1.4 NOTED [redacted] re-joined the meeting.

7.1.5 AGREED Following discussion on the need for clearer criteria and a more robust appeals process, the Policy for Internal Promotion to Full Professor (Personal Chair) would be suspended pending its revision, and that the GA will not have an appeals role in the revised process. Any ongoing cases will be treated under the current Policy.

7.2 REVIEW REPORT – PROMOTION FROM ASSOCIATE PROFESSOR A TO PROFESSOR

7.2.1 NOTED Reported entitled "Governing Authority Review Committee, Procedural Review, Promotion from Associate Professor A to Professor – Report to GA 27 Jan 2026".

7.2.2 NOTED Ms Catherine Duffy, on behalf of the Review Committee, briefed GA on the Committees consideration of a review of the recommendation of the University Promotions Board. The Committee was satisfied that the process was conducted in

line with the Policy. It found no evidence of a "manifest departure from the Policy and Procedures", which affected the outcome for the candidate. The Committee unanimously concluded that there was no basis to disturb the findings of the University Promotions Board. As members of the Review Committee, Ms Catherine Duffy, Dr Sinéad O'Flanagan and Mr Kevin Fleming did not partake in the final decision, nor did Ms Anne O'Connor (who met with the panel) or the Acting President.

7.2.3 AGREED To accept the recommendation of the Governing Authority Review Committee and uphold the decision of the University Promotions Board not to recommend the candidate for promotion.

7.3 APPOINTMENTS

7.3.1 Academic Staff Appointments

7.3.1.1 AGREED In accordance with Section 25(1) of the Universities Act, 1997 to appoint:

- [redacted] as Associate Professor B in Cellular and Molecular Biology;
- [redacted] as Clinical Tutor in Clinical Skills.
- [redacted] as Assistant Professor of Education (Sociology Education);
- [redacted] as Head – School of Architecture and Product Design.

7.3.2 Support Staff Appointments

7.3.2.1 AGREED In accordance with Section 25(1) of the Universities Act, 1997 to appoint:

- [redacted] as Governance and Quality Systems Officer;
- [redacted] as CRM Admissions Lead;
- [redacted] as Senior Administrator – Allocations Office;
- [redacted] as CRM Marketing and Recruitment Lead;
- [redacted] as Project Manager – Renewal Programme Management;
- [redacted] as CRM Marketing and Recruitment Lead;
- [redacted] as Clinical Educator/Practice Tutor in Speech and Language Therapy;
- [redacted] as Senior Technical Officer – Cell Biology and Molecular Microbiology;
- [redacted] as Senior Administrator – Cohort Programmes;
- [redacted] as Senior Student Administration System Analyst.

7.3.3 NOTED Memorandum from the Director, HR entitled "Notification of appointments", dated 27 January 2026, which set out the appointments approved by the Governing Authority online since the last meeting on 16 December 2025.

7.3.4 NOTED Salary offer confirmations for December 2025.

7.3.5 NOTED Research funded contract appointments for January 2026.

7.4 HEA OVERSIGHT AGREEMENT 2026

7.4.1 NOTED Letter from Dr Wall, CEO HEA Re: 2026 Oversight Agreement, dated 8 December 2025 and "HEA Oversight Agreement between HEA and University of Limerick" effective from 1 January 2026 to 31 December 2026.

7.4.2 NOTED The President briefed the members on the annual HEA Oversight Agreement for 2026, which outlines the broad governance and accountability requirement for HEIs, as well as the key responsibilities of the HEA and the relevant institution.

7.4.3 AGREED To approve the HEA Oversight Agreement 2026 for signature by the President and Chancellor as circulated.

7.5 PRESIDENT'S DIRECTORSHIPS

7.5.1 NOTED Memorandum from the President entitled "President's Directorships", dated 27 January 2026, previously circulated.

7.5.2 AGREED The Governing Authority approved the Directorships of the President as set out in the memorandum.

7.6 TRAVEL & SUBSISTENCE POLICY

7.6.1 NOTED Document entitled "Review of Travel and Subsistence Policy", dated 15 January 2026. Mr John Field, CFPO briefed members on the proposed revisions which have been approved by the FSPC.

7.6.2 AGREED To approve the Travel and Subsistence Policy as presented.

7.7 SELECTION PROCEDURES FOR VICE PRESIDENT'S, DEANS AND ASSOCIATE VICE PRESIDENTS

7.7.1 NOTED Document entitled "Selection Procedures for Vice Presidents, Deans and Associate Vice Presidents", dated 27 January 2026. Mr Bobby O'Connor, Director, Human Resources, briefed members on the proposed revisions which have been approved by the P&CC.

7.7.2 AGREED To approve the Selection Procedures for Vice Presidents, Deans and Associate Vice Presidents as presented.

8. FOR NOTING

8.1 PRESIDENTIAL SEARCH & SELECTION PROCESS

8.1.1 NOTED This item was addressed by the Chancellor under Section 1.2 above.

8.2 ANNUAL CONFLICTS OF INTEREST REPORT

8.2.1 NOTED Memorandum from the Director, Human Resources entitled "Declarations of Interest - Policy for Conflicts of Interest", dated 27 January 2026.

8.2.2 NOTED The Director, HR briefed members that the Policy for Conflicts of Interest requires an annual summary of all conflicts of interest and the management mechanisms put in place be presented to the GA. Fourteen declarations of interest were reported to the Director, HR since the previous report to GA in January 2025. Of the fourteen, six were declared not to be a conflict and eight were declared a potential

conflict. In the instances where a potential conflict was declared, the Director, HR is satisfied with line management confirmation that appropriate conflict management plans have been put in place.

8.2.3 NOTED With regard to conflicts of interest recommendations within the Renewal Plan, a working group has been established and has commenced its work. A revised Conflicts of Interest Policy is expected to be presented to the GA in 2026. It is anticipated that the updated Policy will introduce additional requirements for all members.

9. FOR NOTING

9.1 NOTED The following documents:

- Governance Handbook and Standing Orders (hard copy);
- Outline Governing Authority / Executive Committee Strategy Planning Workshop.