



LONDON BOROUGH OF BRENT

MINUTES OF THE CABINET

Held in the Conference Hall, Brent Civic Centre on Monday 16 January 2023 at 10.00 am

PRESENT: Councillor M Butt (Chair), Councillor M Patel (Vice-Chair) and Councillors Farah, Grahl, Knight, Nerva, Krupa Sheth, Southwood and Tatler.

1. **Apologies for Absence**

An apology for absence was received from Councillor Donnelly-Jackson.

Cabinet noted that Rob Mansfield (Head of Communications) was attending to represent Lorna Hughes (Director of communities) on behalf of Communities & Regeneration.

2. **Declarations of Interest**

There were no declarations of interest made at the meeting.

3. **Minutes of the Previous Meeting**

RESOLVED that the minutes of the previous meeting held on Monday 12 December 2022 be approved as an accurate record of the meeting.

4. **Matters Arising (if any)**

None.

5. **Petitions (if any)**

5.1 Pedestrian Safety at the Junction Between Sidmouth Road, Milverton Road and Alverstone Road

Councillor Muhammed Butt (Leader of the Council) welcomed Dr Deborah Eppel to the meeting, who he advised had been invited to speak on behalf of local residents living in the area surrounding Sidmouth Road, highlighting concerns relating to the safety of pedestrians at the junction between Sidmouth Road, Milverton Road and Alverstone Road due to the volume and speed of traffic, poor visibility and lack of a suitable pedestrian crossing. Members were advised that the request to speak and actions being sought in response were supported by a petition which contained 232 signatories.

In addressing Cabinet, Dr Deborah Eppel highlighted the following key issues:

- Whilst aware there had only been one reported minor collision accident at the junction in the past 3 years, in which a cyclist had been injured, Dr Eppel questioned the number of unreported incidents and near-misses.
- Concerns had been reported to the Council's Traffic Engineers who, whilst recognising the issues raised had advised that funding was not currently available to install a pedestrian island given the Transport for London (TfL) priority criteria for schemes based on collision and injury data. Dr Eppel was concerned this meant the safety of pedestrians would remain in jeopardy, with local residents keen to ensure action was taken prior to any more serious injury or accident occurring at the junction.
- Whilst the Council's Transportation Team had advised, in response to the petition, that it would be possible to consider the installation of a pedestrian island at the junction this was unlikely to be until 2025/26 and would be based on the availability of TfL funding and the necessary priority being met. Any earlier consideration would only be based on additional funding becoming available.

To improve pedestrian safety, Dr Eppel therefore advised Cabinet that the petition was requesting consideration be given to the provision of the necessary additional funding and review of priorities for 2023/24 to provide for the installation of a pedestrian island on Sidmouth Road, near the junction with Milverton Road and Alverstone Road taking account of the safety concerns identified and proximity of the junction to local schools, nurseries, and other community buildings.

In responding, Councillor Krupa Sheth, as Cabinet member for Environment, Infrastructure and Climate Action, acknowledged the concerns of residents. In highlighting the Council's commitment to improving road safety, as set out within the Council's Long Term Transport Strategy, she outlined the approach taken which it was pointed out had needed to be focussed on the priority of locations with the most significant accident problems along with the availability of funding to design and install speed reduction and pedestrian safety measures. Whilst keen to address the concerns identified, Councillor Krupa Sheth felt it important to recognise that the level of TfL funding available to deal with these types of requests was unfortunately insufficient to meet current levels of demand, hence the need to prioritise potential locations for funding. Whilst an assessment of the latest available personal injury data for the location had recorded only one slight accident she had, however, asked officers (in response to the petition) to undertake a further review of the site based on an assessment of other factors including existing road condition, vehicle speeds, access to local schools and community centres in the area and also to determine whether there was a need to maintain or enhance existing speed reduction measures in the locality. In concluding her response, Councillor Krupa Sheth advised that should the results of this assessment determine the need for a pedestrian facility this would, subject to prioritisation and funding availability, be included in a future programme for officers to progress and consult upon and on which the petitioners would be provided with a further update once the assessment had been completed.

5.2 The Condition of The Avenue, NW6

Councillor Muhammed Butt then moved on to welcome Mr Ben Cook, who he advised had been invited to speak on behalf of local residents living on or near The Avenue, who were requesting pavement and highway improvements due to what

they considered to be the poor and dangerous state of repair of the footway and highway along The Avenue. Members were advised that the request to speak and actions being sought in response were supported by a petition which contained 217 signatories.

In presenting the petition, Ben Cook highlighted the following key issues:

- Residents had been requesting pavement improvements for a number of years with the state of the pavement highlighted as being particularly poor between Brondesbury Park and Tiverton Road, which it was felt disproportionately impacted on the elderly, disabled and children.
- Due to the poor condition of the highway, cyclists were being adversely affected and cars damaged.
- The deteriorated and poorly placed speed bumps along the road were now largely ineffective as speed reduction and traffic calming measures.

Given the volume of traffic using The Avenue the petitioners were requesting immediate action to repair and resurface the footway and highway along The Avenue, with the repair and maintenance of Hanover Road given as an example of the type of action required.

The comments and concerns raised in both petitions were supported by Councillor Gbajumo who also spoke in support to the action being sought by the petitioners and Councillor Hack (as local ward councillors).

In responding, Councillor Krupa Sheth, as Cabinet member for Environment, Infrastructure and Climate Action, again recognised the concerns raised but highlighted the level of demand identified across the borough in terms of road and footway maintenance to improve their condition and visual appearance. Given the level of demand, the ongoing imbalance between maintenance and resource availability once again meant that repairs had needed to be prioritised with an outline provided of the process followed in relation to assessment of both the planned and reactive highways maintenance programmes.

With regard to The Avenue, Councillor Krupa Sheth advised that prior to new surveys being carried out and the asset management criteria scores updated as part of the development of the 2023/24 maintenance programmes, 60% of the pavement along The Avenue had been assessed to fall within the “poor” banding whilst over 80% of the road had been rated in the “excellent” banding. Whilst aware that this did not mean the road was defect free it had meant the road, based on the asset management criteria, had not been considered a high enough priority for planned maintenance during 2022/23 given the current level of demand and level of funding available.

In response to the petition, however, Councillor Krupa Sheth advised that a site visit had been arranged on 19 January 2023, in order to review what other interim actions it may be possible to take, with the concerns regarding the speed humps also referred to the Healthy Streets and Parking Team for review. Subject to the necessary survey data being updated and any mitigating actions identified the requests would then need to be considered again as part of the 2023/24 programme.

In concluding, Councillor Muhammed Butt (as Leader of the Council) praised the hard work of both Dr Deborah Eppel and Mr Ben Cook, stating that it was good to see residents taking the initiative in representing and caring for their local communities. Whilst recognising the position in relation to the limited availability of resources and criteria subsequently needing to be met in assessing requests for the measures being sought within each petition, he welcomed the action outlined by the Cabinet Member for Environment, Infrastructure & Climate Change in order to assess the concerns raised and also extended his appreciation to Councillors Gbajumo and Hack in their support as ward councillors.

6. Reference of item considered by Scrutiny Committees (if any)

There were no references from either the Community & Wellbeing or Resources & Public Realm Scrutiny Committees submitted for consideration at the meeting.

7. Authority to Award Contract for Street Cleansing, Waste Collections and Winter Maintenance Services

Councillor Krupa Sheth (Cabinet Member for Environment, Infrastructure & Climate Action) introduced a report which detailed the outcome of the procurement process and sought approval to award the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services Contract (Integrated Contract).

In considering the report, Cabinet noted that the recommissioning of the Integrated Contract had formed part of the wider Redefining Local Services (RLS) programme. On the basis of the overarching delivery model agreed as part of the programme it had been agreed to retain the street cleansing, waste collections and winter maintenance services as an integrated service on the grounds of economies of scale, operational efficiency and value for money with the Education, Outreach and Communication (ECO) team to be insourced under a TUPE transfer from Veolia. Members were advised this approach had been designed to provide the Council with direct responsibility for communication, education and outreach to assist in addressing the Council's waste, climate emergency and circular economy objectives and challenges.

In recognising the challenging financial context and uncertainty in which the procurement had been undertaken and ongoing pressure on waste collection and disposal costs, members noted the impact in terms of service delivery options which had emerged and needed to be considered during the procurement process. Cabinet was advised that the resultant changes in relation to street cleansing and recycling collections had therefore been designed to enable the council to continue delivering an efficient, and affordable service that remained fit for the future and better able to meet the Council's environment and the climate objectives.

In outlining the benefits to be delivered through the Integrated Contract, Cabinet noted that these would include (as set out in section 7 of the report) a forecast increase and improvement in the quality and rate of recycling and income received; the provision of nine new electric vehicles; introduction of a free bookable small items collection service; and an intelligent-led approach to street cleansing with proactive, targeted management of hotspots through six new rapid response teams along with the retention of a majority share of future service efficiencies.

As part of the procurement process, Cabinet was also advised of the extensive community engagement and public consultation process undertaken and outcomes identified, as detailed in section 5 and 6 of the report. In noting the feedback provided as a result of the public consultation and the alternate weekly twin stream recycling trial, Cabinet were advised that further modelling would be commissioned in the new year to determine whether any alternate weekly twin stream recycling collection rounds might be better served using an additional wheelie bin for the storing of paper/card rather than a sack. In addition to this, Cabinet was informed of the following modifications to the service due to be introduced in response to feedback from the alternative weekly twin stream recycling trial and the equalities assessment:

- The use of a fully sealable sack lid on all sides to keep the paper and card dry.
- The use of a more durable sack (to be explored with the contractor).
- The provision of an additional sack to be given to residents requesting one.
- Inclusion of a white square on the sack for residents to mark their house number.
- Steps to be taken at the Waste Transfer Station to allow paper/card to dry out to maximise its value.

To ensure a successful transition to the new service, Councillor Krupa Sheth also highlighted the plans for development of a comprehensive information campaign and recycling engagement plan in January 2023, with a particular focus on tackling contamination, so that this was available to coincide with introduction of the new contract and the new recycling service.

In concluding, Councillor Krupa Sheth also welcomed the recommendations from the Resources and Public Realm Scrutiny Committee who had been provided with an opportunity to review the proposed contract and service changes at an additional scrutiny meeting specifically held for the purpose on 13 December 2022. The recommendations made as a result by the Scrutiny Committee had been detailed within section 12 of the report, with members noting the confirmation that these would be progressed by officers early 2023.

Having noted the challenging financial context in which the service delivery options and procurement had needed to be developed, Cabinet expressed their support for the outcome and benefits identified in relation to the Integrated Contract, with insourcing of the ECO team particularly welcomed and thanked Councillor Krupa Sheth and the officers involved for their efforts in terms of its delivery which it was noted provided the opportunity to extend and further develop the relationship with a long-standing partner in terms of the Council's needs.

Having considered the report, including the exempt information included within appendices 1 & 3, Cabinet **RESOLVED**:

- (1) To note the results of the public consultation on future waste collections and street cleansing services held in summer 2022 and the results of the alternate weekly twin stream recycling trial held in autumn 2022.
- (2) To agree the introduction of an intelligence-led approach to street cleansing from 1 July 2023 and an alternate weekly twin stream recycling collection

service for street level households from 1 October 2023, together with other specification changes as set out in section 7 of the report.

- (3) To note that modelling would be undertaken in the new year to determine whether any alternate weekly twin stream recycling collection rounds might be better served using an additional wheelie bin for the storing of paper/card rather than a sack; and that such changes to specific rounds could be introduced subject to a proven business case once the new service goes live, as the collection arrangement provided flexibility.
- (4) To approve the award of the Integrated Contract to Veolia Environmental Services UK Ltd for an initial contract period of eight years, with an option to extend for a further eight-year contract period in the estimated sum of £17.13m for 2023/24, circa £137m over the initial 8-year term of the contract or circa £274m over the full 16-year contract period.
- (5) To approve the allocation of capital through prudential borrowing of a sum of £21m, comprising £10.8m to finance the purchase of the fleet (including Public Realm Contract rollover assets) required for Year 1 of the contract and a further in principle allocation of £10.2m for vehicle replacements over the remaining term of the contract; and notes that the costs of deployment and maintaining the fleet are included in the contract price.
- (6) To approve the allocation of capital through prudential borrowing of up to £1.52m for the purchase and roll out of wheelie bins on alternate weekly twin stream collection rounds where a business case can be made (in line with (3) above).
- (7) To agree that the Council enters into a Pension Admission Agreement and a Risk Share Agreement or such other Pensions arrangement as appropriate, in respect of any ex-Brent Council staff who TUPE transferred to the current contractor in respect of the Public Realm Contract who may be entitled to retain access to the Local Government Pension Scheme under the Integrated Contract.
- (8) To delegate the resolution of any outstanding Pension issues referred to at (7) above in respect to the Integrated Contract to the Corporate Director, Resident Services in consultation with the Cabinet Member for Environment, Infrastructure and Climate Action.

8. Authority to Award for Grounds Maintenance Services Contract

Councillor Krupa Sheth (Cabinet Member for Environment, Infrastructure & Climate Action) introduced a report which detailed the outcome of the procurement process and sought approval to award a contract for the provision of Grounds Maintenance Services.

In considering the report Cabinet noted the outcome of the detailed procurement process which had been undertaken in line with the strategic approach, aims and objectives within the Redefining Local Services (RLS) programme with the new contract and approach providing a standalone grounds maintenance contract designed to deliver a high quality, improved service and enhanced green spaces

facilitated by a dedicated and specialist contractor. Members noted that the scope of the Grounds maintenance contract would include a neighbourhood approach and cover Brent's parks and open spaces, housing estates, highways grass verges and allotments (but not cemeteries), whilst under the insourcing requirement the Parks Warden service would be bought in-house.

Having outlined the procurement process undertaken, Cabinet also noted that the final award of contract would be subject to a formal consultation process with Brent Housing Management leaseholders in relation to provision of the service on housing estates.

In welcoming the new contractor and supporting the approach towards delivery of a standalone grounds maintenance service, Cabinet were also keen to recognise and thank the outgoing service provider for their support and work undertaken to date along with the officers for their efforts in developing the service and undertaking a successful procurement.

In recognising the improvements which it was felt the new contract would deliver in terms of maintaining the borough's public realm and green spaces, and noting the exempt information included within Appendix 1 of the report, Cabinet **RESOLVED**:

- (1) To note the contents of the report in relation to the award of a contract for Grounds Maintenance Services.
- (2) To approve the award of a contract for the provision of Grounds Maintenance Services to Continental Landscapes Ltd for an initial contract period of eight years, with an option to extend for a further eight year contract period and notes that the value of the contract is estimated to be circa £2.2m per year, or circa £17.6m over the initial 8 year term of the contract or circa £35.2m over the full 16 year contract period excluding VAT, CPI indexation and AWE increases).
- (3) To note that the award of the contract would be subject to consideration of any section 20 leaseholder consultation observations received from leaseholders.
- (4) To delegate the decision to proceed with the award of the contract, as set out in (2) above, to the Corporate Director, Resident Services in consultation with the Cabinet member for Environment, Infrastructure & Climate Action.

9. **Green Neighbourhoods Action Plans**

Councillor Krupa Sheth (Cabinet Member for Environment, Infrastructure & Climate Action) introduced a report that updated Cabinet on the development of the Green Neighbourhoods pilot project which formed a key tenet of the council's Climate and Ecological Emergency 2022-24 Delivery Plan. The report also provided Cabinet with an opportunity to review the area-specific action plans which had been developed to support the project and approach outlined following community engagement.

In considering the update and approach outlined, Cabinet recognised and noted the progressive and pioneering approach being taken towards tackling the climate and ecological emergency through the delivery of Green Neighbourhood pilots (the first

phase being Church End & Roundwood; and Kingsbury). Members were advised that the aim was to focus the Council's resources in the pilot areas identified in order to test how they could become as environmentally sustainable as possible and to inform how the whole borough could be net zero and more biodiverse by 2030 based around as positive and transformative an approach as possible in order to deliver changes that would engage and benefit local communities and residents and encourage more sustainable behaviours.

In terms of community engagement and consultation, Members noted that having completed the first phase of engagement a number of themes had been identified including a focus on enhanced green infrastructure and biodiversity; sustainable travel infrastructure; recycling and reuse and the need to address wider environmental concerns such as anti-social behaviour and fly tipping, which had subsequently led to a number of distinct overall 'visions' emerging for the approach in the pilot areas. Moving forward, it was proposed that the next phase of community engagement would commence in the two pilot areas from February 2023 with the objective to start co-producing those projects that would be co-delivered with the community, and to consult with the community on council-led infrastructure projects to ensure local stakeholders were supportive of scheme design and encouraged to participate.

In commending the progress to date, Cabinet welcomed the initial pilot areas and action plans identified, which it was felt would complement wider infrastructure development and improvement in those areas. Members also expressed support for the community engagement process, highlighting particular enthusiasm within schools seeking to act as a catalyst for change in their local communities and were keen to recognise the links also established in relation to Public Health and the opportunities to tackle health inequalities within the action plans for each pilot area, including the focus on encouraging more active forms of travel.

Having noted and commended the extent of community engagement in development of the Green Neighbourhood areas and action plans, Cabinet **RESOLVED:**

- (1) To agree the Green Neighbourhood Action Plans for Church End & Roundwood (Appendix A) and Kingsbury (Appendix B), summarised in section 5 of the report.
- (2) To note the results of community engagement activity undertaken from July to October 2022, outlined in section 4 of the report and detailed in Appendix C of the report.
- (3) To agree the proposals for future engagement with communities in the Green Neighbourhood areas, summarised in section 6 of the report.

10. **Authority to Award Contracts for Highway Maintenance**

Councillor Krupa Sheth (Cabinet member for Environment, Infrastructure & Climate Action) introduced a report that sought approval to award contracts for the provision of Highway Maintenance Services (collectively referred to as "the contracts").

In considering the report, Cabinet noted the outcome of the detailed procurement process which had been undertaken in line with the strategic approach, aims and objectives within the Redefining Local Services (RLS) programme and the approach and associated service improvements focussed around the procurement of two contractors for delivery of the Highways Maintenance works element of the contract split across two areas of the borough. In terms of the scope of work for each element it was noted that the award of Lot 1 would cover planned schemes and maintenance work in area 1 of the borough along with reactive repairs across the whole borough and occasional planned schemes and maintenance work in area 2. Lot 2 would cover planned schemes and maintenance work in area 2 of the borough along with occasional reactive repair across the borough and occasional planned schemes and maintenance work in area 1 of the borough.

In noting the rationale behind the procurement approach undertaken, members were supportive of the impact generated through the increased competition in terms of not only the enhanced flexibility but also in relation to the provision of a more resilient and reactive service. It was, however, noted that the cost in relation to the emergency reactive repair service under the contract would be subject to an increase which, given the current pressure on the reactive maintenance budget, would require careful management in terms of mitigating the impact on funding available for medium priority highway defects.

In welcoming the enhanced flexibility and improvements to the responsive and reactive nature of the service alongside the associated social value commitments to be delivered under the contracts, Cabinet also took the opportunity to thank the outgoing service provider for their efforts and officers for their work in procurement of the contracts.

Having noted the competitive nature of the procurement undertaken and additional resilience the new arrangements had been designed to deliver Cabinet **RESOLVED**, having also taken account of the exempt information included in Appendix 1 of the report:

- (1) To approve the award of the contract "Lot 1" for the provision of Highway Maintenance Services to O'Hara Bros Surfacing Ltd for an initial contract period of seven years, with an option to extend for up to a further three years on an annual basis and to note that the value of the contract is estimated to be circa £4.3m per year, or circa £43m over the 10 year duration of the contract (excluding inflation indexation).
- (2) To approve the award of the contract "Lot 2" for the provision of Highway Maintenance Services to GW Highways Ltd for an initial contract period of Seven years, with an option to extend for up to a further three years on an annual basis and to note that the value of the contract is estimated to be circa £3.5m per year, or circa £35m over the 10 year duration of the contract (excluding inflation indexation).

11. **Quarter 3 Financial Report 2022/23**

Councillor Mili Patel (as Deputy Leader and Cabinet Member for Finance, Resources & Reform) introduced a report, which detailed the current forecast of

income and expenditure versus the revenue budget for 2022/23 and other key financial data.

In considering the report, Cabinet noted the current pressures being forecast for the year, with a forecast overspend of £3.2m being made up of £1.6m pressures within the Dedicated Schools Grant (DSG) and £2.3m of pressures within the General Fund focussed around Children and Young People in relation to the Localities, Looked After Children & Permanency and Placement budgets, although it was noted these had been partially offset by a £0.7m underspend within the Central Items budget. Members were advised of the management actions being undertaken in order to mitigate the pressures identified in these areas, which it was noted reflected national trends and challenges in the recruitment and retention of social work staff as well as the increased demand and costs for residential placements. The report also detailed the progress in delivery of the £2.7m savings target for 2022-23 (as detailed within Appendix A of the report).

Members also noted the ongoing risks and uncertainties outlined in relation to inflationary pressures and the impact of the cost-of-living crisis both in terms of the current financial year and Council's overall Medium Term Financial Strategy, given the increased demand on services and also rising costs. Alongside this, members were also advised of the ongoing risks identified in relation to the Council's Capital Programme, which currently included a forecast slippage of £35.6m and underspend of £0.2m largely attributable to South Kilburn, Public Realm and Regeneration and with the underspends being largely offset by overspends in both the General Fund and HRA Housing programmes. These pressures reflected rising inflation combined with the increased cost of borrowing and a shortage of labour and materials, which it was noted had adversely impacted on the financial viability of schemes especially within the New Council Homes Programme (NCHP) and had resulted in the Council therefore having to explore a range of options to sustain viability including pausing, reducing or reviewing the existing the scope or tenure mix of schemes to ensure funding could continue to be prioritised appropriately.

In noting that the provisional Local Government Finance Statement had only been announced on 19 December 2022, members were advised that further details regarding its impact would be reported to Cabinet on 6 February 2023 as part of the Budget and Council Tax Setting report. Commenting on the challenges identified as a result, members noted the specific impact this had created in terms of Adult Social Care and the programme of planning in relation to winter care.

Having recognised the ongoing challenges and financial pressures being faced across the Council and work being undertaken to manage the Council's overall budget position in relation to the ongoing economic uncertainty it was **RESOLVED:**

- (1) To note the overall financial position and the actions being taken to manage the issues arising as detailed within the report.
- (2) To note the savings delivery tracker in Appendix A and detailed in section 3.7 of the report.
- (3) To approve the virements detailed in section 3.7 of the report.

12. Treasury Management Mid-Year Review 2022-23

Councillor Mili Patel (Deputy Leader & Cabinet Member for Finance, Resources and Reform) introduced a report updating Members on Treasury Management activity for the first half of the financial year 2022-23.

In considering the report Members noted the economic context under which the Council's Treasury Management Strategy had been operating including the ongoing impact of the war in Ukraine current rate of inflation and higher interest rates along with the ongoing uncertainty and volatility in relation to financial markets, which it was recognised had been exacerbated by the fiscal plans introduced by the Government towards the end of September.

In noting the update provided in relation to the Council's debt management position, as detailed within section 3.18 – 3.32 of the report, Members were advised that new external borrowing had been minimised to meet cash flow requirements, which included borrowing to support the viability and affordability of the Capital Programme during current market volatility. The estimated borrowing requirement for the remainder of the financial year 2022/23 was noted as being in excess of £50m, which took account of the Council's ongoing capital financing requirement, usable reserves, planned capital expenditure and minimum revenue provision, Members were advised that the Council's main objective when borrowing remained to ensure an appropriate balance between securing low interest costs and achieving cost certainty. In terms of long-term borrowing options the Public Works Loan Board (PWLB) remained the main source, however, other low cost forward funding options also continued to be explored as opportunities arose. Members' attention was also drawn to the movement in standard rates at which local authorities could borrow from the Public Works Loan Board (PWLB) along with the change in lending arrangements, designed to ensure that assets were not being invested primarily for yield. Whilst this restriction would not apply to investment in regeneration activities where "debt for yield" was not the primary purpose Members were assured that the Council was not planning to purchase any investment assets primarily for yield meaning it was able to continue accessing PWLB borrowing facilities.

Members also noted the update provided in relation to the Council's Treasury Investment Activity, as detailed in sections 3.33 – 3.41 of the report with most of the Council's funds continuing to be held in Money Market Funds.

Members welcomed the report and prudent approach being delivered in terms of the Council's Treasury Management activity to support delivery of the Council's wider ambitions and priorities given the challenging economic context under which the Treasury Management Strategy was having to be delivered. Having noted the assurance provided that the Council had fully complied with the Treasury Management Indicators for 2022/23, as detailed within Appendix 1 of the report Cabinet **RESOLVED** to note the 2022-23 Mid-Year Treasury report and approve it being forwarded on to Council, in compliance with CIPFA's Code of Practice on Treasury Management (the Code).

13. **Exclusion of Press and Public**

There were no items that required the exclusion of the press or public.

14. **Any other urgent business**

There were no items of urgent business.

The meeting ended at 10:47am

COUNCILLOR MUHAMMED BUTT
Chair