

GOVERNANCE AND AUDIT COMMITTEE

23 JANUARY 2024

Present: Gavin McArthur(Chairperson)
David Price, Dr. Janet Wademan, Chris Burns, Ahmed, Carr,
Lewis, Palmer and Williams

56 : APOLOGIES FOR ABSENCE

No apologies for absence.

57 : DECLARATIONS OF INTEREST

No declarations of interest.

58 : MINUTES

The minutes of the meeting held on 28 November 2024 were approved by the Committee as a correct record and were signed by the Chairperson.

RESOLVED – That prior to the Committee meeting on 26 March 2024, Audit Wales be asked to provide a breakdown of their audit fee to provide the actual costs in respect of the 2022/23 work, in a format that can be replicated year on year.

59 : DIRECTORATE CONTROL ENVIRONMENT UPDATE

The Committee received a report on the control environment within the Planning, Transport and Environment (PTE) Directorate. Members were advised that the Directorate covers a wide and complex range of functions and services. The Directorate has circa 454 FTE posts and has an overall annual budget of circa £9.3million (revenue) and £52.8million (capital). The Capital Budget will vary from year to year, depending on the project programme and amount of external funding secured.

The report provided a summary of the key functions, service demands and corporate priorities for PTE. The Director has oversight and involvement across functions and areas. During the year, two key self-assessments of good governance are undertaken by the Director in order to establish progress, challenges and priorities. These are subject to challenge sessions with the Chief Executive.

Members were asked to note the approach taken to risk management and internal audit engagement set out in the report. The Chairperson welcomed Andrew Gregory, Director of Planning, Transport and Environment to the meeting. The Director was invited to deliver a presentation. The Chairperson then invited questions and comments from the Committee. Those discussions are summarised as follows:

- A Member requested details of how projects, such as those in the Highways Asset Management Programme (HAMP) are prioritised and influenced by elected members, partner organisations and the local community. Officers stated that projects within the HAMP scheme are prioritised mainly in terms of their condition. The HAMP covers not only roads and footways but all other highways assets such as street lighting, road signalling, drainage and other structures. Assessment and data gathering on highways assets are continuous and this data determines not only what works are prioritised and in which order, but also the best treatment undertaken to gain best value for money. However, in addition to the condition of assets, engagement with elected members, usage, service requests and development opportunities are also taken into account. The final say on programme of works to be undertaken within the budgetary envelope available is taken at Director level, in conjunction with the relevant Cabinet Member.
- A Member requested officers to elaborate on the 'innovative' engagement and consultation that has been undertaken by the Directorate, whether they had been successful and highlight any lessons learned. The Director stated that an example would be the engagement undertaken as part of the One Planet Strategy which included engagement with the Youth Council and other groups within the community that traditionally a more difficult to reach in terms of engagement. The Cabinet Member and lead officers have hosted conferences and other forums with those groups where the outline principles of the strategy have been presented and an understanding has been gained of the priorities of those groups. Community engagement sessions held as part of the Replacement Local Development Plan work has also helped shape the outline proposals in that document.
- In terms of the One Planet Cardiff Strategy, a Member questioned how, given the complexity of the issues, the Directorate was able to respond to 'real time' changes and developments and remain at the fore and not miss opportunities. The Director considered that one of the challenges for the One Planet Cardiff Strategy was the sheer range of initiatives required for the Strategy to be successful. There are a range of different ways that the authority can respond to innovations relating to buildings, transport, energy production and energy conservation, etc. For example, engagement with experts and partner organisations and best practice from industry and internally within Council. Such innovations are formed into workable projects that can be delivered within the Council's governance structure and aligned with the corporate priorities.

RESOLVED – That the report be noted.

60 : AW WORK PROGRAMME AND TIMETABLE UPDATE

Julie Rees from Audit Wales was invited to present an Audit Wales Work Programme and Timetable update.

Members were provided with an update on the financial audit work that was ongoing and were advised that good progress has been made in terms of the Statement of Accounts audit. The Audit Plan had identified a risk around asset valuations, specifically the risk of changes in asset valuations since their last full evaluation given current inflationary and other pressures. The Council has undertaken a review and is now in the process of evaluating the outcomes and considering the implications for the draft balance sheet ready for the audit to be concluded in March 2024. No other emerging issues were reported.

Members were advised that the Glamorgan Archives and Prosiect Gwyrdd audits have been completed. Good progress was reported on the Teachers' Pension and Non-Domestic Rates audits also. An audit into Housing Benefit has also commenced.

Sara-Jane Byrne provided a summary of the performance audits. Since the previous performance update the performance information and digital thematic reports and are presented on the agenda for the meeting. A date in February has been arranged with the Senior Management Team (SMT) to discuss the findings of the assurance risk assessment. Members were asked to note that the thematic review on procurement and contract management will focus solely on commissioning following consideration of the scope of the review and the resources available. Further details of that review will be shared in due course. Members were also asked to note the local government national studies and updates from Estyn and CIW.

RESOLVED – That the report be noted.

61 : DIGITAL STRATEGY REVIEW: CARDIFF COUNCIL REPORT

Sara-Jane Byrne of Audit Wales was invited to provide an overview of the findings of the Digital Strategy Review report. Members were advised that reviews have been undertaken at all 22 Welsh local authorities and the findings will be collated into a national summary report on the broader findings.

The review focussed on the authority's strategic approach to digitisation of services and the extent to which the Council has applied sustainable development principles in its approach. The review concluded with a number of positive findings which were set out in the report. However, there was a lack of clear time-bound objectives. Further, the anticipated short and long term impacts of its strategy were not set out, which Audit Wales considered may affect the Council's ability to monitor and evaluate the progress of the strategy. The Council had also not engaged directly with citizens during the development of the strategy in 2017/18. Audit Wales also commented upon lack of corporate oversight aspects of the strategy.

The following 3 recommendations were made.

Strengthening the evidence base

R1 To help ensure that its next digital strategy is well informed and that its resources are effectively targeted, in developing its strategy the Council should draw on

evidence from a wider range of sources, including greater involvement of stakeholders with an interest in the digital strategy.

Identifying resource implications

R2 To help ensure that its next digital strategy is deliverable and to help monitor value for money the Council should identify the short and long-term resource implications of delivering it together with any intended efficiency savings.

Arrangements to improve corporate oversight

R3 To enable better corporate oversight and assessment of value for money from its next digital strategy, the Council should strengthen its arrangements for monitoring both progress in delivering the strategy and its overall impact over the short, medium and longer term.

A Member asked whether Audit Wales were proposing to follow up the review in terms of a fairer, equitable Wales and about the ability of some sections of the community to access services via digital means. Members were advised that Audit Wales will take a risk based approach to any follow-up review determined by how the Council implements the recommendations. However, Audit Wales were considering the inequalities theme in their forward work programme. Sara-Jane Byrne agreed establish whether this would include work on digital inclusion to report back to the Committee.

A Member asked whether the Digital Strategy and the Council's approach to digitisation has sufficiently identified any potential cost savings that may be achieved through the deployment of digital technology. The Member considered that there may be added costs when investment is made in moving towards digital and efficiencies and cost savings may only be realised in the longer term. Sara-Jane Byrne stated that paragraph 20 of the report identified that the Council has set out the anticipated resource implications of delivering the Strategy, including savings on a project by project basis. The Chief Digital Officer stated that each digital initiative is supported by a business case. The business cases have been audited and have demonstrated good Value for Money. It was considered that the report had identified there was no broad overview of digitisation projects in all services areas. The Chief Digital accepted the recommendation and agreed that the authority needs to make improvements in relation to this.

RESOLVED –

- That the report be noted.
- Audit Wales to establish whether the inequalities theme in their forward work programme includes work on digital inclusion and to report back to the Committee.

62 : USE OF PERFORMANCE INFORMATION: SERVICE USER PERSPECTIVE AND OUTCOMES - CARDIFF COUNCIL REPORT

Rachel Harries of Audit Wales presented the main findings from the above report. Members were advised that the review had been undertaken at all 22 Welsh local authorities and a national summary report would be published in due course.

Members were reminded of the scope of the review which centred on the core reports that the Council uses to help senior leaders monitor and manage its performance.

In response to a question from the Committee, Audit Wales stated that the key issues identified were set out in the report. There were some positive areas and some areas of improvement identified, including the consistency in which service-user perspective is collected across the council and how that information is reported to senior leaders.

Gareth Newell, Head of Performance and Partnerships stated that the Council accepted the recommendation from Wales Audit. It was considered that the Council has a lot of information from the citizen's perspective on the services it provides but the links to the performance framework need to be strengthened. The Management response to the report accepts the recommendation and commits to review the Corporate Plan to ensure an appropriate balance between wellbeing objectives and citizen satisfaction indicators. Directorate delivery plans for 2024/25 will contain a section of citizen engagement responses, including survey responses, complaints and compliments, etc. A review will also be undertaken of all Wales and core city comparators also.

The Committee requested assurance on the scale of the issue identified by Wales Audit. Members were advised that, in the main, the authority undertakes good consultation and engagement with service users and receives good response rates to surveys. However, the authority's Participation Strategy identifies that more work needs to be done to reach groups with protected characteristics that do not typically respond to consultation. The Strategy sets out a number of initiatives which aim to do this. Linking responses to the performance framework was not considered to be a substantial issue and there is a commitment that it would be rectified by April 2024.

RESOLVED – That the report be noted.

63 : FINANCIAL UPDATE INCLUDING RESILIENCE ISSUES

The Corporate Director Resources and Section 151 Officer, Chris Lee, presented a financial update on resilience issues and the financial challenges facing the authority, including the Provisional Revenue Settlement Grant, the budget gap and modelling for 2024/25, budget consultation and preparation for the budget.

A Member noted that the modelling was predicated on a 3% Council Tax increase. The Member asked whether modelling had been undertaken on alternative Council Tax increase figures. The Section 151 Officer stated that no modelling has been undertaken on different ranges of Council Tax. However, each year a Council Tax 'reckoner' is calculated, which provides an indication of funding for every 1% increase which is used to inform the budget strategy and any alternative budget proposals. The value of a 1% increase is approximately £1.8 million net of additional funding. Responding to a supplementary question, the Section 151 Officer stated that the draft budget strategy will be presented to all Scrutiny Committees over the next 4

weeks, and it will contain all the assumptions needed to close the remaining budget gap.

A Member asked what performance management systems were in place to measure the extent to which staff are working at full capacity and what that information is demonstrating. The Section 151 Officer stated that the performance management framework includes individual reviews and reviews of the departmental delivery plans. However, individual productivity for staff in some services will be easier to measure due to the nature of their role.

RESOLVED – That the report be noted.

64 : AUDIT AND INVESTIGATION TEAM - PROGRESS UPDATE

The Audit Manager, Chris Pyke presented a progress report providing the Committee with an update on the work and performance of the Internal Audit and Investigation Teams. This progress report covered the period from 1 October - 31 December 2023, and followed the updates provided in the last Committee meeting held on 28 November 2023.

Members were advised that the Committee approved the Audit Charter and the risk-based Audit Plan for 2023/24 on 21 March 2023. The planned activity of the Investigation Team was also provided for consideration.

The Internal Audit Progress Report (Annex 1) provided details of performance in relation to the Internal Audit Plan and summarised the work performed, the priority recommendations raised, the critical findings, emerging trends, and relevant value for money findings across the Council for the assurance of the Governance and Audit Committee.

The Investigation Team Progress Report (Annex 2) focused on proactive and reactive fraud awareness, detection, and investigation activities, including participation in initiatives, such as National Fraud Initiative (NFI) data matching exercises.

Members were asked to note sections within Annex 1 referring to the new Global Internal Audit Standards (GIAS) which had recently been published and will take effect during 2025. The Audit Manager also provided a summary of the resources, annual plan progress, critical findings and investigations as detailed in the report.

A Member requested further details on the Cardiff Further Education Trust Fund. The Audit Manager stated that the Cardiff Further Education Trust Fund has certain criteria relating to how the funding is allocated to learners, which will be shared after the meeting, and that a review is undertaken in order to certify that the accounts are correct each year. Members were advised that audits of this nature account for a relatively small number of audit days in the Audit Plan.

A Member considered that the Audit Plan in future years may need to be deployed in a more strategic manner and aligned to areas that have had significant cuts to

funding and where there may be a threat to the quality of the services provided as a result.

A Member sought assurance that the Council is providing adequate support to schools in terms of cyber-security. The Audit Manager advised that details are provided of the assurance audit work recently undertaken in schools on this area in Section 2.4 Critical Findings and Emerging Trends. He advised that the Director of Education and the Chief Digital Officer have received an overview of the report and its recommendations.

The Member also sought further assurance in terms of value for money considerations in relation to the audit opinion of 'insufficient with major improvement needed' for Contract Variations and DSS Compliance. The Audit Manager considered that with any impaired audit opinion assurance there was an issue in respect of the economy, efficiency or effectiveness of systems. The procurement audit opinion related to the clarity of systems in place for variation orders, and the readiness for new procurement legislation. The DSS Compliance audit considered the governance framework was effective, but in one location sampled records had been held for longer than they should have been, and in a format that was non-compliant. That issue was addressed immediately but the finding resulted in the impaired opinion.

The Audit Manager was asked to clarify the financial impact for the Council of the annual Council Tax and Electoral Register exercise. The Audit Manager stated that cases are opened as part of the National Fraud Initiative exercise when data matches are found. The financial value of those cases is identified in the report against the reporting period in which investigations are completed.

A Member requested that when a Scrutiny Committee is undertaking a scrutiny enquiry, if it is relevant, then audit reports should be included within the scrutiny committee's consideration of the matter. The Corporate Director and Section 151 Officer, who had recently received a letter to this effect as a result of a Scrutiny review of Central Transport Services, had no objection and stated that where there are unsatisfactory audit opinions then the relevant scrutiny chair can be notified of the report in future. The Audit Manager was also in agreement.

RESOLVED – That the report be note.

65 : DRAFT INTERNAL AUDIT CHARTER & SUMMARY AUDIT PLAN 2024/25

The Committee received the Draft Internal Audit Charter for 2024/25, including a draft Committee Terms of Reference. The report also provided the Draft Summary Audit Plan for 2024/25.

Members were asked to note the amendments to the Internal Audit Charter for 2024/25.

The Audit Manager was invited to present the Draft Summary Audit Plan 2024/25. Members were advised that the draft plan has been drawn together using an

assurance mapping process which is ongoing. This has enabled officers to provide a summary of where audit days should be applied. The Audit Manager provided an overview of the draft plan. The finalised Audit Plan 2024/25 would be presented to the Committee for approval in March 2024.

Members were asked to further note that officers had been agreed with Audit Wales that an audit of fundamental systems would be undertaken at least every other year, or more often should the need arise. A number of audit days have been allocated for this.

RESOLVED – That the report be noted.

66 : COUNCIL COMPLAINTS – MID YEAR REPORT

The Committee received the Council Complaints Mid-Year report. The Chief Digital Officer, Isabelle Bignall summarised the key points in the report.

The Chief Digital Officer responded to a number of issues raised by the Committee at its meeting in October 2023. Members were advised that the Complaints Manager has been in dialogue with the Local Government Ombudsman's Officer regarding the categorisation of complaints. The Chief Digital Officer considered that the Ombudsman report provided useful comparator data in terms of the complaints received per 100,000 residents. The complaint outcomes also provide a useful indicator of how well the authority is responding to complaints. A five-year report of Ombudsman's complaints statistics was also being drafted and would be shared with the Committee in due course.

Referring to concerns raised around the number of complaints raised in the Housing and Communities directorate, the Chief Digital Officer stated the directorate has a lot of pressure from housing waiting lists and the housing repairs service which is still working through a backlog of repairs from the Covid-19 pandemic. The Directorate has a dedicated team of officers handling complaints. The number of complaints have increased and they are anticipated to increase further, but the Directorate response rate is improving also. The Directorate will be dealing with many complex cases that will require longer than the 20-day standard response. The Directorate will roll out the Halo complaints system in the near future.

A Member noted that waste collections account for most complaints. The Member asked for clarification of what is considered to be a complaint from service users. The Chief Digital Officer stated that initial requests are considered request for service e.g. a missed bin collection. The request for service would be noted but it would not be considered to be a complaint. However, if the service user requests to make a complaint about the matter then it would be considered to be a formal complaint.

A Member noted that the implementation of the Halo system was on target. The member asked whether the system has been fully tested and when the system would be launched. Members were advised that system was on target to be launched at the end of January 2024.

RESOLVED – That the report be noted.

67 : MID-YEAR SELF-ASSESSMENT REPORT UPDATE

The Head of Performance and Partnerships, Gareth Newell presented a Mid-Year Self-Assessment report update. Members were advised that the Mid-Year Self-Assessment report provides an assessment of performance for each of the Council's seven Well-Being Objectives, as set out in the Corporate Plan 2023-26.

The report summarised areas of progress and improvement, and identified a number of strategic improvement priorities which will be the subject of focus during Quarter 3 and Quarter 4 of 2023/24, namely: Financial Pressures; Demand Pressures across Council Services; Workforce Pressures impacting all Council Services; and Responding to new risks and issues.

The Mid-Year Self-Assessment Report was considered by the Council's Cabinet on 14 December 2023. The Policy Review and Performance Scrutiny Committee considered the Mid-Year Assessment of Performance 2023/24 at its meeting on 13 December 2023. The Committee made two recommendations, both of which were accepted.

The report was also considered by the Council's Performance Panel on 28 November 2023, which includes all Scrutiny Committee Chairs. The Panel made 11 recommendations, 10 of which were accepted in full and one which was partially accepted and responses were provided to all requests by the Panel for further information.

A Member asked to what extent the recommendations made by the Performance Panel would be implemented during the coming year and the remainder of the current year. The Head of Performance and Partnerships stated that the recommendations mainly related to the assessment put forward in the report and were implemented immediately. The Panel considered that the assessment was incomplete and didn't reflect certain aspects of performance. The final report would reflect those comments.

RESOLVED – That the report be noted.

68 : DRAFT ANNUAL GOVERNANCE STATEMENT 2022/23

The Committee received the Draft Annual Governance Statement 2022/23. The Chairperson invited the Head of Finance, Ian Allwood to introduce the report.

Members were asked to note that the Draft Annual Governance Statement (AGS) 2022/23 included statements from the Audit Manager, Governance and Audit Committee and Senior Management respectively. The Senior Management Team has in its considerations determined that two of the three recommendations were to be taken forward to the year 2023/24 with one recommendation considered complete. The progress on the actions are set out below with the rationale for either closing the action or taking it forward into 2023/24

Extend and deepen the areas of SMT investigation in respect to compliance, risk and outcomes. – CLOSED

The challenge of delivering services with increased demand and less available financial resources has highlighted the importance of compliance areas being reported and considered at Senior management level. This action was proposed to be closed as it now forms part of the working model going forward. Regular reports on individual directorates have been considered and discussed at SMT level on areas such as Service delivery issues, Safeguarding, Risk, Procurement, Sickness Absence, Performance Reviews and Internal Audit recommendations have been received during the year. Data has accompanied reports that enable SMT to identify areas of improvement and to ensure that progress where needed is achieved.

Extend the assurance on the quality of performance reviews through evidence gathering at Directorate level. – Taking forward to 2023/24

SMT have regularly received reports on compliance on Performance reviews. The Directorate delivery plans continue to be the source of personal and team objectives although it continues to be acknowledged that this is not the case at all levels due to the scope and scale of some directorates. The quality of performance reviews remains an area where further improvements are required to ensure that this is fully embedded throughout individual directorates.

Embed into the self- assessment on Assurance the Five ways of Working in respect to the Future Generations Act. – Taking forward to 2023/24

The Self- Assessment on assurance has been amended to include a specific set of questions which covered the Five ways of Working in respect to the Future Generations Act. The Directorates have tested themselves against these objectives for the period of 2022/23 but there was a need to keep this action for 2023/24 to ensure sustainable improvement has been made across all directorates.

The Head of Finance stated that the AGS 2022/23 had been challenging given events following the year-end. CIPFA and Audit Wales consider that the AGS stays current so the report would need to reflect material changes during the current year even though the report is based on the 2022/23 position. Members were asked to note that the commentary on the Chief Executive's leave of absence and the resignation of the Monitoring Officer in this regard.

A Member noted that there was no statement included in the report from the Cabinet and questioned whether this was an omission. The Head of Finance stated that the 3 statements included in the report are prescribed. The AGS is signed off by the Leader of the Council and the Chief Executive as part of the Statement of Accounts, but governance is considered to be the responsibility of the Chief Executive.

A Member questioned whether the Council was 'accountable' to external audit as stated in the report. The Head of Finance stated that the Council is accountable in an informal sense, and he was happy to reconsider the wording.

RESOLVED – That the report be noted.

69 : OUTSTANDING ACTIONS

RESOLVED – That the report be noted.

70 : CORRESPONDENCE

RESOLVED – That the report be noted.

71 : WORK PROGRAMME UPDATE

RESOLVED – That the report be noted.

72 : URGENT ITEMS (IF ANY)

No urgent items.

73 : TERMS OF REFERENCE - WASTE MANAGEMENT POST TRIAL REVIEW

The Committee was received a report seeking approval for the proposed Terms of Reference for the Waste Management Post Trial Review following the conclusion of a large scale investigation and criminal case into corruption that resulted in five individuals being convicted of offences under the Bribery Act. The Terms of Reference included background details, the high-level scope, the detailed assurance objectives, and an outline of the approach, reporting and quality review arrangements and would be led by the Section 151 Officer, in conjunction with the Monitoring Officer. The Section 151 Officer was invited to present the report.

Members were advised that the review report would be presented to the Committee in July 2024 along with the management response to the report.

A Member questioned whether it was appropriate that an officer of the authority undertakes the review. A number of officers that will be interviewed as part of the review either report directly, or indirectly, to the Section 151 Officer. The Member considered that there was significant public concern in the case and the losses incurred as a result of the corruption. The Member also considered that nature of undertaking a review requires the individual undertaking the review to have the skills, competencies and experience of an investigator in order to establish what happened, what went wrong and to provide assurance that it wouldn't happen again. The Member sought assurance that the Section 151 Officer would seek independent external advice or legal advice should that be required in order to ensure that the post-trial review is robust.

The Section 151 Officer stated that he would remain objective throughout the review exercise and confirmed that if any independent advice or expertise is necessary then it will be sought. In terms of independence, the findings would be reported to the Governance and Audit Committee and the Committee would play a key role their testing and challenging those findings.

The Member accepted that the Section 151 Officer would remain objective throughout the review exercise. However, public perception was important and it was essential, not only that the process was fair, but also appeared to be fair and not risk the perception of bias. It was therefore, important to point out that Section 151 Officer is also the Corporate Director of Resources and evidence will be presented to the review from functions such as Human Resources, Risk Management and Counter Fraud sections, which report to the Corporate Director. The Member considered that the Section 151 Officers response to the points raised should be recorded therefore.

The Section 151 Officer noted the concerns raised by the Member. However, issues such as fraud can occur across any of the authority's directorates and he would remain objective whether that was within the Resources Directorate or any other directorate. The Section 151 Officer was mindful of the perception issue and assurance was given that this would be addressed as part of the exercise.

A Member requested clarification on whether the scope of the review: to seek assurance on the effectiveness of the systems in place to mitigate the risk of fraud, bribery and corruption; was wholly within the competency of the Section 151 Officer. The Member also sought clarity as to whether any computer data systems would be covered as part of the review. The Section 151 Officer confirmed that the assurances would centre on the systems and controls in place to ensure such activity does not occur. The scope deliberately references that if other issues are identified, not just those relating to the criminal case, then those are brought to the fore also. It was also confirmed the ICT systems in place will form part of the review.

A Member commented that the questions raised by other Members were valid but on balance there was no concern regarding any potential conflict of interest and that the Section 151 Officer was well-placed to undertake the review. A Member also noted that the Section 151 Officer is required by law to exercise objectivity and that provided reassurance to the Committee. A further comment was received that the review would form part of the ongoing assurance provided by officers that the Committee is continually seeking.

Responding to a point raised by a Member, the Section 151 Officer confirmed that the review would be open to any individual who may wish to contribute in addition to the parties already identified within the scope.

RESOLVED – That :

- (1) The comments of the Committee be noted;
- (2) The draft Terms of Reference for the Post Trial Review in Waste Management be approved.

74 : WASTE MANAGEMENT - CONFIDENTIAL UPDATE

The following item was deemed confidential and exempt from publication as it contained exempt information of the description contained in paragraphs 14, 18 and 21 of Schedule 12A of the Local Government Act 1972. The public were excluded

from the meeting by resolution of the Committee pursuant to Section 100A(4) of the Local Government Act 1972 during discussion of the item.

The Committee received a confidential update on an investigation within Waste Management.

RESOLVED – That the report be noted.

75 : DATE OF NEXT MEETING

The next meeting is scheduled for 26 March 2024.

76 : CORRESPONDENCE FOLLOWING THE COMMITTEE MEETING

The meeting terminated at 7.45 pm

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