

NORTHERN IRELAND FIRE & RESCUE SERVICE BOARD

MINUTES OF A MEETING

27 MARCH 2012

1.30 PM

- PRESENT: Dr J McKee, Chairman presiding
Mr P Craig, Chief Fire Officer/Chief Executive
Mr J Barbour
Cllr M Carr
Mrs S Grant
Mr A Hanna
Mr M Kerr
Ald Mrs G Rice
- APOLOGIES: Cllr D Barbour
Ald A Hatch
Mr C Mack
Mrs P Tally
- IN ATTENDANCE: Mr C Kerr, Deputy Chief Fire Officer
Mr D Ashford, Assistant Chief Fire Officer (Safety Services)
Mr T McGonigal, Director of Finance & Performance
Management
Mrs M Hughes, Head of HR
Mrs C McNally, Corporate Communications Manager
Mr G Lowry, Assistant Group Commander
(South & East District)
Mr B Stanfield, Regional Chairperson, Fire Brigades' Union
Mrs I Hill, Board Administrative Secretary
Mr D Jordan, DHSSPS

Prior to the commencement of Business, the Chief Fire Officer introduced the 5 Area Commanders who had been appointed with effect from 1 March 2012 –

J Allen – Area Commander (Southern Area Command);
T Ferguson – Area Commander (Western Area Command);
M Graham – Area Commander (Training & Development);
G Thompson – Area Commander (Northern Area Command);
A Walmsley – Area Commander (Eastern Area Command).

The Chairman and the Chief Fire Officer, on behalf of the Board, congratulated the Area Commanders on their appointments and wished them every success in their new roles. The Chief Fire Officer and Chairman noted that the Organisation expected the newly promoted Officers to establish the highest possible standards, in terms of public service, within their areas of responsibility.

Members noted the Chairman had met with the Area Commanders that morning and that it was hoped each of the Area Commanders would regularly be in attendance at Board Meetings.

At this point,
the Area Commanders left the Meeting

The Chairman expressed his appreciation to the Chief Fire Officer and all those involved in the process for the appointment of the Area Commanders.

1 **Apologies**

Apologies were noted.

2 **Declaration of Interests**

The Chair sought clarification as to whether any Members of the Board wished to declare any potential conflict of interest with any of the Business Items on the Agenda. Members confirmed that there were no conflicts of interest.

3 **Presentation – Resource Management Review**

The Deputy Chief Fire Officer reminded Members that a full Resource Management Review had been conducted which had taken cognisance of the DID recommendations and had been linked to Duty Systems and Establishment. He explained that the Duty Systems and Establishment had been reviewed in partnership with the Fire Brigades' Union and subsequently, a Variable Crewing Framework had been developed along with a Revised Flexi Duty System and Revised Day Duty System.

He informed Members that the review of the 2009 establishment profile was now complete. He explained that, whilst the 917 Wholetime establishment ceiling would remain unchanged, there was a need to realign posts, for which Board approval would be required. Members noted that the proposals for the realignment of posts still required to be costed by the Director of Finance & Performance Management.

Assistant Group Commander Lowry outlined the background to the review of Establishment explaining that the current Wholetime establishment of 917 needed to be reviewed in line with NIFRS IRMP to ensure it meets the needs of the diverse communities within Northern Ireland and also taking into account changes in legislation and recommendations emanating from internal and external reviews.

He gave Members a synopsis of the significant changes proposed following the review and the associated benefits, along with an overview of the actual changes proposed with respect to establishment realignment. Referring Members to the Establishment Summary, Assistant Group Commander Lowry explained that the Service Improvement Team believed the proposals would generate a reduction in staffing costs.

Mr Stanfield informed Members that a significant body of work had been completed over the past year and highlighted that the key issue was operational and community safety. He referred to the proposed changes to the Specialist Rescue Team (SRT) and explained that this enhancement will facilitate SRT in the provision of FAST (Firefighter Assistance & Search Team), an emergency team which will provide a response across the Province. He stated that the proposed changes overall demonstrated that NIFRS is pushing forward with operational and community safety and enhancing service delivery.

Mr Stanfield thanked the Chief Fire Officer and Deputy Chief Fire Officer for involving the Fire Brigades' Union in the review process.

The Deputy Chief Fire Officer and the Officers answered Members' questions on various aspects of the information presented. The Deputy Chief Fire Officer assured Members that the proposed establishment realignment would enhance Firefighter safety and commended the proposals to the Board.

The Director of Finance & Performance Management explained that a full cost benefit analysis would be required and highlighted that this would be a substantial piece of work.

Mrs Rice welcomed the progress attained but explained that, in terms of governance, she would wish to consider the financial impact of the proposals before approving same.

In response to a question from Mr Carr regarding consultation, the Deputy Chief Fire Officer explained that the work progressed to date had been carried out in conjunction with the Fire Brigades' Union. He also explained that the presentation on the establishment realignment had been given for the information of Members and that the cost analysis would require to be moved forward with the Corporate Management Team.

The Chairman asked the Corporate Communications Manager to consider a media opportunity with respect to NIFRS FAST and keeping the local community informed as to how NIFRS are continuing to enhance its service delivery.

He expressed his appreciation to all those involved in the Resource Management Review and stated that he looked forward to seeing the outcomes. The Chairman thanked the representative from the Fire Brigades' Union in attendance for their professionalism in working with Senior Managers to create new staffing initiatives that best served the community.

At this point,
Assistant Group Commander Lowry and Mr Stanfield left the Meeting

4 Minutes – 28 February 2012

The Minutes of the Meeting held on 28 February 2012, having been printed and circulated, were taken as read and signed as a true record, on the motion of Mr Kerr, seconded by Mr Carr.

Arising out of the Minutes:

Impact of Agency Worker Regulations for NIFRS

At the Meeting on 28 February 2012, Members considered a report relating to the Agency Workers Regulations 2010 and entitlements for Agency workers from 5 December 2011.

During discussion, Members sought clarification in relation to the permanency of Agency workers before formally approving the proposals to ensure full compliance with the Agency Workers Regulations by providing Agency workers currently on assignment with NIFRS:

- Access to NIFRS facilities, subject to appropriate conditions;
- Information on relevant job vacancies;
- Equal pay with a comparable employee, based on the first point of NIFRS pay scale; and
- Equal annual leave with a comparable employee, including additional public holidays as appropriate.

Members noted the clarification as requested and the Head of HR gave Members an overview of the salient points, highlighting the need for NIFRS to adhere to its Code of Procedures on Recruitment and Selection and, more specifically, the Fair Employment Code of Practice. She informed Members that the 12-week qualifying period was effective from 27 February 2012 and explained that most of the Agency workers assigned to NIFRS are entitled to receive equal treatment in the form of increased pay rate and annual leave, which should have been paid to them on 5 March 2012. She further explained that the Recruitment Agencies had agreed to make the increased payment to Agency workers in advance of approval being received from the Board as this would prevent any potential claims by Agency workers.

The Officers answered Members' questions on various aspects of the information presented.

During discussion Members commented on the significant increase in costs and the Director of Finance & Performance Management pointed out the need to drive forward the filling of Support staff vacancies. Mr Hanna stated that the HR Committee, in conjunction with the Head of HR, needed to consider Agency staff and identify NIFRS needs. Mrs Rice concurred adding that a cost analysis be included, ie, NIFRS employee –v– Agency worker.

Following further discussion, the Board, on the motion of Mrs Rice, seconded by Mrs Grant, unanimously –

Resolved: “to approve the recommendations, as detailed above, to ensure NIFRS’ full compliance with the Agency Workers Regulations 2010”.

Review of Director of Planning & Corporate Affairs

The Chairman referred to the discussion paper previously circulated with respect to the post of Director of Planning & Corporate Affairs and to subsequent discussions at the HR Committee Meeting on 16 March 2012. Mr Hanna, Chairman of the HR Committee, explained that in light of the discussions at the Meeting, the Committee Members had agreed that a ‘brainstorming’ day be held with the Board and the Corporate Management Team to consider DID issues and the structure of the Management Team. He stressed the importance of the Board and Corporate Management Team working together to consider the needs of the Organisation.

The Chief Fire Officer proposed that the Planning Day be arranged after the Easter break and facilitated at the Fire & Rescue Service Training Centre. **It was agreed that a NIFRS Board and Corporate Management Team Strategic Planning Day be held on 18 April 2012 at 10.00 am.**

With respect to the discussions at the HR Committee Meeting, the Chief Fire Officer informed Members that he had been tasked to look at interim coping mechanisms and to also discuss with DHSSPS the possibility of support mechanism within DHSSPS for the vacant post of Director of Planning & Corporate Affairs. He advised Members that there were short-term measures in place and staff were working to maintain day to day business continuity. Referring to the option of support within DHSSPS, he explained that given the potential timeframes to progress such an option it may be prudent to consider engaging Agency staff. Members noted that the Chief Fire Officer would continue to progress this matter with DHSSPS.

The Chairman emphasised that the Board would not accept a reduction in the Planning role and reiterated that resolving this matter was a priority.

5 Reports from Board Committees, including adoption of Committee Minutes

Mrs Rice, Chairman of the Audit & Risk Management Committee, explained that it would be necessary to consider the Minutes of the Meeting of the Audit & Risk Management Committee held on 27 February 2012, and the Report on the Special Meeting of the Committee held on 12 March 2012, in Closed Session, and proposed that these be deferred to the end of the Board Meeting. This was agreed.

Mrs Rice referred to a training exercise which had taken place at Portrush on 25 March 2012 and explained that Cllr Barbour had been in attendance at the exercise and had asked her to report on it in his absence. She gave Members a brief overview of the background to the exercise and stated that Cllr Barbour had commended NIFRS personnel who had been confident and disciplined in conducting their duties throughout.

The Chairman acknowledged Cllr Barbour’s comments and asked that the Board’s appreciation be extended to all personnel involved in the training exercise.

**Remuneration Committee
Minutes – 28 February 2012**

The Minutes of the Meeting of the Remuneration Committee held on 28 February 2012, having been printed and circulated, were taken as read and signed as a true record and the recommendations contained therein adopted by the Board, on the motion of Mr Hanna, seconded by Mrs Rice.

**Remuneration Committee
Minutes – 16 March 2012**

The Minutes of the Meeting of the Remuneration Committee held on 16 March 2012, having been printed and circulated, were taken as read and signed as a true record and the recommendations contained therein adopted by the Board, on the motion of Mr Kerr, seconded by Mr Hanna.

**Human Resources Committee
Minutes – 20 January 2012**

The Minutes of the Meeting of the Human Resources Committee held on 20 January 2012, having been printed and circulated, were taken as read and signed as a true record and the recommendations contained therein adopted by the Board, on the motion of Mrs Rice, seconded by Mr Hanna.

Mr Hanna, Chairman of the HR Committee, gave Members a synopsis of the key areas of discussion at the Meeting which had included the Strategic Review of HR. He explained that, whilst the Report had been agreed in principle, the Committee recognised that the new Director of Human Resources would need some flexibility in taking the Review forward. He asked that a copy of the Review be circulated to all Members for information.

**Human Resources Committee
Minutes – 16 March 2012**

The Minutes of the Meeting of the Human Resources Committee held on 16 March 2012, having been printed and circulated, were taken as read and signed as a true record and the recommendations contained therein adopted by the Board, on the motion of Mrs Rice, seconded by Mr Hanna.

Mr Hanna gave Members an overview of the Business of the Meeting which had included Workforce Information, Workforce Planning, a report from the Equality & Diversity Forum and an update on the current position with respect to ICT support capabilities. He noted that the Director of Human Resources post had been advertised and had closed on 15 March 2012. The Chairman of the Board informed Members that Panels would require to be established to progress the appointment and advised Members of the potential timeframes for each stage of the process.

Referring to the report from the Equality & Diversity Forum, Mr Hanna informed Members that the Committee had recommended approval for the allocation of funding for Equality & Diversity training.

Mrs Rice referred to the discussion in relation to the ICT support capabilities and advised of the possibility of obtaining loans through Treasury Management. The Director of Finance & Performance Management explained that there was no facility for NIFRS to obtain loans. Members requested that the matter be raised with DHSSPS.

6 Chairman's Business (including National Joint Council Matters)

The Chairman reported that he had informed the Members of the Audit & Risk Management Committee, at their Special Meeting that morning, DHSSPS will be commissioning an investigation with respect to the Wholetime recruitment exercise. He outlined the background to the matter and explained that the Audit & Risk Management Committee had raised a number of issues with regard to the investigation which he would communicate to DHSSPS.

Members noted that there had been no NJC Meetings since the last Board Meeting.

7 Chief Fire Officer's Business

The Report on Chief Fire Officer's Business for the month of February 2012 was noted.

Referring to the Operational Performance, the Chief Fire Officer noted that NIFRS had sadly had an unprecedented number of fatal accidental dwelling fires in which 4 elderly people lost their lives.

Members noted the actions which had been taken as a result, including:

- In conjunction with Corporate Communications, NIFRS have carried out extensive media interviews to highlight the dangers of vulnerable people living alone and encouraging people to take advantage of free home fire safety checks.
- Areas have been asked to focus their community education activities in this area while this spike in statistics is topical.
- The Director of Safety Services has arranged to meet with Age NI and any other relevant stakeholders in order to see if there are any further strategic actions that can be taken in support of the Area and District actions already in place.

In response to a question from Mr Kerr regarding the current position with respect to the moratorium on advertising, Assistant Chief Fire Officer Ashford outlined the current explaining that NIFRS have approached DHSSPS with a view to securing advertising from a framework and obtaining Ministerial permission to procure advertising during the ban on Government advertising.

Mr Kerr acknowledged the ongoing work and, in particular, referred to Assistant Chief Fire Officer Ashford's meeting with Age NI and suggested that contact also be made with the Commissioner for Older People.

The Officers answered Members' questions regarding other aspects of NIFRS advertising arrangements, including funding, and NIFRS media strategy.

The Chairman informed Members that he had visited Armagh Fire Station following one of the incidents and commended NIFRS personnel on their professionalism.

Operational Performance

The Deputy Chief Fire Officer gave Members a detailed overview of the Operational Performance and the Summary of Operational Service Delivery Performance as contained within his Briefing Note. He answered Members' questions regarding the information presented.

The Chairman referred to the Deputy Chief Fire Officer's Briefing Note, particularly the Summary of Operational Service Delivery Performance and explained the need for more information on attendance times. He further suggested that the Service Delivery & Performance Committee consider the matter of attendance times.

Prevention Performance

Members noted the update on Prevention Performance and Assistant Chief Fire Officer Ashford gave Members a summary of the information presented.

He informed Members that the next meeting of the Safety Centres Project Board is 21 March 2012 and he gave Members an overview of the Project.

With respect to the introduction of the new Police & Community Safety Partnerships, Members noted that Assistant Chief Fire Officer Ashford had met with officials of DOJ to discuss having NIFRS declared as a Designated Body on the partnerships.

Members noted that co-operation on the Licensing MoU is ongoing and Assistant Chief Fire Officer Ashford explained that it will be necessary to seek Board approval for the devolution of powers to Licensing.

HR Performance

Members noted the progress attained with respect to Uniformed Promotions and other priority vacancies.

Finance Performance

The Director of Finance & Performance Management gave Members a detailed report on the Finance Performance and the Management Accounts for the period ending 29 February 2012.

Contracts Awarded

Members noted a list of Contracts awarded for the month of February 2012.

8 Standing Items

NIAO Report – Action Plan

Members noted a copy of the initial draft NIAO Report – NIFRS Action Plan and the Chief Fire Officer informed the Meeting that the initial draft had been submitted to DHSSPS.

The Chairman suggested that the Plan be considered at the Strategic Planning Day and the Chief Fire Officer invited Members' comments/queries in advance of the Planning Day.

DID Recommendations – Report from DID Project Board

Mr Hanna reported on the final meeting of the DID Project Board held on 23 March 2012. He reminded Members that there were 85 DID recommendations for improvement and the vast majority had all now been actioned. He explained that those recommendations which it had not been possible to progress due to legislation, along with other outstanding issues, would now be taken forward through the Accountability Meetings between DHSSPS and NIFRS.

Mr Hanna commented positively on the process to implement the DID recommendations and assured Members that there are processes in place to progress any outstanding work.

The Chairman concurred acknowledging the success of the process which had provided a route map for NIFRS and improved areas across the Organisation. He expressed his appreciation to Mr Hanna for his commitment to the process and also the DHSSPS representative. He stated that the focus will now be on implementing the recommendations emanating from the NIAO Report.

9 Standalone Strategic Items

NIFRS Strategic Plan 2012-2015 & Annual Business Plans

The Deputy Chief Fire Officer referred to NIFRS Strategic Objectives 2012-2015 which had been approved at the February Board Meeting and informed Members that each Director is currently populating this document with their draft Business Plan for 2012-13.

He explained that, due to timeframes, it had not been possible to fully complete the population of the document but circulated a further draft for the information of Members. He stated that he anticipated that NIFRS Strategic Objectives 2012-2015 and Annual Business Plans 2012-13 would be presented to the Board for approval by the end of April.

The Chairman questioned the possibility of discussing the Strategic Objectives and Annual Business Plans at the Away Day. The Deputy Chief Fire Officer supported this proposal as it would give the Board an opportunity to challenge and seek clarification on the direction of the Organisation.

In response to question from the Chairman, the Corporate Communications Manager confirmed that preparation of the Annual Report was underway.

Mrs Rice welcomed the further draft of the Strategic Objectives and Annual Business Plans and the opportunity for Members to provide input.

Integrated Transport & Equipment Workshop Project

Members noted a proposal to widen the scope of the Integrated Transport & Equipment Workshop Project (One Stop Shop) to include the incorporation of NIFRS Stores. The Chief Fire Officer gave Members an outline of the proposal.

The Chairman referred to arrangements with other Fire & Rescue Services on the mainland where they have been able to 'sell' their expertise in terms of their fleet and questioned the potential for NIFRS to work with other Services to provide such a service.

The Chief Fire Officer stated that this was an option which NIFRS could consider in the future.

The Board, on the motion of Mr Kerr, seconded by Mr Carr, unanimously –

Resolved: **“approved the proposal to widen the scope of the Integrated Transport & Equipment Workshop Project to include the incorporation of NIFRS Stores”.**

Pension Issue – Complaint to Ombudsman

Members noted a Briefing Paper providing an update on the ongoing complaint by a former employee to the Pension Ombudsman. The Director of Finance & Performance Management outlined the background to the matter and advised Members that the Pension Ombudsman had written to NIFRS asking for a formal response to the complaint.

Members noted that NIFRS formal response will advise the Pension Ombudsman, in accordance with the earlier reconsideration undertaken by the Board, ie, NIFRS does not uphold the former employee's complaint. It was also noted that copies of all guidance, legislation and correspondence that supports NIFRS decision will be provided to the Ombudsman.

The Board, on the motion of Mrs Rice, seconded by Mr J Barbour, unanimously –

Resolved: **“that NIFRS formal response be prepared and all relevant documentation to be forwarded to the Pension Ombudsman”.**

10 Relevant Correspondence

The following relevant correspondence was noted:

- (a) Request from the Department's Central Arm's Length Bodies Governance Unit that NIFRS table the Management Statement and Financial Memorandum for the information of Board Members on an annual basis.

The Chief Fire Officer reminded Members that the Management Statement and Financial Memorandum (MSFM) had been approved by the Board in May 2011 and that, essentially, the changes reflected the 2006 Order. He stated that it was incumbent on the Board to refresh its role in terms of the MSFM and also explained the need to review the MSFM at this stage annually.

The Chairman indicated the need to review policies across the Organisation. Mrs Rice referred to a discussion at the Special Meeting of the Audit & Risk Management Committee that morning regarding the need to review policies and stated that she felt it would be prudent to commence that process and set-up a programme.

- (b) Letter of appreciation from South Belfast District Policing Partnership following NIFRS attendance at an incident on 23 February 2012.
- (c) Letter of appreciation from Greater Manchester Fire & Rescue Service following a recent visit to NIFRS.
- (d) Letter from Minister for Health, Social Services and Public Safety – Your Right to Whistle Blow – and requesting that the content of his letter be brought to the attention of all employees, along with a copy of the Organisation's Whistle Blowing Policy.

11 Sealing of Documents

Members noted the undernoted documents for sealing:

Northern Ireland Fire & Rescue Service with:

Promanex Limited – for the provision of a Legionella Monitoring Programme & Risk Assessments to Water Systems in Various NIFRS Buildings;

Impression Print and Design Limited – Community Development Printing;

Pulse Fitness Limited – Fitness Equipment;

Mr A Malcolmson – Extension of Temporary License Agreement for Use of Premises as Fire Station at Castle Hill, Rathfriland.

12 Any Other Business

Operations Matters

The Chairman explained that Mr Hatch, Chairman of the Service Delivery & Performance Committee, had raised concerns at a previous Meeting regarding the position with respect to operational training and sought an update.

The Deputy Chief Fire Officer gave Members an update on the current position highlighting that an Operational Safety Management Project Board will be established to address all of the issues emanating from the Strategic Review of Operational Management. He explained to Members that NIFRS will also be setting minimum training standards with defined requirements which will be costed. He assured Members that many of the issues identified had been addressed.

Members noted that documentation providing an update on the Strategic Review of Operational Management and a Revised Operational Management Framework would be presented for consideration at the next Meeting of the Service Delivery & Performance Committee.

Referring to the current Selection cycles, the Deputy Chief Fire Officer explained that there were emergent issues from the Operational Test of Competence relating to safety critical information. He added that corrective action was being taken to identify what needs to be addressed and this work was ongoing.

Assistant Chief Fire Officer Ashford informed Members that the work currently being conducted complemented the Health & Safety Framework which was imminent. He pointed out that the Health & Safety Executive was content with the approach being taken by NIFRS.

Pay Remits

The Chairman informed Members that, although NIFRS are operating in a climate of 'pay freezes', DHSSPS will still require NIFRS to submit Pay Remits for the 6 categories of staff. He highlighted the level of work involved to satisfy both sides of this arrangement.

The Director of Finance & Performance Management explained that Pay Remits now due to be submitted for some categories of staff are unlikely to be approved by the end of April and this will have an impact on increases due relating to pay progression. He further explained that he will be in contact with the Chairman and the relevant parties to advise that these increases will be paid retrospectively.

NIFRS Policies

Mrs Rice referred to the earlier discussion around the need for NIFRS to develop a programme to review its policies and stated that, as Chairman of the Audit & Risk Management Committee, she was content that this Committee lead on the matter. She requested a list of policies over 3 years old be prepared and a member of staff nominated to present same and attend Audit & Risk Management Committee Meetings.

Notice of Retirement

The Chief Fire Officer informed the Meeting of his intention to retire in June after over 35 years' service and extended his best wishes to the Board for the future.

The Chairman paid tribute to the Chief Fire Officer, one of the longest serving Officers in the Organisation, for his contribution to NIFRS over many years, especially with respect to his time in charge of Community Safety and Prevention. The Members showed their appreciation.

13 Schedule of Future Meetings

The Schedule of Future Meetings was noted.

At this point,
all the Officers left the Meeting with the exception of the Director of Finance & Performance Management and Board Administrative Secretary

5 Reports from Board Committees, including adoption of Committee Minutes

Special Audit & Risk Management Committee Meeting – 12 March 2012

Mrs Rice, Chairman of the Audit & Risk Management Committee, reported on the Special Meeting held, in Closed Session, on 12 March 2012, to further discuss the BSO Report and aspects of the Wholetime Recruitment exercise. Members noted that the external Auditors and DHSSPS representative were in attendance at this Meeting.

Mrs Rice gave a synopsis of the business discussed and the actions arising out of the Meeting.

Special Audit & Risk Management Committee Meeting – 27 March 2012

Mrs Rice informed Members that a Special Meeting of the Committee had been held that morning, again in Closed Session. She explained that at the Special Committee Meeting on 12 March 2012, the NIAO representative had advised the Committee that, in light of the concerns raised by Members, the way forward in this matter would be for NIFRS and DHSSPS to discuss the matter initially. She advised Members that she had raised the Committee's concerns with the Board Chairman, who had subsequently discussed same with DHSSPS.

The Chairman of the Board reported on his meeting with the Permanent Secretary and Mr N McCann, DHSSPS, and explained that, with NIAO agreement, DHSSPS will be commissioning an investigation. He stated that following today's Special Audit & Risk Management Committee, the Committee had compiled a list of issues to be raised with respect to the investigation to be commissioned by DHSSPS.

Mrs Rice informed the Meeting of the issues which the Committee had requested be raised with DHSSPS. During discussion on the matter, the Chairman noted Members' further comments on aspects of the investigation.

**Audit & Risk Management Committee
Minutes – 27 February 2012**

The Minutes of the Meeting of the Audit & Risk Management Committee held on 27 February 2012, having been printed and circulated, were taken as read and signed as a true record and the recommendations contained therein adopted by the Board, on the motion of Mr J Barbour, seconded by Mrs Grant.

THIS CONCLUDED THE BUSINESS
AND THE MEETING TERMINATED
AT 4.20 PM
