

PERFORMANCE AND FINANCE SCRUTINY SUB COMMITTEE**29 OCTOBER 2008**

Chairman: * Councillor Mark Versallion

Councillors:	* Mrs Margaret Davine (2)	Anthony Seymour
	* B E Gate	Mrs Rekha Shah
	* Mitzi Green (1)	* Dinesh Solanki
	* Ashok Kulkarni	* Yogesh Teli
	* Paul Scott (1)	* Jeremy Zeid (3)

* Denotes Member present

(1), (2) and (3) Denote category of Reserve Member

PART I - RECOMMENDATIONS**RECOMMENDATION 1 - Places Survey Challenge Panel - Final Report**

At its meeting on 29 October 2008, the Performance and Finance Scrutiny Sub-Committee considered the report of the Assistant Chief Executive, which set out the findings and recommendations of the Places Survey Challenge Panel into the preparation of questions for the Place Survey. The Place Survey was a government mandated questionnaire, sent to a number of households in a given area, asking questions about the community and about the service provided to residents by the various partners operating in the area. In Harrow, it had replaced the MORI Quality of Life Survey.

Having noted that the majority of the recommendations of the Challenge Panel had been used to formulate the Place Survey, the Sub-Committee, inter alia,

Resolved to RECOMMEND: (to Overview and Scrutiny Committee)

That (1) the Overview and Scrutiny revisit the Place Survey in February or March 2009, when the results of the Survey would be available;

(2) the outcomes from the Adults and Housing User Group discussions be submitted to the relevant Scrutiny Lead Members and the Chairman and Vice-Chairman of Performance and Scrutiny Sub-Committee for consideration when available.

PART II - MINUTES87. **Attendance by Reserve Members:**

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Members:-

Ordinary Member

Councillor Janet Mote
Councillor Phillip O'Dell
Councillor Nana Asante
Councillor Christopher Noyce

Reserve Member

Councillor Jeremy Zeid
Councillor Margaret Davine
Councillor Mitzi Green
Councillor Paul Scott

88. **Declarations of Interest:**

RESOLVED: To note that the following interest was declared:

Agenda Item 10 Scrutiny Review of Obesity – Six Month Update

Councillor B E Gate declared a personal interest as his wife worked in a General Practice and his daughter occasionally worked in another. He would remain in the room to take part in the discussion and decision relating to this item.

89. **Arrangement of Agenda:**

RESOLVED: That (1) in accordance with the Local Government (Access to Information) Act 1985, the following item be admitted late to the agenda by virtue of the special circumstances and grounds for urgency detailed below:-

<u>Agenda item</u>	<u>Special Circumstances / Grounds for Urgency</u>
12. Beacon Centre Review: Six-Monthly Update	This report was not available at the time the agenda was printed and circulated due to technical and administrative approvals. Members were requested to consider this item, as a matter of urgency, in order to be able to consider the most up to date information on this item.
15. By Exception: ERP	This report was not available at the time the agenda was printed and circulated as it was subject to internal officer consideration before it could be finalised. Members were requested to consider this item, as a matter of urgency, in order to be able to consider the most up to date information on this item.

(2) item 14: By Exception Officers' Report on Performance in Gaining National Healthy Schools Status be taken after item 10: Scrutiny Review of Obesity – Six-Month Update;

(3) all items be considered with the press and public present.

90. **Minutes:**

RESOLVED: That the minutes of the meeting held on 15 July 2008 be taken as read and signed as a correct record.

91. **Public Questions, Petitions and Deputations:**

RESOLVED: To note that no public questions, petitions or deputations were put at the meeting under the provisions of Overview and Scrutiny Procedure Rules 8, 9 and 10 respectively.

92. **References from Council and Other Committees/Panels:**

RESOLVED: To note that no reports were received.

93. **Chairman's Report:**

The Chairman introduced the report, which set out issues considered by the Chairman since the last meeting of the Sub-Committee. The Vice-Chairman queried whether provisions existed for Members, other than the Chairman or Vice-Chairman, to submit items for the agenda that may not necessarily reflect the views of the Chairman or Vice-Chairman. The Committee's attention was drawn to the provision, as set out in the Constitution, which allowed any voting Member to give at least six day's notice before the meeting that the Member wishes an item relevant to the functions of the Committee or Sub-Committee to be included on the agenda. A Member commented that the provision ought to be publicised.

The Vice-Chairman stated that in relation to major projects and property where certain issues related to confidentiality, these ought to be submitted and considered by Scrutiny under the private session (Part II) of the meeting. In response, the Scrutiny Officer stated that issues regarding major projects ought to be submitted to the Overview and Scrutiny Committee as they went beyond the remit of the Sub-Committee.

RESOLVED: That (1) the report be noted and endorsed;

(2) the following issues be investigated by the Performance and Finance Scrutiny Sub-Committee and the Overview and Scrutiny Committee:

- Updates on the Obesity, AccordMP and Beacon Centre reviews – to be considered by the Performance and Finance Scrutiny Sub-Committee
- Workforce Development – information to be passed to the Overview and Scrutiny Committee.
- Healthy Schools - to be considered by the Performance and Finance Scrutiny Sub-Committee

- Enterprise Resource Planning - to be considered by the Performance and Finance Scrutiny Sub-Committee.
- Major Projects and Property – to be reported to the Overview and Scrutiny Committee, as it might merit further investigation.
- Standing Report, Finance – regular report to the Performance and Finance Scrutiny Sub-Committee;

(3) the Chairman submit a summary of Harrow-wide performance issues, as identified through the Chairman's meetings and the Performance and Finance Scrutiny Sub-Committee to the next available meeting of the Overview and Scrutiny Committee.

94. **Scrutiny Review of Obesity - Six Month Update:**

The Committee received an update on the Scrutiny Review of Obesity. The Divisional Director of Human Resources and Development reported on a number of schemes, in partnership with the Primary Care Trust, that were being introduced for Harrow Council employees, such as walk-to-work, shape-up programme, and smoking cessation workshops. A Workplace Health Programme was also being trialled at the Harrow Council Depot, aimed to design a scheme relevant to the workforce.

In response to questions, the Divisional Director of Human Resources and Development confirmed that:

- There would be a revision of the whole Wellbeing Programme, even though the pilot was only taking place at the Depot.
- The Wellbeing programme was on target. The outline had been planned, set for approval in November and a publication anticipated in December 2008.
- A scheme allowing employees to purchase bicycles via a method of 'salary sacrifice' would be introduced. The employee would be able to purchase the bicycle at a discounted rate from their salary. At present it was unclear whether the bicycles would be sourced from local businesses but he would take on board a Member's Suggestion that local businesses ought to be approached.

As a way forward on the Obesity Review, which needed to be achieved by various stakeholders, the Corporate Director of Children's Services suggested that the Chairman consider writing to the stakeholders with a view to ascertaining how their internal plans were addressing the obesity issue. It would help to gauge the impact of the Obesity Review on resources. The Corporate Director was currently re-drafting the Children's and Young People Strategic Plan, a three-year plan, which would address the issue of obesity. A Member commented that the Obesity Review report had been taken to the Corporate Strategy Board in Summer and that a better method should be found to integrate the issue within the decision-making side of the Council. The Corporate Director of Children's Services responded that updates regarding the recommendations could be presented when revisions to the plans were made, which in essence would force the issues to become part of the day-to-day processes rather than a 'parallel process'. The issue of obesity was a topic that, by being addressed as an urgent early intervention issue, was prone to pushing aside the long-term issues associated with it. Matters of tackling ingrained patterns of behaviour, sustainability and long-term engagement would need to be addressed by joint enterprise and a general psychological engagement. Vulnerable children were also an area of concern, with steps being taken to educate foster carers about the uses of leisure facilities, and changing the patterns of behaviour by introducing role-models into young people's lives. The Corporate Director continued that Children's Centres, Faith Groups and Paediatric Services had physical activity built into their programmes.

In response to questions, Council officers confirmed that:

- Schools considered to have high-level sporting equipment facilities, with restrictions on community use, would be reviewed. Additional efforts would be made to up-grade existing facilities for community use at other school sites.
- There were concerns about a drop in the levels of childhood immunisation.
- That the campaign to offer five hours of sport a week for every child fell short by three hours and was frustrated by a curriculum offering two, fifty minutes sports lessons a week which didn't always qualify two full hours. Additional work was underway to map the participation, which was proving to be difficult.

Further issues were being addressed concerning the campaign to offer children an additional three hours of sports a week to make up the 5 hours. It was assumed that the lack of a sport's based curriculum and the affordability of access to community facilities were major contributing factors to obesity.

- Free swimming to under sixteen's and over sixties would be introduced in April 2009 for two years. The project would involve working alongside leisure partners to identify schedules, build confidence skills for swimming, particularly amongst the older community, to more broadly market the programme and help anticipate potential barriers.
- A trial period during the summer offering under sixteen's free swimming saw the number of participants exceed the total number of under sixteen's using the swimming facilities for the whole of the previous year.
- The long-term healthy lifestyles would yield positive results, although these may not be visible for a few years.
- Early intervention and joined-up thinking were essential elements to reducing obesity.

A Member agreed to submit questions to the Primary Care Trust in regard to the issues under its remit.

RESOLVED: That (1) the report be noted;

(2) the questions from the Children and Young People Policy Lead Member for Scrutiny be submitted to the Chief Executive of Harrow Primary Health Trust for response;

(3) the approach of obtaining updates from stakeholders in relation to the Obesity Review proposed by the Corporate Director of Children's Services be captured.

95. **By Exception: Officers' Report on Performance in Engineering Services:**

The Committee received the report of the Divisional Director of Environmental Services, which set out an update on the actions taken following a review of the partnership with AccordMP (now known as EnterpriseMouchel, since a renaming in June 2008) in November 2007.

It was noted that:

- There had been an increase in public meetings. A free tour of the Oxhey Lane Flood Defence works saw over twenty members of the public in attendance, highlighting the steps made with improving local engagement.
- There were further developments of the Highway Asset Management Plan in helping address the backlog through improved informed investment.
- The Council-led efficiency review highlighted efficiency process savings that would deliver £400,000 in the next three years.
- The works value for 2008/09 was projected to be in line with anticipated partnership spend level at approximately £13 million, although continued pressures on the budget and reductions could not be ruled out.
- Having completed the development of a Highways Charter, a review of its distribution had taken place. Feedback from the residents' focus groups suggested preference of electronic instead of hard copies resulting in an associated negative carbon footprint. A Member commented for the need to issue hard copies if requested.

Draft copies of the Highway Customer Charter were circulated at the meeting.

In response to questions, an officer confirmed that:

- Utility companies had a statutory duty to carry out work where required. Under the Traffic Management Act, the Council had the power to review the quality of the work done and submit fines where work was not carried out within an agreed period.

- Replacement of pavements was on a priority basis, which considered among others, the state of pavements and approximate foot-fall;
- There had been a reduction of up to twelve posts, a benefit of partnership working.
- There had been identifications of cost savings where inspections had previously been carried out by the Authority, in the same areas as EnterpriseMouchel.

RESOLVED: That the progress against agreed actions taken following the review be noted.

96. **Overview and Scrutiny Review of Cultural Services - Beacon Centre Case Study Progress Report:**

The Committee received a report of the Director of Community and Cultural Services, which set out a progress update to the recommendations in the Overview and Scrutiny Report to Cabinet on the Scrutiny Review of Cultural Services. The interim Head of Cultural Services reported on the outcomes and the work carried out by Cultural Services. The investment from the Local Authority had been a one-off payment with further investment which comprised of mainly officer time.

The main points considered were:

- Re-assessment of Performance Management Framework, which had addressed concerns regarding data quality. The Council had continued to work with Home Group to explore data collection beyond what had been agreed. An example of this was the Passport to Culture/Summer University Programme of free summer activities for young people which had developed new data collection supported by the Council and the partners.
- Identification of key high-risk areas. The Rayners Lane Project Team had been engaged in quarterly meetings, community engagement, organisation of a March 2009 Summit, and revision of the Neighbourhood Plan leading to more specific recommendations relating to the Beacon Centre.
- Range of projects that were being delivered to provide wider participation opportunities to Rayners Lane youth and residents.
- Watford Football Club and the Council's Youth Service delivery of a two-year Football Foundation and youth empowerment programme.
- Sports and Leisure Service was delivering a range of projects through a Sport England funded Street Games Programme engaging with youth at street level.
- Arts Service had delivered a range of projects at the Beacon through the Summer Uni programme and was developing a Young People into Volunteering Programme on the estate.
- Clubs, individuals and organisations on the estate would benefit from upcoming capacity building workshops at the March 2009 Summit, which would focus on skill building for community participants and increased access to cultural provision.
- Home Group had responded to the tensions between community use of the Beacon Centre and the need for it to be financially sustainable by developing a Neighbourhood Plan for Rayners Lane Estate. Home Group participated in the Rayners Lane Project Team meetings with all partners to listen and respond to the concerns of the residents. Additionally, Home Group, in discussion with the Housing Service had approached the Harrow Strategic Partnership (HSP) to suggest a sub-group under the HSP due to the challenges of the Super Output Area indices of deprivation that were challenges for the Rayners Lane Estate.
- Home Group continued to listen to its residents by increasing its resources to the estate and appointing a dedicated Project Director who was based on site and working to take forward the regeneration plans. One investment immediately made was to undertake improvements to existing housing stock and to convert some 'for sale' properties into rental housing.

- Although there were currently no plans to create a Leisure Trust with the existing organisational structure, it could provide savings in the future which could be fully invested back in the project. This option could not be ruled out as it had been successfully applied to a new Leisure Trust at Byron Leisure with resulting funds derived at no cost to the taxpayer on National Non-Domestic Rate (NNDR) relief.
- An additional Rayners Lane Project Team was now in place to advise and support Home Group in liaising with all stake holders.

In response to questions, the officer confirmed that:

- Community and Cultural Services had not received any concerns or negative comments since the establishment of the Neighbourhood Plan for the Rayners Lane Estate.
- Communicating with residents about access to the Beacon Centre's facilities was difficult, but that the Cultural Services team felt that they had achieved approximately 75% of their goals relating to this matter. Communication took place on a one-to-one level and the team had been pro-active in promoting this at a 'street-level'.
- Capacity building required local people to become involved in the Beacon Centre project through voluntary schemes and offering workshops in project management. The community would be given the skills to decide on local projects and apply for resources. There were concerns that community members did not fully understand the Home Group grant programme processes and might have been charged for the facilities instead of taking advantage of free use.
- Use of community buildings was promoted as an asset in the hope of empowering local residents to create funding to nurture community ideas.
- Monitoring attendance of community users to the Centre against users from other parts of the borough was a challenge. Community and Cultural Services were trying to work with the Centre to learn from the information gathered by front-line staff.
- Date for the March 2009 summit was arrived at by the Rayners Lane Project Team in order to give the project time to establish itself. A 'mini-summit' was held by officers and key-parties immediately following the last report to scrutiny to tackle questions relating to the Rayners Lane Estate. It had been the Team's choice to factor in a realistic timescale to identify who should be involved in the March 2009 summit.

RESOLVED: That (1) the report be noted;

(2) Members of the Sub-Committee be invited to the Summit and that a further update be submitted to the Sub-Committee following the Summit in March 2009.

97.

Revenue and Capital Monitoring as at 30 June 2008:

The Committee received the report of the Corporate Director of Finance, which set out the capital monitoring as at 30 June 2008. The Divisional Director of Corporate Finance and Procurement presented the report and highlighted the following:

- Children's Services were reporting a pressure on efficiency savings on SEN transport.
- Under spend of £583,000 was forecasted.
- Adults and Housing Services had an outturn position of £500,000 after some one-off adjustments to reserves.
- Community and Environment were reporting additional income from parking enforcement which was forecasted at £1 million but was dependent on external factors.
- Corporate Director of Finance was looking at reducing the Capital Programme by £10 million in order to reduce costs associated with Capital Financing;

- Provision of £300,000 was earmarked for special projects and contingency, as part of the outturn position.
- Medium Term Financial Strategy (MTFS) allocated £1 million in 2008/09, making the General Balance position £4 million as at 1 April 2008.
- In order to achieve the Council's ambition to complete its Decent Homes Programme early, the 2009/10 decent homes funding of £3.6 million had been bought forward into 2008/09 to enable contracts to be committed.

In response to a question from a Member regarding the current economic state and the impact that this may have on the National Non-Domestic Rate (NNDR) collection, the Divisional Director of Corporate Finance and Procurement replied that the collection rate would not have any direct impact on the Council. The Council's debt position would continue to be monitored.

The Divisional Director of Corporate Finance and Procurement added that, although not confirmed, it appeared that the country was in a recession and faced the potential of a depression. The likely pressures associated from these conditions were yet to be felt by the Council and the situation would become clearer towards the end of the year. There were some pressures being reported on the fuel and energy budgets, and a number of energy contracts were due for renewal in December 2009. In response to a question from a Member about the pending pay award for 2008/09 the Divisional Director replied that the expected award had been factored in the budget and confirmed that:

- Some commercial properties were expected not to be able to pay NNDR.
- Robust financial monitoring was in place.
- Current economic situation may affect long-term lending.
- In order to save energy costs, the Authority used motion sensor lights in parts of the building and currently promoted a 'Turn-Off' campaign.

RESOLVED: That the report be noted.

98. **By Exception: Officers' Report on Performance in Gaining National Healthy Schools Status:**

The Committee received the report of the Corporate Director of Children's Services which set out the key points in relation to performance in gaining National Healthy Schools status. The Corporate Director of Children's Services reported that, due to changes in the programme, Harrow did not meet the December 2007 target. The new target for 75% of schools attaining the status by December 2009 was expected to be exceeded. He was confident that 93% of schools would be awarded the status by this time next year. The Director would continue to encourage and offer support to schools in attaining the status. The timing to apply for self validation for the status was determined by the schools' own action plans and priorities. The Corporate Director of Children's Services reassured Members that achieving the status by 2009 would not require any additional funding.

A Member suggested that Healthy Eating issue ought to be monitored by Lead Members for Scrutiny. The Chairman favoured monitoring By Exception.

In response to questions from Members, the Corporate Director of Children's Services confirmed that:

- Overall sports participation of school children had moved from the lower threshold to the upper within a two year period. 85% of all school children now participated in at least two hours of sports per week.
- The Secretary of State for Children, Schools and Families set the broad recommendations for healthy living and it was for the authority to make comments on the appropriateness of such recommendations.
- The school nursing service was community based and was monitored by the Council rather than the Primary Care Trust. Previously the service was located at Northwick Park Hospital.
- The favoured approach was to challenge and engage with the schools on this matter; however any different suggestions from Members would be welcomed.

- Private nurseries and child minders, although not governed by the same criteria for Healthy Schools Status, were required to register with the Authority and were therefore monitored.

RESOLVED: That (1) the report and the proposal for improvement be noted;

(2) that Healthy Schools Status be monitored by the Performance and Finance Scrutiny Sub-Committee on “by exception” basis and that the Policy and Performance Lead Scrutiny Members for Children and Young People identify issues in this area that required monitoring;

(3) that the lead Scrutiny Members ensure that the Voting Co-opted Members serving on the Overview and Scrutiny Committee were kept abreast of the issues.

99.

By Exception: ERP:

The Committee received the report of the Corporate Director of Finance, which set out the key points in relation to Enterprise Resource Planning (ERP) software performance issues. The Divisional Director of Shared Services reported on the systems progress and development plan, since its adoption in 2006. The key identified objectives of the development plan, which had been arrived at on the basis of four independent reviews, were to:

- increase the use of the system;
- improve the reputation of the system;
- fix technical problems;
- simplify key processes;
- improve compliance with key processes;
- improve management reporting;
- clear up confusion and improve support to users;
- provide additional training;
- improve value for money.

There had also been technical improvements with the Purchase Card functionality and an assessment of HOST/ANITE interfaces by Capita. Adults and Housing had commissioned Capita to undertake an assessment of the end-to-end HOST processes and technical system assessment. It was understood that this initial work would lead to a project plan that would resolve all the system issues and deliver both cashable and non-cashable benefits to the authority, including improved service delivery to customers. The issues surrounding ANITE were owned by Housing and were the subject of a project being managed between Director of Housing and the Director of Business Transformation and Customer Services.

One of the key areas of development was around finance and the monthly end-to-end processes. This work was being jointly led by the Divisional Director of Finance and Procurement and Capita. In due course workshops would be scheduled and, amongst other delivery outcomes, the programme of work would capture all processes, incorporate gap analysis, capture system changes and develop finance training. The training would be delivered to the business through Management Development Programme and finance teams re-training all budget managers. The schedule of works for 2009 would be established following the workshops. The workshops would also look at the potential to develop a workplace finance assessment that enveloped as part of the ERP health-check.

The Divisional Director of Shared Services explained that, as of December 2006, there had been no home reporting where data emanated from ECC. This work had been passed to Shared Services and the ERP Support Team had developed a programme of works that would ensure that the authority benefited from a controlled reporting programme. This work would commence in 2009 and it was envisaged that the process would be embedded by July/August 2009. The Divisional Director of Shared Services had restructured work packages and fully resourced the report team from current resources. Communication issues had been addressed by creating a mini-communications campaign that now followed an annual schedule ensuring that an ERP user received timely information/reminders. To assist senior managers, the ERP

Support Team had written and published a user friendly guide to the Organisational Structure which had been issued in April 2008.

Vendor Management had been improved through providing users with timely training and reminders of actions.

ERP health-checks had been created in response to users' requests for changes in training. The ERP Development Plan included an objective of delivering the Healthcheck to all Harrow ERP users during 2009/2010.

Some of the benefits of the ERP system were highlighted as follows:

- The system was fully utilised thereby creating an opportunity for further efficiencies/savings.
- Reporting would be timely, accurate and fully support business needs.
- Business would be clear on how to access guidance, support and training.
- Improved customer satisfaction.
- User's confidence in the system would continue to rise.

In response to questions, the Divisional Director of Shared Services confirmed that:

- One of the lessons learnt from the implementation of the system was that the project ought to have been overseen by one manager;
- Initial training for staff was not as relevant and timely as it could have been, which had led to a loss in confidence from members of staff;
- He was fully satisfied that the system had the capability to help Harrow meet its business objectives. Harrow had implemented the ERP application in 11 months, the timescale had been right. He did not believe that major improvements would have been realised had there been a longer implementation lead time;
- Efficiency savings that could be driven through the system would be made if Harrow grasped the opportunity to harness the SAP application to business process re-engineering in all impacted areas of the Council.

RESOLVED: That the report be noted.

100. **Revision to Protocol for Operation of Performance and Finance Committee:**
The Committee received the report of the Assistant Chief Executive, which set out the revisions to the protocol for the operation of the Performance and Finance Scrutiny Sub-Committee. The Scrutiny Officer reported that minor amendments had been made to reflect the changes to the way in which the Performance and Finance Scrutiny Sub-Committee reported its business to the Overview and Scrutiny Committee. The new process was simpler, as follows: a briefing would be provided at the next available meeting of Overview and Scrutiny providing information of general, Harrow-wide performance issues, as had been discussed at the Chairman's Meetings. In conjunction with the minutes, the revised process would provide a more holistic view of performance issues to the Overview and Scrutiny Committee. Members were asked to note that an error had been made at section 7-12 where the text should read 'Reference report – the first item...'

RESOLVED: That the revised Protocol attached to the report, be endorsed.

101. **Scrutiny Scorecard:**
The Committee received the report of the Assistant Chief Executive, which set out scrutiny performance in the last quarter, as recorded in the scrutiny scorecard. The Scrutiny Officer reported that:
- Member attendance at Review Group Meetings had improved.
 - Council's Forward Plan, which included key decisions to be taken by the Executive, was considered by the Chairman and Vice-Chairman of the Sub-Committee on a regular basis.
 - Scorecards were proving to be an effective tool.

- Members were satisfied with the presentation of the scorecard and had made no proposals for improvements.

RESOLVED: That the scorecard and commentary at Appendix 1 of the report be noted.

102. **Places Survey Challenge Panel - Final Report:**

Further to Recommendation 1, the Performance and Finance Scrutiny Sub-Committee, having welcomed that the majority of the recommendations of the Place Survey Challenge Panel had been used by officers to formulate the Place Survey, as a result of which formal approval by the Cabinet was not required,

RESOLVED: That (1) the findings and recommendations of the Place Survey Challenge Panel be noted;

(2) the report be submitted to the Cabinet for information.

103. **Ed Hammond, Scrutiny Officer:**

On behalf of the Committee, the Chairman and the Vice-Chairman thanked Ed Hammond, who was leaving the services of the Council, for all his hard work.

104. **Extension and Termination of the Meeting:**

In accordance with the Overview and Scrutiny Procedure Rule 6.6 (ii) (Part 4F of the Constitution) it was:

RESOLVED: At (1) 10.00 pm to continue until 10.30 pm;

(2) 10.30 pm to continue until 10.45 pm;

(3) 10.45 pm to continue until 10.50 pm.

(Note: The meeting having commenced at 7.32 pm, closed at 10.47 pm)

(Signed) COUNCILLOR MARK VERSALLION
Chairman