

16 September 2026

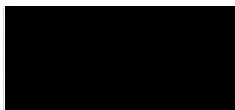
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To Members of the Council

Dear Sir/Madam

You are hereby summoned to a meeting of the **STRATEGY & REVIEW COMMITTEE** (Cllrs: Butterick, Guilfoyle, Hedges, Morse, Parry, Turner, Woodhead) which will be held in the Greenwood Room, Hebden Bridge Town Hall on **MONDAY 21 SEPTEMBER at 7.30PM**



Emma Green
Clerk to the Council

This meeting is open to the public unless Members decide to exclude the public for any exempt or confidential item of business.

AGENDA

- 1. TO RECEIVE APOLOGIES AND REASONS FOR ABSENCE.**
- 2. TO RECEIVE MEMBERS' INTERESTS RELATING TO AGENDA ITEMS FOR THIS MEETING.**
- 3. MINUTES OF THE MEETING HELD 13 JULY 2026**
To consider matters arising from the minutes of the meeting held 13 July 2026, not itemised on this agenda (enc).
- 4. MEMORANDUM OF UNDERSTANDING – WHAT'S ON HEDBEN BRIDGE**
To review the proposed Memorandum of Understanding and to decide on actions as appropriate (enc).
- 5. UTILITIES – WATER SUPPLY**
To consider quote for the Town Councils water supply and to decide on actions as appropriate (enc).
- 6. TOWN COUNCIL PRIORITIES & BUDGET SETTING**
To consider the feedback from the committee priority setting meetings, how these priorities can start to inform the budget and to decide on action as appropriate (enc).
- 7. EXCLUSION OF THE PRESS AND PUBLIC**
To resolve to exclude members of the public and press under the Public Bodies (Admissions to Meetings) Act 1960 during consideration of items of a confidential nature.

STRATEGY & REVIEW COMMITTEE
held MONDAY 13 JULY 2026 at
GREENWOOD ROOM, HEBDEN BRIDGE TOWN HALL

PRESENT

Councillors Butterick, Guilfoyle, Hedges, Morse, Parry, Turner and Woodhead

Minutes Town Clerk - E Green

ABSENT

Councillors None

MINUTES

26(SR)136	1. TO CONFIRM MEMBERSHIP OF THE COMMITTEE, & TO ELECT A CHAIR & DEPUTY CHAIR FOR THE COUNCIL YEAR 2026-27 RESOLVED: that Cllr Butterick be Chair of the Strategy & Review Committee for 2026 - 27. RESOLVED: that Cllr Turner be Deputy Chair of the Strategy & Review Committee for 2026 - 27. RESOLVED: The membership of the Strategy & Review Committee shall be formed of the chairs of each committee plus two members as appointed by the committee
26(SR)137	2. TO RECEIVE APOLOGIES AND REASONS FOR ABSENCE. There were no apologies at this meeting.
26(SR)138	3. TO RECEIVE MEMBERS' INTERESTS RELATING TO AGENDA ITEMS FOR THIS MEETING. There were no members' interests reported at this meeting.
26(SR)139	4. MINUTES OF THE MEETING HELD 28 APRIL 2026 There were no matters arising.
26(SR)140	5. TERMS OF REFERENCE RESOLVED: To approve the Terms of Reference with amendments to reflect the updated provision of external support for FOI and GDPR matters.

26(SR)141	6. CYBER SECURITY INSURANCE Councillors considered a cyber security risk assessment which currently places the council at low risk and quotes for cyber security insurance. RESOLVED: To undertake further investigations into the merits and cover provided and to bring the matter back to the next meeting of this committee.
26(SR)142	7. TOWN COUNCIL COMMITTEE PRIORITY SETTING The committee discussed the forthcoming Committee Priorities meetings. RESOLVED: that the meetings would seek to draw out the overarching themes and values of each committee rather than focusing on individual activities. These are to be brought back to Strategy & Review for consideration. The proforma will be updated to reflect this.
26(SR)143	8. HRTC ACCOUNTING SOFTWARE Councillors considered the report that provided options for a new accounting software package specifically designed for Town and Parish Councils which will create simpler process, better reporting and links across the functions of the Town Council RESOLVED: To approve supplier 1 – Scribe Accounts, to provide accounting software for the Town Council with costs of £2687 to include the allotments package.
26(SR)144	9. EXCLUSION OF THE PRESS AND PUBLIC There was no resolution to exclude members of the public and press under the Public Bodies (Admissions to Meetings) Act 1960 during consideration of items of a confidential nature.

Meeting finished at 9pm.

CURRENT RETAILER		
RETAILER	BUSINESS STREAM	
COMBINED ANNUAL EXPENDITURE	£	228.31
TERM	36-MONTHS	

OPTION 1		
RETAILER	CLEAR BUSINESS	
COMBINED ANNUAL EXPENDITURE	£	209.45
TERM	36-MONTHS	

OPTION 2		
RETAILER	WATER2BUSINESS	
COMBINED ANNUAL EXPENDITURE	£	201.68
TERM	36-MONTHS	

OPTION 3		
RETAILER	WATERPLUS	
COMBINED ANNUAL EXPENDITURE	£	197.43
TERM	36-MONTHS	

RECOMMENDATION		
RETAILER	EVERFLOW	
COMBINED ANNUAL EXPENDITURE	£	193.48
TERM	36-MONTHS	

As you can see, following the completion of tender process on your behalf, Everflow is the most competitively priced option available. No other retailer was able beat the fixed rates being offered for the next three years.

Proceeding with Everflow would provide long-term budget certainty and help protect the business against the significant annual market increases expected between now and 2029, as outlined by the industry regulator, Ofwat. Securing these rates now therefore represents the strongest option from both a cost-management and financial-planning perspective.

Savings Summary

Best option: EVERFLOW at £193.48 per year, saving £34.83 annually vs the original option.

Metric	INITIAL	OPTION 1	OPTION 2	OPTION 3	Recommendation
Retailer	BUSINESS STREAM	CLEAR BUSINESS	WATER2BUSINESS	WATERPLUS	EVERFLOW
Annual Cost	£228.31	£209.45	£201.68	£197.43	£193.48
Annual Saving vs Baseline	£0.00	£18.86	£26.63	£30.88	£34.83
3-Year Saving vs Baseline	£0.00	£56.58	£79.89	£92.64	£104.49

CURRENT RETAILER		
RETAILER	BUSINESS STREAM	
COMBINED ANNUAL EXPENDITURE	£	3,052.14
TERM	36-MONTHS	

OPTION 1		
RETAILER	WATER2BUSINESS	
COMBINED ANNUAL EXPENDITURE	£	3,034.89
TERM	36-MONTHS	

OPTION 2		
RETAILER	CLEAR BUISNESS	
COMBINED ANNUAL EXPENDITURE	£	2,997.98
TERM	36-MONTHS	

OPTION 3		
RETAILER	WATERPLUS	
COMBINED ANNUAL EXPENDITURE	£	2,876.45
TERM	36-MONTHS	

RECOMMENDATION		
RETAILER	EVERFLOW	
COMBINED ANNUAL EXPENDITURE	£2,586.56	
TERM	36-MONTHS	

As you can see, following the completion of tender process on your behalf, Everflow is the most competitively priced option available. No other retailer was able beat the fixed rates being offered for the next three years.

Proceeding with Everflow would provide long-term budget certainty and help protect the business against the significant annual market increases expected between now and 2029, as outlined by the industry regulator, Ofwat. Securing these rates now therefore represents the strongest option from both a cost-management and financial-planning perspective.

Savings Summary

Best option: EVERFLOW at £2,586.56 per year, saving £465.58 annually vs the original option.

Metric	INITIAL	OPTION 1	OPTION 2	OPTION 3	Recommendation
Retailer	BUSINESS STREAM	WATER2BUSINESS	CLEAR BUISNESS	WATERPLUS	EVERFLOW
Annual Cost	£3,052.14	£3,034.89	£2,997.98	£2,876.45	£2,586.56
Annual Saving vs Baseline	£0.00	£17.25	£54.16	£175.69	£465.58
3-Year Saving vs Baseline	£0.00	£51.75	£162.48	£527.07	£1,396.74

LOCAL ENVIRONMENT & CLIMATE COMMITTEE
held MONDAY 17 AUGUST 2026 at
GREENWOOD ROOM, HEBDEN BRIDGE TOWN HALL

PRESENT

Councillors Guilfoyle, Macdonald, Parry, Turner and Woodhead

Deputy Clerk Ebony Andrews

HRTC Officer Gareth Muir

ABSENT

Councillors Trickett

MINUTES

26(LE)198	1. APOLOGIES FOR ABSENCE & REASONS Apologies were received from Cllrs Trickett – on holiday,
26(LE)199	2. MEMBERS INTERESTS RELATING TO AGENDA ITEMS There were no members interests reported at this meeting.
26(LE)200	3. MINUTES OF THE MEETING HELD 9 JUNE 2026 Cllr Parry asked for clarification on point 8a). regarding the lease of a HRTC van for Council business, and asked if the committee had explored electric vehicle options. The committee confirmed they have, and that an EV option remains the ambition of the committee, as and when the reliable infrastructure to support it is in place. RESOLVED: To note the information.
26(LE)201	4. PRIORITIES FOR THE LOCAL ENVIRONMENT & CLIMATE COMMITTEE The committee considered the priorities of the Local Environment & Climate Committee and the budget requirements for the 2027-28 budget, and the three-year forecast to 2031. The Chair introduced the priority-setting discussion by referring

to the Committee's Terms of Reference as a starting point. It was emphasised that the session was to establish the Committee's overall direction of travel and priorities, rather than to agree on detailed plans or specific actions.

The Deputy Clerk noted the recent amendment to the Terms of Reference to include a more detailed consideration of the environmental impact of the Council's own internal functions and services – and that this may be an area meriting further consideration as part of the discussion. This give rise to the use of paper in the Council.

Use of Resources – Paper

Cllr Woodhead, supported by Cllr Macdonald, raised the Council's use of paper. It was suggested that alternatives should be explored to reduce paper use while ensuring that accessibility requirements continued to be met for Cllrs. Eg. the use of digital devices for Council papers was discussed, alongside the idea of surveying councillors to understand any specific requirements and gauge support for the idea. The general aspiration of the Council should be move towards paper being available where required, rather than being the default.

The potential use of digital or remote meetings was briefly discussed, although it was noted that Council meetings will continue to take place in person. Given the local nature of the Council and its members, travel to meetings was unlikely to represent a significant proportion of the Council's environmental / carbon footprint.

Cllr Macdonald highlighted that should paper-less systems be adopted, there is a need to ensure that good governance and appropriate record keeping are maintained. It was suggested that advice could be sought from YLCA as a starting point, and that the Council could also learn from approaches adopted by other Councils.

Climate Change

Climate change and the Council's wider environmental work were then discussed. Cllr Macdonald noted that through existing projects including High Hirst Woodmeadow, support for Brearley Fields, the Hebden Royd Green Network and HRTC Allotment

projects, the Council is already undertaking a substantial amount of work within its local remit and sphere of influence. It was agreed that this work should continue, although opportunities to maximise local impact should also be identified and be explored.

The Local Environment & Allotments Officer reflected that much of their work in recent months has been laying the foundations for longer-term benefits, strengthening communities by building environmental resilience. It was agreed that the Council should avoid duplicating work already being undertaken by others, while considering how it can evolve from directly providing or facilitating activities towards supporting greater community ownership and autonomy in the longer-term.

High Hirst Woodmeadow was highlighted as a strong example of what could be achieved elsewhere with support. It was suggested that the project had the potential to act as a model for similar work elsewhere, with opportunities for skills sharing and wider learning.

Parks & Playparks

Cllr Guilfoyle raised Calderdale's Parks and playparks, noting the importance of Calder Holmes Park as a 'destination park' and meeting place for a wide range of visitors. Concerns were raised about the condition of the play area, coupled with the reduced funding available from Calderdale Council for improvements.

The installation of an accessible swing, alongside improvements to the skatepark and graffiti boards were identified. It was recognised that these were ongoing issues which could require future investment and therefore ongoing budget.

Cllr Macdonald suggested that opportunities for partnership working and collective funding could be explored in relation to parks and other, larger infrastructure projects. Play equipment is expensive, and it was suggested that working with other organisations could help bring additional funding and support to areas that ultimately sit under CMBC but now require investment beyond Calderdale's budget allocation for these types of facilities. It was mentioned that The Rotary Club of Hebden Bridge had expressed an interest in supporting projects related to Calder Holmes Park.

Reflecting on what's working

The Committee reflected on the importance of reviewing its existing activities and being prepared to cease, change or develop projects where they are no longer delivering the greatest benefit. Examples were discussed including changes to the bulb planting programme and the Spring Clean approach, with current activity being developed to better align with environmental outcomes.

Opportunities to support wildflower planting and involve young people, children and schools were also noted. It was agreed that existing activities should continue to be reviewed to ensure that they remained fit for purpose.

The Committee discussed reducing, and where possible eliminating, the use of single-use plastics at Council events. This point to be relayed to the Projects & Events Committee.

Large infrastructure projects and community representation

The proposed Calderdale Energy Park (CEP) windfarm and Flood Alleviation works were discussed. It was agreed that the Council should continue to take positions that reflect the community's mandate and expectations, recognising the importance of HRTC in being a voice for local people and representing local views on significant projects affecting the locality.

Concerning, the forthcoming Flood Alleviation Scheme (FAS), while HRTC is already represented on the stakeholder working group, it was felt that there could be a more structured line of communication between this Committee and those representative(s). This would help ensure committee ideas, knowledge and priorities were fed into discussions around the detailed design and delivery of works, including the reinstatement or provision of public facilities such as benches and flower beds following works (for example). It was suggested that the FAS could become a regular agenda item for the Committee going forward.

Communications

Cllr Turner noted the range of positive local environment projects already taking place, highlighting the importance of continuing to promote and communicate this activity to the community. It was suggested that communications could form a regular agenda item, helping the Committee to share stories, celebrate successes and raise awareness upcoming projects and activities.

Flooding support – Drain clearances

Cllrs Macdonald and Woodhead, drawing on experience as Flood Wardens, raised issues relating to clearing blocked drains. The potential for an 'adopt a drain' approach was discussed, although it was recognised that such schemes have mixed success and that different types of drains present different challenges, and this can be a lot to ask of residents. Calderdale Council retains overall responsibility for drains and anecdotally responds to reports of blockages, although there is wide recognition that this is hard work and that CMBC capacity will be limited at critical times.

The Committee discussed whether value could be added by taking a more coordinated approach to identifying and monitoring problem drain areas, potentially working with Flood Wardens and / or other local groups. Understanding whether Calderdale Council holds information on drain locations / a drain map could help identify priority areas. Inviting Flood Wardens to participate in the Hebden Royd Green Network was also recommended.

Collective community composting

Cllr Parry raised the idea of communal composting, using the ideas of a shared compost bin similar to one operating on his own street as an example. The Council could support shared composting initiatives, helping to reduce the volume of green waste while providing benefits to gardening and planting.

HRTC & Officer capacity

Cllr Woodhead emphasised the importance of remaining realistic about the capacity of officers and councillors and not spreading efforts too thinly. The Committee should continue with the work on what is already proving successful, while allowing more recently instituted initiatives to develop and deliver community benefits. Carefully considering future opportunities without

	overextending resources is key. Along these lines, thanks were extended to the Local Environment & Allotments Officer for their work. The Local Environment & Allotments Officer provided an overview of more specific current projects, such as hanging baskets, volunteering days, the Hebden Rod Green Network and conservation grazing. Activities including the bat and dawn chorus walks along with moth and bee monitoring were mentioned among others. Cllr Guilfoyle noted improvements in the Council's communications and a sense that news on HRTC local environment work is reaching wider into the community. Thanks were extended to the Communications Officer for their work in this area. RESOLVED: These Minutes will be considered at the next Strategy & Review Committee Meeting and will feed into discussion around the wider priority setting for the Town Council going forward.
26(LE)202	5. EXCLUSION OF THE PRESS AND PUBLIC There was no resolution to exclude members of the public and press under the Public Bodies (Admissions to Meetings) Act 1960 during consideration of items of a confidential nature.

Meeting finished at 8:52pm.

COMMUNITY FUNDING
held MONDAY 20 JULY 2026 at
GREENWOOD ROOM, HEBDEN BRIDGE TOWN HALL

PRESENT
Councillors Cammack, Guilfoyle, Hoyle and Turner

Minutes E Green

ABSENT
Councillors Borrowes, Fraser, Howes, Trickett

MINUTES

26(CF)150	1. APOLOGIES FOR ABSENCE & REASONS Apologies were received from Cllrs Borrowes, Fraser – on holiday with Cllr Turner as substitute, Howes – on holiday, Trickett – on business trip
26(CF)151	2. MEMBERS OF INTERESTS RELATING TO AGENDA ITEMS There were no members' interests reported at this meeting
26(CF)152	3. PRIORITIES FOR THE COMMUNITY FUNDING COMMITTEE This work will feed back into Strategy and Review for further consideration, particularly around the three-year budgeting question and how findings from this and other committees' priority-setting combine. It was agreed that the current priorities stated in the funding criteria as in section 3 of the guidance were still relevant. These are • improving residents' quality of life • increasing community cohesion • addressing needs like food insecurity. • young people • older people • those who are vulnerable or experiencing disadvantage

	It was discussed how there needs to be a measurable benefit, how many people benefit and what is the community value? The idea of building long-term partnerships was discussed. This would support the Town Council priorities but also support groups to become financially sustainable, attract match funding and make longer term plans. The question of whether tourism/economic vibrancy funding should sit within community funding or be handled elsewhere was left as an open question, flagged for further conversation rather than resolved in this session. Other themes and priorities discussed were Vulnerable people, social cohesion and cost-of-living support Elderly people and disabilities Community policing and community safety Grant-writing support capacity Distinguishing community funding from tourism/events funding Events, parades and celebrations Twinning The promotion of the Community Funding Committee was also discussed; how do we let the community know what we are funding? RESOLVED: That a meeting will be held, open to all those who engage in youth led provision in the area, to have an open conversation about how the Town Council can best support their needs and what the opportunities may be for longer term funding. The committee will convene a further discussion (an open forum or targeted conversation) with organisations working with young people, to gather information on needs and options before committing to a specific young-people funding priority or partnership structure — explicitly without promising funding at that stage. To consider revisiting projects upon completion to run stories about the project’s achievements, in particular looking at the human impact.
26(CF)153	4. EXCLUSION OF THE PRESS AND PUBLIC There was no resolution to exclude members of the public and press under the Public Bodies (Admissions to Meetings) Act 1960 during consideration of items of a confidential nature. RESOLVED:

Meeting finished at pm.

PICTURE HOUSE COMMITTEE
held TUESDAY 14 JULY 2026 at
GREENWOOD ROOM, HEBDEN BRIDGE TOWN HALL

PRESENT

Councillors Butterick, Harvey, Howes, Macdonald, Morse and Turner

Minutes Town Clerk - E Green

ABSENT

Councillors Fraser

MINUTES

26(PH)145	1. APOLOGIES FOR ABSENCE & REASONS Apologies were received from Cllrs Fraser
26(PH)146	2. MEMBERS INTERESTS RELATING TO AGENDA ITEMS There were no members interests reported at this meeting.
26(PH)147	3. MINUTES OF THE MEETING HELD 29 JUNE 2026 RESOLVED:
26(PH)148	4. PRIORITIES FOR THE PICTURE HOUSE COMMITTEE The committee considered the priorities of the Picture House committee and the budget requirements for the 2027-28 budget, and the three-year forecast to 2031. The Picture House Committee have recently received the confirmation of the council being successful with a bid to the NLHF development phase. This will be a core activity of focus over the coming years. The current challenges and possible response were discussed. The main competition, particularly for the family market comes from the Vue in Halifax. The Hebden Bridge Picture House need to play to

	its strengths with a focus on customer experience, and a consistent, well-priced service from the kiosk. There will continue to be a mix of programme, where possible ensuring that new titles are screened in a delivered in a timely manner. The Picture House will also continue to work with the Disability Access Forum and promote its accessible features. The idea of creating loyalty and community pride/ownership of the Picture House was discussed. How do we get people across the community to really engage? RESOLVED: To recommend consideration of the following: • Utilise the Passport to Leisure Scheme as a means of targeting services to people who live in areas of Lower Socio-economic status • Consider a crowd funding application to support the various elements of the project. • Consider a Fundraising venture that promotes people purchasing a something tangible so that they have ownership in the Picture House. • Seek additional funding from HRTC to create a marketing budget, that is able to promote awareness and challenge the competitors. • targeted ticket pricing to attract different target audiences.
26(PH)149	5. EXCLUSION OF THE PRESS AND PUBLIC There was no resolution to exclude members of the public and press under the Public Bodies (Admissions to Meetings) Act 1960 during consideration of items of a confidential nature.

Meeting finished at pm.

PROJECTS, EVENTS & CHRISTMAS LIGHTING COMMITTEE
held WEDNESDAY 22 JULY 2026 at 6pm
GREENWOOD ROOM, HEBDEN BRIDGE TOWN HALL

PRESENT

Councillors Hedges, Fraser, Hoyle, Parry, Turner and Woodhead

Minutes Deputy Clerk - E Andrews
Town Clerk – Emma Green

ABSENT

Councillors Macdonald

MINUTES

26(PE)158	1. APOLOGIES FOR ABSENCE & REASONS Apologies were received from Cllr Macdonald – owing to a clash with Calderdale Full Council meeting. RESOLVED: To note the apologies and approve the reasons for absence.
26(PE)159	2. MEMBERS INTERESTS RELATING TO AGENDA ITEMS There were no members interests reported at this meeting.
26(PE)160	3. MINUTES OF THE MEETING HELD 16 JUNE 2026 RESOLVED: To note the information.
26(PE)161	4. PRIORITIES FOR THE PROJECTS & EVENTS COMMITTEE Cllrs considered the priorities of the Projects & Events committee and the budget requirements for the 2027-28 budget, and the three-year forecast to 2031. Cllr Hedges referred to Cllr Woodhead to direct the conversation on priority setting. The Committee's Terms of Reference were re-read. The beginning of the conversation was framed around a consideration of the purpose of the committee. All Cllrs contributed a and the following themes were highlighted: Enriching the community, providing / facilitating fun – making making people

happy, providing family focused provision and supporting local businesses.

It was discussed and recognised that the Council has a duty to residents of Hebden Royd first and foremost, but that a balance must be struck between also drawing in visitors and tourists which in turn also benefits the locality in a multiplicity of ways. Cllrs also agreed that the committee has focused on the delivery of events over projects (with the green Network and WOHB being notable exceptions), and that a 3 year strategy may provide a good opportunity for consideration of ways to correct this perceived imbalance.

Opportunities

An open conversation about Projects & Events opportunities followed, with the below ideas being put forward:

- Could Hebden Royd have a unified **brand or more widely recognised identity that could** be attached to an event or festival? Something that puts the area 'on the map'? It was noted that Happy Valley Pride is currently that largest event overall, with a wide reach.
- Areas of unused and **derelict land** were mentioned, what opportunities could these present?
- **A literature event and / or writing prize**, in reflection of the literary history of the area but also to showcase and celebrate current local talent (authors, poets and other creating writers). Cllrs suggested there may be an untapped enthusiasm for literature as indicated by the prevalence of book groups alongside more visible organisations such as The Arvon Centre at Lumb Bank. Delivering such an initiative in partnership with community organisations, book groups and local writers could broaden participation, strengthen community ownership and may also reduce the level of officer resource required.
- **Volunteers and volunteering** were discussed at length, with Cllrs suggesting that there may be an untapped pool of people in the community wishing to volunteer, but perhaps being unsure of where to look and how to get involved. The wellbeing aspect of volunteering was recognised as a means of connecting people and supporting positive mental health outcomes.
Cllrs discussed the idea of developing the What's On Hebden Bridge (WOHB) platform to provide a means of connecting volunteers to volunteering opportunities in the locality. This would be free, and self serve, much like the platform itself. In addition, looking at

	opportunities in existing schemes such as the Green Network, and learning from models like the Friends of the Rotary Club of Hebden Bridge as a more 'light touch' volunteering offer were discussed. - Community safety and anti-social behavior was raised in light of Todmorden Town Council employing a PCSO. Cllrs mentioned anti-social behavior hot-spots such as Calder Holmes Park and routes around the park, which in places are poorly signed and poorly lit. It was again noted that there is less provision for youth groups than in previous years and that this may, at least in part, be a driving factor. - The addition of EV charging points at the Council owned car park on Station Road was also raised as a potential project to consider. RESOLVED: These Minutes will be considered at the next Strategy & Review Committee Meeting and will feed into discussion around the wider priority setting for the Town Council going forward.
26(PE)162	5. EXCLUSION OF THE PRESS AND PUBLIC There was no resolution to exclude members of the public and press under the Public Bodies (Admissions to Meetings) Act 1960 during consideration of items of a confidential nature.

Meeting finished at 7:22pm