PSI Council Public Meeting Minutes

Minutes of meeting number 155 of the Council of the Pharmaceutical Society of Ireland (PSI), as established under the Pharmacy Act 2007, the public session of which was convened in person and online and commenced at 08.30 am on Thursday, 26th of June 2025.

Preliminary Matter – Election of President and Vice President of the PSI Council.

Following the counting of votes, Mr. Dan Burns, Presiding Officer, informed Council that Dr. Denis O'Driscoll had been elected President of Council and Prof. Laura Sahm had been elected Vice-President of Council for the 2025-2026 term. Dr. O'Driscoll thanked Council members for their support. The President took the chair and welcomed the newly appointed and reappointed Council members to the meeting.

Agenda Item A - Attendees & Apologies

Name	Role	Present (Yes/No)
Dr. Denis O' Driscoll	President	Yes
Dr. Cyril Sullivan	Council Member	No
Dr. Ann McGarry	Council Member	Yes
Dr. Paula Barry Walsh	Council Member	Yes
Mr. Peter Dennehy	Council Member	Yes
Prof. Laura Sahm	Vice-President	No
Mr. Martin Sisk	Council Member	No
Adj. Prof. John Given	Council Member	Yes
Ms. Grainne Power	Council Member	Yes
Ms. Geraldine Crowley	Council Member	No
Ms. Geraldine Campbell	Council Member	Yes (online)
Mr. Leon O'Hagan	Council Member	Yes
Mr. Nigel Maloney	Council Member	Yes
Ms. Áine Mac Grory	Council Member	Yes
Ms. Joan Peppard	Council Member	Yes
Ms. Dorothy Donovan	Council Member	No
Mr. Martin Higgins	Council Member	Yes
Mr. Mark Jordan	Council Member	Yes
Ms. Emily Kelly	Council Member	Yes
Mr. Richard Hammond S.C.	Council Member	Yes

Members of PSI staff in attendance included:
Ms. Joanne Kissane, Registrar & Chief Officer
Mr. Éanna Ó Lochlainn, Corporate Governance & Planning Officer.
Ms. Damhnait Gaughan, Head of Community Pharmacy Assurance.
Ms. Louise Harma, Pharmacy Practice Officer
Ms. Cora O'Connell, Acting Head of Practitioner Assurance
Mr. Dan Burns, Head of Strategic Policy, Research, Communication, Acting Head of Governance and Programme Delivery, Chief Risk Officer
Mr. Pádraig Corbett, Professional Standards Officer
Ms. Orla Carroll, Pharmacy Practice Officer
Ms. Elaine Cronin, Finance Officer (for part)
Ms. Ciara Dooley, Education & Professional Standards Co-Ordinator
Mr. Shane McGlynn, Investigations Manager
Dr. Cheryl Stokes, Head of Corporate Services
Dr. Cora Nestor, Head of Strategic Policy, Research and Communication

Colour code: ***Red—for decision;*** ***Green—for discussion;*** ***Blue—for information***

Agenda Item B – Declaration of Interest by Members of Council

Issue
Declaration of interests by members of Council.

Information
The President drew Council members' attention to their obligations under paragraph 9 of Schedule 1 to the Pharmacy Act 2007, which deals with the necessary disclosure of interests by members of the Council.

Decision Approved and/or Action Requested by Council
Adj. Prof. John Given and Ms. Margaret Donnelly declared a conflict of interest with regard to item H.4.

Agenda Item C – Draft Minutes of Public Council Meeting Nos. 153 & 154

Issue
The Draft Minutes of Public Council Meeting Nos. 153 & 154 were tabled for approval by Council.

Information
The President informed the Council that no amendments had been received to the draft minutes that had been circulated to Council in advance of the meeting.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the draft Minutes of the public session of Council meeting numbers 153 held on the 24th of April 2025, and meeting number 154 held on the 20th of May 2055, respectively, on the proposal of Mr. Richard Hammond S.C., seconded by Dr. Paula Barry Walsh.

Agenda Item D – Agreement on the Meeting Agenda

Issue
The President asked Council if it was content to proceed with the agenda which had been circulated in advance of the meeting.

Information
No changes were proposed to the meeting agenda as circulated.

Decision Approved and/or Action Requested by Council
None.

Agenda Item E.1 - Registrar's Report.

Issue
Registrar's Report to Council

Information
A copy of the Report had been circulated to Council in advance of the meeting. The Registrar drew Council's attention to the work which had been undertaken to review the vaccination and emergency medicines training requirements for pharmacists, as well as draft rules and guidelines to support the introduction of pharmacist prescribing as part of the Common Conditions Service, and the Continuation of Prescriptions for Contraception. She informed Council that work was ongoing to facilitate the delivery of a delineated model of operation for retail pharmacy businesses, as well as draft guidance on pricing transparency in pharmacies. She also provided an update to Council on the PSI position paper, "Regulation and Potential Regulatory Gaps in Hospital Pharmacy," and on the review completed of the regulatory framework for the sale and supply of exempt medicinal products. She invited questions from Council. With respect to the updates to vaccination and emergency medicines training requirements, Council queried if there were any plans to facilitate 5th Year MPharm students being trained and permitted to administer vaccines while on placement. The Executive informed Council that one of the recommendations emerging from this project was to engage with the Department of Health to seek legislative amendments that would facilitate this change.

As part of the discussion on guidance for pricing transparency, some members of the Council expressed concern about potential unintended consequences that could arise following the publication of the guidance. They suggested that such outcomes might negatively impact service quality and patient safety. The Registrar emphasised to the Council that the draft guidance under consideration was intended for public consultation and did not represent the final version. She also noted that feedback received through the consultation process would inform a future iteration of the guidance. In addition, she advised that such speculation would be premature at this stage, as the pricing transparency requirements had not yet been operationalised.

Council inquired about the progress being made on the validation of Pharmacy Software Systems. The Registrar explained that the matter had been discussed at the recent meeting of the Pharmacy Workforce Working Group, but no further updates were available at that time. She clarified that while PSI is not the lead organisation responsible for the recommendation, it does have a role to play in supporting its delivery.

The Council inquired about the KPI status of complaints at the Preliminary Proceedings Committee and the Fitness to Practise Committees. The Registrar informed the Council that both the number of Preliminary Proceedings Committee meetings and the volume of cases heard at each meeting had increased as part of a concerted effort to address the existing backlog. She further noted that a number of legacy cases were heard earlier in the year, which had an impact on the KPI figures for the Fitness to Practise Committees.

Council commended PSI staff on the volume of work being done across all business areas.

Decision Approved and/or Action Requested by Council
None.

Agenda Item E.2 – Q2 update on implementation of Service Plan 2025

Issue
Q2 update on implementation of Service Plan 2025

Information
The Registrar provided Council with an update on the 2025 Service Plan. Questions were invited from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
None.

Agenda Item I.1 - Report to Council from the Audit & Risk Committee. (This agenda item was brought forward.)

Issue
Report to Council from the Audit & Risk Committee.

Information
Ms. Geraldine Campbell, Chair of the Audit & Risk Committee, informed Council that a copy of the Report had been circulated to Council in advance of the meeting. She informed the Council of the recent Internal Auditor's Report on the PSI's Disaster Recovery and Business Continuity Planning, which provided reasonable assurance with one medium and two low-level findings. She invited questions from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
The Report was noted by Council.

Agenda Item F.1 - Report to Council from the Business Transformation Project Programme Board.

Issue
Report to Council from the Business Transformation Project Programme Board.

Information
Ms. Gráinne Power, Chair of the Business Transformation Programme Board, presented the Report, a copy of which had been circulated to Council in advance of the meeting. She invited questions from Council. The Council inquired about the expected costs for the current phase (Phase 3) of the project. Ms. Power informed Council that it was difficult to provide clarity on this until the ongoing quality assurance exercise and subsequent proposal and costs from the PSI's technology partner had been provided. Council commended the steps taken by the Executive to introduce an interim solution to support the management of inspection and investigation workflows, which had allowed the retirement of a legacy Case Management System (CMS).

Decision Approved and/or Action Requested by Council
The Report was noted by Council.

Agenda Item G.1 - Report to Council from the Performance & Resources Committee.

Issue
Report to Council from the Performance & Resources Committee.

Information

Dr. Ann McGary, Chair of the Performance & Resources Committee, informed Council that a copy of the Report had been circulated to Council in advance of the meeting. She invited questions from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
The Report was noted by Council.

Agenda Item G.2 - Request for Approval from Council of the PSI's Corporate Procurement Plan 2025-2028

Issue
Request for Approval from Council of the PSI's Corporate Procurement Plan 2025-2028

Information
Dr. Ann McGary, Chair of the Performance & Resources Committee, informed Council that a copy of the PSI's Corporate Procurement Plan 2025-2028 had been circulated to Council in advance of the meeting. She invited questions from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the PSI's Corporate Procurement Plan 2025-2028 on the proposal of Mr. Peter Dennehy, seconded by Mr. Martin Higgins.

Agenda Item G.3 - Request for Approval from Council of Q1 PSI Management Accounts to 31 March 2025

Issue
Request for Approval from Council of Q1 PSI Management Accounts to 31 March 2025

Information
Dr. Ann McGary, Chair of the Performance & Resources Committee, informed Council that a copy of the Q1 PSI Management Accounts, to 31 March 2025, had been circulated to Council in advance of the meeting. She invited questions from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the Q1 PSI Management Accounts to 31 March 2025 on the proposal of Mr. Martin Higgins, seconded by Mr. Richard Hammond.

Agenda Item H.1 - Report to Council from the Regulatory and Professional Policy Committee

Issue
Report to Council from the Regulatory and Professional Policy Committee

Information
Ms. Gráinne Power delivered the report on behalf of the Regulatory and Professional Policy Committee, noting that a copy had been circulated to Council in advance of the meeting. She invited questions from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
The Report was noted by Council.

Agenda Item H.2 - Request for Approval from Council of IIOP ePortfolio Review Policy.

Issue
Request for Approval from Council of the IIOP ePortfolio Review Policy.

Information
Ms. Gráinne Power, on behalf of the Regulatory and Professional Policy Committee, informed Council that a draft copy of the IIOP ePortfolio Review Policy had been circulated to Council in advance of the meeting. She invited questions from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the draft IIOP ePortfolio Review Policy on the proposal of Mr. Richard Hammond, seconded by Ms. Emily Kelly.

Agenda Item H.3 - Request for Approval from Council of Report Regarding Updates to Vaccination and Emergency Medicine Training Requirements for Pharmacists

Issue
Request for Approval from Council of Report Regarding Updates to Vaccination and Emergency Medicine Training Requirements for Pharmacists.

Information
Ms. Gráinne Power, on behalf of the Regulatory and Professional Policy Committee, informed Council that a draft copy of the Report Regarding Updates to Vaccination and Emergency Medicine Training Requirements for Pharmacists had been circulated to Council in advance

of the meeting. She invited questions from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the draft Report Regarding Updates to Vaccination and Emergency Medicine Training Requirements for Pharmacists on the proposal of Ms. Joan Peppard, seconded by Dr. Paula Barry Walsh.

Agenda Item H.4 -Request for approval from Council of;

(a) Continued Recognition and Approval of MPharm Degree Programmes (RCSI, TCD, UCC).

(b) Conditions: University of Galway Accreditation

Issue
Request for approval from Council of; (a) Continued Recognition and Approval of MPharm Degree Programmes (Royal College of Surgeons in Ireland, Trinity College Dublin, University College Cork). (b) Conditions: University of Galway Accreditation MPharm Degree Programme.

Information
Ms. Margaret Donnelly and Adj. Prof. John Given recused themselves from the meeting for this item. Ms. Gráinne Power, on behalf of the Regulatory and Professional Policy Committee, invited questions from Council regarding the recommendations for continued registration and the conditions of accreditation as outlined in the papers circulated to Council in advance of the meeting. Council queried the issue of consistency of membership on the accreditation teams across the various accreditation processes. The Executive clarified this, ensuring Council was satisfied with the explanation and the process in place.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the continued recognition and approval of the Royal College of Surgeons in Ireland, Trinity College Dublin, and University College Cork's MPharm degree programmes for a period of five years on the proposal of Mr. Nigel Maloney, seconded by Mr. Mark Jordan. **Decision Approved:** Council confirmed it was satisfied that conditions one and two attached to the University of Galway's MPharm degree programme accreditation have now been met,

on the proposal of Mr. Peter Dennehy, seconded by Mr. Richard Hammond.

Agenda Item H.5 - Request for Approval from Council of draft Education & Training Required to Prescribe Medicinal Products in Accordance with the Common Conditions & the Continuation of Contraception Services Rules 2025, for public consultation.

Issue
Request for Approval from Council of draft Education & Training Required to Prescribe Medicinal Products in Accordance with the Common Conditions & the Continuation of Contraception Services Rules 2025, for public consultation.

Information
Ms. Margaret Donnelly and Adj. Prof. John Given returned to the meeting. Ms. Gráinne Power, on behalf of the Regulatory and Professional Policy Committee, invited questions from Council regarding the draft *Education & Training Required to Prescribe Medicinal Products in Accordance with the Common Conditions & the Continuation of Contraception Services Rules 2025*, the draft of which had been circulated to Council in advance of the meeting. Council noted that ten modules were envisaged and inquired about the expectations regarding the time required to complete the proposed training. This was clarified by the Executive. Council noted that the scope of the proposed Common Conditions Service was limited to the provision of the service at a retail pharmacy business only and queried why other settings weren't included. Council was informed that the proposed service will initially be implemented at retail pharmacy businesses only, but that it may be extended to other settings at an undetermined future date. Council queried the need for training by pharmacists in relation to one of the common conditions (cold sores) and was informed that all listed conditions that had been recommended for inclusion by the Expert Taskforce had to be addressed in the training, irrespective of their perceived seriousness, clinical complexity or otherwise.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the *draft Education & Training Required to Prescribe Medicinal Products in Accordance with the Common Conditions & the Continuation of Contraception Services Rules 2025*, for public consultation, on the proposal of Mr. Mark Jordan, seconded by Mr. Nigel Maloney.

Agenda Item H.6 - Request for Approval from Council to issue draft Guidance for the Common Conditions Service and Renewal of Contraception for public consultation.

Issue
Request for Approval of draft Guidance for the Common Conditions Service and Renewal of Contraception for public consultation.

Information
A copy of the draft Guidance for the Common Conditions Service and Renewal of Contraception for public consultation had been circulated to Council in advance of the meeting. Ms. Gráinne Power, on behalf of the Regulatory and Professional Policy Committee, invited questions from Council. Council noted that the use of the phrase "explicit consent" in the guidance document in the context of sharing information with other healthcare professionals set a high threshold of proof that pharmacists would be required to meet. The Executive agreed to review this wording in the draft guidelines.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the draft Guidance for the Common Conditions Service and Renewal of Contraception for public consultation, on the proposal of Adj. Prof. John Given, seconded by Mr. Nigel Maloney.

Agenda Item H.7 Request for Approval from Council to issue draft Pharmaceutical Society of Ireland (Retail Pharmacy Businesses) (Registration) Rules 2025 for public consultation

Issue
Request for Approval from Council to issue draft Pharmaceutical Society of Ireland (Retail Pharmacy Businesses) (Registration) Rules 2025 for public consultation.

Information
A copy of the draft Pharmaceutical Society of Ireland (Retail Pharmacy Businesses) (Registration) Rules 2025 to be submitted for public consultation had been circulated to Council in advance of the meeting. Ms. Gráinne Power, on behalf of the Regulatory and Professional Policy Committee, invited questions from Council. Council queried if a definition of what constituted a medicinal product would need to be incorporated in the Rules, and it was clarified that this was in accordance with the definition currently specified in Directive 2001/83/EC. Council inquired about the position regarding the sale and supply of General Sales List (GSL) medicines within the context of a delineated model of practice and was informed that the current regulatory position, as outlined in the Pharmacy Act 2007, would remain in place. The Executive informed Council that the PSI

would issue operational guidance to support the operation of a delineated model. The feedback following the public consultation would be considered by the Regulatory and Professional Policy Committee and Council at a future meeting.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the draft Pharmaceutical Society of Ireland (Retail Pharmacy Businesses) (Registration) Rules 2025 for public consultation on the proposal of Dr. Paula Barry Walsh, and seconded by Dr. Ann McGarry.

Agenda Item H.8 Request for Approval from Council to issue for public consultation draft Guidance on Pricing Transparency

Issue
Request for Approval from Council to issue for public consultation draft Guidance on Pricing Transparency

Information
A copy of the draft Guidance on Pricing Transparency proposed for public consultation had been circulated to Council in advance of the meeting. On behalf of the Regulatory and Professional Policy Committee, Ms. Gráinne Power invited questions from Council. Council engaged in a robust and wide-ranging discussion raising several issues. Council expressed concerns about the potential administrative and operational burden on retail pharmacy businesses due to the implementation of this guidance, the possible impact on the quality and safety of services provided to patients, questioned the scope of the proposed guidance, and the need for clarity regarding the inclusion of dispensing fees within the pricing transparency framework. Council also inquired whether the public consultation would differentiate between responses from individuals receiving private prescriptions and those under the GMS scheme. The Executive acknowledged that this level of detail had not been initially planned but undertook to examine the feasibility of incorporating it into the survey questionnaire in response to Council's concerns. Additionally, Council discussed the use of the term "dispensing fee" and suggested that "professional service fee" might be a more appropriate term. The Executive agreed to include an explanatory paragraph in the consultation materials to clarify the meaning of "dispensing fee" to support public understanding of the pharmacist's role and the services provided by retail pharmacy businesses. Council queried the length of time that the public consultation would be open for. The

Executive confirmed that it would be open for several weeks over the summer period.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the issue for public consultation of the draft Guidance on Pricing Transparency on the proposal of Mr. Richard Hammond S.C., seconded by Mr. Martin Higgins.

Agenda Item H.9 Request for Approval from Council of the draft Position Paper on Gaps in Hospital Pharmacy Regulation

Issue
Request for Approval from Council of the draft Position Paper on Gaps in Hospital Pharmacy Regulation

Information
Ms. Gráinne Power, on behalf of the Regulatory and Professional Policy Committee, invited questions from Council regarding the draft position paper, which had been circulated in advance of the meeting. The Council discussed the limitations of the PSI's remit in pharmacy activities within hospital settings. It noted the expectations of patients and the public that the PSI would regulate the entire activity in hospital pharmacies. The Council also inquired whether the Executive had explored the regulatory remit of other regulators, such as the Mental Health Commission, within hospital pharmacies. The Executive confirmed that it had not, but preliminary engagement was carried out with the Health Products Regulatory Authority (HPRA) and Health Information and Quality Authority (HIQA) and that the paper was intended to highlight the lack of clear delineation of regulatory responsibilities across the relevant regulators in the sector. The Executive informed Council that the Department of Health was the policy lead and that the PSI would welcome the opportunity to engage further on the matter. The paper, which does not propose direct solutions to the potential regulatory gaps identified, would be submitted to the Department for their consideration, with the intention of supporting further stakeholder engagement to review the existing framework governing the regulation of hospital pharmacies in Ireland and ensure that appropriate oversight is in place to safeguard patients and the public when availing of hospital pharmacy services.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the draft Position Paper on Gaps in Hospital Pharmacy Regulation on the proposal of Ms. Joan Peppard and seconded by Mr. Mark Jordan.

Agenda Item H.10 Update for Council on Exempt Medicinal Products and Review of PSI guidance

Issue
Update for Council on Exempt Medicinal Products and Review of PSI guidance

Information
Ms. Gráinne Power, on behalf of the Regulatory and Professional Policy Committee, invited questions from Council regarding the update on Exempt Medicinal Products and Review of PSI guidance. Council noted the issues that arise in practice in the safe management and supply of exempt medicinal products. Council noted the current legislative framework in place under which use of such products was permitted and recognised the constraints to which the review of guidance was subject. It noted the recommendations of the review and associated actions, as approved by the Regulatory and Professional Policy Committee. The Executive committed to implementing the recommendations in the report to support pharmacists in the application of the legislation and guidelines concerning the sale and supply of exempt medicinal products.

Decision Approved and/or Action Requested by Council
The update was noted by Council. Council thanked the former Chair of the Regulatory and Professional Policy Committee, Mr. Rory O'Donnell, for his work on the Committee.

Agenda Item J.1 Report to Council from the Special Purposes Committee.

Issue
Report to Council from the Special Purposes Committee.

Information
A copy of the Report had been circulated to Council in advance of the meeting. Questions were invited from Council. Council had no questions.

Decision Approved and/or Action Requested by Council
The Report was noted by Council.

Agenda Item J.2 - Request for Approval from the Council of Appointment and Re-Appointments to the PSI's Disciplinary Committees, Advisory Committees and BTP Programme Board.

Issue
Request for Approval from the Council of Appointment and Re-Appointments to the PSI's Disciplinary Committees, Advisory Committees and BTP Programme Board.

Information
Ms. Grainne Power, Dr. Ann McGarry, Adj. Prof. John Given and Dr. Paula Barry Walsh recused themselves from the meeting for this item.

Decision Approved and/or Action Requested by Council
Decision Approved: Council approved the following appointments and re-appointments to the PSI's Disciplinary Committees, Business Transformation Programme Board and Advisory Committees. • That Ms. Audrey Dean and Ms. Angela Walsh be appointed as lay members to the Preliminary Proceedings Committee (PPC) for a term of four years. • That Ms. Margaret Doherty and Mr. David McNally be re-appointed as pharmacist members of the Health Committee for a second term of four years. • That Mr. Graham Knowles be appointed as a lay member of the Health Committee for a term of four years. • That Ms. Barbara O'Connell, and Adj. Prof. John Given, be re-appointed as pharmacist members to the Professional Conduct Committee (PCC) for a second term of four years. • That Mr. Stephen Dixon, Ms. Lorraine Gannon, Mr. Tom Finn, Ms. Valerie Bowens, Ms. Celine Newman and Ms. Valerie Beatty be re-appointed as lay members to the Professional Conduct Committee (PCC) for a second term of four years. • That Ms. Mairead Britton-Doyle and Mr. James Buckley be appointed as lay members to the Professional Conduct Committee for a term of four years. • That Council member Ms. Gráinne Power be re-appointed as a member of the Regulatory & Professional Policy Committee until the 24th of August 2025. • That Council member Dr. Ann McGarry be re-appointed Chair of the Performance & Resources Committee for a term of two years, or until she ceases to be a Council member, whichever the sooner.

- That Council member Ms. Gráinne Power be re-appointed to the Business Transformation Programme Board, for a term of two years, or until she ceases to be a Council member, whichever the sooner.

- That Council member Dr. Paula Barry Walsh be re-appointed to the Business Transformation Programme Board, for a term of two years, or until she ceases to be a Council member, whichever the sooner.

The appointments and reappointments were approved on the proposal of Mr. Richard Hammond, S.C., and seconded by Mr. Mark Jordan.

Agenda Item K.1 - Preliminary Proceedings Committee Annual Reports for 2023 and 2024.

Issue
Preliminary Proceedings Committee (PPC) Annual Reports for 2023 and 2024.

Information
Ms. Gráinne Power, Dr. Ann McGarry, Adj. Prof. John Given and Dr. Paula Barry Walsh rejoined the meeting. Mr. Hugo Bonar, Chair of the Preliminary Proceedings Committee, presented both reports to Council. He highlighted recurring patterns in the types of complaints received by the PSI over the past two years, which included behavioural issues, concerns related to high-tech medicines, social media activity, failure to supply medicines, and business-related matters noting that business-related complaints, were outside of the PSI's regulatory remit and could not be addressed through its complaints process. Mr. Bonar also reported that achieving quorum for Committee meetings remains a challenge, partly due to the requirement for a lay majority when the Committee convenes. Regarding the key performance indicator (KPI) of resolving complaints within a six-month timeframe, he observed that the absence of a clock-stop mechanism—particularly in cases where one or both parties are uncooperative—can distort performance metrics. He suggested that a more flexible approach to measuring this KPI may be warranted.

Decision Approved and/or Action Requested by Council
The Reports were noted by Council. The President thanks Mr. Bonar and the PPC members for their work.

The Meeting concluded at 1:45 pm.

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President **Date**