



# Bedfordshire

## Fire & Rescue Authority

Members of Executive Committee.

Bedford Borough Councillors: M Headley

Central Bedfordshire Councillors: J Chatterley and P Duckett

Luton Borough Councillors: K Choudhry and Y Waheed

A meeting of **Executive Committee** will be held at **Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR / MS teams** [Click here to join the meeting](#) on **Wednesday, 22 June 2022** starting at **10.00 am**.

John Atkinson  
Monitoring Officer

### AGENDA

Item	Subject	Lead	Purpose of Discussion
1.	Apologies	Monitoring Officer	

<b>Item</b>	<b>Subject</b>	<b>Lead</b>	<b>Purpose of Discussion</b>
2.	Declaration 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)
3.	Communications	Chair	
4.	Minutes	Chair	To confirm the Minutes of the meeting held on 26 May 2022 (Pages 5 - 12)
5.	Public Participation	Chair	To receive any questions put to the Authority under the Public Participation Scheme
6.	Appointment of Portfolio Holders	Chair	
7.	Proposals for Strategic Planning Cycle for CRMP 2023-27	CFO	To consider a report (Pages 13 - 24)
8.	Proposals for Member Development Programme for 2022/23	ACO	Verbal update
9.	Response to the Reforming the Fire Service White Paper	CFO	To consider a report (Pages 25 - 28)
10.	Final Resourcing Options for Monitoring Officer role	CFO/ACO	Report to follow
11.	Independent Review of Governance update	CFO	To consider a report (Pages 29 - 32)
12.	Work Programme	CFO	To consider a report (Pages 33 - 38)
	Next Meeting		10:00am on 8 September 2022 at Conference Room, Fire and Rescue Service Headquarters, Kempston, Bedford MK42 7NR / MS teams

**Item**

**Subject**

**Lead**

**Purpose of Discussion**

### **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 THE EXECUTIVE COMMITTEE OF BEDFORDSHIRE FIRE AND RESCUE AUTHORITY

HELD ON 26 MAY 2022 AT 10am

Present: Councillors J Chatterley (Chair), K Choudhury, M Headley, and Y Waheed

CFO A Hopkinson, ACFO A Kibblewhite and ACO G Chambers were also present

Ms Deborah Evans Lawyers in Local Government (LLG) was also present for the public part of the meeting

Present virtually: Councillor Atkins (observing) and DCFO C Bigland

## 21-22/EC/53 Apologies

53.1 Apologies for absence were received from Councillor D McVicar and Mr J Atkinson. Councillor Waheed apologised for her late arrival.

## 21-22/EC/54 Declaration of Disclosable Pecuniary and Other Interests

54.1 Councillor Headley declared a pecuniary interest in agenda item no.7 as he undertook peer review work for the LGA and was on its payroll.

## 21-22/EC/55 Communications

55.1 The Chair referred to the Government's White Paper (consultation) particularly concerning the future governance of Fire Authorities, which had been received recently. He had liaised with Central Bedfordshire Council (CBC) on the matter and suggested that the other constituent councils should also be encouraged to make a response. He would circulate appropriate details to Executive Members. Councillor Headley agreed that it would be beneficial for all councils to make a response. CFO commented that it may be beneficial to engage with the combined fire authorities' group and local MP's. He added that the LGA and NFCC would shortly publish their revised "Fit for Future" strategy document which sets out their vision for the fire and rescue service. The Chair further commented that the LGA had had a number of political group meetings to decide its response. He added that a meeting had been arranged for 10 June 2022 with the Fire Commission members to discuss the White Paper. CFO confirmed that the consultation had been launched on 18 May 2022 for 10 weeks and would close on 26 July 2022. Members will receive a briefing at the FRA Annual General Meeting (AGM). Members would have opportunity to discuss the FRA response at the meeting of the Executive on 22 June 2022, a Member Development day on 7 July 2022 and another full FRA meeting on 20 July 2022, where it was hoped to provide the final draft FRA response. He suggested that the FRA consider delegating authority to sign off the FRA response to the Chair and this

would be included in the briefing paper at the AGM. A Member commented that it would be expected that the Monitoring Officer would assist with drafting the response.

- 55.2 The Chair provided an update on forthcoming events: Passing Out Parade 1 June 2022; AGM 7 June 2022; Awards Evening 9 June 2022; and Fire Commissioners' meeting 10 June 2022 (all day).

#### 21-22/EC/56 Minutes

#### **RESOLVED:**

That the Minutes of the meeting held on 18 March 2022 be confirmed as a true record.

#### 21-22/EC/57 Public Participation

- 57.1 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).

#### 21-22/EC/58 Resourcing Options for the role of Monitoring Officer - review update

- 58.1 The CFO introduced his report which presented Members of the Fire & Rescue Authority (FRA) Executive Committee with information on progress towards replacing the Monitoring Officer (MO).
- 58.2 The CFO commented that LLG had started work on a review of the MO role for the Authority. An Options' report would be provided to the next Executive meeting to include the discussion arising from today's meeting.
- 58.3 The LLG representative confirmed that the organisation had been contracted to review the MO role to ensure that the Authority obtained the level of capability and resilience that it required to deliver current and future issues. It was suggested that the current level of resource was insufficient, with 30 days/year and one half day a week. There were a number of challenges to address: Pensions; IDRPs; and pay negotiations. Pro-active advice was required to be provided by the MO. It was deemed to be good practice to have regular meetings of the CFO, Section 151 Officer and the MO. This would assist with navigation to a changed future. The new MO role should help provide focus from a strategic perspective and support operational delivery. A decision would need to be made on the reporting line for the new MO eg. CFO or FRA Chair. It was noted that the Service and Authority currently outsourced a great deal of legal work and there was the potential with a new MO to provide expertise in some area(s), as well as having oversight of outsourced work, which should save resource. There were many governance challenges coming forward which would require legal guidance, as well as the opportunity to provide a link to Democratic Services and to advise on HR issues.

- 58.4 The LLG representative suggested that the options to consider included: recruit a MO for the FRA/Service say 2.5/3 days a week; share a MO with another FRA; buy in a MO service from a neighbouring or constituent council.
- 58.5 The Chair commented that he was aware of the amount of current expenditure in respect of outsourcing legal advice, therefore if a MO could be employed who could assist the Service this would be beneficial and cost effective. He considered whether there could be a conflict of interest from time to time with having a “shared” option. The LLG representative further commented that local authorities usually employed one MO to provide advice for the organisation and to Members. She added that one MO could not be expected to have expertise in all the areas in which advice could be required. However perhaps the MO might have one area of expertise and be able to provide oversight of work outsourced.
- 58.6 Members commented that: the current MO worked one half day/week for the FRA; also there would be a need to consider the extra cost of employing for an increased number of hours, as this would result in less resource to spend elsewhere from the budget.
- 58.7 ACO Chambers advised that last year £43,000 had been spent on legal fees in total, with around £30,000 being on direct legal work. This varied each year, however there was usually an on-going requirement for HR advice.
- 58.8 The LLG representative suggested that a way forward was for her to write a report based on the discussion by the Executive, with the new role to support the Service as well as the FRA. She added that she could make initial confidential enquiries with other Fire Authorities regarding potential opportunities for sharing a MO resource. This would enable a range of costed options to be brought back to the FRA. A Member commented that this new role would need to be cost effective and show value for money.
- 58.9 CFO advised that a report would be prepared for the next meeting of the Executive on 22 June 2022 where it was hoped that agreement would be given to recruit to the new role. He agreed that any growth needed to be justified and resourced. He added that he understood that Mr Atkinson had indicated that he would remain in his current role until a new appointment was made.

**RESOLVED:**

1. That the content of the paper, having discussed the proposals and next steps, be acknowledged.
2. That the review continue on the basis and present final options to the Executive on 22<sup>nd</sup> June.

21-22/EC/59 Independent Review of Governance

- 59.1 The Assistant Chief Officer (ACO) introduced his report which presented Members of the Fire & Rescue Authority (FRA) with options for an independent review of governance. He highlighted the three options which had been set out in the report and asked the Executive to choose their preferred option.

- 59.2 The Chair commented that the report under discussion was connected to the Government White Paper. He added that he had his own views on the review of governance in the White Paper and wondered why the Government was trying to force a change of governance when Inspections had indicated that there was already good governance throughout fire authorities.
- 59.3 ACO commented that this provided a good opportunity to strengthen the Authority's position, also there did not seem to be any benefit in moving to a different model which did not help the Service.
- 59.4 The Chair, having received confirmation from CFO that the White Paper was a consultation document therefore there would be time for a review, commented that each Council could appoint Members to the Fire Authority, with one of those being a "Lead", then, when there was an election for Chair of the FRA it could be taken from that cohort of three "Lead" Members.
- 59.5 In response to a question CFO advised that the Government could impose a change in governance as it had with Police & Crime Commissioners. The LLG representative added that these matters inevitably would take time and the review could also provide useful guidance for a new Monitoring officer when they were in post.

**RESOLVED:**

1. That having discussed the contents of the report the preferred approach to be Option 2 to commission the LGA to undertake the review.

*(Note: Councillor Headley declared a pecuniary interest in the above item and was not present for the discussion or the decision.)*

21-22/EC/60 Disposal of Assets under the Scheme of Delegated Authority

- 60.1 The Assistant Chief Fire Officer (ACFO) introduced her report which provided an update on the disposal of obsolete vehicle and equipment assets.
- 60.2 ACFO highlighted the plan to dispose of equipment as set out at Section 2, table 1A of the report. This also showed the equipment which had been disposed of in the previous year, at auction. Paragraph 2.3 of the report indicated the equipment which had been kept for longer than the usual three year life cycle. She also mentioned the NFCC request to support the Ukraine Fire Service. CFO reminded Members of the on-going relationship and support provided to the Kenyan Fire Service.
- 60.3 The following responses were provided to questions from Members:
- A zero value in the accounts referred to the book value where equipment was kept longer than the life cycle.
  - The cost of a van was circa £22,000 and a response car was circa £25,000. A report was to be brought to Members concerning the potential for purchasing electric vehicles which were generally more expensive than current vehicles used.
  - Vehicles were routinely being retained for longer than the three year cycle where possible.



The Chair suggested that the presentation of the tables in future reports could be reviewed, to include: the original cost; the written down value; and the amount likely to be achieved on disposal.

**RESOLVED:**

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

21-22/EC/61 Work Programme

- 61.1 The Executive received its updated work programme and was invited to request additional reports for the Executive Committee meetings.
- 61.2 CFO introduced the report and highlighted the main issues for consideration within the programme. The items which had been recently discussed, in terms of a response to the White Paper, recruitment of a MO and the Governance review, would need to be included in the programme.
- 61.3 CFO re-iterated that the Executive Committee provided an opportunity to raise issues as a sounding board in advance of the Full FRA meetings.

**RESOLVED:**

1. That the Work Programme be received and the cyclical agenda items be noted.
2. That the Work Programme be updated to include the suggested items listed above.

62. Local Government Act 1972, Schedule 12A, Paragraphs 1, 4 and 5 of Part 1: Exclusion of the Public

**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 items on the grounds that the matters to be discussed involve the likely disclosure of exempt information as defined in Paragraphs 1, 4 and 5 of Part 1 of Schedule 12A to the Act (as amended):

Item

62. Immediate Detriment
63. Targeted Use of Abatement Policy

The meeting closed at 12.06pm.

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By virtue of paragraph(s) 1, 4, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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For Publication

Bedfordshire Fire and Rescue Authority  
Executive Committee  
22 June 2022

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**REPORT AUTHOR:** HEAD OF STRATEGIC SUPPORT AND ASSURANCE, STEVE FRANK

**SUBJECT:** COMMUNITY RISK MANAGEMENT PLAN (CRMP) 2023-24 to 2027-28 PLANNING

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For further information on this report contact: Steve Frank  
Head of Strategic Support and Assurance  
Tel No: 07876 144846

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Background Papers: See [Community Risk Management Plan \(CRMP\) 2022-23 consultation update](#)

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**PURPOSE:**

The purpose of this report is to present members with our intentions for developing our 5-year Community Risk Management Plan (CRMP) 2023-24 to 2027-28.

**RECOMMENDATION:**

That Members of the Executive to acknowledge and discuss the content of this paper.

## 1. Summary

- 1.1 We are in the business of keeping people in Bedfordshire safe and believe that our long-term success is founded on our ability to identify, analyze and manage risk. Our CRMP is the most visible way of demonstrating this.
- 1.2 The proposed Community Risk Management Plan (CRMP) 2023-24 to 2027-28 will look very different to our current CRMP. In particular we will:
  - Place greater emphasis on the Community and Risk elements of the CRMP;
  - Carry out two surveys – one on community concerns which we will launch at the Bedford River Festival on 22-23 July in collaboration with Bedfordshire Local Resilience Forum, the second is on specific proposals and will start in November 2022;
  - Retire our six strategic aims and replace them with four strategic themes because:
    - Two of our current strategic aims allude to the same thing;
    - Performance reporting will be clearer and more strategic;
    - Findings from our Horizon scanning workshops and content of FRS Reform White Paper places less emphasis on functional service delivery; and
    - This gives greater definition of principal officer's remits and offers the potential to break down silos between functions.
- 1.3 The results of our reviews of emergency cover, risk, capability, estates, data quality, productivity, and our horizon scanning workshops give us firmer foundations from which we can confidentially develop our new CRMP.
- 1.4 The Head of Strategic Support and Assurance (HSSA) is the project manager for the new CRMP. Developing the new CRMP is a 'project' as defined by our Project Management Office and the HSSA will need to keep all the project documentation up to date. This represents a 120-day project.

## 2 Background

- 2.1 Our CRMP needs to be agile and flexible enough to be our key strategic document for at least five years. We only intend to update the action plan and budget information annually.

- 2.2 The Pandemic has acted as a springboard to faster implementation of our digital solutions from the provision of our prevention and protection services and for the expansion of our flexible ways of working. Digital transformation will continue to be a focus as we explore automated processes to improve efficiency and effectiveness and meet the expectations of our ever- increasing 'digitised' society.
- 2.3 Climate change is happening and over the life of this Plan we will develop a policy to reduce our carbon footprint as we contribute to building a more sustainable future for our next generations. We will also ensure that we can respond to the predicted increasing incidents of flooding and wildfires at a national and local level. Transport habits are also changing with more battery powered vehicles and more
- 2.4 The community risk assessment (CRA) is the most challenging element of the CRMP process due to:
- The need to set out the methodology used and the conceptualisation of risk;
  - National expectations of academic input;
  - Reliability and Timeliness of data;
  - Credibility of the data sources; and
  - Difficulties in combining data sets.
- 2.5 Community engagement is the next biggest effort in developing the CRMP and a Consultation and Engagement Timeline is set in the Appendices of this paper. This is important because in December 2021 Her Majesties' Inspectorate of Constabulary and Fire and Rescue's (HMICFRS) report on BFRS found: *The service needs to improve how it engages with its local community.*
- 2.6 The new CRMP is the most significant piece of evidence that demonstrates we have understood and met this HMICFRS Area For Improvement (AFI). Our Community Risk Management Plan (CRMP) 2023-28 is our Integrated Risk Management Plan.

### 3. National legislation and guidance we need to consider

- 3.1 All fire and rescue services have duties and responsibilities that are set out in legislation including:
- **The Fire and rescue national framework for England 2018** which sets out the priorities for fire and rescue authorities to:
    - Identify and assess the full range of foreseeable fire and rescue related risks their areas face;

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse;
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- Be accountable to communities for the service they provide.

3.2 On 18th May 2021 the national Fire Standards Board issued a new standard in relation to Community Risk Management Planning. Integral to this is a CRMP Strategic Framework developed by the National Fire Chiefs Councils that gives guidance to the different stages of the risk management planning process. Both of these are being considered when developing our CRMP.

#### 4. Findings from our Review of the Current CRMP

- 4.1 The consultation on the 2022-23 CRMP action plan, budget and council tax proposals took place between 28 December 2021 and 31 January 2022. A total of 746 responses were received.
- 4.2 We have revealed a significant public interest in improving our focus on community engagement, environmental management and demonstrating ethical governance credentials. These issues will take a stronger focus in developing our next CRMP from 2023-24 onwards.
- 4.3 Our review of the current CRMP shared with Principal Officers on 8<sup>th</sup> November 2021 finds many strengths and room for improvement in demonstrating we are dealing with community risk, and in ensuring we involve communities and opinion formers in strategic planning. Our Horizon scanning event in July highlighted gaps in considering Community Resilience, maximising data and digital technology, and carbon reduction.



5. CRMP development process



6. Fit with strategic policy framework



## 7. Proposed contents of our CRMP 2023-24 to 2027-28

7.1 Based on previous experience, evaluation of the current CRMP, consultation and national guidance we are proposing the following sections:

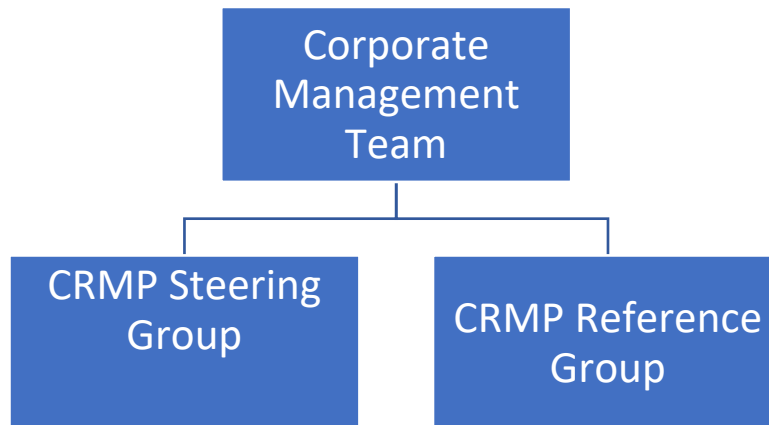
- Chief and Chair's Forward
- Our Strategic Themes:
  - **Our Communities:** Led by CFO Andrew Hopkinson
  - **Our Services:** Led by DCFO Chris Bigland
  - **Our Organisation:** Led by ACO Gavin Chambers
  - **Our People:** Led by ACFO Alison Kibblewhite
- Our Values
- Our County
- Our Service at a glance
- Our legal duties
- How Our Plans Link Together - internally and with others
- How we identify risks
- Our current risks
- Emerging Risks
- Our capabilities
- How we allocate resources
- Glossary of terms

## 8. Consultation and Engagement Timeline

<b>Dates</b>	<b>Action</b>	<b>Accountabilities</b>
January to March 2022	Finalise CRMP Action Plan for 22-23 including Council Tax Document	HSSA and ACO
June 2022	<ul style="list-style-type: none"> <li>• Set up internal Steering Group and external Reference Group.</li> <li>• Share planning with the FRA</li> </ul>	HSSA
June 2022	<ul style="list-style-type: none"> <li>• Plan first public survey in collaboration with the Local Resilience Forum based on the Devon &amp; Somerset FRS 'what risks concern you' concept</li> <li>• Use feedback from 2022-23 CRMP consultation &amp; use as a starting point for next consultations – You Said We Did, and What's Changed</li> </ul>	HSSA
July 2022	Finalise Community Risk Assessment	HPP
July 2022	<ul style="list-style-type: none"> <li>• Launch survey at River Festival, review feedback and refine proposals.</li> <li>• Engage staff</li> </ul>	HSSA
August – Sept 2022	<ul style="list-style-type: none"> <li>• Test results with reference group</li> <li>• Results fed back to staff, FRA and partners</li> <li>• Review feedback and refine plans</li> </ul>	HSSA and DCFO
October 2022	<ul style="list-style-type: none"> <li>• Refine plans.</li> <li>• Develop CRMP proposals consultation document.</li> <li>• Develop consultation webpages.</li> </ul>	HSSA
November 2022	<ul style="list-style-type: none"> <li>• Consultation on specific proposals open. Communications plan implemented.</li> <li>• Steering and reference group</li> </ul>	HSSA

	<ul style="list-style-type: none"> <li>• Community engagement</li> </ul>	
December 2022	<ul style="list-style-type: none"> <li>• Promote consultation</li> <li>• Focus groups and community engagement</li> </ul>	CMT and HSSA
January 2023	Consultation closes 31 January 2023	HSSA
February 2023	<ul style="list-style-type: none"> <li>• Review feedback Send to FRA and staff Review CRMP.</li> <li>• Council tax document with proposed increase in council tax figures, share with LAs and public</li> </ul>	HSSA and ACO
March 2023	<ul style="list-style-type: none"> <li>• Finalise CRMP based on feedback</li> <li>• Test with staff, FRA and key stakeholders Sign off CRMP - live on the website ready for 1 April</li> </ul>	HSSA

#### 9. FRS Internal accountabilities

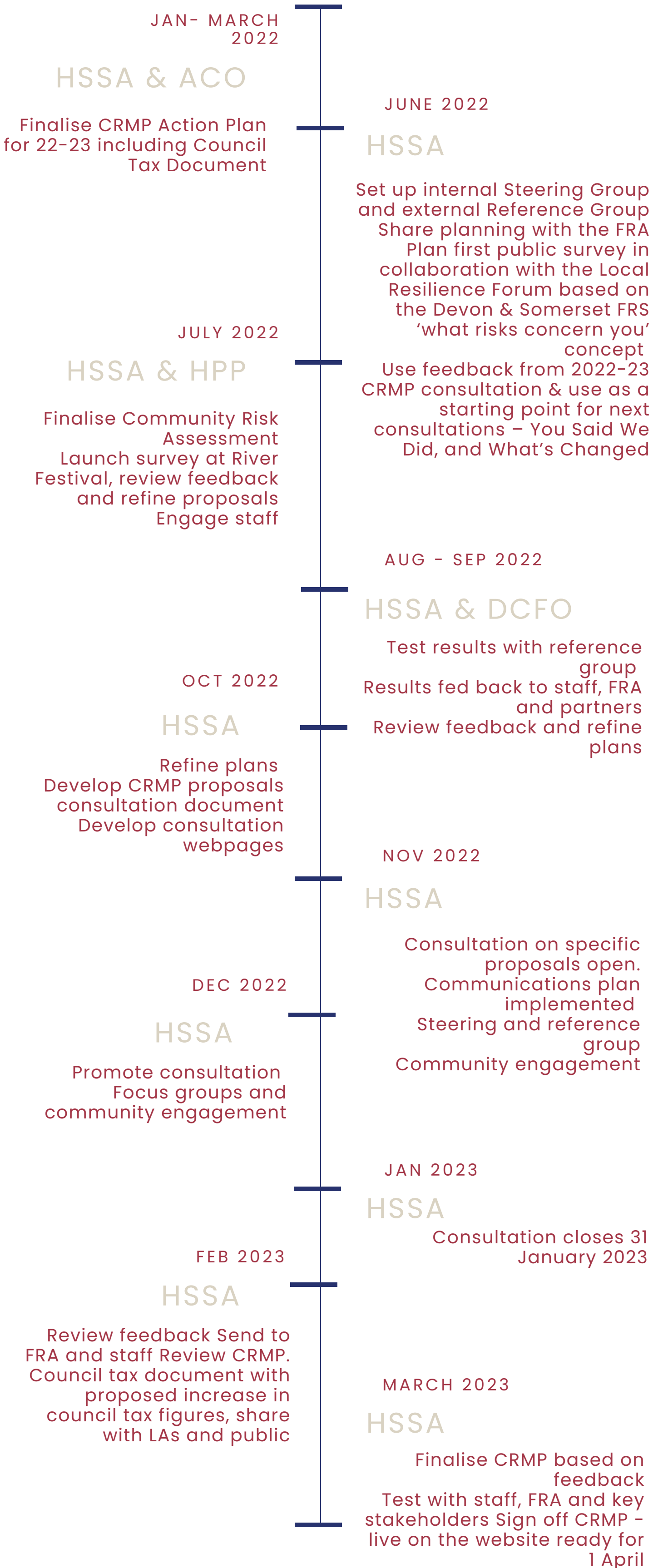


## 10. Recommendations

10.1 The FRA Executive acknowledges and discusses the contents of this paper

**STEVEN FRANK**  
**HEAD OF STRATEGIC SUPPORT AND ASSURANCE**

# CRMP ENGAGEMENT TIMELINE JAN 22- MARCH 23



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# Home Office's Reforming our fire and rescue service White Paper



**Bedfordshire**  
Fire & Rescue Service

**Produced by: Steve Frank, HSSA**

**Date: 22<sup>nd</sup> June 2022**

# What could be the key areas of contention nationally ?



**Bedfordshire**  
Fire & Rescue Service

Q4: To what extent do you agree/disagree that the current **pay negotiation** arrangements are appropriate?

Q19: To what extent do you agree/disagree with making **enforcement** of the proposed statutory code an employment matter for chief fire officers to determine within their services?

Q20: To what extent do you agree/disagree with the creation of a fire and rescue service **oath** for services in England?

Q29: To what extent do you agree/disagree that Government should transfer responsibility for fire and rescue services in England to a **single elected individual**?

Q32: To what extent do you agree/disagree that Government should transfer responsibility for fire and rescue services in England to **police and crime commissioners**?

Q40. To what extent do you agree with this proposed approach (as outlined in the **accountability** table)?

Q46: To what extent do you agree or disagree that the **strategic plan** should be the responsibility of the fire and rescue authority?





## What approaches are other FRAs taking?

- Most FRS we've talked to are taking a neutral position
- The National Fire Chiefs Council (NFCC) and Fire Leaders Association are responding shortly
- An important consideration is the tone and perception we generate from our responses
- Some are asking: what's the public interest here?
- Others ask: what incentives and sanctions will there be?

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# Independent Governance Review



**Bedfordshire**  
Fire & Rescue Service

**Produced by: Steve Frank, HSSA**

**Date: 22<sup>nd</sup> June 2022**



# Latest update?



**Bedfordshire**  
Fire & Rescue Service

- Scoping discussed at meeting with LGA on 13th June 2021
- Review team likely to be the monitoring officer from Cambridgeshire FRA, Member peer from Kent FRA, and two LGA officers. Gender balanced team
- The review will be improvement focused and forward looking
- Scoping questions in line with FRA Exec paper dated 26<sup>th</sup> May 2022

# Next steps?



**Bedfordshire**  
Fire & Rescue Service

- LGA to share amended project brief for our comment
- Document list to be compiled by HSSA and new Business Support Manager
- Fieldwork likely to be in July over two to three days
- Discover sessions likely to be a mix of group work and 1-2-1s
- Joint verbal feedback at end then Draft report thereafter

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For Publication

Bedfordshire Fire and Rescue Authority  
Executive Committee  
22 June 2022

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**REPORT AUTHOR:** CHIEF FIRE OFFICER

**SUBJECT:** WORK PROGRAMME 2022/23

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For further information on this report contact: Nicky Upton  
Service Assurance Manager

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Background Papers: None

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**PURPOSE:**

To review and report on the work programme for 2022/23 and to provide Members with an opportunity to request additional reports for the Executive Committee meetings.

**RECOMMENDATION:**

That Members consider the work programme for 2022/23 and note the 'cyclical' Agenda Items for each meeting in 2022/23.

**ANDREW HOPKINSON**  
CHIEF FIRE OFFICER

**FIRE AND RESCUE AUTHORITY EXECUTIVE COMMITTEE - PROGRAMME OF WORK 2022/23**

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
11 October 2022	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
15 November 2022	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
10 January 2023	Work Programme			

Meeting Date	'Cyclical' Agenda Items		Additional/Commissioned Agenda Items	
	Item	Notes	Item	Notes
14 March 2023	Work Programme			

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