



BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

Members of Fire and Rescue Authority.

Bedford Borough Councillors: C Atkins, J Gambold and M Headley

Central Bedfordshire Councillors: R Berry, J Chatterley, P Duckett, D McVicar and I Shingler

Luton Borough Councillors: J Burnett, K Choudhry, D Franks and Y Waheed

The Annual Meeting of **Fire and Rescue Authority** will be held at the **Council Chambers, Central Bedfordshire Council, Priory House, Monks Walk, Chicksands, Shefford, Bedfordshire, SG17 5TQ** on **Tuesday, 29 June 2021** starting at **10.00 am**.

Guidance note: Anyone with symptoms of Covid 19, or who should be isolating for any other reason, to not attend the meeting.

John Atkinson
Secretary/Monitoring Officer

A G E N D A

Item	Subject	Lead	Purpose of Discussion
1.	Membership	Secretary/ Monitoring Officer	
2.	Apologies	Secretary/ Monitoring Officer	

Item	Subject	Lead	Purpose of Discussion
3.	Election of Chair 2021/2022	Secretary/ Monitoring Officer	
4.	Election of Vice Chair 2021/2022	Secretary/ Monitoring Officer	
5.	Declarations of Disclosable Pecuniary and Other Interests	Chair	Members are requested to disclose the existence and nature of any disclosable pecuniary interest and any other interests as required by the Fire Authority's Code of Conduct (see note below).
6.	Communications	Chair	
7.	Minutes	Chair	To confirm the Minutes of the meeting held on 29 April 2021 (Pages 5 - 14)
8.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
9.	Executive Committee meeting 11 May 2021	Chair	To receive the minutes of the Executive Committee meeting held on 11 May 2021 (Pages 15 - 20)
10.	Authorisation of Members to Report to the Constituent Councils on Meetings of the Fire and Rescue Authority	Secretary/ Monitoring Officer	To consider a report (Pages 21 - 22)
11.	Representation on Local Government Association (LGA) Matters	Secretary /Monitoring Officer	To consider a report (Pages 23 - 26)
12.	Appointment of Committees	Secretary/ Monitoring Officer	To consider a report (Pages 27 - 32)
13.	Member Development	CFO	To consider a report (Pages 33 - 38)
14.	Work Programme - FRA and FRA Executive Committee	CFO	To consider a report (Pages 39 - 54)

Item	Subject	Lead	Purpose of Discussion
	Next Meeting	10.00 am on 15 July 2021, venue to be confirmed	

DECLARATIONS OF INTEREST

From 1 July 2012 new regulations were introduced on Disclosable Pecuniary Interests (DPIs). The interests are set out in the Schedule to the Code of Conduct adopted by the Fire Authority on 28 June 2012. Members are statutorily required to notify the Monitoring Officer (MO) of any such interest which they, or a spouse or civil partner or a person they live with as such, have where they know of the interest.

A Member must make a verbal declaration of the existence and nature of any Disclosable Pecuniary Interest and any other interest as defined in paragraph 7 of the Fire Authority's Code of Conduct at any meeting of the Fire Authority, a Committee (or Sub-Committee) at which the Member is present and, in the case of a DPI, withdraw from participating in the meeting where an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.

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**MINUTES OF FIRE AND RESCUE AUTHORITY
MEETING HELD ON 29 APRIL 2021**

Present: Councillors C Atkins, R Berry, J Chatterley (Chairman), K Choudhry, D Franks, J Gambold, M Headley, S Khurshid, D McVicar, I Shingler and Y Waheed

DCFO A Hopkinson, ACO G Chambers, T/ACFO A Peckham, AC D Cook, AC I McLaren, Mr J Atkinson, Ms S Fecondi, Ms S Green and Mr P Hughes

20-21/FRA/110 Apologies

An apology for absence was received from Councillor P Duckett. The Chief Fire Officer was unable to attend the meeting due to illness.

20-21/FRA/111 Declarations of Disclosable Pecuniary and Other Interests

There were no declarations of disclosable pecuniary and other interests.

20-21/FRA/112 Communications

Duke of Edinburgh's Memorial Service

The Chair reported that he and the Chief Fire Officer had represented the Service at a service in memory of the late Duke of Edinburgh.

Invitation to meet new Director of Fire

The Chair advised that, as previously reported, he had been invited to meet the new Director of Fire & Resilience at the Home Office, Rachel Atkinson. This meeting had been postponed until after the Police and Crime Commissioner elections to be held on 6 May 2021.

Fire Commission Meeting

The Chair, Councillor Atkins and the Deputy Chief Fire Officer had attended the recent meeting of the Fire Commission. The main areas of discussion related to governance around the role of the Police and Crime Commissioner, with the view being expressed that it should not be mandated that the Commissioner be given responsibility for the governance of fire and rescue services where this was not supported locally.

It was noted that a White Paper on Police and Crime Commissioners was expected imminently.

Recognition of Bedfordshire Fire and Rescue Service by the Home Office

The Deputy Chief Fire Officer advised that, following the Home Office visit to the Service in 2020 to discuss its collaborative work with the Ambulance Service, the Service continued to build on and develop this relationship and had recently hosted a virtual session for members of Home Office staff providing an induction to the fire service and this had been both well attended and well received. It was hoped that this would become a regular event.

The session had been recorded and would be shared with Members at an upcoming Member Development Day.

Retirement of the Temporary Assistant Chief Fire Officer Andy Peckham

The Chair thanked the Temporary Assistant Chief Fire Officer for his many years of exceptional service to the local communities of Bedfordshire, having joined the Service in 1990 as a fire fighter and moved up the ranks to his current position of Temporary Assistant Chief Fire Officer from January 2020.

20-21/FRA/113 Minutes

RESOLVED:

That the Minutes of the meeting held on 23 March 2021 be confirmed as a true record.

20-21/FRA/114 Public Participation

Members noted that no questions had been received in accordance with the public participation scheme approved at the meeting of the Fire and Rescue Authority held on 5 April 2000 (Minute 99/fa/94 refers).

It was noted that a member of staff, Mark Woodworth, was present as an observer but had not intended to put any questions to the Authority.

20-21/FRA/115 Executive Committee meeting 15 April 2021

The Chair introduced the draft Minutes of the meeting of the Executive Committee held on 15 April 2021. The main item of discussion at the meeting had been succession planning.

The Deputy Chief Fire Officer provided an update following the approval of a single national recruitment process for the posts of Deputy Chief Fire Officer and Assistant Chief Fire Officer by the Executive Committee. An advertisement for the posts would be published on 7 May 2021, with the expectation that the successful candidates would be presented for ratification to those posts at the meeting of the Authority on 15 July 2021.

In the interim period, it was intended to offer the post of the Deputy Chief Fire Officer as a secondment opportunity, and a number of expressions of interest had already been received. It was hoped that an offer of secondment would be made during the following week, so that an individual would be in place prior to the retirement of the T/ACFO on 31 May 2021.

RESOLVED:

That the submitted Minutes of the meeting of the Executive Committee held on 15 April 2021 be received.

20-21/FRA/116 Virtual Meetings after 6 May 2021

Mr J Atkinson, the Secretary and Monitoring Officer, provided an update on virtual meetings being held after 6 May 2021. The High Court case considering whether existing legislation allowed for the continuation of virtual meetings following this date had been dismissed and therefore, from 7 May 2021, all public meetings of the Authority would have to be held in person.

Members of the Authority expressed their disappointment in the outcome of the case for a number of reasons, not least the public health implications, the higher level of engagement from Members and members of the public in the democratic process during the period in which virtual meetings were held and the difficulty of identifying venues that would be COVID compliant, given the space and ventilation requirements. Many Members also expressed the view that they would not feel safe attending meetings in person and it was suggested that the forthcoming Annual General Meeting be postponed until late June 2021, when the position would be clearer.

Members supported the continuation of Member Development Days and other informal events virtually.

RESOLVED:

1. That the update be received.
2. That the Secretary and Monitoring Officer and the Democratic and Regulatory Services Supervisor identify a suitable date at the end of June on which to hold a postponed Annual General Meeting.

20-21/FRA/117 Fire Prevention Statistics - National Benchmarking Comparison

The Deputy Chief Fire Officer submitted his report which presented a comparative analysis of national prevention statistics, as published by the Home Office, against local Service performance for the period up to the end of March 2020. This was the first in a series of reports which would provide Members with greater insight into the Service's performance when compared to other fire and rescue services and demonstrated the Service's improved use of data and analytics to evidence the impact of Service actions and interventions. It was important that the work undertaken by the Service was underpinned by data as the improvement shown would motivate and focus staff.

Members were advised that the Service's comparator authorities were shown in green, with those in the Eastern region shown as yellow.

It was estimated that 9% of households did not have a working smoking alarm and that 25% of dwelling fires and 26% of fire fatalities took place in properties without a working smoke alarm. The likelihood of dying in a fire increased with age, with those aged 80 and over much more likely to die in fire. Men were twice as likely to be victim to fatal fires as women. Smoking was the biggest ignition category.

There was a low rate of non-fatal injuries in Bedfordshire. This may be as a result of the increase in Safe and Well visits and associated prevention work. The statistics showed that the number of accidental dwelling fires had decreased as the number of Safe and Well visits increased. The Service had moved from 39th to 24th in the league table in terms of Safe and Well visits delivered and from 5th to 9th highest for accidental dwelling fires.

Members commented on the leaflets made available to individuals attending vaccination centres that were attended by many individuals from vulnerable groups. It was suggested that these leaflets or other information be provided to Members so that they could be distributed locally through parish and town newsletters and using their other extensive contacts.

The Deputy Chief Fire Officer confirmed that he would ask the Head of the Prevention Team to contact all Members to discuss how fire safety information could be more widely distributed.

In response to a question about accidental dwelling fires, the Deputy Chief Fire Officer reported that the majority were cooking related incidents and mainly involved older individuals. This vulnerable group was often visited by the Service's Falls Team, and was supported by Safe and Well visits and hot strikes being undertaken in the local area.

The Service was working with local Safeguarding Teams to enable them to spot key words and phrases that should result in a referral to the Service being made. It was anticipated that referrals should increase as the training was rolled out, with thousands of referrals expected during the next year.

Members were advised that, as part of the inspection process, the Home Office had already requested the latest data return, as this would inform the judgement.

RESOLVED:

That the contents of the report be noted.

20-21/FRA/118 Annual Update of Programmes and Projects

Mr P Hughes, the Head of ICT and Programmes, presented his report detailing the progress and status of the Service Strategic Programme and Projects during the 2020/21 reporting year. Of a total of 31 corporate projects, 24 were rated Green, 2 were rated Amber and five had been completed during 2020/21. The programmes reporting as Amber were subject to exception reports that were attached as an appendix to the report.

The progress of projects was monitored by the Corporate Programme Board, chaired by the Assistant Chief Officer. The Manager of the Programme Office provided regular updates to the Board and this could result in certain projects being called in or downgraded if evidence of sufficient progress could not be demonstrated.

The Head of ICT and Programmes highlighted a number of the programmes that were demonstrating good levels of progress, including the Replacement Mobilising System. The Service was the first in the region to go on to the Emergency Services Network, which was the replacement for Airwave. The project had a dedicated project manager and various gateways would have to be reached before the project was signed off for go live in the autumn, with a significant amount of testing being undertaken.

The Safe and Well online referral form had been introduced for use from July 2020. This enabled multiple ways for individuals to be referred to the Service, including self-referral. The form was also available on Service tablets and mobile phones so that paperless working could be achieved.

Other successes included the implementation of Office 365 and the rollout of Digital Champions and the roll out of Mobile Data Terminals to all appliances.

Members acknowledged the strong performance against the strategic projects. The Head of ICT and Programmes assured Members that all projects were assessed on budget, quality and time and as such, although the RAG ratings were an accurate reflection of performance at this point in time, ratings could and did change if progress could not be evidenced.

RESOLVED:

That the progress made on Strategic Programmes and Projects over 2020/21 be acknowledged.

20-21/FRA/119 Community Risk Management Plan (2021/22 Action Plan)

The Deputy Chief Fire Officer introduced the final publication version of the Community Risk Management Plan (CRMP) covering the period 2019-2023, refreshed for 2021/22.

This was supported by the Authority, with Members recognising the work undertaken to improve the safety of the diverse communities residing in Bedfordshire.

RESOLVED:

That the content of the 2019-2023 Community Risk Management Plan be noted.

20-21/FRA/120 Firefighters Pension Scheme – Remedy/Immediate Detriment

The Assistant Chief Officer introduced the report which set out the options available to the Service regarding those fire fighters who were due to be transitioned to the 2015 scheme, and those fire fighters who were due for retirement before the new pension regulations are implemented.

Members were advised that the two main issues for consideration were whether to apply tapering from the legacy scheme to the 2015 scheme and whether to apply immediate detriment.

It was noted that this issue had been flagged as a Contingent Liability in the Authority's Statement of Accounts since 2015/16 and included as part of the Risk/Uncertainties in the Authority's annual budget setting papers since 2016/17.

In relation to the application of immediate detriment, the Immediate Detriment Guidance Note issued by the Home Office did not have legal status and reliance on it would not provide the Authority with any legal protection or indemnify it against any claim or costs arising from acting on the guidance, therefore it was being recommended to the Authority that this not be applied. Additional guidance was being sought and a member of the HR Team attended fortnightly LGA meetings at which any updates would be provided. The next meeting was due to be held on 6 May 2021 and a further update was awaited.

The Deputy Chief Fire Officer advised that this was a fast-moving situation and that Members would be kept advised as additional guidance and/or legislation was issued.

The view was expressed that it was important for the Authority to adopt a consistent approach so that none of the individuals accessing their pensions through these schemes was penalised. Concern was expressed that the first recommendation was in contravention of Home Office guidance and that this should not be supported.

A lengthy discussion was held about the fairness or otherwise of not transitioning individuals to the 2015 scheme, with Members requesting additional information, acknowledging that this issue may be discussed further at the LGA meeting on 6 May 2021.

The Assistant Chief Officer advised that a decision was required as the first of the affected individuals would be due to taper within the next month.

Ms S Green added that the current information available did not clarify why tapering should be applied if this was to the disadvantage of the individuals concerned. The recommendation proposed was to offer individuals the option to taper if they would benefit by doing so, and if not, for them to remain in the legacy scheme. She also commented that this would be the first individual out of nearly 200 individuals affected not to be transitioned if the Authority was minded not to accept the recommendation.

Members requested that a recorded vote be taken for the purposes of the Minutes. The recommendations were put to the meeting and the votes recorded thereon were as follows:

For Recommendation 1 (2)	Councillors D McVicar and I Shingler
Against Recommendation 1 (6)	Councillors C Atkins, K Choudhry, D Franks, S Khurshid, M Headley and Y Waheed
Abstained (3)	Councillors R Berry, J Chatterley and J Gambold
For Recommendation 2 (11)	Councillors C Atkins, R Berry, J Chatterley, K Choudhry, D Franks, J Gambold, S Khurshid, M Headley, D McVicar, I Shingler and Y Waheed
For Recommendation 3 (11)	Councillors C Atkins, R Berry, J Chatterley, K Choudhry, D Franks, J Gambold, M Headley, S Khurshid, D McVicar, I Shingler and Y Waheed

As a result of recommendation 1 being rejected, it was agreed that this would be referred to the Executive Committee for further discussion, with the Deputy Chief Fire Officer being given delegated authority to take a decision following consultation with the Chair, the Executive Committee and the Chair of the Audit and Standards Committee.

RESOLVED:

1. That the recommendation that all fire fighters who are currently taper protected in their legacy scheme (FPS 1992 or NFPS 2006) and are due to be transitioned to the 2015 scheme, shall remain in their legacy scheme and are not transitioned on their due date to the 2015 scheme, unless an individual specifically requests to be transitioned due to certain benefits, be referred to the Executive Committee for further discussion, with the Deputy Chief Fire Officer (as CFO Designate) being given delegated authority to take a decision following consultation with the Chair, the Executive Committee and the Chair of the Audit and Standards committee.
2. That it be agreed to not apply the interim Home Office Immediate Detriment Guidance Note, and not revert Firefighters into their legacy scheme, until the pension legislation has been implemented with the necessary detail to mitigate the risk of claims and/or sufficient further legal advice or HMT guidance is made available.

3. That support be given to further work being undertaken by officers, in conjunction with the Authority's Pension Administrator, to ensure that the Authority provides as much support as possible to employees affected by this situation.

20-21/FRA/121 HMICFRS State of Fire & Rescue 2020 Report

The Deputy Chief Fire Officer introduced a report setting out the key findings from the report by Sir Thomas Winsor: State of Fire and Rescue – The Annual Assessment of Fire and Rescue services in England 2020. The 2020 report provided an update on the six national recommendations from 2019 and discussed the key findings from the COVID inspections and other inspection activity. It also set out their plans for the Round 2 inspections.

Issues of note included improving equality, diversity and inclusion in the fire and rescue service, which had been recognised as a key priority of the Service, the recruitment and retention of on-call fire fighters, building safety resulting from the Grenfell Tower inquiry and resulting recommendations and prevention work.

Members were advised that a significant amount of work had been undertaken in relation to building safety in Bedfordshire and that the Service continued to work with the owners of the small number of high rise properties with ACM cladding.

As discussed earlier in the meeting, the Service's prevention activity was starting to have a very positive impact on the reduction in accidental dwelling fires.

In response to a comment from the Chair, the Deputy Chief Fire Officer reported that the Home Office had recently announced that an additional £40 million was being made available to fire and rescue services to fund protection work. Initial indications were that each service would receive a minimum of £80,000, but it would be difficult to increase headcount with one-year grant funding. Further details would be shared as soon as they were available.

Although Members had previously received information on the high rise buildings in Bedfordshire post-Grenfell, the Deputy Chief Fire Officer advised that he would circulate an updated briefing note to Members outlining the current position.

RESOLVED:

That the report be acknowledged.

20-21/FRA/122 Disposal of Assets under the Scheme of Delegated Authority

Members received a report providing an update on the disposal of obsolete vehicles and equipment assets.

Area Commander D Cook reported that there were three assets with a value in excess of £10,000 for disposal requiring the approval of the

Authority. There had been five vehicle assets disposed of with a value below £10,000 and one vehicle above £10,000. The total income generated from the sale of these assets was £45,500 which was being used to support the Capital Budget for the replacement of future assets.

RESOLVED:

1. That the content of the report be acknowledged.
2. That the disposal of the 3 assets detailed in the report which individually have the potential to achieve income over the £10,000 threshold under the scheme of delegated authority be authorised.

20-21/FRA/123 Covid 19: Mass Vaccination Presentation

Area Commander I McLaren gave a presentation on the Service's work during the pandemic to support other statutory partners, culminating in assistance in managing mass vaccination centres.

The Service had received and responded to a number of requests of assistance from partners including the Local Resilience Forum in relation to the temporary mortuary at RAF Henlow, at which three Service staff had assisted full time and the Clinical Commissioning Group to help manage the mass vaccination centres in Bedfordshire from January 2021, including pilot mobile sites.

The Service's assistance at the mortuary had been recognised as the facility would not have been able to be activated without the assistance from the Service.

A number of Service staff had been seconded to the mass vaccination site on Manton Lane, Bedford, and to the five other sites that had been opened in Bedfordshire from 1 February 2021 to 8 March 2021. Over 100,000 residents had been vaccinated at these centres.

The Service had also been heavily involved piloting the provision of walk-in centres in Luton which had targeted vulnerable populations including those aged 50+ during the weekend of 25 March 2021. Over 2000 residents were vaccinated over the weekend. These sites had also been attended by the Prevention Teams so that fire safety advice could be provided.

A further pop-up site had been assisted on the same weekend with over 1700 vaccinations provided, and it was anticipated that further walk-in centres would be provided in the future.

Members expressed appreciation for the Service's efforts in supporting the vaccination campaign and in keeping residents of Bedfordshire safe. The accessibility of some of the pop-up vaccination sites was praised.

RESOLVED:

That the presentation be received.

20-21/FRA/124 Information Bulletin (Jan-Mar)

Members received the information bulletin for the period January to March 2021 for information.

20-21/FRA/125 Work Programme

Members received the updated Work Programme. It was noted that additional reports providing benchmarking information against other fire and rescue services would be submitted to future meetings of the Authority.

Members would be presented with an update on the Emergency Cover Review Programme at a forthcoming Member Development Day.

RESOLVED:

That the Work Programme be received.

The meeting ended at 12.55 pm

REPORT AUTHOR: COUNCILLOR J CHATTERLEY
SUBJECT: EXECUTIVE COMMITTEE

For further information on this Report contact: John Atkinson
Secretary/Monitoring Officer

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New			

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To report on the meeting of the Executive Committee held on 11 May 2021.

RECOMMENDATIONS:

That the submitted minutes of the meeting held on 11 May 2021 be received; there were no recommendations to be considered.

1. Introduction

- 1.1 The draft minutes of the meeting of the Executive Committee held on 11 May 2021 are appended for Members' consideration.

**COUNCILLOR JOHN CHATTERLEY
CHAIR**

MINUTES OF EXECUTIVE COMMITTEE MEETING HELD ON 11 MAY 2021

Present: Councillors J Chatterley (Chair), Y Waheed, C Atkins, D Franks, and D McVicar
DCFO A Hopkinson, ACO G Chambers, Ms S Fecondi and Mr J Atkinson
Cllr M Headley was present in a non-voting capacity

20-21/EC/45 Apologies

45.1 There were no apologies.

20-21/EC/46 Declaration of Disclosable Pecuniary and Other Interests

46.1 There were no declarations of interests.

20-21/EC/47 Communications

- 47.1 The Chair advised that he had forwarded on almost all correspondence received to Members of the Executive. The only omission to this was to report that the individual appointed to the interim Assistant Chief Fire Officer post, Alison Kibblewhite, was currently a serving Officer at South Wales Fire and Rescue Service. She would be offered use of a fire house in Toddington during her period as interim Assistant Chief Fire Officer and had indicated that she was likely to relocate to the area whilst employed in that role.
- 47.2 As a result of the postponement of the Annual General Meeting to 29 June 2021, which had been the date of the next Executive meeting, the Executive was asked to confirm if the meeting could be arranged to follow the meeting of the Authority on 15 July 2021. This was agreed.
- 47.3 In response to a request from the Chair, the Deputy Chief Fire Officer provided an update on the recruitment process for a new Deputy Chief Fire Officer and Assistant Chief Fire Officer. Whilst the advertisement had not yet been released, a number of expressions of interest had already been received. The candidate packs would be shared with Executive Members before the end of the week.

47.4 The Deputy Chief Fire Officer advised that interim appointments were being made to October 2021. It was hoped that the permanent appointments would be ratified by the full Authority on 15 July 2021 and the successful candidates could then serve out their notice periods and commence in post sometime during October 2021.

20-21/EC/48 Minutes

RESOLVED:

That the Minutes of the meeting held on 15 April 2021 be confirmed as a true record.

20-21/EC/49 Public Participation

49.1 Members noted that no questions had been received in accordance with the public participation scheme approved at the meeting of the Fire and Rescue Authority held on 5 April 2000 (Minute 99/fa/94 refers).

20-21/EC/50 LGA Update

50.1 The Assistant Chief Officer and Treasurer provided an update following the LGA meeting on 4 May 2021. No further updates regarding tapering arrangements had been made, so the position agreed by the full Authority at its meeting on 29 April 2021 stood, with the relevant employees being tapered into the 2015 Pension Scheme.

RESOLVED:

That the update be received.

20-21/EC/51 Review of Portfolio Leads

51.1 The Deputy Chief Fire Officer reported that a review of portfolio responsibilities was being undertaken in line with the Authority's Annual Review of Effectiveness process to feed into the report to be presented to the Annual General Meeting. He requested that Executive Members submit any comments on the portfolio areas to him.

51.2 The Chair commented that Equality, Diversity and Inclusion covered all areas of portfolios and all service areas.

- 51.3 A comment was made about the result of the recent election of the Police and Crime Commissioner for Bedfordshire and his role in respect of the Fire and Rescue Service. It was suggested that when the Deputy Chief Fire Officer meets the new Commissioner he could discuss, amongst other things, the previous arrangements with the Commissioner's predecessor who was invited to attend and contribute to Authority meetings but not to vote.
- 51.4 Options for involving the Commissioner in the Authority were discussed and the Secretary and Monitoring Office advised that the previous arrangements were personal to the former Commissioner. He suggested that any future arrangements should be considered further at a meeting of the full Authority, possibly the Annual Meeting.
- 51.5 The Chair expressed the view that a work programme should be introduced for the Executive Committee. He suggested that a review of delegations to the Chief Fire Officer and a review of certain policies should be included on the work programme.
- 51.6 Other suggestions for inclusion on the work programme were the Service website and delegations to the Assistant Chief Officer.

RESOLVED:

- 1 That it be noted that a review of Portfolio Leads was ongoing and that the outcome would be presented to the full Authority.
2. That the Authority consider the involvement of the new Police and Crime Commissioner in Authority meetings at the Annual General Meeting.
3. That a work programme be introduced for the Executive Committee.

20-21/EC/52 Abatement Discussion**RESOLVED:**

That, pursuant to Sections 100A(2) and 100A(4) of the Local Government Act 1972, the public be excluded from the discussion of the following item on the grounds that the matters to be discussed involve the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Act (as amended):

Item

Abatement Discussion

(Please note: the Deputy Chief Fire Officer left the meeting and took no part in the discussion of the confidential item.)

The meeting ended at 12.13 pm

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REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: AUTHORISATION OF MEMBERS TO REPORT TO THE CONSTITUENT COUNCILS ON MEETINGS OF THE FIRE AND RESCUE AUTHORITY

For further information on this Report contact: Nicky Upton
Democratic & Regulatory Services Supervisor

Background Papers: None

Implications

LEGAL		FINANCIAL	
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New	CORE BRIEF	

Any implications affecting this report are noted at the end of the report

PURPOSE:

To consider arrangements for reporting to Constituent Councils on meetings of the Fire and Rescue Authority.

RECOMMENDATION:

That, a Member from each Constituent Council be authorised to report to their respective Constituent Council on the meetings of the Fire and Rescue Authority for 2021/22.

1. Arrangements agreed between the Fire and Rescue Authority and the Constituent Councils have previously provided for a representative of the Constituent Council on the Fire and Rescue Authority (whether the Chair or another Member), to report on meetings of the Fire and Rescue Authority to the Constituent Council, and answer any questions relating to the discharge of the Fire and Rescue Authority's functions.
2. In 2020/21, Councillors Gambold, Chatterley and Waheed were authorised to report to Bedford Borough Council, Central Bedfordshire Council and Luton Borough Council respectively.
3. Members are requested to consider arrangements to report to constituent authorities during 2021/22.

JOHN ATKINSON
SECRETARY/MONITORING OFFICER

REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: REPRESENTATION ON LOCAL GOVERNMENT ASSOCIATION (LGA) MATTERS AND LOCAL STRATEGIC PARTNERSHIPS FOR 2021/22

For further information on this Report contact: Nicky Upton
Democratic & Regulatory Services Supervisor

Background Papers None

Implications (tick ✓):

LEGAL		FINANCIAL	
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New		

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider

1. the appointment of representatives to serve on a number of external bodies in 2021/22. LGA General Assembly; and Fire Services Commission in 2021/22; and
2. representation at the LGA Annual Fire Conference in 2022.

RECOMMENDATIONS:

1. That the Fire and Rescue Authority considers the appointment of:
 - a. up to two further representatives to serve with the Chair and Vice Chair on the LGA General Assembly; and
 - b. a representative to the LGA Fire Services Commission, and
 2. That, consideration be given to the Chair, Vice Chair, and the Chief Fire Officer attending the LGA Annual Fire Conference in 2022
-

1. The LGA General Assembly

- 1.1 The Fire and Rescue Authority is entitled to appoint up to four representatives to serve on the LGA General Assembly with the representatives entitled to cast up to eleven General Assembly votes and one corporate vote.
- 1.2 The Fire and Rescue Authority has previously agreed to appoint its Chair and Vice Chair to serve on the General Assembly with the Chair holding the eleven General Assembly votes and one corporate vote, with these being vested in the Vice Chair in the Chair's absence.
- 1.3 In 2020/21, Councillor Atkins and Councillor McVicar were appointed as substitute representatives in addition to the Chair and Vice Chair.

2. LGA Fire Services Commission

- 2.1 In the past, the Fire and Rescue Authority has appointed its Chair to serve on the LGA Fire Services Commission.

3. LGA Annual Fire Conference 2022: Date to be confirmed

- 3.1 The LGA hosts its Annual Fire Conference in March each year, date yet to be confirmed.

3.2 In the past, the Chair, Vice Chair and the Chief Fire Officer have attended the conference on behalf of the Fire and Rescue Authority.

JOHN ATKINSON
SECRETARY/MONITORING OFFICER

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REPORT AUTHOR: SECRETARY/MONITORING OFFICER

SUBJECT: APPOINTMENT OF COMMITTEES

For further information on this Report contact: Nicky Upton
Democratic & Regulatory Services Supervisor

Background Papers: None

Implications

LEGAL		FINANCIAL	
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New	CORE BRIEF	

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider appointments to the Fire and Rescue Authority's Executive and Audit and Standards Committees for 2021/22.

RECOMMENDATIONS:

That the Authority:

1. Confirms the committee structure agreed on a temporary basis in June 2019 as set out in paragraph 1.3 of the report.
 2. Makes appointments to the Executive Committee and the Audit and Standards Committee and appoints a chairman for the Audit and Standards Committee for the year ahead and
 3. Approves the proposed changes to the portfolio responsibilities allocated to individual members of the Executive Committee as set out in paragraph 3.2 of the report.
-

1. Introduction

- 1.1 At the Annual Meeting in June 2019 the Authority reviewed the outcome of a Governance Review that was undertaken in 2018/19 and made a number of changes to the committee structure on a temporary basis. The FRA has reviewed these arrangements from time to time over the last year and made further decisions about the role and responsibility of members of the Executive Committee at its meeting on 16 July 2020.
- 1.2 Previously, the Authority appointed three Policy and Challenge Groups covering Service Delivery, Corporate Services and HR. These Groups were suspended to allow time for the new arrangements to be assessed.
- 1.3 The FRA appointed an Executive Committee comprising 5 members, including the Chair and Vice-chair and one member from each of the constituent authorities and an Audit and Standards Committee made up of those members who do not serve on the Executive Committee.
- 1.4 The Authority is invited to confirm this committee structure.

2. Appointments

- 2.1 The Authority is asked to consider making appointments to the Executive Committee and the Audit and Standards Committee and to appoint a Chairman for the Audit and Standards Committee.

- 2.2 Although the Fire and Rescue Authority appoints members to each Committee, all Members will continue to receive an electronic link to the agendas and papers and are welcome to attend any meeting (although not vote).
- 2.3 It has been previously agreed that the Fire and Rescue Authority Chair and Vice Chair will not be members of the Audit and Standards Committee and that a member of the Executive Committee cannot also be appointed as Chair of the Audit and Standards Committee. Under the arrangements introduced last year there is a clear separation between members of the two committees.
- 2.4 The Authority is asked to appoint a member to serve as Chair of the Audit and Standards Committee.

3. Portfolios

- 3.1 In July 2020, the Authority agreed that each member of the Executive Committee would be responsible for one of the following portfolios:

- Prevention and Protection
- Operational Response and Preparedness
- Corporate Risk, Health & Safety
- People Board, Staffing, Diversity Champion
- Collaboration

The Terms of Reference of the Executive Committee which were agreed by the FRA in July 2020 provide that the allocation of portfolios to members of the Executive Committee will be agreed following the Annual Meeting and in the event that they cannot be agreed, that the portfolios will be allocated by the Chair of the FRA.

- 3.2 The Chief Fire Officer has recently reviewed the portfolios currently allocated to members of the Executive Committee and has proposed some adjustments to better align with the strategic aims and priorities set out within the current Community Risk Management Plan, as follows:

- Prevention and Protection
- Emergency Response & Resilience
- Workforce & Organisational Development

- Assets & Collaboration
- Data & Digital Transformation

- 3.3 Appendix A provides more information on the scope of each portfolio area. Allocation of which officers will support Members with their portfolio areas will be advised following the appointment of the Deputy Chief Fire Officer and Assistant Chief Fire Officer and the three other vacancies on the Corporate Management Team.
- 3.4 The promotion and championing of equality, diversity and inclusion (EDI), whether it be from a community or workforce perspective, is a key responsibility for all Members and Officers. When reviewing the portfolio references, it was considered preferable to have all five Members of the Executive Committee promoting and championing EDI as an integral part of their portfolios rather than have just one Diversity Champion.
- 3.5 Financial overview and scrutiny is incorporated into all five portfolios with budget planning and monitoring reported to every FRA meeting and to the Audit and Standards Committee.
- 3.6 The CFO has discussed and agreed the proposed changes with the current Chairman and the Authority is asked to approve them.

JOHN ATKINSON
SECRETARY/MONITORING OFFICER

APPENDIX A - PORTFOLIO AREAS

Prevention and Protection

- Using a range of quantitative and qualitative analysis, we produce our Community Risk Analysis (CRA) document to help inform our work and ensure we are doing the right thing, using the right people and resources, provided in the right place and at the right time to help make Bedfordshire safer. We also work hard to improve our understanding of community risk through better and more innovative engagement with our diverse and hard to reach communities;
- We work to PREVENT fires and other emergencies from occurring in the first place with our firefighters, other front-line staff and partners undertaking thousands of safe and well visits each year, delivering fire and road safety talks in schools, and working with partner agencies to inform our communities about fire and road safety and reduce arson. Our vital role in safeguarding children and adults is also part of this portfolio;
- We also work to PROTECT people when emergencies do happen with our firefighters and fire safety officers undertaking inspections of workplaces, engaging with and educating owners and occupiers, taking enforcement action where necessary. The outcomes from the Building Regulation Review and the Public Inquiry into the Grenfell Tower tragedy have led to greater interest and investment by the Govt to expand our work in this important area.

Emergency Response & Resilience

- We RESPOND to emergencies including fires, road traffic collisions, air and rail crashes, water rescues and flooding, hazardous chemical incidents and many other types of emergencies;
- Our priority is to always ensure we always provide an effective and timely response to fires and other emergencies and to also continually review our emergency response cover to ensure our response resources and crewing arrangements are aligned to current and future risks;
- We also play an active part in the Bedfordshire Local Resilience Forum (BLRF); a multi- agency partnership formed to meet the requirements of the Civil Contingencies Act 2004;
- Our organisational RESILIENCE is dependent on working closely with the NFCC and multi-agency and cross-border partners to develop and test emergency and business continuity plans and procedures and to continually learn from incidents.

Workforce & Organisational Development

- Our staff are our greatest asset, so if we are to be outstanding in everything we do, we must continually invest in developing and EMPOWERING our workforce. We strive to be an employer of choice, recruiting, retaining and developing a highly skilled and diverse workforce who uphold and model our values;

- We need to foster a positive and inclusive learning culture where all staff have a voice and provide a safe and healthy working environment with low absence, accidents and injuries;
- As well as investing in providing all our staff with the best training and development opportunities, we also need to develop our managers to value, lead, motivate, develop and empower their teams to be the best they can be;
- Our strategic planning and performance management framework needs to keep pace with the demands of a modern fire and rescue service, supported by effective programme and project management arrangements.

Assets & Collaboration

- We strive to UTILISE our assets and resources efficiently and effectively. We do this by providing the best facilities, vehicles, equipment and personal protective equipment (PPE) we can afford, to enable our staff to respond and support the range of emergency incidents and other activities that we attend in ways that are professional, effective and efficient;
- When investing we are mindful of our duty to collaborate and the national procurement agenda wherever there is a clear business case to do so, always seeking to specify, procure and maintain our assets under the principles of protecting the front line, improving firefighter safety, and providing value for money;
- We work closely with many partners including our blue light and local authority colleagues, viewing collaboration as an opportunity to reduce costs and improve services to the public, so we continue to explore new opportunities to work together through the Blue Light Collaboration Strategic Board;
- We also work in partnership with other fire and rescue services on both front line and support services, such as our shared strategic operational command arrangements and shared Information and Communications Technology (ICT) service with Cambridgeshire.

Data & Digital Transformation

- MAXIMISING the use of data and digital solutions to increase self-awareness and drive improvement has been a key focus during the life of this CRMP following feedback from our staff and 2018 HMICFRS inspection who told us that some of our IT systems and processes were hindering our productivity;
- We are striving to improve how we collect, store and utilise our data so our staff have greater insight into how we are performing and the risks we are working to reduce. Giving staff access to more information is enabling us to empower them to take greater ownership in driving improvements in everything we do, whilst allowing proper evaluation against our objectives;
- Digital technologies available today can act as real enablers, not only speeding up our processes but also generating intelligence through analysis that allows evidence-based decisions to be made about where best to utilise our resources. We would have struggled to respond effectively to the Covid19 pandemic had we not invested in mobile working technology. True digital transformation will improve the ways in which we work, how we interact with partners, the public and each other.

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: MEMBER DEVELOPMENT

For further information on this Report contact: Nicky Upton
Democratic & Regulatory Services Supervisor

Background Papers: Prior years' FRA papers on Member Development

Implications (tick ✓):

LEGAL		FINANCIAL	
HUMAN RESOURCES		EQUALITY IMPACT	
ENVIRONMENTAL		POLICY	
CORPORATE RISK	Known	OTHER (please specify)	
	New		

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To consider arrangements for Fire and Rescue Authority Member development in 2021/22.

RECOMMENDATIONS:

That Members:

1. Consider arrangements for Member development in 2021/22;
2. Nominate a Member to attend the LGA Fire Leadership Essentials Programme; and
3. Consider representation to the Combined Fire Authorities Conference

1. Introduction

- 1.1 The following sets out the normal schedule of Member development for the year, however, in the current circumstances Members may find that some of the events remain unscheduled at present or organisations are looking at alternative ways of holding conferences/training events.
- 1.2 Two dedicated virtual Members' Development Days are included in the Fire and Rescue Authority's calendar for 2021/22; 6 July and 11 November 2021. It is also proposed that two extra dates will be added and confirmed in due course, to cover items such as Treasury Management, Fire Reform Programme, Building Safety, Emergency Cover Review, Role of a Member and Code of Conduct, the new Code of Ethics for Fire & Rescue Services, Equality, Diversity & Inclusion and Data/Digital Transformation.
- 1.3 In addition, Members are to attend two virtual Budget Workshops on 23 November 2021 and 25 January 2022 to review and consider the Budget for 2022/23. The workshops will also review the development of the Fire and Rescue Authority's Community Risk Management Plan (CRMP) and, on 25 January 2022, Members will review the Fire and Rescue Authority's effectiveness and action plan for 2022/23, which will feed into the Annual Governance Statement.
- 1.4 To complement these arrangements, and to provide an informal means of holding discussions with Station personnel, there would also ordinarily be a programme of regular Members' visits to Fire Stations. These are yet to be arranged, again due to the pandemic.
- 1.5 A Combined Fire Authorities conference is normally held annually in October; date is yet to be confirmed.
- 1.6 The LGA hosts a Fire Conference annually in March; the 2022 Conference date is yet to be confirmed.

2. Members' Development Day: 6 July 2021

- 2.1 A virtual horizon scanning workshop has been arranged to help inform the short, medium and long term strategic priorities for the Service. Members will be joined by a range of strategic and middle managers from the Service along with a selection of stakeholders in facilitated sessions to identify and debate the opportunities and risks that lie ahead and ensure our strategic plans are not developed in isolation. An agenda and joining instructions will be circulated separately to Members.

3. Members' Development Day: 11 November 2021

- 3.1 It is proposed that the programme for this Development Day and others will be considered at the next meeting of the FRA on 15 July 2021.

4. LGA Fire Leadership Essentials Programme: to be confirmed

- 4.1 The LGA are currently considering whether to provide a Fire Leadership Essential Programme for Fire Authority lead members; Democratic Services will be notified if a date is confirmed.

The main objectives of the programme will be to develop the nature of political leadership in fire and rescue authorities, ensure elected members are kept up to date on key strategic issues facing the sector, show how different leadership styles can assist in organisational change, and explore tools and techniques for working with communities, partners and the media.

- 4.2 The LGA provides fully subsidised places to fire and rescue authorities, and Bedfordshire Fire and Rescue Authority are invited to nominate a Member to attend the LGA Fire Leadership Essentials Programme.

5. Combined Fire Authorities Conference – to be confirmed

- 5.1 At present there is no Combined Fire Authorities Conference planned for October with further details awaited with regards scheduling of future events.

6. Station Visits

- 6.1 At the Fire and Rescue Authority meeting on 10 February 2006 Members agreed to establish a programme of visits to fire stations to familiarise Members with different types of appliances or equipment, as well as providing an opportunity to talk to personnel and understand the different duty systems.

- 6.2 A programme of Members' visits to stations has been in place since 2006 to provide Members with:

- A greater awareness of the changing role of the Fire and Rescue Service from a local perspective;

- An understanding and appreciation of the impact of future planning and budget decisions; and
- An understanding, both strategically and locally, of the rationale behind integrated risk management.

6.3 Members are asked to consider whether a virtual station visit would be welcomed, noting that this may have to be adapted accordingly as meeting the firefighters, seeing the kit and demonstrations may not be as easy to facilitate via virtual means.

7. Further Development

7.1 The range of development activities available to Members is noted at Appendix A to this report. Any additional items may be raised through Work Plans or the Annual Review of the Fire and Rescue Authority's effectiveness.

ANDREW HOPKINSON
CHIEF FIRE OFFICER

IN-HOUSE MEMBER DEVELOPMENT CALENDAR 2021/22

Two extra dates will be added and confirmed in due course, to cover items such as Treasury Management, Fire Reform Programme, Building Safety, Emergency Cover Review, Role of a Member and Code of Conduct, the new Code of Ethics for Fire & Rescue Services, Equality, Diversity & Inclusion and Data/Digital Transformation.

DATE	SUBJECT	CONTENTS	COMMENT
6 July 2021 09.30 – 13.00 hours	Members' Development Day No 1	Horizon Scanning Workshop	A virtual workshop to help inform the future strategic direction and priorities for the Service.
11 November 2021	Members' Development Day No 2	Arrangements and proposed Agenda to be discussed at the FRA Meeting on the 15 July.	Programme to reflect Member feedback.
23 November 2021	Budget Workshop No1 CRMP		To review the budget position and work towards the February Fire and Rescue Authority meeting which sets the Budget and Council Tax for the coming year. Review of CRMP
25 January 2022	Budget Workshop No2 CRMP		To review the budget position and work towards the February Fire Authority meeting which sets the Budget and Precept for the coming year. Review of CRMP

DATE	SUBJECT	CONTENTS	COMMENT
March 2022 (date to be confirmed)	Review of Authority's Effectiveness		Facilitated meeting to review effectiveness and Action Plan for 2022/23
The facilitation of a programme of Station visits is being considered.			

REPORT AUTHOR: CHIEF FIRE OFFICER

SUBJECT: WORK PROGRAMME 2021/22

For further information on this report contact: Nicky Upton
Democratic & Regulatory Services Supervisor

Background Papers: None

Implications (tick ✓):

LEGAL			FINANCIAL	
HUMAN RESOURCES			EQUALITY IMPACT	
ENVIRONMENTAL			POLICY	
CORPORATE RISK	Known	✓	OTHER (please specify)	
	New			

Any implications affecting this report are noted at the end of the report.

PURPOSE:

To review and report on the work programme for 2021/22 and to provide Members with an opportunity to request additional reports for the Fire Authority meetings.

RECOMMENDATION:

That Members consider the work programme for 2021/22 and note the 'cyclical' Agenda Items for each meeting in 2021/22.

**ANDREW HOPKINSON
CHIEF FIRE OFFICER**

FIRE AND RESCUE AUTHORITY - PROGRAMME OF WORK 2021/22

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
15 July 2021	Communications		DCFO/ACFO Appointments	Added by CFO 20/6/21
	2020/21 Year End Performance Report (incorporating Q4)			
	Revenue Budget and Capital Programme Monitoring Report			
	Treasury Management Annual Report			
	Work Programme			
	Member Development Programme			
	Information Bulletin (Q4 Jan – Mar)			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
15 July 2021 Following AGM	Appointment of Portfolio Holders		Review of draft Executive Committee Work Programme 2021/22	Added by CFO - to discuss & agree the work programme for the Executive
			Arrangements for managing the FRA/CFO employment relationship	Added by CFO – to discuss & agree the arrangements
			Home Office Immediate Detriment Guidance Update	Added by CFO 20/6/21

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
2 Sept 2021	Portfolio Lead Updates			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
7 Sept 2021	Communications		Fire Protection Statistics – National Benchmarking Comparison	DCFO added 19.04.21
	ASC Minutes from 14.07.21		Annual Report including the Statement of Assurance	CFO added 21/06/21
	Executive Committee Minutes from 02.09.21			
	Q1 Performance Report, Programmes and Projects			
	Planning report for the 2022/23 Revenue Budget, Capital Programme and Council Tax Setting			
	Blue Light Collaboration Strategic Board			
	Work Programme			
	Information Bulletin (Q1 Apr – June)			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
7 October 2021	Portfolio Lead Updates			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
2 November 2021	Communications		Fire Response Statistics – National Benchmarking Comparison	
	Executive Committee Minutes from 07.10.21 (provisional mtg)			
	ASC Minutes from 21.09.21			
	2021/22 Budget Monitoring			
	Mid-Year Treasury Update			
	Q2 Performance Report, Programmes and Projects Update			
	Procurement Policy and Contract Procedures (Reviewed every 2 years, due 2021)			
	Operational Business Continuity Arrangements Annual Review			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
30 November 2021	Portfolio Lead Updates			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 December 2021	Communications			
	Executive Committee Minutes from 30.11.21			
	Public Sector Equality Duty Report			
	2021/22 Revenue Budget and Capital Programme Monitoring			
	Draft 2022/23 Revenue Budget, Capital Programme and Council Tax			
	2019-23 Community Risk Management Plan – draft 2022/23 Annual Action Plan			
	Members' Allowances Scheme			
	Calendar of Meetings for 2022/23			
	Blue Light Collaboration Strategic Board			
	Information Bulletin (Q2 July – Sept)			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
20 January 2022	Portfolio Lead Updates			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
10 February 2022	Communications			
	Executive Committee Minutes from 20.01.22 (provisional mtg)			
	ASC Minutes from 02.12.22			
	Revenue Budget and Capital Programme Monitoring (current year)			
	The 2022/23 Revenue Budget, Capital Programme and Council Tax setting			
	2019-23 Community Risk Management Plan - Consultation Update			
	Treasury Management Strategy and Practices			
	Localism Act 2011 – Pay Policy Statement 2022			
	Information Bulletin (Q3 Oct – Dec)			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
15 March 2022	Portfolio Lead Updates			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
24 March 2022	Communications			
	Executive Committee Minutes from 15.03.22			
	Proposed Indicators and Targets for 2022/23			
	Blue Light Collaboration Strategic Board			
	Q3 Performance Report, Programmes and Projects Update			
	CRMP pre-publication report			
	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
EXECUTIVE	Item	Notes	Item	Notes
26 April 2022	Portfolio Lead Updates			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
28 April 2022	Communications			
	Executive Committee Minutes from 19.04.22 (provisional mtg)			
	ASC Minutes from 03.03.22			
	Q4 Performance Report, Programmes and Projects update			
	Fire Prevention Statistics - National Benchmarking Analysis (Annual)	Recurring item requested by Chair, Cllr Chatterley		
	Asset Management Strategy (reviewed every 3 years, next review 2021/22)			
	Disposal of Assets under the Scheme of Delegated Authority			
	Information Bulletin (Q4 Jan – March)			
	Work Programme			

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