

Public Document Pack

Worcestershire Regulatory Services Board
26th June 2025

WORCESTERSHIRE DISTRICT COUNCILS

MEETING OF THE WORCESTERSHIRE REGULATORY SERVICES BOARD

THURSDAY 26TH JUNE 2025, AT 4.32 P.M.

PRESENT: Councillors H. J. Jones, K. Taylor (during Minute No's 4/25 to 11/25), C. Palmer, J. Spilsbury, M. Alcott (substituting for Councillor K. Holmes, during Minute No's part of 6/25 to 11/25), A. Scott, R. Deller, M. Goodge, T. Onslow and I. Hardiman

Officers: Mr. S. Wilkes, Mr B. Watson, Mrs. M. Patel,
Ms. K. Lahel, Mr M. Cox, Ms. H. Cameron and Mrs. P. Ross

Partner Officers: Mr. L. Griffiths, Worcester City Council and
Mr. I. Miller, Wyre Forest District Council (via Microsoft Teams),
Mr. I. Edwards, Malvern Hills and Wychavon District Councils

1/25

ELECTION OF CHAIRMAN

RESOLVED that Councillor T. Onslow, Wyre Forest District Council be elected Chairman of the Board for the ensuing municipal year.

Councillor Onslow took the opportunity to express her sincere thanks to Board Members for nominating and electing her as Chairman of the Board.

Councillor Onslow also thanked Councillor H. Jones, Bromsgrove District Council, for her work during her role as Chairman of the Board for the last municipal year.

2/25

ELECTION OF VICE-CHAIRMAN

RESOLVED that Councillor J. Spilsbury, Redditch Borough Council be elected Vice-Chairman of the Board for the ensuing municipal year.

At the request of the Chairman and for the benefit of Board Members, all officers present introduced themselves.

3/25

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

Apologies for absence were received from Councillor D. Harrison, Malvern Hills District Council and Councillor K. Holmes, Worcester City Council, with Councillor M. Alcott, Worcester City Council in attendance as the substitute Member for Councillor K. Holmes.

4/25

DECLARATIONS OF INTEREST

At this stage in the meeting, Councillor K. Taylor, Bromsgrove District Council arrived.

There were no declarations of interest.

5/25

MINUTES

The minutes of the meeting of the Worcestershire Regulatory Services Board held on 21st February 2025, were submitted for Members consideration.

RESOLVED that the minutes of the Worcestershire Regulatory Services Board meeting held on 21st February 2025, be approved as a correct record.

6/25

WORCESTERSHIRE REGULATORY SERVICES REVENUE **MONITORING APRIL - MARCH 2025 & ANNUAL RETURN**

The Deputy Chief Executive and s151 Officer, Bromsgrove District Council (BDC) and Redditch Borough Council (RBC), introduced the report and in doing so drew Members' attention to the Recommendation as detailed on page 21 of the main agenda pack.

The report covered the period April to March 2025.

Members were informed that as detailed in the report (page 23 of the main agenda pack), that it was being requested that the final surplus amount of £54,227 be added to the Worcestershire Regulatory Services (WRS) reserves; in order to assist with any upcoming cost pressures. Should Board Members reject this request, then the surplus amount would be refunded to Partners.

Members' attention was drawn to Appendix 5 to the report, WRS Reserve Statement 2024/25.

The Director of WRS highlighted that previously any underspend had been refunded to Partners, however, the Shared Services Partnership Service Level Agreement (SLA) also covered any underspend being added to WRS reserves.

Board Members questioned if the reserves could be summarised and where the underspend had come from.

The Director of WRS referred to Appendix 5 to the report, and in doing so explained that when Worcestershire County Council (WCC) had decided to leave the Partnership, it was agreed that they would have to cover the administration costs and also provide a contribution to the ongoing WRS service following their departure. The General Reserves

had come about in 2016. WRS however still managed the Trading Standards service for WCC.

With costs to cover additional salary increases, Officers might have to come back to Partners if they were unable to cover any additional salary costs or could look to use the reserves.

Councillor A. Scott, Worcester City Council (WCC) remarked that he welcomed the unexpected additional £54,227 surplus. However, WCC Members would be keeping an eye as to where the reserves were used / spent.

In response to further questions on Appendix 5 - WRS Reserve Statement 2024/25, the Director of WRS further explained that there had been a delay with some projects commencing but they were now moving forward slowly; there had been changes and some were 3-year projects. The Director of WRS also explained that several of the smaller elements of the reserve were held for other bodies or on behalf of the authorities in the region, so were not just available to WRS. He reassured Members that a number of the reserves would be invested over the next few years, with the General Reserve continuing to be held to provide a buffer, to limit the impact on partners should income generation not yield sufficient funds to cover service costs.

Councillor A. Scott, Worcester City Council (WCC) asked if there were any sudden pressures on the service involving one partner (e.g. Licensing or Environmental Health) could Partners request that reserves were used to support the response to these situations.

At this stage in the meeting, Councillor M. Alcott, Worcester City Council arrived.

The Director of WRS stated that if the service had to deal with a major issue in one partner's area, and additional resource was needed to support the response to this, then it would be reasonable for the partnership to use the reserve in this case. The Director recalled two previous situations where, if they were repeated today, this may be something he would ask the partners to consider.

The Deputy Chief Executive and s151 Officer, BDC and RBC, stated that the General Reserves would be used to address any urgent issues / pressures, and that Partners would not have to be approached for any additional funding. WRS would be able, if necessary, to draw down from reserves.

The Chairman highlighted that as detailed in the report, WRS had had another successful year and had overachieved the budgeted income, which was good news.

RESOLVED that the Board

- 1.1 notes the final financial position for the period April – March 2025,
- 1.2 approves the 2024/25 surplus of £54,227 to be added to the WRS reserve, in order to assist with addressing any upcoming cost pressures.

7/25

WORCESTERSHIRE REGULATORY SERVICES ANNUAL REPORT 2024/25

The Board considered a report which detailed the Worcestershire Regulatory Services (WRS) Annual Report 2024/2025.

The Director of WRS drew Members' attention to the Recommendation, as detailed on page 35 of the main agenda pack.

Members were informed that under the Shared Services Partnership Service Level Agreement (SLA) the Board was required to receive the annual report at its annual meeting.

The Director of WRS highlighted that the report covered the performance of the service from 1st April 2024 to 31st March 2025. The report covered the performance of the service for this period, both in terms of Key Performance Indicators (KPIs) and that a short summary activity report was included at Appendix 5 to the report.

Last year saw the continuation of what we might call the “post-covid normal,” levels of activity post pandemic. Previous years had seen the establishment of what might be regarded by many as the new patterns of behaviour and activity that the service would face for the foreseeable future.

The service continued to utilise some of the staff recruited during the pandemic to support work under contract to discharge the Homes 4 Ukraine support for Redditch and Bromsgrove Councils, with support from experienced WRS managers, while several other former covid staff also featured in the planning enforcement and enviro-crime enforcement team.

Despite these additional commitments, performance had remained good in most areas. Food business compliance rates remained high. Taxi license renewals had been dealt with in a reasonable time in the main. The taxi fleet appeared to be generally in good order, although the number of vehicles failing either when submitted to a garage for an interim test or, to a lesser extent, whilst in-service remained higher than general rates pre-pandemic. This was almost certainly as a result of the financial pressure on members of the trade due to the current cost of living pressures.

As with previous years, complaints against the service were significantly exceeded by compliments. Complaints arose across a number of service areas this year, rather than being focused in one or two areas.

Non-business customer satisfaction was down on the last 2-year's figures at 56.7% compared to 59.2% and 60.4%. Further detail on this had been provided in both the Annual Report and the Activity and Performance Data, Quarters 1 to 4, 2024/25.

The range of areas for complaint was greater this year, with licensing featuring quite strongly, particularly with animal related businesses where inspection visits revealed significant failings with requirements. Whilst numbers of nuisance complaints were lower last summer, other pressures in the Community Environmental Health team meant that resources were still spread very thin.

Managers would continue to work to address this performance measure. The nature of the service was such that officers would never be able to make everyone happy because a significant proportion of nuisance complaints would not amount to a statutory nuisance, but we could improve our performance in this area.

Business satisfaction returned to usual levels at 97.1% compared with 94.6% last year, so unless we see otherwise, we are treating this as a blip.

The indicators for licensed premises and noise complaints had been in place long enough now to establish good baselines. This year all figures were at average or below, so significantly better than last year.

There had not been an increase in any kind of formal action, and the figures still showed that most premises across the County were well run and controlled by their operators, with issues limited to a small minority.

The rate of noise complaint against population for all districts this year were reporting their lowest figures since the indicator was introduced. We know that last year saw poor weather for a significant part of the year, which undoubtedly contributed to this. Overall, it still suggested that the environment for Worcestershire residents was good.

The Annual Report also provided a summary of the financial position, the key achievements and covered issues relating to human resources. There were also sections on risk management and equalities.

As in previous years, the WRS Annual Report would be published on the WRS website and would be shared with other partners e.g. Worcestershire LEP. With putting the report into the public domain, this met the requirement in the Regulators Code, made under the Regulatory Enforcement and Sanctions Act 2008, which required local authorities to publish summary information about their regulatory activities each year.

In response to questions from Board Members, with a question raised on a recent bee issue in part of Worcester City, and business satisfaction returning to usual levels; the Director of WRS explained that:-

- The recent bee issue was a very difficult legal situation, and that Officers had now resolved the issue following the receipt of legal advice and guidance given.
- WRS had sent out over 700 requests for feedback on the service to non-business customers, with a mix of digital and paper questionnaires being sent out. Only 104 responses were received.
- Over 3,000 requests for feedback had been sent to business customers, again with a low return being received.

The Director of WRS stated that it was possible that people were fed up of being asked to respond to a variety of questionnaires from businesses. WRS were struggling to get a good response rate. Officers would however continue to look at different / better ways to address this and to get people to respond.

Members further stated that the low quantity of people responding would affect the figures. Where people's expectations higher than what was being met?

The Director of WRS explained that post pandemic expectations were often higher and Officers could not always address some issues. A lot of customer dissatisfaction related to noise nuisance, some of which were not always a statutory nuisance under legislation. The law did not always meet public expectations, so not everyone was happy with the outcome of noise nuisance complaints. This was part of the reason for negative perceptions of the service.

The Director of WRS also explained that a programme of interim animal licensing inspections had identified that some 5-star-rated businesses were not managing to maintain the high standards. So, Officers had to act on this and WRS had received negative responses to this, particularly when licenses had to be temporarily suspended for work to be done to address non-compliance.

With regards to food hygiene inspections, any business that felt it needed to improve its rating was informed of the system for getting a re-rating visit booked.

It was queried whether any of the steps to be taken to improve the service had been detailed in the Annual Report.

In response the Director of WRS informed Board Members that the suite of Key Performance Indicators (KPI's), as agreed by the Board, were included in the Annual Report and most of the KPI's were positive for the

service. The KPI's showed that WRS was delivering what the law required of local authorities and in many cases delivering the service well. As a regulatory service and a local authority regulator, WRS were protecting honest businesses to continue to trade while tackling those who failed to maintain standards.

In response to further questions from Councillor J. Spilsbury, Redditch Borough Council with regards to:-

- Finding the public not satisfied and managing their expectations.
- Public information of WRS services.
- Where WRS could not help a member of the public and they were not happy with an outcome, was there an escalation process?
- Partner working.

The Director of WRS stated that Officers were asked to always be mindful of the limits of what the service could deliver and to explain this to complainants to help limit their expectations. The Director explained that most nuisance complaints related to domestic neighbour situations and that the partners had all agreed some time ago to require people to try to resolve these situations themselves with the service's support via information on the website. Self-help was not required of vulnerable customers or in situations where the alleged perpetrator had a history of poor behaviour or failure to engage. The Director further explained that having an Environmental Health Officer arriving at a property was like having a Police Officer arrive and this was not always well received. Hence, encouraging people to resolve things amicably with their neighbours offered a better long-term solution.

Officers did try and manage nuisance / noise complaints and having monitoring devices installed in people's properties also meant that Officers relied on their co-operation. Sometimes a noise problem was just not a statutory nuisance.

The Director of WRS agreed that WRS could improve on information made available to the public, and that with regards to noise nuisance, Officers could look at promoting 'Be a Good Neighbour' message during the summer months, when noise complaint numbers increased during the good weather.

The Technical Manager, WRS further informed the Board that there were currently three really proactive projects on the go in his priority area relating to dogs, reminding the Board that the 3 priorities were:-

- Supporting a safe and vibrant night-time economy.
- Promoting the responsible breeding, sale and ownership of dogs.
- Supporting safe, clean and healthy communities.

These mini projects would proactively push things like dog microchipping through special events to help address the lack of identification of dogs when they strayed, hopefully in the longer term increasing the Council's

ability to return dogs and reducing kennelling costs. Officers always worked proactively when priority areas were identified.

The Director of WRS reassured Members that Officers worked with a number of teams within the partner authorities, as well as with colleagues in the County Council. Also, WRS were part of the Multi Agency Targeted Enforcement (MATE) network in all parts of the County. These multi-agency meetings addressed common problem issues and involved Officers from the Police, Fire and Rescue service and a range of other partners including national ones like the Immigration Service.

The Director of WRS responded to further questions on the Staff Survey and in doing so, explained that they had not as yet reviewed all of the feedback received. Senior Officers were pleased that there had been a higher response rate, 63 of the 86 staff had responded this year. Senior Officers would carry out a full review of the feedback received and would endeavour to report back to the staff on what they would do next.

With the agreement of the Chairman, Councillor H. Jones, Bromsgrove District Council, took the opportunity to give sincere thanks to the dog wardens and kennel staff. They did amazing work. The Director of WRS stated that he would happily feedback the positive comments and sincere thanks.

RESOLVED that the Worcestershire Regulatory Services Annual Report 2024/2025, be noted; and that a copy of the Worcestershire Regulatory Services Annual Report 2024/2025 be forwarded to the Chief Executives / Managing Directors of the six partner authorities; and to the wider Elected Member base in their areas.

8/25

ACTIVITY AND PERFORMANCE DATA QUARTERS 1, 2 3 AND 4 2024/5

The Technical Services Manager, Worcestershire Regulatory Services, summarised the Activity and Performance Data, Quarters 1 to 4, 2024/2025 report, and in doing so drew Members' attention to the following:-

Activity Data

The number of cases received during the year was an increase of 18% compared to 2022/23 but an increase of 7% compared to 2023/24. Approximately 88% of cases were reports of lost or stray dogs with most cases categorised as "contained strays" (meaning dogs were found and held by members of the public). There had, however, been a notable increase in the number of dogs picked up with welfare concerns and subsequently requiring veterinary treatment or examination. Approximately 44% of dogs were successfully reunited with their owners although this figure varied significantly between local authorities. In general terms, the service received a low number of dog control complaints and enquiries each quarter.

Based on the 92 complaints received during the year, 40 cases related to dogs which were persistently straying from residential properties, whilst 35 cases related to dog fouling.

Based on the 1,722 interventions undertaken during the year, as had been the case for some years now, only a small proportion of businesses were rated as "non-compliant" (issued a rating of 0, 1, or 2 FHRS score). A significant proportion of non-compliant ratings were issued to the hospitality sector (such as takeaways and pubs) or small retailers.

The number of health and safety at work cases received last year fell by 9% compared to 2022/23 but was 3% higher than last year. Just over 40% of cases were reports of accidents in workplaces, with most cases relating to injuries where a worker was incapacitated for more than seven days or injuries to members of the public. Sadly, the service had begun investigating some complex cases, which included, a fatality, and several others that were still in process.

The number of licensing cases received during the year was 3% higher than 2022/23 but 4% lower than last year. Around 65% of cases recorded were applications and registrations, with private hire or hackney carriage vehicles representing 31% of the demand and 24% from temporary events notices served on the six councils under the Licensing Act 2003.

The Licensing team received a significant number of enquiries each year, such as queries about regulations, by-laws, and licence condition. Actual complaints about conduct of license holders and businesses were fewer in number, with approximately 49% relating to taxi licensing (i.e., poor driver behaviour, unauthorised parking, or poor driving standards, etc,) and 22% related to alcohol licensing, and allegations of business failing to uphold the licensing objectives. A further 13% of complaints had related to animal licensing with most cases relating to the unlicensed breeding and/or sale of dogs.

The overall number of nuisance-type cases received during 2024/5 told a tale of poor weather, with the figures showing a 29% fall compared to 2022/23 and 20% compared to 2023/24. Licensing would probably see an increase in Temporary Event Notices (TENs) applied for, due to the good weather conditions.

Performance

As highlighted in the WRS Revenue Monitoring April to March 2025, WRS had had another successful year and had overachieved the budgeted income by £512k.

The Licensing and Support Services Manager, WRS responded to questions on the percentage of vehicles found to be defective whilst in service . Members were informed that although licensed drivers had been told they were still not complying, the figures had reduced but had

not reduced enough. Every time a licence was revoked, WRS issued a press release. However, officers wanted to get more information out via social media and create more awareness about licensed drivers ensuring that they regularly maintained their vehicles.

It was felt that with the cost of living crisis that some licensed drivers were using the 6 monthly test as a way of determining what repairs were required, rather than routinely checking their vehicle for defects. Licensed drivers should be maintaining their vehicles during those 6 months.

Councillor J. Spilsbury, Redditch Borough Council responded with regard to the high percentage of RBC vehicles found to be defective, and in doing so, highlighted that RBC had a very high number of licensed drivers and that Licensing Sub-Committee Members were very thorough and did revoke licenses when deemed necessary. RBC Members had also recently 'pushed back' when the trade had requested the use of other garages for their 6 monthly tests to be carried out, due to the Council's depot at Crossgates not having enough capacity. Councillor Spilsbury suggested that more communication was needed reminding licensed drivers of their responsibility to routinely maintain their vehicles.

The Licensing and Support Services Manager stated that the Council's depots did have a certain window for re-tests where there was no charge for licensed drivers.

The Director of WRS further commented that the Council's depots were very good and carried out an excellent service, but also that the private garage commissioned for Worcester City did an excellent job and kept WRS informed of any concerns they had.

The Technical Services Manager, WRS responded to further questions on the dog contracts taken on for other Districts and the expenses and costs involved with WRS delivering this service. Members were reassured that this commercial work was costed out and estimated, based on the numbers provided by the other Districts, in order to ensure that WRS covered their costs and supported the WRS budget.

With regards to dog welfare concerns, larger breeds of dogs were being purchased, with some owners then finding them difficult to manage / care for. The dog wardens carried out excellent work and would never rehome or place a dog with a charity for rehoming, that would cause any injuries / issues. The dog wardens worked with difficult dogs and retrained dogs in order to see if they could be rehomed.

There were four dog wardens, and they all worked hard to rehome dogs where possible and other authorities were now recognising their expertise.

RESOLVED that the Activity and Performance Data Quarters 1 to 4, 2024/25, be noted and that Members use the contents of the report in their own reporting back to their respective partner authority.

9/25

**INFORMATION REPORT - FOOD SAFETY: DEVELOPMENT OF WRS
NEW FOOD OFFICER RESOURCE**

Members were provided with a report that detailed the Food Safety: Development of Worcestershire Regulatory Services (WRS) new food officer resource.

The Principal Environmental Health Officer (Food Safety Lead), WRS informed Board Members that the report was quite detailed and that she was happy to summarise the report and take any questions.

In summary –

The Food Standards Agency (FSA) was trying to achieve consistency across the Country.

All local food authorities, as defined in legislative provisions, must report their activities twice a year to the FSA. Reports covered inspections done, new premises registered, complaints handling and sampling activity plus details of the number of food officers available.

FSA Intervention

The resource reductions of recent years had led to most local authorities finding it difficult to operate in full compliance with the Food Law Code of Practice (FLCoP0), including WRS. As many Board Members would be aware, the Covid pandemic had led to the cessation of routine food safety work on order of the Agency, which when lifted left a significant backlog of work that many local authorities were struggling to catch up with.

Where the FSA had concerns regarding the performance of local authorities, it operated an escalation process through its own organisation. WRS found itself part of this escalation process at the end of 2023. And were asked by the FSA as to how WRS intended to get back on track with inspecting New Premises (some 800 per year) and D-E rated businesses, i.e. those managing their food safety risks to a very high standard or very low risk businesses such as cakemakers, small retail shops, wet bars. These three categories formed the bulk of the WRS database and estimated in the region of 75 to 80% of premises.

Recruiting Additional Officers

Data provided by the FSA indicated that WRS was towards the bottom of a list of local food authorities in terms of the number of full-time equivalent officers available for food safety work compared to the number of premises in the area. The Agency decided to commence its formal escalation process. Officers worked on what levels of capacity might be needed to build on the existing officer complement. In February

2024 the Board and Partners supported a request for additional funding to increase the establishment of the food competent officers within the Community Environmental Health team.

It was highlighted to the Board, that there was a national shortage of Environmental Health Officers, so WRS had opted to recruit three additional Regulatory Support Officers (RSO) and two Technical Officers (Food). Whilst it was difficult to recruit fully competent staff, three qualified candidates (an EHO, a graduate EHO and an individual with the National Certificate in Food Control) were found.

The two new Technical Officers had the relevant food safety qualifications as required in the FLCoP and after a competency review, were now able to inspect all categories of food premises. Their initial work focussed on reducing the backlog of interventions at D-rated premises.

Competency of Officers

The FSA required the Food Lead-Officer to ensure all that Officers were 'competent' to undertake the local food safety programme. Currently there was no specific qualification for the RSO roles. So the WRS Food Lead had developed an internal training programme combined with attendance on external courses offered by the Chartered Institute of Environmental Health (CIEH,) and the UK Health Security Agency (UKHSA). Having completed their six-month probation satisfactorily all Officers were now undertaking the CIEH Level 3 Food Safety Course to supplement the initial work done with them. No RSO was currently authorised to undertake formal enforcement activity, such as serving Notices, although this might be possible after relevant training as it was the local authority that determined if they were competent to do so.

All Officers were in place by November 2024, and despite their lack of experience, they had all settled into their new roles very quickly and had really started to deliver results.

The Principal Environmental Health Officer (Food Safety Lead), WRS further drew Members' attention to the statistics of the activities undertaken by the new officers, as detailed on page 128 of the main agenda pack.

In response to questions from the Board, the Principal Environmental Health Officer (Food Safety Lead), WRS, stated that the new Officers were productive very quickly. Some skills travelled well into new roles, and they all had skills in place, such as phoning and talking with businesses.

The Director of WRS further highlighted that the Officers were really making a difference and had brought new skills into WRS. WRS were now seen as ahead of the trend and had been approached by other authorities to talk about this new approach with RSOs.

In response to Members asking if after this process, was there anything different that Officers would do?

The Principal Environmental Health Officer (Food Safety Lead), WRS stated that the posts could only be advertised under the Host Authority (Bromsgrove District Council) recruitment criteria which only covered advertising the roles in the West Midlands area. So advertising a bit wider might be something to consider in the future.

RESOLVED that the Food Safety: Development of Worcestershire Regulatory Services (WRS) new food officer resource report, be noted.

10/25

PROGRESS REPORT ON THE AUTOMATION PROJECT

The Licensing and Support Services Manager, Worcestershire Regulatory Services (WRS), provided Members with an update on the Automation Project, and in doing so, highlighted that there were very few queries or concerns.

Members were further informed on the form's timeline, in that

Where forms were now live these were continuing to be used as a preference to paper forms or sending forms via email. Feedback had been positive, and the team continued to monitor progress closely. The shift to moving online had continued to rise with very few queries or challenges.

The next set of forms to be created and tested would be:-

1. Animal Licensing Applications
2. Pavement Licensing
3. Taxi Applications

As previously explained, while the animal licensing and pavement licensing forms were being created the team would look to form a plan of engagement with the taxi trade as we would like to do as much testing with the trade and operators in order to ensure that there were champions in each district.

The formulation of the guidance and FAQ's on the website would be critical to ensuring a smooth transition therefore engaging with this group would also be critical.

Significant progress had been made on the 'service request' form with the task and finish group now being comfortable to move onto testing.

A new bank account at the Host Authority (Bromsgrove District Council) had been set up for WRS income so it would be easier to divide out to partners moving forward. Partners would have received monies from BDC at the end of Quarter 4, which would now allow partners to see real licensing income coming out of the system.

Taxi ID Cards

The three teams involved in the project (MyTAG, IDOX and Wyre Forest IT) were working together to ensure that there was no risk to the service when data was exposed outside of the environment, when enabling remote access to the IDOX database. Wolverhampton City Council went live with this project in recent days, so the team had been asked to speak to officers at Wolverhampton City Council in order to alleviate some of their concerns.

Having received regular updates on the progress of the Automation Project, Members were in agreement that this item could be removed from the agenda for any future meetings of the Board. Members would ask the Licensing and Support Manager to only update Board Members this project going forward, when necessary or at the end of the project.

RESOLVED that the Progress Report on the Automation Project be noted and removed from the agenda for any future Board meetings, as detailed in the preamble above.

11/25

URGENT BUSINESS

There was no Urgent Business on this occasion.

The meeting closed at 6.09 p.m.

Chairman