

# **LONDON BOROUGH OF CROYDON FORWARD PLAN NOTICE OF KEY DECISIONS**

**To be taken under the Local Authorities (Executive Arrangements)  
(Meetings and Access to Information) (England)  
Regulations 2012**

**27 JUNE 2023 TO 30 SEPTEMBER 2023**

Published

Notice is hereby given of:

key decisions (as defined within London Borough of Croydon's Constitution) that will be taken by the Executive Mayor (or other decision maker)

confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part)

A notice / agenda together with reports and supporting documents for each meeting will be published at least five working days (and in some instances sooner) before the date of the meeting. In order to enquire about documents availability and subject to any restriction on their disclosure, copies may be requested at Access Croydon, 8 Mint Walk, Croydon, CR0 1EA.

Documents may be accessed electronically at [www.croydon.gov.uk](http://www.croydon.gov.uk)

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated (as 'Fully Exempt' or 'Part Exempt' on an item on this plan scheduled to be heard at that meeting), part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. The likely reason for exemption is denoted on the plan by the number of the relevant paragraph from the Act. See overleaf for the relevant paragraphs.

If you disagree with why a report is to be considered in private, you can tell us why by emailing [Democratic.Services@croydon.gov.uk](mailto:Democratic.Services@croydon.gov.uk) or writing to the Interim Head of Democratic Services, Bernard Weatherill House, 8 Mint Walk, Croydon, CR0 1EA.

If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

This notice supersedes all previous notices.

**Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended)  
(Reason for the report to be considered in private)**

1. Information relating to any Individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:
  - a. To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
  - b. To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

**The decision making body/bodies or individual decision maker referred to throughout this document are as follows:**

**CABINET**

<b>Name</b>	<b>Portfolio</b>
Mayor Jason Perry	Executive Mayor
Councillor Lynne Hale	Statutory Deputy Mayor and Cabinet Member for Homes
Councillor Jason Cummings	Cabinet Member for Finance
Councillor Maria Gatland	Cabinet Member for Children and Young People
Councillor Yvette Hopley	Cabinet Member for Health and Adult Social Care
Councillor Ola Kolade	Cabinet Member for Community Safety
Councillor Jeet Bains	Cabinet Member for Planning and Regeneration
Councillor Scott Roche	Cabinet Member for Streets and Environment
Councillor Andy Stranack	Cabinet Member for Communities and Culture

Or Council officer as indicated

**London Borough of Croydon**  
**FORWARD PLAN OF KEY DECISIONS 27 June 2023 TO 30 September 2023**

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
28 Jun 2023	Maintained Nursery Schools Report	Yes  Report to outline the current position in relation to our Maintained Nursery Schools and options for the future provision of this in Croydon. This decision is required as a result of decreasing funding for MNS and the impact that this is having on the budget situation for all of our MNS settings	Cabinet	Cabinet Member for Children and Young People (Councillor Maria Gatland)	Shelley Davies	Open
28 Jun 2023	SEND Strategy	Yes	Cabinet	Cabinet Member for Children and Young People (Councillor Maria Gatland)	Kathy Roberts	Open



Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
28 Jun 2023	Housing Protocol for Care Leavers	Yes  Joint report with Housing on the offer for Care Leavers in Croydon	Cabinet	Cabinet Member for Children and Young People (Councillor Maria Gatland)	Debbie Jones	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
26 Jul 2023	Parking Policy 2023	<p>Yes</p> <p>The council's current parking policy 2019-2022 needs to be amended to meet new targets for improving safety, air quality and managing kerbside space. In reviewing the existing parking policy we aim to address the key strategic drivers that will address public health priorities, the impact of vehicle emissions and congestion on air quality to encourage a shift to more active and sustainable transport modes whilst managing the growing demand on kerbside space.</p>	Cabinet	Cabinet Member for Streets and Environment (Councillor Scott Roche)	Steve Iles	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
26 Jul 2023	Brick by Brick Update Report	Yes  Update on progress with regards to delivery of homes within wholly owned Council company, Brick by Brick Croydon Ltd	Cabinet	Cabinet Member for Finance (Councillor Jason Cummings)	Nish Popat, Huw Rhys-Lewis	Part exempt
26 Jul 2023	Results of Experimental Healthy School Street Schemes (Group 2)	Yes  The report presents the result of 10 experimental healthy school street schemes installed in April 2022. The report seeks approval to make all schemes permanent following the experimental period.	Cabinet	Cabinet Member for Streets and Environment (Councillor Scott Roche)	Jayne Rusbatch	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
26 Jul 2023	Regina Road Project - Outcome of Ballot and Next Steps	<p>Yes</p> <p>Following the Cabinet decisions on 16 November 2022 and 22 March 2023, a Ballot of residents on the Council's Landlord Offer was held over the three week period concluding on 22 May. The meeting will consider the outcome of the Ballot and the next steps to be taken by the Council.</p>	Cabinet	Cabinet Member for Homes (Councillor Lynne Hale)	Robin Smith	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)



Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
26 Jul 2023	Large Panel System Tower Blocks - Outline Strategy	<p>Yes</p> <p>There are 16 remaining Large Panel System (LPS) tower blocks in the Borough. They were built in the 1960s and are subject to new requirements under the Building Safety Act. Three at Regina Road, South Norwood, have received extensive publicity due to the poor living conditions for residents. The report will explain the history of these blocks and the options open to the Council under new legislation.</p>	Cabinet	Cabinet Member for Homes (Councillor Lynne Hale)	Robin Smith	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
26 Jul 2023	Lease acquisition and disposal at Red Clover Gardens	Yes  Acquisition of 85 affordable units via Headlease at Red Clover Gardens to support provision of Affordable homes to the community.	Cabinet	Cabinet Member for Homes (Councillor Lynne Hale)	Nish Popat	Part exempt
27 Sep 2023	Dementia Strategy	Yes  A joint health and care partnership strategy setting out the vision and forward plan for delivering dementia services in Croydon.	Cabinet	Cabinet Member for Health and Adult Social Care (Councillor Yvette Hopley)	Bianca Byrne	Open
22 Nov 2023	Local Plan Review	Yes  A partial review of the adopted Croydon Local Plan 2018 to ensure policies remain up to date.	Cabinet	Cabinet Member for Planning and Regeneration (Councillor Jeet Bains)	Julia Dawe	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
Not before 27th Jun 2022	Housing IT System Contract Extension	Yes	Executive Mayor	Cabinet Member for Finance (Councillor Jason Cummings)	Gerard Gough	Open
Not before 23rd Jan 2023	Corporate Insurances Contract Awards	Yes  This report seeks approval for the award of corporate insurance contracts which include recharged premiums for commercial property leaseholders and leaseholder Right to Buy (RTB) insurance arrangements. Croydon Council have run a tender on behalf of the London Insurance Consortium.	Corporate Director of Resources (Section 151)	Cabinet Member for Finance (Councillor Jason Cummings)	Malcolm Davies	Part exempt

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 20th Feb 2023	Managed print service contract variation and extension	<p>Yes</p> <p>Variation and extension of the managed print service contract. All Council statutory and non-statutory services rely on the Managed Print Services to facilitate the delivery of services for residents and businesses in the borough. The multi-function devices allow for hard copy printing and low volume copying of documents and to scan documents for individual requirements.</p>	Executive Mayor	Cabinet Member for Finance (Councillor Jason Cummings)	Fahid Ahmad	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
Not before 27th Feb 2023	Contract Award for Healthwatch Croydon Service	Yes  The report describes the tender and evaluation process carried out to identify the Preferred Bidder in order to award the contract for the statutory Healthwatch Croydon service. The report asks for a decision to approve the contract award to the recommended Preferred Bidder.	Corporate Director of Adult Social Care & Health	Cabinet Member for Health and Adult Social Care (Councillor Yvette Hopley)	Karen Handy	Part exempt
Not before 8th Apr 2023	Passenger Transport Minibus Contract - Ad Hoc Mini-Bus Routes - Procurement Strategy Report	Yes	Executive Mayor	Cabinet Member for Children and Young People (Councillor Maria Gatland)	Daniel Shepherd	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
Not before 8th Apr 2023	Street Outreach and Resettlement Service - Procurement Strategy	Yes	Cabinet Member for Homes	Cabinet Member for Homes (Councillor Lynne Hale)	Beatrice Cingtho-Taylor	Open
Not before 3rd May 2023	Older People Care and Support Provision - Extension	Yes Extend the existing care and support provision contracts with the following providers for a period of up to 6 months, from 1st April 2023 – 30th September 2023, to enable continuity of statutory service delivery for vulnerable residents placed within the three PFI care homes and one PFI Extra Care scheme.	Corporate Director of Adult Social Care & Health	Cabinet Member for Health and Adult Social Care (Councillor Yvette Hopley)	Ami Patel	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 26th Apr 2023	Request for approval to Dispose of Lion Green Road Development	<p>Yes</p> <p>This report requests approval from the Council, acting as Lender, to allow Brick by Brick Croydon Ltd (BBB) to bulk dispose of residential units at Lion Green Road (Red Clover Gardens) development at less than the market value and in accordance with the Funding Facility Agreement.</p>	Corporate Director of Resources (Section 151)	Cabinet Member for Finance (Councillor Jason Cummings)	Nish Popat	Part exempt

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 26th Apr 2023	Procurement Strategy Actuarial Services	<p>Yes</p> <p>Under The Local Government Pension Scheme Regulations 2013: 62 (1) An administering authority must obtain-</p> <p>(a) an actuarial valuation of the assets and liabilities of each of its pension funds as at 31st March 2016 and on 31st March in every third year afterwards;</p> <p>(b) a report by an actuary in respect of the valuation; and</p> <p>(c) a rates and adjustments certificate prepared by an actuary</p>	Cabinet Member for Finance	Cabinet Member for Finance (Councillor Jason Cummings)	Matthew Hallett	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)



Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 18th May 2023	Extension and variation of Public Health Primary Care Contracts	<p>Yes</p> <p>The report seeks a variation for a 2 year extension with the current providers for the following contracts that are delivered in Primary Care Settings:</p> <ol style="list-style-type: none"> <li>1. NHS Health Checks</li> <li>2. Long Acting Reversible Contraception (LARC)</li> <li>3. Enhanced Sexual Health Service</li> <li>4. Chlamydia Screening</li> </ol>	Executive Mayor	Cabinet Member for Health and Adult Social Care (Councillor Yvette Hopley)	Donna Cudmore	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
Not before 18th May 2023	Award of Contract for the Fire Risk Assessment Consultancy Services	Yes  To support the recommendations for an award of contract to the preferred tenderer for the delivery of key service in ensuring safety of residents and compliance with legislation and Council's policy.	Executive Mayor	Cabinet Member for Homes (Councillor Lynne Hale)	Sam Pullen	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
Not before 18th May 2023	Procurement of Housing Professional Consultancy Services	Yes  To set out the recommendations and actions to be taken for the procurement of a Housing Professional Consultancy Service (Service Provider) to work alongside Croydon to undertake duties in line with the Construction (Design and Management) Regulations 2015, Building Safety Act 2022	Executive Mayor	Cabinet Member for Homes (Councillor Lynne Hale)	Hannah Ojo	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 25th May 2023	CCTV Supply, Installation & Maintenance	<p>Yes</p> <p>The report recommends the strategy/plan regarding the procurement of a supplier(s) to provide CCTV installation and maintenance services for the public space systems, systems at housing premises, (multi-storey) car parks and other small systems including cemeteries.</p>	Cabinet Member for Community Safety	Cabinet Member for Community Safety (Councillor Ola Kolade)	Christopher Rowney	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 12th Jun 2023	Laptop Refresh Programme	<p>Yes</p> <p>This report recommends approving the procurement strategy which will lead to the award of a contract to replace all end user IT devices within the council (laptops, desktops and tablets) as well as introducing a modern end user device build, deployment, and management technology.</p>	Cabinet Member for Finance	Cabinet Member for Finance (Councillor Jason Cummings)	Mark Line	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 17th Jun 2023	Floating Support Hub & Spoke service for people with learning disabilities and or physical disability	<p>Yes</p> <p>Extend the existing provision currently delivered by KeyRing for a period of 15 months from 1<sup>st</sup> July 2023 – 30<sup>th</sup> September 2024.</p> <p>The total cost of a 15-month contract extension and variation would be £615,750 and would affect more than 2 wards.</p>	Executive Mayor	Cabinet Member for Health and Adult Social Care (Councillor Yvette Hopley)	Annamika Koomoshan	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 17th Jun 2023	Procurement of Professional Consultancy Services for Regina Road Project and South Norwood LPS Blocks	<p>Yes</p> <p>A Procurement Strategy Report to procure Professional Consultancy Services for Regina Road Project and South Norwood LPS Blocks via suitable frameworks/DPS for a 5 year period.</p> <p>The report will be seeking approval of the procurement strategy and the ability to commence the procurement processes.</p>	Executive Mayor	Cabinet Member for Homes	Robin Smith	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 25th Jun 2023	Arboricultural Services and Maintenance (Trees and Woodlands)	<p>Yes</p> <p>The approved contract award to Glendale Countryside Ltd for the provision of an arboricultural and maintenance term service contract over a period of 5 years with an option to extend for up to five periods of twelve months (to a maximum of 10yrs) with maximum total value £3,875,000 exclusive of VAT.</p>	Corporate Director of Sustainable Communities, Regeneration & Economic Recovery	Cabinet Member for Streets and Environment (Councillor Scott Roche)	Paul Dalton	Part exempt

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)



Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 28th Jun 2023	Stock Condition Survey (SCS)	<p>Yes</p> <p>This report is to get approval for the award of a contract called off from the South East Consortium (SEC) Framework (Lot 10) Stock Condition services, to carry out stock condition surveys /reports to 100% of the housing stock over a period of 5 (4+1) years, for the maximum contract value to bidder (A) named/stated in the Part B.</p>	Corporate Director of Housing	Cabinet Member for Homes	Kevin Hartshorn	Part exempt

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

<b>Intended date of decision on or after</b>	<b>Title</b>	<b>Key Issue/ Decision to be taken</b>	<b>Decision Maker</b>	<b>Cabinet Member(s) responsible</b>	<b>Lead Officer(s)</b>	<b>To be considered in open or private</b>
Not before 7th Jul 2023	Grounds Maintenance - Vehicle and Plant Procurement	Yes  Procurement of Grounds Maintenance Vehicles	Corporate Director of Sustainable Communities, Regeneration & Economic Recovery	Cabinet Member for Streets and Environment (Councillor Scott Roche)	Daniel Shepherd	Part exempt

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 14th Jul 2023	Homes for the Future: Care and Support Provision Award (LOT 2)	<p>Yes</p> <p>The report outlines the outcome of the tender for Homes for the Future: Older People Care and Support Provision - Lot 2 for Extra Care.</p> <p>To approve the award of Lot 2, Extra Care services at Fellows Court to the successful provider named in Part B of the report, for the total contract amount as detailed in Part B of the report.</p>	Corporate Director of Adult Social Care & Health	Cabinet Member for Health and Adult Social Care (Councillor Yvette Hopley)	Ami Patel	Part exempt

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)

Intended date of decision on or after	Title	Key Issue/ Decision to be taken	Decision Maker	Cabinet Member(s) responsible	Lead Officer(s)	To be considered in open or private
Not before 27th Jul 2023	FM Hard Services - Mechanical & Electrical Variation and Extension	<p>Yes</p> <p>This report is to get approval for the extension of the existing mechanical and electrical term maintenance contract for a period of 6 – 9 months.</p> <p>This report summarises the background to the required extension which will ensure the Council's corporate and education premises are maintained, remain fit for purpose, safe for occupancy, and statutorily compliant.</p>	Corporate Director of Resources (Section 151)	Cabinet Member for Finance (Councillor Jason Cummings)	George Ogunsiji	Open

Confidential or Exempt ('Part B') decisions will be taken in a meeting from which the public will be excluded (for the whole or part of the meeting)