



**MINUTES OF THE AUDIT AND STANDARDS ADVISORY COMMITTEE**  
**Held in the Conference Hall, Brent Civic Centre on Tuesday 6 February 2024**  
**at 6.00 pm**

**PRESENT:** David Ewart (Chair), Councillor Chan (Vice-Chair) and Councillors S Butt, Choudry, Kabir, Long and J.Patel.

**Independent Advisor:** Vineeta Manchanda.

**Independent co-opted Members:** Rhys Jarvis & Stephen Ross.

**Also present:** Julie Byrom (Independent Person – attended online).

1. **Apologies for absence and clarification of alternate members**

There were no apologies for absence.

2. **Declarations of Interest**

David Ewart (Chair) declared a personal interest as a member of CIPFA.

3. **Deputations (if any)**

There were no deputations considered at the meeting.

4. **Minutes of the previous meeting & Committee Action Log**

**RESOLVED** that the minutes of the previous meetings held on Wednesday 6 December 2023 be approved as a correct record, with the Chair taking the opportunity to formally thank Natalie Connor for her support to the Committee as Governance Officer following her move to a new position outside of the authority and with the following additional action identified for inclusion within the Action Log:

Minute 8: Treasury Management Mid-Term Report

Members requested an update at a future meeting on options being considered to utilise the Mayors Energy Efficiency Fund (MEEF) & Green Finance Fund, which Minesh Patel, as Corporate Director of Finance & Resources, advised would be included as part of a wider paper already being prepared for the Committee in relation to the issue of funding for green initiatives.

Members noted the following updates provided in relation to items listed on the Action Log:

- Treasury Management Strategy 2024-25: That an update was due be provided at the March 2024 meeting on the Green Bonds market.
- Interim Counter Fraud Report 2023-24 – The breakdown provided on the percentage of time spent on different categories of investigations (outside of

blue badge activity) as follows - External Fraud 55%, Housing Tenancy Fraud 27%, Internal Fraud types 11% and proactive work 7% with members advised that a further update would be provided as part of Counter Fraud Update due to be considered by the Committee in June 2024.

In addition, Councillor Chan (as Vice-Chair) advised members of a Member Enquiry submitted on behalf of the Committee seeking further details on the possible introduction of a virtual Blue Badge scheme. In response, the Healthy Streets & Parking team had advised that initial works were being undertaken on the necessary Traffic Management Orders and, whilst still to be finalised, the current potential timescale for introduction of any scheme was likely to be mid-late April 2024.

- External Audit Progress and Plan 2023-24: The Committee were advised that a further update would be provided by Grant Thornton once a response on the outstanding regional Bus Lane camera objection had been finalised and issued.
- Update on 2023-24 Audit Plan: Members noted the report to be considered on the agenda relating to this item, with the action (subject to its consideration) therefore marked as complete.

As an additional item to be included on the Action Log the request was made for an update on the position regarding the Dedicated School Grant (DSG) High Needs Block Recovery Plan, which it was AGREED to add to the Committee work programme for 2024-25.

## 5. **Matters arising (if any)**

None.

## 6. **Order of Business**

The Chair agreed to amend the order of business so that the CIPFA Financial Management Code & Redmond Review (Agenda Item 7) and London Borough of Brent Draft Audit Plan 2023-24 (Agenda Item 9) were considered ahead of the remaining agenda. The minutes reflect the order in which the items were considered at the meeting.

## 7. **CIPFA Financial Management Code and Redmond Review - Update**

Francis Austin (Finance Analyst) introduced a report providing an update on the outcome of the work undertaken (since the previous report to the Committee in December 2021) to implement CIPFAs Financial Management (FM) Code and the recommendations within the independent review by Sir Tony Redmond into the effectiveness of external audit and transparency of financial reporting in local authorities, known as the Redmond Review.

In considering the update in relation to the CIPFA FM Code the Committee noted:

- The progress update provided within section 4.6 of the report in relation to the outcome of the seven initial workstreams and associated activities within the

- project plan designed to support implementation of the FM Code with all tasks initial identified as having successfully been completed.
- The benefits identified in relation to the work undertaken to ensure the Council's financial management arrangements were compliant with the FM Code in terms of providing a foundation and catalyst for future review of the Council's financial position and in providing the necessary financial resilience and sustainability given the current economic and financial pressures faced by the authority.
  - The scope which had also been identified, in completing the original project plan relating to the Financial Resilience Assessment, to deliver further areas for improvement in relation to the following areas:
    - Performance Management – This would involve further potential alignment and cross referencing of performance, financial and risk management information to provide a full picture of the Council's service delivery supported by more regular and formal benchmarking.
    - Links to Other Plans – This would involve the potential to more clearly articulate links between key policy plans (Borough Plan) and forward financial plans (Medium Term Financial Strategy (MTFS), Capital Strategy) in a joined-up policy and financial framework.
    - Effective Medium and Long-Term Planning – This would involve the potential for further work to be undertaken on risk identification and management supported by more robust modelling of demographic and other service pressures as a means of enhancing the budget setting and medium-term financial planning process over both the medium and longer term including a focus on identifying significant known and forecast resource requirements.

The Committee was then invited to raise questions on the update provided in relation to implementation of the FM Code, which are summarised below:

- In response to a query relating to the status of activity within the Performance workstream, confirmation was provided that notwithstanding the further areas of potential improvement identified, the initial activity identified had been completed.
- In recognising the benefits identified from the work undertaken in relation to the FM Code, further details were sought on the specific outcomes delivered as a result that impacted on the Council's financial planning process. Specific outcomes identified in response included amendments to the Council's main financial reports designed to reflect the enhanced longer term financial planning framework and focus around the revised MTFS and Prudential Indicators; the introduction of a new cycle for the financial year linking the budget setting, monitoring and outturn process into a coherent long term strategy; revision of the Reserve Strategy to include an assessment of the robustness of estimates and adequacy of reserves in the main budget setting report along with improved stakeholder engagement and scrutiny.
- Given the changes introduced to the main budget reports the Committee highlighted a need ensure that the alignment of key financial strategies and programmes with the Committee work programme was kept under review to ensure a joined up approach was maintained as part of the Financial Planning and budget setting process, which Minesh Patel (as Corporate Director Finance & Resources) advised would be picked up as part of the ongoing development of the Committee's work programme.

- Further details were sought, as part of the changes which had been outlined in relation to the MTFS and overall financial planning process, on the robustness of the details included relating to the Asset Renewal Strategy and Housing Revenue Account (HRA) Business Plan. In response, the Committee was advised that the work undertaken as part of the Financial Resilience Assessment and work to develop the financial planning process had included assurance around the Asset Management Plan and the provision of a more strategic overview as part of the MTFS.
- In response to a query relating to the engagement of internal and external audit in the process, the Committee were advised that the work undertaken through the FM Code programme had been subject to review by both internal and external audit. The internal audit had provided assurance in relation to oversight and governance, development of the MTFS high risk action plans and financial resilience action plans with ongoing work to be covered as part of the risk-based approach towards development of the Internal Audit Plan. In terms of external audit, the work had been covered as part of the review of the Council's arrangements for securing Value for Money in the use of its resources, which had included assessments in relation to financial sustainability, governance and improving economy, efficiency and effectiveness which were all aligned with key aspects of the FM Code and on which no significant weaknesses had been identified.

In thanking officers for the work undertaken the Committee advised they were minded, in order to continue monitoring progress on the delivery of the areas for improvement identified as part of the ongoing development and implementation of the FM Code, to include a further monitoring update on this within the Committee's work programme for 2024-25.

The Committee then moved on to consider the update provide in relation to progress on implementation of the Redmond Review, with the following key points noted:

- The proposals put forward by CIPFA in relation to addressing the recommendations arising from the Redmond Review as part of their proposed changes to the Code of Practice on Local Authority Accounting (ACOP), which had included the proposed addition of a summary of financial information to the main narrative report in the accounts. Details of the main areas to be covered within the summary financial information had been set out in section 5.3 of the report.
- As the requirements governing narrative reports already enabled local authorities to disclose additional information (provided it was consistent with the main accounts) members were advised that the ability to add the additional information included as part of CIPFA's proposal was already in place, with Brent already providing additional disclosures within its narrative report. In terms of early preparation for implementation of the changes identified, the Council was already planning to incorporate CIPFA's proposal and add a summary of financial information section to the narrative report within the Statement of Accounts for 2024-25.

The Committee was then invited to raise questions on the update provided in relation to the Redmond Review, which are summarised below:

- In welcoming the proposals outlined as a means of further enhancing transparency and clarity in terms of information being provided within the accounts the Committee also recognised the need to ensure an appropriate balance was maintained in relation to the level of information being provided, which it was agreed should be subject to ongoing review as part of the plan and timetable for closing of the 2024-25 Statement of Accounts.

As no further issues were raised the Chair thanked officers for the update and progress made in implementation of the FM Code and Redmond Review and it was **RESOLVED:**

- (1) To note the report with work on the CIPFA FM Code now complete and future work on the Redmond Review to be incorporated within the plan and timetable for the closing of the 2024-25 Accounts.
- (2) That a further update be provided for Committee during 2024-25 on progress in implementing the areas for improvement identified within the report as part of the ongoing development and implementation of FM Code.

## 8. **London Borough of Brent Draft Audit Plan 2023 -24**

The Chair welcomed Sophia Brown (Key Audit Partner, Grant Thornton) to the meeting and invited her to introduce the External Audit Plan providing an overview on the planned scope and timing for the 2023-24 audit process.

In presenting the report the following key areas were highlighted:

- The key matters identified in terms of both the national and local context relating to the Council's current financial position in terms of the General Fund, Capital Programme, Housing Revenue Account (HRA) and Dedicated School Grant (DSG) and impact of the ongoing economic pressures being experienced.
- The scope and timescale of the planned audit and outline provided of the significant risks identified (along with the reasons and key aspects of the proposed response) which included revenue recognition (rebutted), management of override controls, valuation of land and buildings, valuation of council dwellings and valuation of net pension fund liability.
- The approach identified towards materiality, which at the planning stage of the audit had been set at £16.1m for the group and £16m for the Council equating to 1.5% of the prior year gross expenditure. The Committee were reminded that external audit would be obliged to report uncorrected omissions or misstatements other than those which had been identified as "clearly trivial" with that level set at £0.8m. Whilst these levels were the same as 2023-24 the assessment of materiality would be kept under review throughout the audit process with the Committee advised of any adjustments, should they be required.
- The approach adopted in relation to the Group Audit scope and risk assessment, which had not identified any changes from the previous year.
- The additional audit responsibilities identified including review of the narrative report and Annual Governance Statement to ensure they met CIPFA requirements along with outline of the IT audit strategy.

- The response and progress identified against prior year audit findings and recommendations, as detailed within pages 20 – 24 of the report.
- The approach towards assessment of the arrangements to secure Value for Money as detailed on page 26 of the report with the risk assessment not having identified (at this stage) any significant weaknesses.
- The background to the audit fees which, whilst having increased to £503,089 (with an additional £12,550 for the ISA 315 work) for the 2023-24 audit, it was noted had been determined in accordance with the scale of fees specified within the current PSAA contract.
- The planned approach outlined towards assessing the work being undertaken in preparation for implementation of IFRS 16 (Leases & related disclosures), as detailed on page 31 of the report.
- The assurance provided in relation to the independence of the auditor and audit services.

Having introduced the report the Committee was then invited to raise any comments/questions, which are summarised below:

- Whilst noting the scope of the audit, the opportunity was also taken to remind the Committee of the importance of its role and responsibilities in relation to ensuring the proper arrangements remained in place for the conduct of the Council's business and the safeguarding and proper accounting of public funds.
- In response to a request for further detail in relation to the approach being adopted within the audit towards the concept of materiality and triviality, Sophia Brown outlined the process under which the assessment of materiality had been undertaken, as detailed within pages 9 – 11 of the report. The Committee were advised that whilst the audit procedures were designed to identify misstatements that were deemed to be material to the audit opinion on the financial statements as a whole, any unadjusted misstatements or omissions of a lesser amount would also be reported to the Committee to the extent there were identified through the audit work unless classified as trivial. As further clarity, the Committee was advised that this definition included those matters that were clearly inconsequential, whether taken individually or in aggregate and whether judged by any quantitative or qualitative criteria.
- Further details were sought on the basis of the risk identified in relation to the management override of controls and to what extent this assessment had been influenced by the issues identified within other local authorities nationally. In response, Sophia Brown advised that whilst aware of the issues being faced by other local authorities the approach adopted within Brent reflected that followed in previous years, focussed around the non-rebuttable nature of the risk presumed under ISA (UK) 240 with the main focus on journals, management estimates and transactions outside the course of normal business for both the Council and group. This would involve not only an assessment of the design effectiveness of management controls but also the testing of a range of journals using a risk-based approach in terms of their selection.
- In response to a further query regarding the basis of the risk identified in relation to the valuation of Council dwellings, the Committee was advised that this reflected the significant size and nature of the year end valuation for inclusion in the financial statements and its sensitivity to changes in key

assumptions rather than any specific concerns identified. The approach adopted would include an evaluation of the management processes and assumptions used as the basis for the calculation and review of the method undertaken by the valuation expert including sample testing of the detailed property valuations.

- Following on from the update provided on the progress in addressing a recommendation made in the previous year's audit relating to the treatment of intangible assets on the fixed asset register, further details were also sought on progress with the overall review of the Council's Asset Register and Property Strategy. In response, the Committee were advised of the progress made in development of the updated Property Strategy which had included an assessment of the Council's commercial assets and was shortly due to be presented to the Council's Resources & Public Realm Scrutiny Committee for review prior to the strategy being finalised.
- In considering the approach identified towards the assessment of the Council's Value for Money arrangements including the focus around financial sustainability, details were sought on the extent to which this would be focussed on future as well as current activities. In responding Sophia Brown advised that whilst the process would involve an element of forward focus e.g. plans to increase the balance on the HRA the main assessment would, by its nature, need to be based on activities during the current audit period.

As no further issues were raised the Chair thanked Sophia Brown for the update provided and it was **RESOLVED** to note the content of the Draft 2023-24 Audit Plan with the Committee advised that the Draft Pension Fund Audit Plan 2023-24 was due to be presented to the next Committee in March 2024

## 9. **Annual Report on Complaints & Code of Conduct Complaints Procedure**

Biancia Robinson, Senior Constitutional & Governance Lawyer, introduced a report providing an annual review of the complaints received pursuant to the Complaints Procedure and a review of the Members' Code of Conduct.

In considering the report the Committee noted:

- The summary of complaints received in the last 12 months, as detailed in section 3.2.4 and Appendix A of the report.
- During this period, the Corporate Director Governance, as Monitoring Officer, had received and made determinations regarding six councillors allegedly in breach of the Members Code of Conduct. Of these complaints three had been resolved at Initial Assessment stage and three had been resolved at the Assessment Criteria stage with the main finding at Initial Assessment stage detailed in section 3.2.9 of the report and main recurring factor in escalation to Assessment Criteria stage outlined within section 3.2.10 of the report. None had been upheld as a breach of the Code of Conduct. Three had been subject to a review request which had not been upheld and none had been escalated to hearing/formal investigation stage.
- The overview of the complaints procedure provided within section 3 of the report and consistency produced as a result of the detailed procedure and assessment criteria.

- Whilst no substantive changes had been recommended as a result of the review of the Member Code of Conduct Complaints Procedure, three clarification amendments had been proposed (as detailed within section 3.2.14 and Appendix B of the report) which related to:
  - the addition of an indicative time frame of six months for the submission of complaints to the Initial Assessment Criteria which it was noted was already being used in practice;
  - further clarity regarding the applicability of the confidential request provisions; and
  - amendments to reflect changes in post titles within the Council's organisational structure.

It was noted that the proposed changes would not alter the procedure being followed from current practice and would not require formal approval by the Audit & Standards Committee.

Having considered the report the Committee was then invited to raise any comments/questions, which are summarised below:

- In response to a query about the level of training provided for members in relation to the Member Code of Conduct Complaints Procedure, confirmation was provided that this formed part of the mandatory element of the Members Learning & Development Programme with further assurance on member attendance and completion of all mandatory training elements within the programme also being provided for the Committee as part of the regular Standards Update report.
- Having sought further clarification on the reason for the proposed addition of the six-month time frame within the Initial Assessment Criteria, the Committee was advised that this had been designed to encourage the submission of complaints within what was felt to be a reasonable timescale and one that was also in line with the LGA Guidance on the LGA model code and would, it was felt, also support the investigation process. In response to comments raised, the Committee was assured that inclusion of the indicative time frame within the criteria would be clearly communicated as part of the regular guidance issued on the complaint's procedure.
- In order to assist in the monitoring of the complaints procedure the Committee also felt it would be helpful, as part of future monitoring reports, for an outline to be provided on any trends being identified in terms of complaints and outcomes, which Debra Norman, as Corporate Director of Governance, advised could be provided on a periodic basis.
- The opportunity was also taken to highlight concerns regarding the increasing level of harassment being experienced by elected representatives with details sought on the type of support being made available in these instances. In response, Debra Norman advised of the additional guidance provided for local councillors in relation to safeguarding their personal safety and support made available for those raising issues of specific concern which the Committee were also keen to kept under review.

As no further specific issues were raised the Chair thanked officers for the report and it was **RESOLVED** to note the contents of the report and support the clarification amendments to the Members Code of Conduct Complaints Procedure



outlined within the report with no recommendations identified regarding any more substantial changes for formal referral to the Audit and Standards Committee.

- **Emergency Planning & Resilience Service Update**

Prior to consideration of the report, David Ewart (as Chair) advised members that Melissa Brackley (newly appointed Emergency Planning & Resilience Manager) had needed to pass on her apologies due to an incident currently ongoing with Tanveer Ghani (Director Property & Assets) and Russell Burnaby (Head of Facilities Management) therefore attending to present the report in her absence.

In presenting the report the Committee was advised that the report, as part of the annual update cycle, provided an outline of the work and priorities of the Emergency Planning Team following on from the last update provided in September 2022 as well as focussing on the programme of continuous improvement being delivered across the service.

In considering the report the Committee noted:

- The staffing changes within the team since the last update with the recruitment of an interim Emergency Planning and Resilience Manager following the previous manager having moved to a new role within the Council.
- The completion of an external review of the Council's emergency planning function, which had been focussed on the extent and nature of compliance with the Civil Contingencies Act 2004, the Council's existing command and control structures and plans in place to address know key risks. Whilst the review had recognised that the existing arrangements provided a good foundation in relation to emergency preparedness activities across the Council it had also identified a number of key areas for focus designed to support further development of the service, which had been detailed in Appendix 1 of the report. Key areas for focus identified during 2024 had included enhancing the capacity of the team, a greater focus on training and development, update of the Brent Recovery Plan and the use of simulated exercises involving multi-agency response(s) on which progress updates had been provided within section 3 of the report.
- The outline of major emergency planning incidents since the previous update, as detailed within section 3.11 of the report which had included flooding in the Wembley Brook (August 2023), Kilburn Tower Block fire (September 2023) and a sink hole in Kilburn (January 2024).

Having considered the report the Committee was then invited to raise any comments/questions, which are summarised below:

- In thanking officers for the update provided, the Committee sought further details on the measures being taken to address the recommendations within the external service review relating to team structure, recognising the ongoing challenges in recruitment being experienced within the field by many local authorities. Whilst an ongoing challenge, members were advised of the benchmarking being undertaken with other boroughs in relation to staffing

- along with the success achieved in finding a replacement for the service manager which had addressed a key staffing issue.
- The Committee were keen to explore the extent to which incidents relating to cyber security and use of Artificial Intelligence had been identified as risks in relation to the Council's emergency planning and preparedness arrangements. In response the Committee were advised this had been included as an element of the recent multi agency exercise undertaken in relation to Wembley Stadium, the outcomes from which were currently being reviewed. The Committee was also advised of work being undertaken by the Emergency Planning and Resilience Service in partnership with the Shared IT Service to plan and agree the scope for a table top and associated exercise to test organisational resilience to a potential cyber-attack, including the effectiveness of recovering key IT infrastructure as part of the business recovery time objective.
  - Further assurance was also sought by the Committee in relation to the funding available to support emergency planning activity and incidents, with an outline provided of the service budget and access the service had to key corporate contracts and contractors for specific provisions and support. In addition, Minesh Patel (as Corporate Director of Finance & Resources) highlighted the access available to the Council's general reserves, if required, to support any significant emergency planning response on specific incidents with the Committee keen to ensure that the planning and assessment of risks along with any potential mitigations that may be available in relation to common themes being identified was included as part of the financial planning arrangements and use of reserves strategy.
  - Following on from the previous issue, the Committee sought further details on the process for the assessment of common themes/trends being identified in terms of the range of emergency planning incidents being responded to and how this could be used to consider mitigating against and, where possible, seeking to prevent similar events in future. Although recognising the increase in weather related events and the impact in relation to incidents such as flooding etc, officers advised that no specific common themes had been identified and also felt it important to highlight the extent to which events were often more closely linked to human behaviours e.g. construction methods, fire safety controls, the poor quality of unlicensed housing in multiple occupation etc. The systematic nature of the process used to assess and seek to mitigate against and prevent future emergencies was recognised by the Committee, which officers assured members was constantly evolving as lessons were learnt and shared following reviews undertaken after each incident. The Committee were keen to ensure this more proactive activity was kept under review in order to identify and mitigate against any trends being identified with specific reference, as an example, to work that could be undertaken linked to the Climate Emergency Strategy to provide further resilience to climate related events and landlord licensing scheme to address safety concerns in relation to HMOs alongside work with Thames Water to address flooding related issues and with social landlords to address the risks arising from the storage of e-bikes and prevention of lithium battery fires etc.
  - Having highlighted a need to consider in more detail how the identification and analysis of trends along with associated learning in terms of emergency planning events could be developed on both a local and regional basis, the Committee were advised that this was something that could be explored in

more detail seeking to utilise the role of the London Resilience Forum which members supported as a way forward.

As no further issues were raised the Chair thanked officers for the report and the Committee **RESOLVED**:

- (1) To note the report along with the update provided on progress with the external service review and training sessions and exercises to improve organisational readiness.
- (2) That a further progress update be provided for the Committee in 6 months on implementation of recommendations from external service review; and
- (3) that the further 6-month update in (2) above also include further detail on work planned to test resilience of IT systems and cyber security as well as on the role of the London Resilience Forum in seeking to identify and analyse trends in incidents and associated learning/mitigations on a regional basis.

## 11. **Evaluating the Effectiveness of the Audit and Standards Advisory Committee**

Darren Armstrong, Head of Audit & Investigations, introduced a report outlining the suggested approach for measuring the effectiveness and activity of the Audit & Standards Advisory Committee for 2023-24.

In considering the report the Committee noted the following key points:

- The requirement within CIPFAs Position Statement of Audit Committees in Local Authorities for each Committee to report annually on its compliance with the Position Statement and discharge of responsibilities along with an assessment of performance based on the key areas detailed within section 3.2.2 of the report.
- The Committee had already completed a comprehensive self-assessment exercise at the end of 2022-23 involving all members from which the outcomes had been considered at the meeting in March 2023. Given the positive outcome of the 2022-23 self-assessment process the Committee were being asked to consider an alternative approach in terms of reporting on its effectiveness for 2023-24 based on the evaluation being included as part of the Chair's Annual Report rather than a further assessment process repeated. The Annual Report would then be presented to Committee in June 2024 in support of the process for approving the Annual Governance Statement.

In seeking comments from the Committee on the recommended approach outlined, the following comments/issues were raised:

- Whilst supportive of the approach outlined in relation to the 2023-24 self-assessment the Chair and Vice-Chair highlighted the importance in maintaining the continued learning and development programme for Committee members with additional training needs identified in relation to (a) Treasury Management Strategy; & (b) the focus on levels of internal control & defence mechanisms.
- The Committee, as a further suggestion to support the assessment process, also felt it would be helpful to seek views from other stakeholders and to

benchmark against other local authorities (as a means of sharing best practice) in relation to the performance, operation and function of the Committee with members also keen, based on a suggestion from Sophia Brown (External Auditor – Grant Thornton), to continue monitoring how audit findings and management responses were being implemented along with any outcomes achieved as a result.

- Following on from the comments outlined, support was also expressed for the development of KPIs that could be used by the Committee in relation to monitoring actions/trends and implementation of audit findings along with the management responses provided, which it was noted had already been included on the Action Log for consideration within next the update on Internal Audit Plan.
- The need identified to ensure that efforts continued to be made to clarify how the work being undertaken by the Committee aligned with the key priorities identified within the Borough Plan with the Committee also noting the efforts being made to maintain the Committees independence from the Executive whilst also seeking to co-ordinate its work programme with those of the Council's two Scrutiny Committee's in order to ensure as joined up an approach as possible.

With no further issues raised, the Chair thanked officers for the report and also work undertaken to continue the Committee's process of continuous improvement and it was **RESOLVED** that the review of effectiveness of the Committee be undertaken as part of, and incorporated within, the Chair's Annual Report 2023-24 subject to members and independent co-opted members/advisor having the opportunity to submit any further comments/feedback either direct to the Chair or via James Kinsella (Governance Manager).

## 12. **Forward Plan and Agenda for the next meeting**

It was **RESOLVED** to note the Committee's current Forward Plan and Work Programme for the remainder of the 2023-24 Municipal Year.

In terms of the date for the next meeting in March 2024, the Committee were advised of a clash with an event taking place that same evening at the Stadium. As a result, it was **AGREED** that members be consulted on a change in date for the next meeting with the provisional date identified as 6pm on Thursday 28 March 24.

## 13. **Any other urgent business**

None.

The meeting closed at 7.55 pm

David Ewart  
Chair