

London Borough of Hammersmith & Fulham

Audit Committee Minutes



Wednesday 6 November 2024

PRESENT

Committee members: Councillors Patrick Walsh (Chair), Florian Chevoppe-Verdier, Lisa Homan, Adrian Pascu-Tulbure and David Morton

Other Councillors: Councillor Alex Sanderson (Deputy Leader) and Councillor Rowan Ree (Cabinet Member for Finance and Reform)

Officers:

Sharon Lea (Chief Executive) (attended remotely)
Sukvinder Kalsi (Executive Director of Finance & Corporate Services)
Nicola Ellis (Strategic Director, Chief Operating Officer)
David Hughes (Director of Audit, Fraud, Risk and Insurance)
Richard Shwe (Director of Housing)
James Newman (Assistant Director of Finance)
Paul Neary (Head of Corporate Safety)
Patrick Rowe (SFM Treasury and Pensions)
Sophie Green (Treasury Manager)
Debbie Yau (Committee Coordinator)

Guests from Grant Thornton LLP

Paul Dossett (Key Audit Partner)
Nick Halliwell (Senior Manager)
Alisha Nor Ezanee (In Charge Accountant)

1. APOLOGIES FOR ABSENCE

There was no apology for absence. Sharon Lea, Chief Executive, attended remotely.

The Chair welcomed Cllr Lisa Homan who was attending the meeting for the first time.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES OF THE PREVIOUS MEETING

Matters arising

Councillor David Morton asked about the detailed information he had requested at the last meeting on discretionary secondary succession to social housing tenancy. David Hughes (Director of Audit, Fraud, Risk and Insurance) advised that the response would be made available for Committee members reference shortly.

RESOLVED

The minutes of the meeting held on 31 July 2024 were agreed as an accurate record.

4. STATEMENT OF ACCOUNTS 2023/24

Sukvinder Kalsi (Executive Director of Finance & Corporate Services) presented the London Borough of Hammersmith & Fulham's 2023/24 Statement of Accounts (SoA), including the Pension Fund Accounts and Annual Governance Statement for approval.

Paul Dossett (Key Audit Partner, Grant Thornton LLP) said Grant Thornton was on target of delivering 3 audits within a calendar year against the context of backstop legislation and Select Committee's concern on local audits. He attributed the achievement to the arduous work of responsive finance officers and their excellent engagement with his colleagues. He added that LBHF was nowhere near the backstop deadline of February 2025 for 2023/24 as that year's SoA would be signed off shortly.

Nick Halliwell (Senior Manager, Grant Thornton LLP) summarised the auditing work of the Statement of Accounts 2023/24 which took place between June and September 2024 as follows:

- a few issues around property valuations had been identified and the Council had been requested to follow up with the valuers in October 2024. Upon Grant Thornton's satisfaction about the updated SoA and its signing, it could then give an audit opinion for the 2023/24 SoA. After that, the authority would return to a more typical pre-pandemic audit timetable.
- the materiality levels were £13 million for which reasonable assurance was given. A number of findings and adjustments (p. 202 – 206) had been made including fixed asset accounting and determination of the pension liability however these adjustments were technical in nature and had no impacts on the General Fund. They just impacted the unusable reserve and valuations of property and pensions in the audit findings report.
- five new backstop dates would be introduced when parliamentary time permitted. (p. 209) The dates were being moved to 30 November in 2027 and 2028 from January/February in previous years.

Councillor Rowan Ree (Cabinet Member for Finance and Reform) expressed appreciation for the contribution of both sides in getting through three sets of annual figures within a calendar year. The impressive work also helped to show how well-run was this Council while some local governments were struggling in balancing the books. The audit findings spoke highly of the organisation and reflected the hard

work of the professional officers. Going forward, the Council would continue to rely on the advice of the external auditors on ways to conduct its business better.

Echoing his view, Councillor Florian Chevoppe-Verdier quoted from the report that an auditor was “not aware of any issues or matters that would lead to a modified opinion” (p. 16) and that “the Council had continued to face some of the most difficult financial circumstances it had ever faced. Funding from central government had reduced by 55% in real terms and 23% in cash terms, from £164m in 2010/11 to £126m in 2024/25. The economic impact of the last few years had put further pressure on Council finances.” (p. 142) which in his opinion was a piece of underrated news. He also noted from the narrative report of the Executive Director of Finance and Corporate Services had pointed out that the Council, “like most local authorities, continued to face significant financial challenges. For over a decade, national and local public finances had been under significant pressure whilst demand for our services had increased.” (p. 25) Councillor Chevoppe-Verdier found the local finances being safe and sound was a relief in this turbulent world.

The Chair also applauded at this substantial achievement and appreciated the hard work, dedication and collaboration of both sides. He asked about any London councils among those audited by Grant Thornton, had also completed multiple audits in a year. Paul Dossett confirmed that this had been done for a number of councils. It was expected that by the end of this calendar year, 80% of the 2022/23 or earlier audits and 25 – 30 % of 2023/24 audits nationally would have been signed. The latter would include Westminster City Council and Royal Borough of Kensington and Chelsea which had their 2023/24 accounts signed off already. The figures for 2023/24 would go up at the end of next February, the backstop deadline. Paul highlighted the difficulties for councils to re-establish the audit process which usually took a long time and were aggravated by the challenges related to public interest reports and the lack of resources in the audit market.

On the Chair’s question about the difference between audits with assurances and audits done by the backstop, Paul Dossett explained that the former was the highest standard for an audit whereby members and officers could have full assurance in setting the next year’s budget with an accurate base of figures prepared by the finance team and audited with a true and fair opinion. Audits in backstop territory meant that a council had produced a set of accounts but the auditor had stopped its work due to various reasons and gave a disclaimed opinion which meant the opening balances were disclaimed while in-year expenditures and closing balances could be signed off. Paul pointed out that the gap between the two was huge and re-establishing the assurance audits was a lengthy process of recovery.

Councillor Lisa Homan appreciated the assurance audits of SoA which helped boost her confidence in the Council’s finance. Referring to the “follow up to prior year recommendations” on p.199, she asked whether the recommendations were reviewed throughout the year or just annually. Paul Dossett noted that for every audit, there would have some form of recommendations agreed with the management and to be dealt with in different ways. Those recommendations related to the production of financial statement might not need to be followed up instantly. Otherwise, there might be programme to address those recommendations as part of the audit planning for next year. He pointed out that a lot of these recommendations

were meant for improvement. Nick Halliwell added that there were seven outstanding prior year recommendations, four of them had been cleared and two downgraded. The remaining one was raised in March 2023 and therefore had not been addressed in year.

Addressing Councillor Adrian Pascu-Tulbure's concerns

- about the increase in Capital Finance Requirement (CFR) from £77.1 million in 2022/23 to £120.7 million in 2023/24 (p. 32), Sukvinder Kalsi explained that capital fundings were set aside to meet the expenditures of capital programmes such as housing and all the development works in the near future. No external borrowing was required to maintain the increase in CFR since March 2020 but some borrowing was expected in relation to the housing assets under the Housing Revenue Account.
- about the movement of the Pensions Reserve from 2022/23 to 2023/24 (p. 52) on the Council's SoA, Patrick Rowe (Strategic Finance Manager, Treasury and Pensions) advised that as the funding levels had increased, the deficit on the general fund balance sheet had moved to surplus, so the movement was something positive for the Council.
- about housing fire safety and ways of disseminating the details to residents (p. 152), Richard Shwe (Director of Housing) noted that the Council had undertaken a rolling programme inspecting the properties which had a rate of compliance between 99% to 100% for the top six areas, and they were subject to internal and external audits. In addition, the Council also provided free fire door upgrades.
- about the delivery of the Civic Campus Programme as the overall structure, terms of reference, and delivery plans had been subject to review (p. 153), Sukvinder Kalsi advised that Civic Campus was a major iconic development involving 200+ affordable homes and some commercial space. It was expected to be completed and commissioned over the next year or so. The Cabinet had been keeping track of its development.
- about the mechanism in deciding the level of remuneration for senior officers (p. 81), Sukvinder Kalsi noted that the remuneration included salary, fees and allowance as well as pension contributions. He said that the levels of remuneration were regularly benchmarked against other local authorities and scrutinised by Members. Councillor Ree added that the total number of strategic directors had been halved following a recent organisational redesign such that the next year's remuneration figure would be smaller.

Noting that the Department for Transport (DfT) and Transport for London (TfL) would fund two-thirds of the total project costs for the Hammersmith Bridge, Councillor David Morton sought information on the actual figures involved. Sukvinder Kalsi highlighted the background of the Grade II Listed 134-year-old Hammersmith Bridge and noted that since the transferral of the Bridge to its custody some years back, LBHF had been working with DfT and TfL on a package of measures to actually finance and complete the renovation and restoration of the Bridge. The

Government had re-established the task force to, among others, arrange financing for the Bridge.

Councillor Morton noted the Mayor's concern about the Council's plan to fund its one-third contribution from a new road user charging scheme or a toll. Councillor Ree noted that the Council had submitted a business case to the DfT about 18 to 24 months ago and it was keen to receive the feedback with a view to re-opening the Bridge early.

RESOLVED

That the Committee agreed

1. To approve the 2023/24 Annual Governance Statement which is included in the Statement of Accounts (Appendix 1).
2. To approve the Statement of Accounts for 2023/24, including the Pension Fund Accounts (Appendix 1).
3. To note the content of the external auditor's 'Audit Findings Reports' (ISA260), (Main Audit and Pension Fund) including the auditor's findings, recommendations and the Council's response to those recommendations (Appendices 2 and 3).
4. To approve the 2023/24 management representation letters (Appendices 4 and 5).
5. To approve the Pension Fund Annual Report 2023/24 (Appendix 6).
6. To note that the accounts remain 'unaudited' until final sign-off by the external auditor.
7. To delegate authority to the Chair of the Audit Committee, in consultation with the Executive Director of Finance & Corporate Services to approve any further adjustments to Appendices 1, 2, 3, 4, 5 and 6 which may be required as part of the completion of the audit work.

5. ANNUAL AUDIT REPORT (VALUE FOR MONEY) 2023/24

Paul Dossett (Key Audit Partner, Grant Thornton LLP) introduced the Annual Audit Report (AAR) 2023/24 which was the auditor's commentary relating to the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources (commonly known as "value for money" arrangements). He recalled that in presenting the same report for 2022/23 in last November, he had commented on the Council's arrangements as being strong with some challenges including the regulatory challenges of the Housing Ombudsman and the financial sustainability of the Housing Revenue Account (HRA) which was operating in the context of cost of living crisis, inflations, the war in Ukraine, covid and the new regulatory requirements driven by the Grenfell incident and damp & mould issues across the country. While these issues could not be resolved overnight, significant changes/actions had since been made/taken to address them and put the HRA back on a more sustainable footing.

Paul Dossett remarked that the financial sustainability of the General Fund and the governance arrangements of the Council were strong. In terms of economy

efficiency and effectiveness, the Council ran some good services and achieved good regulator scores. That was why the commentary on financial sustainability and housing performance were both downgraded from red to amber. It was expected to see the measures taken to address those issues would be fully in place beyond 2023/24 to bring about further improvements in 2024/25. Paul highlighted that among all the councils that he had worked with, LBHF had probably done one of the best recoveries from a poor position and it was moving in the right direction on top of the issues.

Noting that the direction of travel for three out of the four issues listed under the overall summary of value for money assessment of the Council's arrangements (p. 362) were upward, Councillor Florian Chevoppe-Verdier asked whether the trend would continue at the next audit.

In response, Paul Dossett advised that the challenges on HRA was first raised in July 2022 and the progress of work ever since had been positive and moving in that direction. When the same report was delivered by this time next year, he expected that aspect would move from amber to green.

The Chair noted that the auditor had recommended the Council to include scenario planning as part of developing the annual budget. Given the market shocks in the past few years such as Brexit, mini-budget, the war in Ukraine which were unique scenarios with unique challenges, he was concerned how scenario planning could be embedded in developing the budget.

Paul Dossett said that councils used to develop the medium-term financial plan based on the information currently available including demand pressures, inflation forecasts, ongoing impact of the events mentioned earlier. Scenario planning was to adjust information e.g. revising the rate of forecast inflation, or having spiking demand for children's services, and then assess the scale of challenges reflected in the plan. It might also help push down particular path in terms of revenue raising or savings. Paul stressed that it was more about the medium-term financial plan rather than the whole year's budget.

The Chair referred to the risk register which monitored and tracked risks over time and asked if scenario planning could be incorporated within the existing exercise of the risk register. Paul Dossett considered it might be a robust bottom-up approach to do so as the risk register could crystallise the risks in scenario planning and put a financial value against various ranges that might have material impact on the service provided. The outcomes needed to be challenged and reviewed by the Finance team colleagues.

Sukvinder Kalsi (Executive Director of Finance & Corporate Services) outlined the Finance office's existing practice of scenario planning and risk analysis in budget development. Going forward, the practice would be formalised considering the best- and the worst-case scenarios in assessing the impacts.

In response to Councillor Adrian Pascu-Tulbure's enquiry about the financial performance of the HRA, Councillor Rowan Ree (Cabinet Member for Finance and Reform) noted that during the current budget setting process, efforts had been made

to deliver a 10-year business plan for the HRA that sought to build and maintain a stronger reserve now that the structural deficit had been eliminated. Sukvinder Kalsi added that the previous deficit balance in the HRA was an arrangement put in place as part of the recovery plan. As the Council was coming out of the plan, the balance could be maintained at the level of £5 million (5% of the HRA turnover) which should be sufficient to accommodate all major financial risks envisaged.

Sukvinder Kalsi took the opportunity to express his appreciation to the support of Grant Thornton in auditing the Council's enormously complicated accounts comprising assets over £2 billion plus a pension fund of £1.2 billion. He thanked Paul and his team for their diligence and thorough reviews and the auditor's unmodified statement of the accounts gave residents assurances that the Council's finances were on a solid footing. Sukvinder said he was pleased to note that the housing service had moved from red to amber rating and expected to see the service progress in that direction. He remarked that the Council's finance team would continue to work to their utmost for the sustainable future such that residents would continue to be provided with the excellent services they deserved. Sharing the sentiment, Councillor Ree added he was thankful to everyone who had done a lot of work on the HRA and made its turnaround possible.

Echoing their views, Sharon Lea (Chief Executive) noted the professional finance team had worked very well with the external auditor and exchanged views with them about the challenges in housing in an open and transparent manner. It was also challenging to the officers to work for an ambitious Administration who were ruthlessly financially efficient. With their dedication and collaborative efforts with colleagues in internal audit and housing teams, the finance team had proudly concluded the Council's accounts for the past three years. Their excellent work was reflected in the AAR 2023/24 and Paul's earlier compliments. She expressed a heartfelt thanks to Paul and his team.

RESOLVED

That the Committee agreed to note the contents of the "Auditor's Annual Report for the Year Ended March 2024" from Grant Thornton LLP (Appendix 1).

6. HEALTH AND SAFETY UPDATE APRIL 2023 TO MARCH 2024

Paul Neary (Head of Corporate Safety) introduced the report which highlighted the Council's activities and performance in health and safety at work for the financial year 2023/2024 as follows:

- there was an increase in incidents, and incidents relating to violence and aggression in a lot of areas, particularly libraries.
- eight RIDDORs (Reporting of Injuries, Diseases and Dangerous Occurrence Regulations) were reported to the Health and Safety Executive (HSE) which did not issue any follow up responses.
- additional training was conducted for staff on the accident and incident recording system, AssessNET and the new Risk Assessment module.

Councillor Lisa Homan understood that some incidents of violence and aggression against LBHF's staff had been reported to the Police. She enquired about the number of prosecutions, if any, and the support provided to the victims during the process.

Paul Neary noted that there was no record of prosecutions which would happen only if the victims wanted to take the case forward. Nonetheless, each case would be investigated by the Corporate Health and Safety team to see if the relevant training delivered by the Community Safety team or Civil Enforcement team needed any adjustment. Any colleagues having issues and concerns could seek help from the Employee Assistance Programme via their manager.

Councillor Florian Chevoppe-Verdier expressed grave concern about local public servants being attacked while providing public services. He asked about the point of friction in libraries leading to incidents of violence and aggression. Paul Neary pointed out that libraries were not the quiet place they used to be. Some people went into libraries to get off the street, and get warm. Sometimes, violence and aggression occurred when staff requested them to lower their voice or stop searching the bins. The responsible director was currently looking into the feasibility of deploying security staff in libraries.

Sharon Lea (Chief Executive) remarked that libraries in H&F were a wonderful resource for the community, and were well used by many residents for gaining knowledge through reading, doing research and/or participating in activities. People causing disturbance or violence and aggression in libraries were only a small minority. While violence had increased in society generally across many areas, the Council had worked closely with the public-facing library staff and supported them with the excellent CCTV network and unique Law Enforcement Team. Deploying additional resources to make library staff feel safer must be done with them as they might not prefer having security staff on the premises. The Health and Safety Officer responsible for libraries had written to the Director and Assistant Director about further measures that could be taken to ensure the safety of library staff.

On incidents of violence and aggression against H&F staff and prosecution, Sharon Lea reassured the Committee that she personally would take up the matter with the Police. It was the staff's decision to pursue further having regard to their willingness to be a witness or their preference to come back to work sooner. To prevent these incidents from happening again, the Council had recently run a public awareness campaign about valuing people who worked with residents and a zero tolerance approach to abusing H&F staff.

Councillor Chevoppe-Verdier thanked Sharon's reassurances in looking after H&F staff and shared her view that library staff might prefer to diffuse the situation instantly rather than calling security. He understood a piece of legislation making attacking government staff/public servant a separate criminal offence was on the pipeline and looked forward to its enactment.

Councillor Adrian Pascu-Tulbure said he was shocked to note an incident at a school had caused a staff's bone fracture and asked about the outcome. Paul Neary

advised that the incident was reported and investigated by the school, with oversight provided by a health and safety advisor who did a RIDDOR report to the HSE.

The Chair was concerned about the Council's roles in providing statutory services through staff who had previously been assaulted or abused by a resident. He asked about the procedures in place to protect the staff concerned. Paul Neary referred to the Employee Protection Register, which could be added to by Directors. There were tailor-made sanctions to ban them from contacting the council officers for 6 months or longer. The Corporate Health and Safety team would then add that person to the register after they had sighted the letter informing them the details. Currently, there were 14 people on the Employee Protection Register (updated every Monday) and compliance was between 90% and 100%.

Councillor Lisa Homan was concerned about the potential implications of Martyn's Law to local authorities in terms of health and safety for example it might cover venues licensed by the Council. Paul Neary said Martyn's Law applied to venues having more than 200 seats and it was currently undergoing parliamentary scrutiny. The Corporate Health and Safety team was reviewing the policy details and would prepare the relevant documents after enactment.

RESOLVED

That the Committee agreed to note the health and safety at work performance of the Council during the period of April 2023 to April 2024.

7. ANNUAL COMPLAINTS REPORT 2023/24

Nicola Ellis (Strategic Director, Chief Operating Officer) presented the report which summarised the Council's performance and learning from resident complaints during the period 1 April 2023 to 31 March 2024 and included all complaints covering stage 1, 2, Ombudsman and statutory complaints. She highlighted the importance to recognise repairs and housing were on an ongoing improvement journey and issues highlighted in the report was as at that point in time. She summarised the report as follow:

- the Council's performance in managing complaints had improved with an increase in the responses at stage 1 and stage 2 complaints being closed within the corporate timescales, with an uplift of 8% on stage 1 and 29% on stage 2 complaints compared to 2022/2023.
- more complaints were received than the previous year because of improvement around complaint handling and accessibility. The increase enhanced learning from feedback and helped improve the services.
- the Repairs Service delivered 58,310 reactive repairs and received 2,254 stage 1 complaints equating to 4% service dissatisfaction.
- a total of 483 complaints were received for the waste service which mainly related to missed or incomplete refuse and recycling collections. During

2023/24 3.4m bins were collected which equated to a low dissatisfaction rate of 0.014%.

- In relation to the annual letter of the Local Government Social Care Ombudsman (LGSCO), the Council's performance was positive in comparison with other boroughs, having the lowest number of upheld LGSCO decisions per 100,000 residents and was second lowest for the upheld % rate (excluding City of London).
- as a percentage of all findings of fault across 53 cases identified by the Housing Ombudsman (HO), 84% were maladministration.
- on Friday 25 October the HO confirmed that the Council had completed the 10 recommendations from the Paragraph 49 of the Special Report published in February 2024.

Councillor Florian Chevoppe-Verdier referred to LGSCO's letter (p 508) and found it reassuring and encouraging to receive the positive remarks from an independent third party. Addressing his enquiry, Nicola Ellis noted that the Council had completed the self-assessment against the HO's Complaint Handling Code and was compliant with all the areas. Similar exercise would be conducted against LGSCO's code in April 2025.

Councillor Adrian Pascu-Tulbure noted that there was a significant increase in compensation paid during the period April 2023 to March 2024 – up from £519,521.37 in 2022/2023 to £792,007.18. He questioned whether the Council had done its utmost to serve the residents.

Richard Shwe (Director of Housing) remarked that now, the Repairs team was still dealing with the HO's backlog complaint from 2020, and the amount of compensation was determined by the HO. More recent complaints were being dealt with properly, with staff working seven days a week. There was no overdue stage 1 and stage 2 complaints since this September. Richard said they had discussed with the HO on the compensation culture and the Council's policies about the levels of compensation.

Sharon Lea (Chief Executive) considered complaint handling was a major project of learning and improvements and she always encouraged management teams to track the complaints for any trends. She said on top of HO's backlog of complaints, the Housing Department had a backlog of repairs in the last 24 months because of failures of certain former contractors and the undesirable complaint handling. While dealing with historical HO's complaints made in 2021, the Housing Department had made a lot of changes for the better, for example, complying external guidance on complaint handling and HO's compensation policy. The Housing Department was now responding to stage one and two complaints and delivering the repairs service on time. Sharon considered that it was right and proper to apologise and pay appropriate compensation to the residents who had been inconvenienced to the detriment. The Council aimed at providing good service for residents and encouraged them to lodge complaints with the Council instead of going to the HO or resort to the no-win-no-fee legal route. She was pleased to note that the learning and

improvements made as demonstrated in the current performances of the Housing Department were acknowledged by the external auditor.

Councillor Lisa Homan referred to the compliments received over 2023/24 (p. 455) which in her opinion, were noteworthy as people took time to make a compliment for the services they were entitled to. Nicola Ellis remarked that these compliments were not text/email surveys but residents' personal writing in emails.

The Chair noted estate residents who shared very little from the compensation even if they won the case through the no-win-no-fee legal services. He asked whether the Council could collaborate with the residents along the process with a view to resolving the issues outside the court. Richard Shwe highlighted the Housing teams were acting proactively to resolve the repair issues at the first instant to avoid overdue and backlog. To help reduce disrepair cases and resolve the issues quicker, the Council having consulted the legal colleagues might act on behalf of those residents who did not understand the actual undertaking.

RESOLVED

That the Committee agreed to note the Council's performance on complaints during the year 2023/24 and the organisational learning from them.

8. TREASURY MANAGEMENT OUTTURN REPORT 2023/24

Patrick Rowe (Strategic Finance Manager, Treasury and Pensions) and Sophie Green (Treasury Manager) briefed members on the report, including

- the treasury position as at 31 March 2024;
- the borrowing strategy for 2023/24;
- the borrowing outturn for 2023/24;
- compliance with treasury limits and prudential indicators;
- investment strategy for 2023/24; and
- investment outturn for 2023/24.

Councillor Rowan Ree (Cabinet Member for Finance and Reform) remarked that treasury management was very crucial in ensuring the Council was able to pay its bills and manage its finances in the most efficient way possible. He highlighted the team's prudence in adhering to treasury limits and prudential indicators when undertaking for the treasury function in 2023/24. He also appreciated the team's efforts to raise money to tackle climate change through issuing the Community Municipal Investment (CMI), a bond like instrument commonly referred to as the Green Bond which was the largest of its kind.

Agreeing that the CMI (Green Bond) was a unique and impressive initiative having attracted the most individual investors out of all CMIs to date, Councillor Florian Chevoppe-Verdier sought details about the idea initiation and implementation. In response, Councillor Ree said the CMI (Green Bond) had raised £1.75 million in two tranches for investment into green projects. The outreach programme had been particularly effective in attracting more individual investors than any other local authority's funds. He further mentioned about plans to launch another tranche soon

with the limit capped at £5 million. At the time of launching the first tranche, it was the largest target of all CMIs. Councillor Ree noted it was important to learn what had worked well last time and make them better.

RESOLVED

That the Committee agreed to note the report.

9. DATES OF FUTURE MEETINGS

The Committee noted the dates of future meetings:

- 9 December 2024
- 10 March 2025

Meeting started: 7.00 pm
Meeting ended: 8.45 pm

Chair

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