

Dorset Waste Partnership Joint Committee

Minutes of a meeting held at North Dorset District Council,
Nordon, Salisbury Road, Blandford Forum on 4 June 2013.

Present:

Members

Christchurch Borough Council

Sally Derham-Wilkes
Margaret Phipps

Dorset County Council

Hilary Cox (Chairman)
Robert Gould

East Dorset District Council

Ian Monks
David Packer

North Dorset District Council

Michael Roake (Vice-Chairman)
David Walsh

Purbeck District Council

David Budd
Paul Johns

West Dorset District Council

Anthony Alford
Alan Thacker

Weymouth & Portland Borough Council

Paul Kimber
Ian Roebuck


Officers of the Partnership

Steve Burdis (Director of Dorset Waste Partnership)
Michael Bell (Head of Operations, Dorset Waste Partnership)
Bill Davidson (Head of Strategy, Dorset Waste Partnership)
Peter Illsley (Treasurer to the Dorset Waste Partnership)
Jonathan Mair (Secretary to the Dorset Waste Partnership)
Karyn Punchard (Streetscene Manager, Dorset Waste Partnership)
Michael Carhart-Harris (Senior Public Relations Officer – Waste, Dorset County Council)
Paul Goodchild (Senior Democratic Services Officer, Dorset County Council)

Other officers attending

Lindsay Cass (Christchurch Borough and East Dorset District Councils)
Joyce Guest (North Dorset District Council)
Kate Hindson (West Dorset District and Weymouth and Portland Borough Councils)
Steve Mackenzie (Chief Executive, Purbeck District Council)
Frances West (Purbeck District Council)

(Notes: (1) Publication In accordance with paragraph 8.4 of Schedule 1 of the Joint Committee's Constitution the decisions set out in these minutes will come into force and may then be implemented on the expiry of five working days after the publication date. Publication Date: **11 June 2013**)

(2) The symbol () denotes that the item considered was a Key Decision and was included in the Forward Plan.)

Election of Chairman

Resolved

52. That Hilary Cox be elected Chairman of the Joint Committee for the remainder of the year 2013/14.

Appointment of Vice-Chairman

Resolved

53. That Michael Roake be appointed Vice-Chairman of the Joint Committee for the remainder of the year 2013/14.

Apology for Absence

54. An apology for absence was received from Jean Hazel (East Dorset District Council).

Code of Conduct

55. There were no declarations by members of any disclosable pecuniary interests under the Code of Conduct.

Terms of Reference

56. The Joint Committee noted their Terms of Reference as detailed in Schedule 2 of the Inter Authority Agreement.

Noted

Minutes

57. The minutes of the meeting held on 21 March 2013 were confirmed and signed subject to Alan Thacker's apologies for absence being added.

Matters Arising

Minute No. 39 – Progress Report February / March 2013

58. In response to a question it was confirmed that updates on the planning application for the Bridport Waste Management Centre and waste collection in narrow or difficult to reach areas would be included as part of items later on the agenda.

Representations to the Joint Committee

59. No questions, petitions or deputations were received on this occasion.

Joint Scrutiny Review Panel Minute Extract

60.1 The Chairman reported that she had attended meetings of the Joint Scrutiny Review Panel with senior officers of the Partnership regarding scrutiny of the DWP. Members noted that the scrutiny exercise had been thorough and was conducted in a challenging and constructive way. The minutes of the Joint Scrutiny Review Panel, together with the Panel's resolutions regarding the DWP, were included for members' information. It was highlighted that the Panel had concluded that the partner authorities were wise to pursue a partnership arrangement and that to date problems had been properly addressed by the senior management team and the Joint Committee.

60.2 Regarding the cost of waste sent to landfill, one member suggested that information on the cost of Landfill Tax be communicated to the public, potentially in the form of a poster campaign. Officers agreed that it was important to highlight the cost to the public of waste sent to landfill and this could be included as part of advertising which promoted recycling.

Noted

Financial Report June 2013

61.1 The Joint Committee considered a report by the Treasurer to the Dorset Waste Partnership (DWP) which set out a detailed update on the financial position of the DWP and included a summary of the outturn and variances for 2012/13 and prospects and actions for 2013/14.

61.2 The Treasurer reported that the outturn for 2012/13 was an overspend of £641,200, which represented an improvement of £152,200 against the projected overspend of £793,400 in January 2013. The improvement had been caused by a number of positive movements on tonnage-related costs towards the end of the financial year, the largest being a reduction of £178,200 in landfill and pre-treatment costs. Although recycle rates did not change greatly, additional expenditure was incurred from a shortfall in commercial waste income and a collection side overspend.

61.3 In response to a question on the collection side overspend, it was highlighted that this had resulted from overspends on bins, sacks and liners due to the continued roll out of the 'recycle for Dorset' scheme. Tighter arrangements had been introduced for the monitoring of expenditure on staff, including agency workers and sickness levels. Vehicle costs and the cost of the garden waste service had also been higher than predicted. It was highlighted that the entire overspend was less than 1% of the total budget, and it was hoped that tighter monitoring in the future would reduce the overspend even further.

61.4 One member asked if buying vehicles was the most cost effective method of delivering the service. The Treasurer explained that alternatives, such as leasing vehicles, had been considered but that the option to buy vehicles outright had been identified as the most cost effective. Cash flow from Dorset County Council had been used to get the best rate for the DWP.

61.5 Regarding implementation budgets, the Treasurer reported that the resources required for surveys and communications related to the roll out of the 'recycle for Dorset' service were considerably more than originally expected. As such the outturn assumed that £81,553 which had been deliberately unspent from the recycling initiatives budget in 2012/13 would be applied to 'recycle for Dorset' implementation. There would also be a similar transfer in 2013/14. Members were asked to endorse this approach.

61.6 One member asked if the cost of containers had increased because of the higher demand for the garden waste service. The Director commented that the cost was offset for a certain amount of time, but more residents were using the service than previously.

61.7 The Treasurer explained that the Dorset Finance Officers' Group were to be working with the DWP Management Board to develop a longer term view of both revenue and capital budgets, to provide the Medium Term Financial Plan for the DWP and to inform Partners' own financial plans. A draft budget would be considered at the Joint Committee meeting in October 2013.

61.8 In response to a question, the Director confirmed that two reviews would be carried out: a review of the garden waste service and a review of the original business case.

Resolved

62.1 That the outturn against the Partnership's budget for 2012/13, the shares of the cost attributable to each partner and the further contribution required to fund the remainder of the deficit and working balances for 2013/14 be noted.

62.2 That the planned use of unspent budget for recycling initiatives to supplement the funding for implementation of the 'recycle for Dorset' service be endorsed.

Reason for Decisions

63. The Joint Committee has been warned of the potential overspend in 2012/13 and will wish to consider the final position for the year. Its support is sought for use of the recycling initiatives budget to supplement funding to implement the 'recycle for Dorset' service.

 **Inter Authority Agreement**

64.1 The Joint Committee considered a joint report by the Clerk and Treasurer to the Dorset Waste Partnership (DWP) which set out proposed changes to the Inter Authority Agreement (IAA) in relation to the Partnership's accounts and audit arrangements, and to the management of non-waste vehicles used by Weymouth and Portland Borough Council.

64.2 The Joint Committee had been informed at a previous meeting of the intention to amend the IAA in both respects. Should the recommended changes to the IAA be agreed by the Joint Committee, the Treasurer highlighted that there would be a need for the recommendation to be agreed by each of the Partner Authorities.

64.3 The Director of Communities for West Dorset District and Weymouth and Portland Borough Councils informed members that the arrangement between Specialist Vehicle Services meant that the management of non-waste vehicles used by Weymouth and Portland Borough Council was cost neutral to the DWP.

Recommended

65. That the Partner Authorities agree to the amendments to the Inter Authority Agreement as set out in sections 2 and 3 of the joint report by the Clerk and Treasurer to the Joint Committee.

Reason for Recommendation

66. To ensure that the position was clear regarding the production of financial accounts and external audit under the arrangements applying to the host authority, and the Joint Committee was not exceeding its delegated responsibilities when managing non-waste vehicles on behalf of Weymouth and Portland Borough Council.

 **Progress Report April / May 2013**

67.1 The Joint Committee considered a report by the Head of Strategy which set out the main actions and progress of the Dorset Waste Partnership (DWP) since the last meeting and reported on planned work for the next period.

67.2 With regard to the format of the report, the Head of Strategy highlighted that highly detailed progress reports had been produced since the formation of the DWP. As the DWP was now over two years old it was proposed that the Joint Committee should continue to receive progress reports, but that these should refer to significant actions only. These higher level reports would therefore not be produced for all meetings of the Joint Committee. Members agreed to this approach.

67.3 Members noted that since the last meeting of the Joint Committee most progress had been in relation to the continued rollout of the 'recycle for Dorset' service. Distribution of collection bins in the Tranche 2 area was continuing and would be complete by Sunday 9 June 2013 at the latest, with the first collections taking place on Monday 10 June. Distribution of containers had improved in light of lessons learnt from the Tranche 1 delivery, but it had been slower. A high number of customer service calls had been received and the Dorset Direct contact centre had been able to deal with many more calls due to extra training following the Tranche 1 rollout.

67.4 Regarding difficult to access properties, members raised concern that in the Purbeck region 50% of properties had been identified as inaccessible to the standard tri-stream vehicle. The Head of Operations informed members that research was ongoing and that a comparison of different options for the provision of service in difficult to reach areas would be considered by members. Many properties could be accessed through a slightly smaller vehicle, but all options and costs would be considered by the Joint Committee at the next meeting.

67.5 The Vice-Chairman reported that distribution of containers in his area had been very efficient. Communication with elected members and the public had been excellent and where concerns had arisen these had been dealt with. The General Manager for North Dorset District Council agreed and added that potential conflicts with particular households had been resolved.

67.6 The Director informed the Joint Committee that the planning application for Bridport Waste Management Centre had been submitted at the end of May 2013 and would be considered by Dorset County Council's Planning Committee on 26 July 2013. Some highways issues had been identified and resolved and officers hoped for a positive recommendation to the Committee.

67.7 Members welcomed the news that the DWP had been shortlisted in the prestigious Management Journal Environmental Services award category. The ceremony would take place in London on 20 June 2013 and would be attended by the Chairman and Director of the DWP. Any members who also wished to attend were asked to contact the Director outside of the meeting.

Resolved

68.1 That the Dorset Waste Partnership's progress against key targets and objectives be noted.

68.2 That only significant actions and progress be reported to future meetings of the Joint Committee as part of a high level report.

Reason for Decisions

69. To inform the Joint Committee and help to prioritise and focus the work of the DWP.

Performance Indicator Monitoring – Fourth Quarter and Year End

70.1 The Joint Committee considered a report by the Director of the Dorset Waste Partnership (DWP) which set out the performance of the DWP in the fourth quarter and year end of 2012/13.

70.2 The Head of Strategy circulated some additional figures which had not been available when the report was published. He highlighted the positive impact which the 'recycle for Dorset' service had delivered in East Dorset and in particular in Christchurch

where recycling rates had improved by 72% since 2011/12. Regarding the amount of municipal waste sent to landfill, members noted that in quarter 4 of 2012/13 this was 36.2%, which was better than the target for the year.

70.3 The Director informed members that there had been a marked drop in garden waste in March 2013 due to the particularly bad weather. There was a concern that residual elements were increasing, but this would be monitored as part of a review of all waste arisings.

70.4 One member suggested that, in future, performance reports should not show separate figures for each partner authority as the DWP should be seen as a partnership. The Head of Strategy commented that as time went on it would be more difficult to identify separate figures for each local authority area as in some cases it was more efficient to spread services across local authority boundaries. The DWP Management Board would consider the most appropriate method of reporting performance and report back to the Joint Committee for comment.

70.5 Regarding the targets for street cleanliness and detritus, it was highlighted that the 7% target for street cleanliness was at the right level, but the target of 7% for detritus (mud, silt and vegetation) was difficult to attain. A number of members raised concern that street cleanliness and detritus was very important in terms of reputation and tourism, and high standards were expected. Historically data on street cleanliness and detritus had been collected by District and Borough Councils in different ways. A review of street cleansing was on the Joint Committee's work programme, and would be considered at a future meeting.

Resolved

71. That the fourth quarter and year end 2012/13 performance of the Dorset Waste Partnership against the agreed performance indicator targets be noted.

Reason for Decision

72. To inform the Joint Committee of the DWP performance against the performance indicator targets.

DWP Phase 2 West Dorset District Council and Weymouth and Portland Borough Council Implementation Project Highlight Report – March to April 2013

73.1 The Joint Committee considered a report by the Director of the Dorset Waste Partnership (DWP) which set out the main actions and progress of the Phase 2 implementation project since the previous Highlight Report.

73.2 The Director reported that Phase 2 had commenced on 1 April 2013 when West Dorset District and Weymouth and Portland Borough Councils had joined the DWP. There had been a seamless transition and the first two months had progressed well. Members noted that the Phase 2 project had now closed, that all outstanding tasks had passed to the DWP senior management team, and all risks had either been closed or classed as low. This would therefore be the final report the Joint Committee would receive on Phase 2 implementation.

73.3 There had been a small underspend on the Phase 2 project and it was recommended that this be carried forward to the Phase 3 (Purbeck) implementation project.

73.4 One of the Weymouth and Portland Borough Council representatives expressed his thanks to the staff of West Dorset District and Weymouth and Portland

Borough Councils for their efforts in achieving a smooth transition given the large number of staff affected. The Director added his thanks to the staff on behalf of the DWP.

Resolved

74.1 That the closure of the Phase 2 project from 30 May 2013 be noted.

74.2 That the carry forward of the Phase 2 underspend into the Phase 3 (Purbeck) implementation be approved, and that this incorporate any remaining expenditure relating to Phase 2 work in 2013/14.

Reason for Decision

75. The required outcomes of the project had been achieved; a number of activities would still continue such as the work around the property leases and HR work around the staff restructure, which would be managed by the DWP Senior Management Team. This work would continue to incur expenditure (as forecasted in the budget included in the Director's report).

Draft Dorset Waste Partnership Business Plan 2013/18

76.1 The Joint Committee considered a report by the Head of Strategy which presented the draft Dorset Waste Partnership (DWP) Business Plan 2013/18. The draft plan which was intended to work alongside the medium term financial strategy and so no detail had been included in the resources column of the action plan. Once the business plan had been agreed in principle and the finance strategy had been agreed, a final business plan including resource implications would be developed for the DWP.

76.2 The Head of Strategy highlighted that the draft Business Plan had been developed following a Business Plan workshop held following the meeting of the Joint Committee in March 2013. A new 'Vision' for the DWP and new critical objectives had been developed. The Senior Management Team (SMT) was currently the lead for all actions until the new SMT structure was in place.

76.3 The Chairman proposed that the 'Vision' be amended to read "A Dorset wide partnership to provide a quality, efficient and value for money waste service". Members agreed to this amendment.

76.4 The Vice-Chairman suggested that given the uncertainty concerning local government, the Business Plan should contain an option to look at the possibility of becoming a Joint Waste Authority in the future. The Head of Strategy highlighted that this had been suggested in the Business Plan workshop, but members and officers did not want a potential Joint Waste Authority to be the only way forward. A long term task of reviewing the governance and establishment of the DWP had been included to cover this possibility.

76.5 One member suggested that a long term business plan should not take the form of a list of tasks but should show where the DWP was going in strategic terms.

76.6 The Director of Communities for West Dorset District and Weymouth and Portland Borough Councils stated that although the Business Plan would state what the infrastructure would be, an infrastructure review would be undertaken and so the total infrastructure was not yet known.

76.7 Regarding the target of 53% for household waste reused, recycled and composed, officers stated that this was for 2013/14 only and the long term target would be much higher.

76.8 The Director and the Head of Strategy agreed to meet with members and relevant officers outside of the meeting to further discuss the draft Business Plan. The final draft Plan would be considered by the Joint Committee at a future meeting.

76.9 The proposed targets for litter and detritus were accepted as a temporary arrangement, however final targets would be agreed at a future meeting following the review of street cleansing referred to in the DWP work plan.

Resolved

77. That the Draft Dorset Waste Partnership Business Plan 2013/18 be amended in response to comments of the Joint Committee, and that a final draft be considered at a future meeting.

Reason for Decision

78. To provide strategic direction for the work of the Dorset Waste Partnership over the period 2013/18.

Dorset Waste Partnership Strategic Risk Register

79.1 The Joint Committee considered a report by the Head of Strategy which presented the Dorset Waste Partnership's (DWP) Risk Register, which identified strategic risks, along with triggers, assessments of consequences and current controls. Risks had been rated and actions had been identified to mitigate risks.

79.2 In response to a question on risk 9, inability to obtain and develop infrastructure, it was agreed that this risk should be amended to a medium rating until the Bridport Waste Management Centre planning application had been approved. The Director commented that the DWP would not progress a planning application which they did not think would be successful.

Resolved

80. That the Dorset Waste Partnership Strategic Risk Register be approved.

Reason for Decision

81. To support the risk management process of the DWP.

Bank Holiday Working

82.1 The Joint Committee considered a report by the Director of the Dorset Waste Partnership (DWP) which set out a proposal to change the method of operating waste services on Bank Holidays.

82.2 The Head of Operations highlighted that the benefits of the proposed change to Bank Holiday working included less disruption and confusion to members of the public and, as a result, a reduction in the number of complaint calls to Dorset Direct. There would also be a nil change in cost for the modification to working methods.

82.3 In response to a question it was reported that staff affected by the modification and relevant unions had agreed to the proposed changes. Should a member of staff wish to take time off on a Bank Holiday, this would be managed in the same way as on a normal working day.

Resolved

83. That the proposal to retain existing Bank Holiday working in North Dorset, West Dorset and Weymouth and Portland and revert to Bank Holiday collections in Christchurch and East Dorset be approved.

Reason for Decision

84. To provide a consistent approach to working across the partnership and to reduce the level of disruption and confusion to members of the public.

 **Roll out Programme for ‘recycle for Dorset’ and Garden Waste Services**

85.1 The Joint Committee considered a report by the Director of the Dorset Waste Partnership (DWP) which provided an outline of the roll out programme for the ‘recycle for Dorset’ service and garden waste service following lessons learnt from Tranches 1 and 2 and reflection on staff consultation, infrastructure requirements and other practical implications.

85.2 Members noted that a further three tranches were proposed. Tranche 3 (garden waste) would roll out to 41,000 properties in Purbeck, Dorchester and part of West Dorset in November 2013. Tranche 3 (‘recycle for Dorset’) would roll out to the same area in March 2014. Tranche 4 (‘recycle for Dorset’ and garden waste) would roll out to 48,000 properties in Weymouth and Portland, Chickerell, Chesil Bank and Sherborne in October 2014. Tranche 5 (‘recycle for Dorset’ and garden waste) would roll out to the remaining 19,000 properties in the Bridport and Lyme Regis area in 2015. The timing of this roll out would be dependent on the construction of the Bridport Waste Management Centre.

85.3 The Director highlighted that letters had already gone out to Purbeck residents and letters for West Dorset residents were ready to go. Officers from the DWP would coordinate communications with officers from West Dorset District Council. The Streetscene manager added that officers would be talking to local County, District and Borough members, as well as Parish and Town Councils.

85.4 In response to a member’s question it was confirmed that an evaluation of costs was undertaken before the garden waste service started and that a review was to be undertaken in the light of experience so far. Although it was not clear what the take up of the garden waste service would be, the service continued to very popular in East Dorset and Christchurch with many more people signing up since the roll out of Tranche 1.

Resolved

86.1 That:

- (i) the roll out of the ‘recycle for Dorset’ service be split into three further phases (Tranches 3 to 5) as shown in appendices 1 and 2 of the Director’s report;
- (ii) for the Tranche 3 area, the roll out of the garden waste service be rolled out in November 2013 and the ‘recycle for Dorset’ service in March 2014; and
- (iii) for Tranches 4 and 5 the garden waste service and ‘recycle for Dorset’ service be rolled out at the same time (Tranche 4 in October 2014, Tranche 5 in 2015) be approved.

86.2 That the review of the new ‘recycle for Dorset’ service and the Business Case and its potential impacts on the timetable be noted. A further report on this matter would be considered by the Joint Committee in September 2013.

Reason for Decisions

87. To deliver the improved garden waste and 'recycle for Dorset' services to the remainder of the DWP area to a clear achievable programme and to deliver the key objectives of the DWP.

 **Strategic Waste Facility Highlight Report – January to May 2013**

88.1 The Joint Committee considered a report by the Director of the Dorset Waste Partnership (DWP) on progress with the Strategic Waste Facility (SWF) project. The report also set out planned work for the next period up to the next SWF Partnership Board scheduled for June / July 2013.

88.2 The Director informed members that work on the project was progressing well and following soft market testing he envisaged at least three to four strong bids for the SWF in the form of a Materials Recovery Facility. Regarding financial matters, members noted that an overspend on the budget for the project was not anticipated and a lot of work had been conducted to make sure the budget was sufficient to meet the needs of the DWP. The Joint Committee would continue to receive regular updates on the project.

88.3 In response to a question on the recommendation for the Director, in consultation with the Clerk to the Joint Committee, to be authorised to progress and complete the Inter Authority Agreement between the two partners (the DWP and Bournemouth Borough Council), the Clerk commented that it was his view that the Joint Committee could delegate this to the officers specified. He would discuss the subject with monitoring officers of the District and Borough Councils outside of the meeting.

Resolved

89.1 That the highlight report be noted.

89.2 That the Strategic Waste Facility Partnership Board should continue to progress the SWF project and provide regular updates and highlight reports on future actions to the Joint Committee.

89.3 That the Director, in consultation with the Clerk to the Joint Committee, be authorised to progress and complete the Inter Authority Agreement between the two partners.

Reasons for Decisions

90.1 As part of the partnership between Bournemouth Borough Council and the DWP to deliver a Strategic Waste Facility, it was necessary to submit key reports on the project to the executive body of both partners to ensure both parties received consistent information.

90.2 To ensure that the project was delivered in accordance with the project timelines (on time and within budget).

90.3 With regards to the Inter Authority Agreement there was now a need to regularise the SWF partnership with an Inter Authority Agreement.

 **Restructure of the Dorset Waste Partnership Strategic Management Team**

91.1 The Joint Committee considered a report by the Director of the Dorset Waste Partnership (DWP) which sought the Joint Committee's approval to commence the Senior Management Team restructure process. A further report on recommendations arising from the restructure would be considered by the Joint Committee at a future meeting.

91.2 Members noted that, subject to their agreement, the restructure of the Senior Management Team (SMT) would be brought forward to determine the most effective management structure for the future, to reduce and remove any unnecessary duplication of

responsibilities and fully align key roles with the direction and needs of the DWP. Members agreed to this approach.

Resolved

92.1 That the commencement of a Dorset Waste Partnership Senior Management Team restructure be approved.

92.2 That following the restructure process a report be provided to the Joint Committee for final approval of the revised structure.

Reasons for Decisions

93.1 The DWP SMT was currently operating, as approved by the Joint Committee, a temporary structure following the transfer of West Dorset District and Weymouth and Portland Borough Council's staff in April 2013.

93.2 Following the transfer the Director of the DWP wished to restructure the SMT to a more permanent structure to ensure the DWP was best placed and resourced to drive the partnership forward and to help improve the capacity and resilience across the team at what remained a highly dynamic and challenging time for the DWP.

Future Meetings

94. Members noted the arrangements for future meetings of the Joint Committee as listed below.

- Tuesday 30 July 2013, 10.00am at Christchurch Borough Council offices
- Thursday 26 September 2013, 10.00am at Weymouth and Portland Borough Council offices
- Thursday 24 October 2013, 10.00am, Budget Workshop at Dorset County Council offices
- Tuesday 26 November 2013, 10.00am at West Dorset District Council offices

Questions

95. No questions were asked by members under Standing Order 20 (2).

Exempt Business

Exclusion of the Public

Resolved

96. That under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for minute numbers 97 to 99 because it was likely that if members of the public were present, there would be a disclosure to them of exempt information as defined in the paragraph 3 of Part 1 of Schedule 12A and the public interest in withholding the information outweighed the public interest in disclosing that information.



Waste Treatment and Disposal Contract – Eco Sustainable Solutions, Contract Extension Proposal to Invest in Treatment of Street Sweepings

97. The Joint Committee considered an exempt report by the Director of the Dorset Waste Partnership which outlined proposals regarding Eco Sustainable Solutions contract extension proposals, and provided an assessment of the risks and potential financial savings.

Resolved

98.1 That the option to extend the Treatment and Disposal Contract to August 2020 be granted to Eco Sustainable Solutions.

98.2 That the Director of the Dorset Waste Partnership make the most appropriate arrangements for the contract extension on the best terms available.

Reason for Decision

99. To provide savings against current disposal methods for street sweepings and to take advantage of lower gate fees under the contract.

Meeting Duration: 2.15pm – 4.50pm