



1. Half of indicators are performing on/above target or within tolerance. Performance has been impacted by the forecast number of accidental dwelling fires being higher than the expected seasonal modelling.
2. Timeliness of responding to accidental dwelling fires is better than target at 8 minutes 39 seconds in Quarter 1. An analysis has been completed to identify the factors that affect attendance times to an incident. Each factor and the process have been reviewed to understand if there are efficiency gains that can be made to assist in reducing attendance time. Performance is better than our comparator group (9 minutes 32 seconds) but still remains worse than national levels (7 minutes 45 seconds).
3. There were 75 accidental dwelling fires in Quarter 1. The number of incidents is within statistical control limits and does not reflect a statistically significant increase in Q1. However, incidents are now higher than our comparator group and work is being undertaken to explore information relating to incidents over time to understand whether there are any learning points to be identified. This will form part of the risk profiling work for the County.
4. Performance relating to the rate of Safe and Well visits (per 1,000 population) has continued to see small signs of recovery, up from 0.27 at the same time last year to 1.25 at the end of Quarter 1 2021/2022. This still remains below target (2.35) and our comparator group (1.50). The number of visits being completed has increased significantly compared with the same period last year, from 174 to 803 visits and with a 36% increase compared with last quarter. Following the lockdown earlier this year, crews have only been able to re-start Safe and Well visits from mid-way through this quarter. Based on progress, it is anticipated that performance will be within or on target by Quarter 2 due to the increase availability of operational staff.
5. GFRS have been carrying out the majority of Safe and Well visits to people in the most vulnerable groups (83.4%). Performance is significantly above target 75% and our comparator group 74%. The service has seen an increase in vulnerability during the pandemic which has meant that an increasing percentage of referrals are for people in high risk groups.

6. Throughout the pandemic, GFRS has been undertaking additional work to assist partners and protect those who are most vulnerable. This has included delivery of PPE and medical equipment, swab tests and track and trace visits.

GFRS have also supported partners in Highways, Coroners, Care Homes and the Ambulance service, providing infection prevention and control training for Carers, assisting with medical incidents and distributing COVID-19 awareness signage along Gloucestershire's roads.

This work has placed a high demand on the service, with both staff and fleet deployed away from business as usual which will be impacting on other areas of performance while Response support is in place. *Risk of failure of the Council or a key partner to respond to a major incident that results in community disruption and failure to return to normal within required timescales* therefore remains rated as Moderate (12).

7. Although the majority of services across GCC, including GFRS, had a business continuity plan (BCP) in place at the end of Quarter 1 (86%), a significant proportion of plans require review (77%) i.e. they have not been re-evaluated/updated in the last six months and so do not fully comply with the agreed Business Continuity Policy. There has been a small reduction in services not able to evidence a BCP (which are therefore considered as not having a BCP in place) (down from 12% to 11%).

In line with best practice, robust and accurate business impact analyses (BIAs) need to be conducted before BCPs are developed/updated. A facilitated BIA session has taken place and BIAs are now being rolled out. However, it has been identified that, in addition to there being more BIAs to undertake than originally estimated, the BIAs are taking longer to finalise than anticipated. Work is underway with each Directorate to facilitate and completion of BIAs but, at the current pace, it is expected that all BIAs will not be completed until Q4 2021-22, with a consequent impact for the completion and testing of all BCPs.

Notwithstanding the above, as the project progresses, more BIAs and BCPs will be updated across the organisation and processes will be implemented to ensure that plans are rehearsed and tested, resulting in greater confidence in the robustness of each service's BCM arrangements and a consequent overall reduction in risk impact. In the meantime, the risk of *failure of the Council or a key partner to effectively deliver their statutory services, resulting in community disruption and failure of corporate objectives due to insufficient business continuity management arrangements* continues to be rated as Moderate (12).

8. The risk relating to *insufficient workforce capacity and/or instability adversely impacting on pace and sustainability of improvement and contributing to increased risk to firefighter safety or capability to deliver emergency services to the community* remained rated as Moderate (8) in Quarter 1. This is due to the development of the Improvement Strategy and accompanying Improvement Plan, as well as a short term funding commitment ahead of the annual MTFS process.
9. Indications since leaving the EU suggest a slowly improving picture and, through the Local Enterprise Partnership and Local Resilience Forum, adequate support is in place at this time to manage the risk of *uncertainties arising from the UK leaving the EU with the possible impact on funding and policy change affecting Gloucestershire County Council and Local Government in general*. This risk therefore remains rated as Low (6).
10. Governance
There is no further update on the Home Secretary's consultative white paper expected in the autumn concerning the governance of Fire and Rescue services.

11. Portfolio Management Board

The GFRS Improvement Programme has been embedded into the Portfolio Management Office (PMO). The PMO is overseen by the Portfolio Management Board consisting of Principal Officers and Area Managers on a monthly basis and overseen by an Improvement Board on a quarterly basis. The Improvement Board consist of Cllr Dave Norman, Jon McGinty, Darren Skinner, Rob Ayliffe and Mandy Quayle and Roy Wilshire (Ex Chief Fire and Rescue Advisor). Progress is slow due to the physical resources available, their capacity and the large volume of improvement work.

12. HMICFRS

The document collection has been completed on time. This will inform HMICFRS prior to their inspection week commencing 27 September 2021. A detailed timeline of events is being finalised and all interviewees will receive an information pack concerning the lines of enquiry for their areas of the business.

Document collection: HMICFRS requested 62 documents areas for review (total of 124 documents). They use this information to develop a knowledge and understanding of our Service before the inspection starts.

Documents were submitted ahead of schedule in August. HMI have subsequently raised questions relating to six of our document submissions. One area is to provide document evidence of how GFRS reported its Cause of Concerns (CoC) and Areas for Improvement (AFI) to the Fire Authority. GFRS recognises this is as an area we need to improve upon and will now look to develop a reporting structure within the Fire Scrutiny Committee to update and report on progress made in relation to its causes for concern.

Self-assessment: HMI recommend that each FRS uses the self-assessment as the basis for its presentation at the strategic briefing. BP&P are preparing the strategic brief presentation for SLT approval.

The self-assessment covers five main areas:

1. What key changes have there been for your FRS since the round 1 inspection – e.g. governance, funding, staffing?
2. What action has the service taken in response to any areas for improvement identified during the last inspection (round 1)?
3. What are your FRSs priorities for the coming year?
4. What action is the service taking in response to the Covid-19 inspection report?
5. Please include any other information that you feel would be useful to the inspectors to provide context for the operation of the FRS and its current performance.

Staff Survey: The staff survey will be open for 4 weeks starting mid-September. Further details to be confirmed by HMICFRS. A communications plan will be required to support this work to ensure the maximum number of staff complete the survey.

Full inspection: The full inspection will commence 27th September and include six weeks of inspection over an eight week period. This will be conducted with a blended approach of onsite and virtual inspection (subject to Covid restrictions). The onsite activity will primarily be reality testing and desktop reviews.

Planning for the timetable is well underway. The draft timetable (Attachment A below) contains themes for each week and detail regarding the desktop reviews and interviews. BP&P will be in contact with department leads at the start of September to discuss in greater depth.

Strategic Briefing for Fire SLT members\Cllr Dave Norman with HMI Wendy Williams\John Robertson and the inspection team will take place on Wednesday 29th September 2021 at 10am.

Inspection Information Packs will be supplied to those being interviewed to support the process. These are currently being developed.

Initial feedback will be given to CFO Mark Preece and Cllr Dave Norman on 1st December 2021. Publication of Tranche 2 FRS's will take place in Summer 2022.

Data Collection: HMICFRS will be carrying out their usual data collection in the Autumn. This will coincide with our inspection activity and teams should prepare for this additional workload.

13. Community Risk Management Plan (CRMP) 2022 – 2025

The forward plan, Cabinet report and EIA have been submitted on time. The draft CRMP is with GCC design who are making it more visually attractive.

The risk profiling that informs the CRMP is being further developed and requires some data from GCC to aid its completion.

Public consultation is planned for October to December 2021 and thereafter the final draft will proceed through Governance in time for go live of April 2022.

14. Community Safety

Operation Braidwood, the mutual aid agreement for SW Ambulance, is due to continue until 31st March 2022.

15. Safe and Well Visits

Performance relating to the rate of Safe and Well visits (per 1,000 population) has continued to see small signs of recovery, up from 0.27 at the same time last year to 1.25 at the end of Quarter 1 2021/2022. This still remains below target (2.35) and our comparator group (1.50). The number of visits being completed has increased significantly compared with the same period last year, from 174 to 803 visits, with a 36% increase compared with last quarter. It is anticipated that performance will be within or on target by Quarter 2 due to the increase availability of operational staff.

The majority of Safe and Well visits are to people in the most vulnerable groups (83.4%). This is significantly above the target of 75% and above our comparator group at 74%. There has been an increase in vulnerability during the pandemic which has meant that an increasing percentage of referrals are for people in high risk groups.

16. Prevention

GFRS, in preparation for its forthcoming HMICFRS Inspection, have undertaken a peer assessment of its Business Fire Safety arrangements. This was provided by colleagues from Warwickshire FRS, Oxfordshire FRS and overseen by the Local Government Association. We have received informal feedback and will receive a written report in due course. This will inform a number of further actions that we will address going forward.

17. Firefighter Recruitment

12 candidates from the successful pool of 40 are at Moreton-in Marsh Fire Service College undertaking firefighter training as apprentices.

18. Financial Expenditure

Revenue Budget: The Community Safety Directorate is forecasting an overspend of £77k including estimated costs attributed to COVID 19 of £69k; therefore, excluding COVID 19 costs, there is an underlying overspend of £8k.

The GFRS forecast shows an overspend of £71k with COVID-19 related issues totalling £69k. The position excluding COVID-19, is an overspend of £2k.

There are variances across all cost centres within GFRS mainly due to staff movements, both leavers and new starters. The position evens out overall giving a virtual on-target outturn position of £2k overspend.

The Coroner's Service is forecasting a small overspend of £6k due to increased expenditure on medical fees.

The Trading Standards Service is forecasting an on target spend.

The CPT is forecasting an on target spend.

Capital: Over the next 3 years GFRS will be submitting just over £2mill in capital bids. This investment is crucial in terms of maintaining operational capability within response, prevention and protection activities that require funding.

MTFS: Our improvement journey is predicated on the MTFS bid totalling £815k being supported as follows:

- Learning & Development £333k
- On-Call Training £184k
- PPE £65k
- Prevention: Young Person Support Officer £32k
- Prevention: 2 x Community Safety Officers £59k
- Prevention: Road Safety Coordinator £42k
- Portfolio Management Support Officer £29k
- Logistics & Equipment Supervisor £35k
- Pension Administrator £36

HMICFRS Round 2 Inspection

ATTACHMENT 1

Full Inspection				
Week No.	Date	Time	Activity	Comments
Week 1 27/09/21	29/09/2021	09:00 10:00 10:15 – 11:45 11:45 – 12:00 12:00 – 13:00 13:10	Strategic Briefing Morning HMI team to arrive at 09:00 (4xHMICFRS). Need ability to dial in if required. HMI Wendy Williams arrives at GFRS (venue to be confirmed) Strategic briefing presentation (includes SLT & Cllr David Norman) Break HMI Wendy Williams interview with Cllr David Norman End	Face to face Need location 2 weeks before.
		14:00 – 15:30	Review of Staff-hub and web site. Interview with comms person\daily news releases person. Need someone who can navigate site. (Note: Heads of comms/engagement to be interviewed later in process).	Face to face
		14:00 – 15.30	Interview Control Manger - Janet Williams	Face to face
	31/09/2021 Friday (possibly also 28 th)	TBC	Partner Agency interviews (possibly on 28 th x3 & 31 st x3) Arrange a list of partners: <ul style="list-style-type: none"> ➤ Local authority – building control ➤ Police ➤ Ambulance ➤ Road safety ➤ Collaboration Supply a list to HMICFRS	Virtual meetings possibly by phone.
Week 2 04/10/21			Themes for this week include: <ul style="list-style-type: none"> ➤ Efficiency ➤ Estates ➤ ICT ➤ Fleet 	
	05/10/2021 Tuesday	09:30 –11:00	Head of ICT Planning arrangements, aspirations in CRMP, how are we getting value for money, strategic planning of the Service.	Virtual
		13:00 – 14:30	Head of Fleet Planning arrangements, aspirations in CRMP, how are we getting value for money, strategic planning of the Service.	Virtual

Full Inspection				
Week No.	Date	Time	Activity	Comments
		13:00 – 14:30	Head of Performance Performance information lead (Area Manager). How are outputs used? Clive Webber Level 4 Incident Command reality testing. Note: This will take place with a selection of staff following their interviews (will cover level 4, 3, 2, 1 over inspection) PO – x1 1xAM 2xGM 3xSM 6x level 1 (WM or CM) done on station visits (2WT, 4 on-call)	Virtual
	06/10/2021 Wednesday	09:30 – 11:00	Head of Estates Planning arrangements, aspirations in CRMP, how are we getting value for money, strategic planning of the Service.	Virtual
		09:30 - 11:00	Interview with Pete Bungard	MS Teams meeting booked
		Afternoon	Nothing planned at present	
	07/10/2021 Thursday	09:30 11:00	Head of Finance (Maria Boon & Paul Blacker (or suitable person from GCC)) Detail of how the Service uses its money and aligns to CRMP\strategic approach to Finance.	Virtual
		09:30 – 11:00	Protection Manager Interview about process for allocating audits and following them up. Station Manager level. This leads into desktop work next week.	Virtual
		09:30 – 11:00	Prevention staff interviews Lead for Home Fire Safety visits, Road Safety, SkillZone (more details to follow).	Virtual
Week 3 18/10/2021	18/10/21		Themes for this week will include desktop reviews on: ➤ CRMP	Face to face

Full Inspection				
Week No.	Date	Time	Activity	Comments
			<ul style="list-style-type: none"> ➤ Protection ➤ Risk Information ➤ Major Incident ➤ Debriefing ➤ Prevention ➤ Attendance Management ➤ Diversity ➤ Competence ➤ Promotion Process 	
	18/10/2021 Monday	14:00 - 16:30	<p>CRMP Session 1. Walk through: risk analysis, political approval, links to response, protection, prevention strategy, how it links to finance, Required: Lead for comms (community – public) Head of IT – analysis (but its systems and data to gain usable information – Luke rather than Rob). Head of Performance – how we monitor outcomes - Clive Head of finance – Maria Head of CRMP – Senior person – making sure there is political engagement, process. Head of Training/HR (e.g. how we would recruit people with better skills for certain prevention tasks if that's been identified).</p>	Face to face
		14:00 – 16:00	<p>Protection Manager (SM)</p> <ul style="list-style-type: none"> ➤ Protection – Desktop review of processes and systems we use <p>Their role as a manager and how they manage the function. Followed by: Protection – Desktop review of processes and systems we use. Note: Select 20 audits or inspections. Look at documentation – random sample audits for high risk, after the fire, audits resulting in formal outcome, work on high rise/high risk buildings.</p>	Face to face
	19/10/2021 Tuesday	09:00 – 11:30 13:00 – 16:00	<p>Protection Desktop review 2 models that we could consider: Fire safety database – trail of letters – sit with this person. Or sit with inspection officer and they show the team the records.</p>	Face to face

Full Inspection				
Week No.	Date	Time	Activity	Comments
			HMI ask for records to be pulled up and shown on screen – if Stu B, have inspection officer with him to discuss how decisions made.	
		13:00 – 16:00	CRMP session 2. CRMP (HMICFRS x2 staff) Head of: <ul style="list-style-type: none"> ✓ response ✓ protection ✓ prevention ✓ performance 	Face to face
	20/10/2021 Wednesday	09:30 – 11:00	SSRI's <ul style="list-style-type: none"> ➤ Risk Information – review site specific risk information. FF's will be asked to demonstrate how risk information is accessed. Station Manager level	Face to face
		13:00 – 15:30	SSRI desktop review Permanent records high-rise, 3 commercial buildings that have had fire, 4 short term records (public event x2, 2x home oxygen users (Donna) – do we manage this information in different ways (PORIS)? Staff member needs to be able to operate database.	Face to face
		09:30 – 11:00 (may overrun)	Major Incident desktop review <ul style="list-style-type: none"> ➤ Major Incident – 3 to 4 people will be selected. To include incidents that align to the community risk register. HMI will review how the Service approaches major incidents. Required: Senior response manager – links to LRF. Officer with good understanding of Major Incident plans. Head of response, lead NILO, emergency planning officer for LRF. May need to have someone from L&D regarding training and preparation. 1x incident in high-rise building. 1x incident wide area flooding (in last 12-18 months)	Face to face

Full Inspection				
Week No.	Date	Time	Activity	Comments
			1x MTA incident or exercise. If don't have one, an incident linked to community risk register.	
	Wednesday	13:00 – 15:30	<p>Debrief desktop review Debriefing – 4 to 6 debriefs picked and reviewed. How learning is identified and communicated across the organisation. Someone to explain debrief process and someone to show records - 10 records. HMICFRS will view IRS data then review:</p> <ul style="list-style-type: none"> ✓ 4 pump incidents ✓ 2 domestic ✓ 2 commercial ✓ 1 exercise cross border ✓ 1 fatality ✓ 2 incidents where ops discretion used ✓ 1x rescue non fire. <p>Possible IC reality test (not competence-based, but to show preparedness) Level 3</p>	Face to face
	21/10/2021 Thursday	09:30 – 11:30	<p>Prevention desktop review</p> <ul style="list-style-type: none"> ➤ Prevention – desk top review. Referrals selected and reviewed to include – process & visit. <p>With team manager Home fire safety – broad function (Donna Potts), how it is structured, how we understand risk, partnerships, performance.</p>	Face to face
		13:00 – 15:30	<p>Prevention desktop review 18 records: 10 Safe and Well delivered by station and CSA. 5 in high-rise 3 post fire – killed, rescued, seriously injured Someone to pull records up and someone to explain process used.</p>	Face to face
		09:30 – 11:00 (could be extended)	<p>Attendance Management Approach to attendance management, application of policy. HMI will select 6 cases of absence and review how it was dealt with. HMICFRS will request all closed cases.</p>	Face to face

Full Inspection				
Week No.	Date	Time	Activity	Comments
			Someone who understands absence management process. List of everyone who has been managed, managerial intervention (welfare, support), sick/long-term absence, but also repeated sickness absence.	
		13:00 – 15:30	Promotion Process A list of promotions and temporary promotions will be requested from the last 12 months. 4 – 6 will be reviewed against our policy. 3 promotions in last 12-18 months. Look at records/system. Advert, application of procedure, 1x supervisory, 1x middle, 1x senior Someone who understands the system and process to answer any questions	Face to face
	22/10/2021 Friday	09:30 – 11:30	Competence (Training Records) HMI will view our training records. This will include how non-ops staff training is recorded. They will review how we deliver risk critical training and how we keep staff in frequency. Look at training record system: Does training for green book get recorded on PDRpro? Check this. HMI look at 20 records – WT, on-call, all levels FF up, include control, 2 non ops staff. Required: admin for PDRpro system – plus someone to explain & answer questions (i.e. when staff are due for revalidation)	Face to face (could move to virtual). Need to test PDRpro screen share.
		09:30 - 11:00	Diversity – Equality Impact Assessments (EIA's – HMI will request copies of completed forms). 3 or 4 EIA's will be requested. List of all new policies, proposals agreed in last 18 months. HMI will ask for the associated equality impact assessment with these. Someone who has knowledge of how these are completed and	Face to face (could move to Virtual)

Full Inspection				
Week No.	Date	Time	Activity	Comments
			someone who can show these. HMI will look at 3.	
Week 4				
25/10/2021			Themes for this week: <ul style="list-style-type: none"> ➤ LRF lead ➤ Diversity Focus Group ➤ Head of H&S 	
	26/10/2021 Tuesday	09:30 - 11:00	Diversity focus group ED&I working group (8-10 people, not senior leaders (i.e. not AM or above) or HR)	V
	27/10/2021 Wednesday	09:30 – 11:00	LFR lead Relationship with LFR from GFRS Questions regarding major incidents, multi-agency and learning (what the Service is doing). GFRS to explain their role in LRF forum.	V
	27/10/2021 Wednesday	09:30 – 11:00	Head of H&S The person who oversees workplace risk assessments, H&S investigation, accidents and near miss, staff trained to undertake responsibility, fitness testing. Oversight of investigations. Organisational approach. E.g. – commission of a new fire engine – person responsible for H&S approach, risk assessments etc. Corporate advice to SLT (Clive) Need to demonstrate we have covered gap of H&S advisor leaving.	V
Week 5				
08/11/2021			Notes: Three HMI teams will be on-site for the week. Face to face preferred Reality Testing: <ul style="list-style-type: none"> ➤ Meeting Whole-time & On-Call Watches (6x on-call, 5x W/T) ➤ Focus Groups – SM's, WM's, W/T FF's & On-call FF's, Green Book. 	
	08/11/2021	Evening	Cinderford on-call station	F2F

Full Inspection				
Week No.	Date	Time	Activity	Comments
	Monday			
	08/11/2021 Monday	Evening	Gloucester North on-call station	F2F
	09/11/2021 Tuesday	Day, time TBC	1x WT station	F2F
	09/11/2021 Tuesday	Day, time TBC	1x WT station	F2F
	09/11/2021 Tuesday	Day, time TBC	1x WT station	F2F
	09/11/2021 Tuesday	Evening	Nailsworth on-call station * visited last time	F2F
	09/11/2021 Tuesday	Evening	Stow on-call station	F2F
	10/11/2021 Wednesday	Day, time TBC	1x WT station	F2F
	10/11/2021 Wednesday	Day, time TBC	1x WT station	F2F
	10/11/2021 Wednesday	Likely to be afternoon	Protection team reality testing – 3 or 4 inspectors - determined by earlier inspection meetings	F2F
	10/11/2021 Wednesday	Likely to be afternoon	Prevention team reality testing – 3 or 4 staff - determined by earlier inspection meetings	F2F
	10/11/2021 Wednesday	Evening	Tewksbury on-call station *visited last time	F2F
	10/11/2021 Wednesday	Evening	Wotton Under Edge on-call station	F2F
	11/11/2021 Thursday	Time TBC	WT firefighter focus group 8-10 staff from across organisation	F2F
	11/11/2021 Thursday	Time TBC	Watch Managers from both WT & on-call focus group (8-10), mix of Ops & HQ	F2F
	11/11/2021 Thursday	Time TBC	Station Manager focus group (6 people)	F2F
	11/11/2021 Thursday	Time TBC, possibly evening	On-all firefighter focus group (8-10 staff)	F2F
	12/11/2021 Friday	Morning - Time TBC	Non-ops staff focus group: workshops, Skillzone, HR, IT, green book etc.	V
Week 6 15/11/2021			Heads of department interview week: <ul style="list-style-type: none"> ➤ Diversity ➤ Training ➤ HR ➤ Occupational Health ➤ Response ➤ Prevention 	

Full Inspection				
Week No.	Date	Time	Activity	Comments
			<ul style="list-style-type: none"> ➤ Protection ➤ Communications ➤ CFO 	
	15/11/2021 Monday	13:00 – 14:30	OHU lead Service approach to OHU services and support: what happens to staff off sick, wellbeing, critical incident support, how does the service monitor fitness levels, how are things monitor and reported to SLT, etc.?	V
	15/11/2021 Monday	13:00 – 14:30	Diversity lead Advisor or Service lead – most up to date person with information. Equality duty, staff training, how dealing with EDI issues of concern, promotions.	V
	16/11/2021 Tuesday	09:30 – 11:00	Head of HR interview Learning & development, wellbeing, NFCC initiatives, support for staff with protected characteristics, PDR's, behaviours, identify those with potential, career pathways, ensuring productive workforce, corporate approach – AM Adam Openshaw (possibly).	V
	16/11/2021 Tuesday	09:30 – 11:00	Head of Comms Communications Corporate approach – what media training have we done?, accessibility of information to all staff etc. (possible Carole Pittaway) Check this with Adam as clashes with other interview if him	V
	16/11/2021 Tuesday	13:00 – 14:30	Head of Prevention Ian Tonner (possibly Donna Pots) Corporate approach, training of staff, collaboration work, how do GFRS determine level of community risk?	
	16/11/2021 Tuesday	13:00 – 14:30	Head of Response Corporate approach – community engagement to build risk profile, ops commanders, maintenance of competence, supplement resources, preparedness, collaboration, major incidents	

Full Inspection				
Week No.	Date	Time	Activity	Comments
	17/11/2021 Wednesday	09:30 – 11:00	Head of Training – (L&D) Adam Openshaw Corporate approach, staff competence, L&D links to IRMP, management support, alignment to NOG, link to major and multi-agency incidents	
	17/11/2021 Wednesday	09:30 – 11:00	Head of Protection Ian Tonner Corporate approach, competence, strategy, risk based inspection programme, Central Government funding, enforcement and business engagement	
	18/11/2021 Thursday	09:00 – 11:00	CFO Interview	Booked
Feedback day	01/12/2021	Wednesday 1st December 14:00hrs	Initial Feedback to the CFO & Cllr Dave Norman	Booked