

DRAFT
**MINUTES OF THE MEETING OF ROYAL BERKSHIRE FIRE
AUTHORITY'S MANAGEMENT COMMITTEE**



Held on Monday 16 July 2018 at 6.30pm

**RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot,
Reading, Berkshire RG31 7SD**

Members: * Councillor Malcolm Alexander
(* *present*) * Councillor Phillip Bicknell
Councillor Jason Brock
* Councillor Paul Bryant
* Councillor Colin Dudley
* Councillor Paul Gittings
Councillor Pauline Helliard-Symons
* Councillor Tina McKenzie-Boyle
* Councillor Ted Plenty
* Councillor Angus Ross
* Councillor Emma Webster

In Attendance: Alex Brown (Head of Property Capital Projects & Estates)
Conor Byrne (Head of Finance and Procurement)
Trevor Ferguson (Chief Fire Officer, CFO)
Tamara Hack (Democratic Support Assistant)
Paul Jacques (Area Manager Protection and Prevention)
Jim Powell (Area Manager (Risk and Performance))
Linda Pye (Clerk)
Nikki Richards (Director of Support Services)
Fayth Rowe (Committee Officer)
Tony Vincent (Head of Business and Information Systems)

1. APPOINTMENT OF CHAIRMAN FOR THE 2018/19 MUNICIPAL YEAR

RESOLVED that Councillor Colin Dudley be elected Chairman of the Management Committee for the 2018/19 Municipal Year.

2. APPOINTMENT OF VICE-CHAIRMAN FOR THE 2018/19 MUNICIPAL YEAR

RESOLVED that Councillor Pauline Helliard-Symons be elected Vice-Chairman of the Management Committee for the 2018/19 Municipal Year.

3. REPRESENTATIVE BODIES

There were no representative bodies who wished to address the Committee on any of the agenda items.

4. APOLOGIES FOR ABSENCE

Apologies for inability to attend the meeting had been received from Councillors Pauline Helliard-Symons and Jason Brock.

Action

5. MINUTES OF THE MEETING HELD ON 17 APRIL 2018 AND MATTERS ARISING

RESOLVED that: the minutes of the meeting held on 17 April 2018 be approved as a true and correct record and signed by the Chairman.

6. DECLARATIONS OF INTEREST

In accordance with the provisions of the Fire Authority's Local Code of Conduct, Councillors Malcolm Alexander and Angus Ross stated that should the Thames Valley Fire Control Service (TVFCS) be discussed at the meeting they would declare an appropriate interest as they were members of the TVFCS Joint Committee. They would therefore not participate in any debate on the TVFCS should it materialise.

7. RECEIPT OF ANNOUNCEMENTS

The Chairman made the following announcements:

Impact of wildfires

The recent spell of dry, hot weather had been enjoyed by most, but had also led to an increase in the number of outdoor fires for firefighters to deal with. In Berkshire alone, firefighters had attended around 150 outdoor wild fires in the past month, most notably in Colnbrook, Datchet, Holyport and Little Marlow. The Chairman thanked Jim Powell and colleagues for keeping him up to date.

Although crews had been busy, they had been displaying exceptional professionalism in coping with increased calls and had been working effectively with neighbouring fire and rescue services to help keep people safe. Safety advice had been given out to the public to try to better educate the public on preventing outdoor fires and what to do if they saw a fire. It was hoped that this advice would help to keep places safer and to educate the public not to leave around things like broken glass. Planning was in place to ensure that RBFRS could continue to provide a swift and effective response during this period of increased demand. The Chairman stated that any chance of reinforcing the safety message was greatly appreciated.

Firehouse ground breaking

The Firehouse was set to be completely re-configured to provide a contemporary facility for firefighters' training. The Firehouse was an integral part of the firefighter training and the Chairman stated that if the building had to be knocked down then planning permission would probably not be forthcoming to rebuild it.

On Monday, 9 July, work began to refurbish the Firehouse with completion expected by September 2018. The work would replace the control systems and reconfigure the internal layout of the Firehouse, which had become familiar to firefighters, as it had not changed in approximately 15 years. The new specification also included additional firefighting areas, an improved Liquid Petroleum Gas kitchen, a bedroom layout and access to the third-floor loft space to increase usability.

The reconfigured Firehouse will be an important facility which will allow the fire authority to train and assess firefighters in realistic conditions. The Chairman confirmed that the conditions in the Firehouse were very realistic.

Crowthorne Planning Application

Plans to build Crowthorne Community Fire Station had been approved by Crowthorne and Bracknell Forest Council on Tuesday, 10 July 2018. Crowthorne would become Royal Berkshire's second tri-service community station, following the opening of Hungerford Community Fire Station in July 2017. It would offer a shared location for RBFRS, Thames Valley Police (TVP) and South Central Ambulance Service (SCAS). In addition, a community room would be included in the build, providing a flexible, fully accessible meeting space for local residents and community groups to use.

Prior to planning, RBFRS had worked closely with residents to share the plans and to show that they were sensitive to local needs as well as meeting the requirements of a modern fire and rescue service. The work was anticipated to begin around Easter 2019, with completion expected in the Summer of 2020. Arrangements had been made to decamp Crowthorne Fire Station elsewhere whilst the new station was being built.

Young Firefighters Graduation Ceremony

Four groups of young people would be celebrating their success after completing the Young Firefighters Cadet Programme with family and friends on Wednesday 18 July 2018. The Chairman recommended the ceremony to all Members of the Fire Authority. The cadets were proud to show off what they had learnt and achieved. They had worked hard over the last 12 months and it had certainly been a character building experience.

Throughout the school year, courses had been running at Crowthorne, Whitley Wood, Newbury and Maidenhead Fire Stations, enabling young people to take part in fire service activities. This included practical and theoretical fire service activities, hose drills, breathing apparatus procedures and fire safety awareness sessions.

All Members were invited to the Graduation Ceremony, which would take place at Dee Road Fire Station, at 7pm on Wednesday, 18 July 2018. There would be a series of demonstrations on the night and presentations for all those receiving awards. The Chairman hoped Members would join him in recognising the achievements of those young people and the Young Firefighters Programme, which had now reached more than 700 people across Berkshire.

Wargrave Open Day

Wargrave Fire Station would be hosting an Open Day on Sunday, 29 July 2018. Visitors would get the chance to explore the station, sit in the fire engine and would be provided with important fire safety information.

As well as providing important community safety messages, the day was an opportunity for anyone thinking of becoming an on-call firefighter to come and find out more about the role and try out some of the recruitment tests. On call firefighters were very important and it was good that they were trained to the same high standard as the wholetime firefighters.

Other Announcements:

Councillor Malcolm Alexander confirmed that RBFRS was hosting the Thames Valley Fire Control Service Joint Committee and Thames Valley Collaboration Steering Group meetings in the current year, both of which held their first meetings for the year within the last week.

Councillor Angus Ross reported that the Fire Authority now had fully equipped fire engines with Mobile Data Terminals (MDTs) and feedback received was

positive. Councillor Paul Bryant hoped that neighbouring fire authorities such as Oxfordshire were using the same devices. Tony Vincent confirmed the same software but different device was used in Buckinghamshire and Oxfordshire FRSs.

Councillor Colin Dudley confirmed Point Royal in Bracknell had become the first tower block building to retrospectively fit sprinklers. Councillor Paul Bryant referred to a recent Planning meeting at West Berkshire in the previous week where an application for 30 flats in Hungerford had been approved but that there were no plans to install sprinklers.

8. STRATEGIC ASSET INVESTMENT FRAMEWORK

Councillor Angus Ross, Lead Member for Strategic Assets, stated that the ten year Strategic Asset Investment Framework set out a clear intent as to how the Fire Authority would continue to maintain and renew the vital capital assets to support the prevention, protection and response service to the people of Berkshire. The document was flexible and this would allow the Fire Authority to take opportunities and vary finances during the year. It gave the Authority a good framework to work with.

Conor Byrne, Head of Facilities and Procurement, presented a report on the ten year Strategic Asset Investment Framework which set out the Authority's aspirations to invest in its assets which supported the vital public services provided by RBFRS.

The strategic assets of the Fire Authority could be broken down into three broad categories:

- Buildings – which included 18 fire stations
- Fire appliances, support fleet and equipment
- ICT infrastructure and systems

In 2017 a detailed analysis of the building stock had been undertaken which had confirmed that almost all of the existing buildings would need major refurbishment or replacement over the next ten years. The existing stations, which had mostly been built between the 1950's and 1970's were not only expensive to maintain and operate but they were no longer suitable for a modern community-based fire and rescue service. £52m would be required over 10 years split into four phases.

In 2015 a review of the RBFRS fleet had been completed. The review identified that RBFRS had the second oldest pumping appliance fleet among English fire and rescue services.

ICT was a key enabler and data was a core business asset. Both of these needed to be effectively managed, keeping in step with appropriate technology changes, national initiatives and security standards in order to support and improve the service provided to the public. Following the Ransom cyber-attack in June 2017 systems had been restored in 20 minutes and that had been down to the virtualisation system.

The Strategic Asset Investment Framework set out how the Authority had already started to renew its asset base, often in collaboration with blue-light partners. The 10 year strategy contained in the Framework built on the success of recent capital projects and envisaged further collaboration to ensure not only the efficient renewal of assets but also the delivery of a more effective service to the public.

Without additional funding the ability of the Fire Authority to continue to invest beyond Phase 1 would be severely restricted as earmarked reserves and capital receipts had been expended. Given the shortfall in funding and the fact that the Fire Authority was one of the lowest precepting fire authorities in the country, the Fire Authority had given the Chairman and the Chief Fire Officer a mandate to lobby Berkshire MPs to make them aware of these issues and to ask for greater flexibility to increase Council Tax when setting the budget. MPs had therefore been lobbying the Government to provide the flexibility to increase Council Tax by up to £5 rather than the maximum of 2.99% without holding a referendum. A £5 increase would generate an additional £1.7m.

Alternatively, the Fire Authority would be keen to see the establishment of a national Transformation Fund against which fire authorities could bid to secure funding for capital projects which delivered revenue savings and more effective services for residents.

The HoFP stated that the Strategic Asset Investment Framework would be updated annually with the budget papers in February of each year.

Councillor Paul Gittings said that it was good that the Fire Authority could manage the first phase. Phases two, three and four were a concern and he queried how much the precept would need to be raised by. The HoFP said that the starting point would be to raise it by £5 which would create an additional £1.7m. It would also be necessary to look at what transformational funding could be secured. There was some flexibility in the programme but the framework provided some indication of the level of costs required. If this framework was not achieved then the condition of the properties would continue to deteriorate. The CFO confirmed that the framework quantified the medium to long term issues but actual spend on individual projects would be covered by sound business cases. Risks had been quantified and processes put in place to manage those risks.

Councillor Emma Webster referred to page 34 of the agenda – 3rd paragraph of the Financial Implications section. After the words ‘response times’ she asked if the following words could be added ‘to those areas of highest risk’ and following the words ‘existing stations’ the words ‘Dee Road and Pangbourne on-call station’ to be included.

Councillor Malcolm Alexander asked if there would be any more opportunities for capital receipts. The HoFP confirmed that it would be necessary to look at the current portfolio to determine what options there would be in the future.

Councillor Philip Bicknell noted that this was a ten year plan which would change how the Fire Authority moved forward. The report talked about contacting local MPs to lobby on increasing the Council Tax by £5 but he asked what else could be done. The CFO responded that discussions would take place with the Home Office around transformational funding. Councillor Bicknell could not remember being presented with anything like this before and the numbers were frightening. He asked how the Fire Authority could sell this to the residents of Berkshire. The CFO stated that it evidenced strategic leadership in moving this forward and that it was ensuring that people were aware of the challenges facing the Fire Authority and the strategic direction it was taking.

Councillor Paul Bryant referred to page 30 of the agenda in respect of ICT where one of the key areas was enhanced internal and external collaboration capabilities. He felt that the ability of the component parts to talk to each other was key and that could be extended out to partners and other blue light

services. Would this include other local authorities? It was confirmed that potentially that could be an option. Councillor Bryant also referred to page 21 last paragraph which stated that RBFRS aspired to being one of the leading fire services in the County whilst maintaining Council Tax levels in the lower half of such authorities. He thought that RBFRS was doing better than that and that it should not be in the lower half. Councillor Colin Dudley confirmed that the Fire Authority was doing well but even if it was successful in being able to increase Council Tax by £5 it would still remain in the lower half.

Councillor Ted Plenty asked if the order of the phases were in relation to perceived need. Councillor Angus Ross confirmed that assessments had been undertaken of all fire stations and therefore the Fire Authority had a good idea of the degree of need. However, this could be varied if an opportunity to do something collaboratively came along. The CFO confirmed that he would be happy to provide a briefing offline for Members if required.

Councillor Colin Dudley stated that this was the first time the Fire Authority had put together a framework and there were some large figures in there. It was important to keep the Authority's assets up to date and the response to the Ransom cyber-attack in June 2017 had showed that the investment made in the virtualisation system had been a good one.

Councillor Paul Gittings said that he would support the framework as it was helpful in that in the past this had been done on a piecemeal basis. The challenge was daunting but he applauded the transparency.

Councillor Angus Ross stated that it was not possible to predict what the Government funding would be like in the future but it was necessary to start somewhere. The framework was not an approval to spend and each scheme would be worked up and costed. He referred to paragraph 3.4 of the report and stated that the fleet replacement would not be an automatic one for one replacement. Collaboration was key and would add to the chance of getting transformation funding. In terms of releasing sites for capital receipts a decision would need to be made as to whether to sell or to retain for a regular income. Each one would be looked at on a case by case basis.

Councillor Malcolm Alexander noted that the report would be considered at the Fire Authority and he asked whether the public would have sight of the document after that meeting as he felt that the message to the public should be forceful. It was confirmed that the document was in the public domain now.

Councillor Paul Bryant said that if it was necessary to go to the Government for additional funding then that would not be forthcoming without a plan and therefore this document was a vital step to ensuring the Government listened. He queried whether a press release should be issued.

Councillor Colin Dudley summarised that it was essential to understand where the Fire Authority was now and where it needed to get to in terms of investment in its assets. There would be some cases where Members would fight for their own ward in terms of priorities but the Fire Authority was here to represent the whole of Berkshire and therefore the priority would be because of a service need although at times that might change over the course of the plan. Councillor Dudley thanked the team for all their hard work in putting together the framework.

RESOLVED that:

- The Strategic Asset Investment Framework be reviewed;

- Management Committee recommended that it be adopted by the Fire Authority.

9. HMICFRS JUDGEMENT CRITERIA

Nikki Richards, Director of Support Services (DSS), informed Members of the recently submitted response to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) consultation on judgement criteria for the fire and rescue inspection process.

Due to the Committee timetable it had not been possible to present a proposed response to the Fire Authority during this period. However, Officers had drafted a response which had been considered and agreed by the Chairman of the Fire Authority, Councillor Colin Dudley, and the Chairman of the Audit and Governance Committee, Councillor Iain McCracken.

A copy of the judgement criteria as consulted on in April was attached at Appendix A to the report and the response provided to HMICFRS to that consultation was set out in Appendix B. Since then the judgement criteria had been finalised and this had been included at Appendix C. All Fire and Rescue Services would be assessed against the same inspection framework. A judgement of 'Outstanding', 'Good', 'Requires Improvement' or 'Inadequate' would be provided for each of the core inspection themes which were 'Effectiveness', 'Efficiency' and 'People'.

Councillor Paul Bryant queried when a response would be received from the Government. The DSS confirmed that the Government had responded and had in fact taken on board some of the Authority's suggestions.

Councillor Angus Ross queried the comments around the governance model and budget control. Councillor Colin Dudley confirmed that when the CFO and Vice-Chair had met with the Inspector they had asked similar questions and it had been confirmed that this was not an inspection of corporate governance arrangements but on activity and planning for the future. The DSS added that they had reserved the right to inspect the governance arrangements if they felt that it was an area of concern but it was not the area of key focus. The CFO said that there might be some changes once the first tranche of inspections had been completed.

Councillor Colin Dudley confirmed that the Fire Authority would be holding a workshop in October and this would be one area of discussion. It might be necessary to put together a Task and Finish Group to ensure that the Fire Authority was fit for purpose on each of the judgement criteria in order to obtain the best possible result. Results from the first inspections might have been published by then which could also be helpful.

RESOLVED that:

- The response to the HMICFRS consultation on inspection judgement criteria be noted.

10. 2017/18 PROVISIONAL OUTTURN

Conor Byrne, Head of Finance and Procurement, presented a report which informed members of the provisional 2017/18 revenue and capital outturn positions. It also updated members on the levels of reserves held by the Authority as at 31st March 2018.

£2.4m of savings outlined in the Authority's Efficiency Plan had been completed. The Service Delivery and Risk & Performance restructure had now been implemented and would deliver £496,000 in non-station based savings. Whilst the potential for compulsory redundancies had been avoided, this had necessitated leaving some posts vacant and a higher than usual level of temporary promotions amongst uniformed staff which had generated further savings.

Four vacancies had been carried in the Retained Support Unit (RSU) which had led to an additional in-year saving of £213,000.

The Retained Duty System (RDS) project was starting to show early success but as a consequence of vacancy levels there was an in-year saving of £295,000.

A four phase plan to deal with the additional workload post Grenfell had been developed in the late Summer and recruitment of additional resources had taken place which meant that unbudgeted costs of £194,000. Due to the savings made to date the in-year costs had been met from existing budgets whilst the recurring costs had been built into the Authority's Medium Term Financial Plan (MTFP).

Pension costs were over budget due to additional ill-health retirement charges and one-off contributions to the Local Government Pension Scheme.

Due to early delivery of Efficiency plan savings there was a budget surplus at the end of 2017/18 of £577,000 which had been placed in the Budget Contingency Reserve to offset projected budget deficits in 2018/1 and 2019/20.

Capital expenditure in 2017/18 was £2.3m and progress against individual projects was set out in Appendix B.

The Authority's earmarked reserves had risen from £7.65m to £7.94m during 2017/18 and the movement on individual reserves was set out in Appendix C.

Councillor Paul Gittings noted that the budget was being well managed. He referred to paragraph 3.6 where it stated that the RDS project was starting to show success. If the project was successful why had £295,000 of savings been realised. Councillor Colin Dudley responded that success was measured by recruitment however it was still not at full establishment. Jim Powell confirmed that it was about the quantum of improvement. Although it was under the full establishment recent recruitment had given a net gain. Councillor Colin Dudley asked what were the costs of over the border support from neighbouring Fire Authorities and whether it was balancing. The CFO reported this issue would be raised through Thames Valley Fire Control Joint Committee and it would be a decision for Members to take back to their respective Fire Authorities. It was noted that a report would be going to the next Joint Committee meeting and it was confirmed that Members of the Fire Authority would have sight of the report when it was available.

Councillor Angus Ross noted that one of the capital projects listed in Appendix B had come in under budget. The remainder were due to be completed to budget.

RESOLVED that;

- The report be noted.

11. 2017/18 QUARTER 4 APPLIANCE AVAILABILITY

Jim Powell, Area Manager (Risk and Performance), presented a report which reviewed the overall availability for wholetime appliances for 2017/18 Quarter 4 and comments on RDS availability for the same period.

It informed the Authority that the Workforce Planning Board provided an updated report which showed the proactive planning of recruitment, retention, promotion and succession planning and a brief overview on establishment levels.

On 6th February 2018 Management Committee had received a report that reviewed the underpinning assumptions of the RBFRS wholetime crewing strategy alongside the Quarter 3 appliance availability update. That report clarified that the Fire Authority operated a wholetime establishment of 328 to crew 14 whole-time frontline appliances. The base optimum was for all 14 appliances to be available with 4 firefighters apart from one appliance at Newbury and Bracknell which both crewed with 5 firefighters alongside permanent crewing of the special fire appliances at Whitley Wood Fire Station with 2 firefighters. This equated to 60 firefighters and allowed for urgent flexibility to address unplanned crewing deficiencies. Up to four firefighters could therefore be moved to work at other fire stations where an unplanned shortfall had arisen which allowed the availability of all 14 frontline fire appliances to be sustained at the minimum level of 56 firefighters.

Quarter 4 of 2017/18 saw RBFRS achieve its target of 14 wholetime appliances being available 100% of the time with overall annual performance at 99.3%. The wholetime appliance availability figure allowed for appliances to be temporarily unavailable for up to 2 hours whilst personnel travelled from their normal workplace to the fire station where shortfalls in crewing had occurred.

RDS availability for Quarter 4 across all stations averaged 44%. This remained below the target of 50% but represented an 8.4% performance improvement over Quarter 1.

The Workforce Planning Board had now been established allowing managers from across the organisation, along with representative bodies, to take part in a joint forum to consider availability, retention, promotion, succession planning and officer specialisms.

Councillor Emma Webster referred to the RDS figures and she queried when the decision had been taken to supply this information for all stations and not for each station individually. She asked if this could be reinstated. Councillor Angus Ross advised that the decision had been taken to minimise the number of stats. It would be reported in the quarterly performance reports to Audit and Governance Committee and therefore the information could be replicated if necessary.

Councillor Paul Bryant referred to paragraph 3.7 and asked the reason why the method by which retained availability was calculated was under review. Jim Powell confirmed that there was a piece of ongoing work to evaluate how data was calculated to ensure that it was up to date.

Councillor Paul Gittings asked how confident officers were that the target of 50% could be achieved as this was particularly pertinent to Wargrave where specific targets had been set. Jim Powell replied that there were a number of factors in respect of retained availability. It took time for number to rise as

JP to action

sometimes there was a lag. One key issue for the Workforce Planning Board to look at was how to retain staff and to assist with driving qualifications etc. It was not something that could be fixed and then walk away from as it involved continuous work to manage. Wargrave was a concern but it was projected that figures would increase with a spike being seen in August/September when training had been completed.

Councillor Emma Webster referred to the review of the method by which retained availability was calculated and she stressed the need to ensure that the goal posts were not moved.

Councillor Phillip Bicknell noted that the Fire Authority took on retained firefighters who then went on to join up as full time firefighters and this was something that needed to be measured.

Councillor Colin Dudley agreed with Councillor Webster in that it would be useful to have the availability of the wholetime appliance availability broken down by station if not the RDS availability. He confirmed that he had visited a number of fire stations recently and he was anxious to find out why an additional two hours was allowed at the beginning of the shift if someone called in sick. He queried whether there was a standard operating time. That person would have to call in sick an hour before the shift start time so it was in fact three hours. He felt that two hours seemed a long delay. Jim Powell confirmed that it was a measure which was used and it depended when people came on duty. The two hours was a maximum time limit. The CFO stated that it was a matter of being transparent and concurred that the two hour time limit was a maximum and that the turnaround was generally quicker than that. Councillor Dudley responded that if an assurance could be given that pumps were not stood idle for two hours then he was satisfied with that. Councillor Phillip Bicknell felt that this was something that should perhaps be looked at in a more radical way and he queried why personnel were not being blue-lighted to a station where there was a shortfall. Jim Powell responded that this was only possible if there was an emergency and it was unlikely that an exemption would be granted. Paul Jaques stated that the two hour time scale was there but in reality the pump would not be off the road for that period of time as one of the crew would stay on and provide cover as overtime. Councillor Dudley did not want to add in any further unnecessary processes but he queried how often pumps had been off the road for two hours – it was therefore suggested that an exception report should be brought to the next Management Committee meeting. Councillor Emma Webster clarified that the two hours came out of the previous Management Committee meeting as this was the maximum time it would take to get from the west of Berkshire to the east (or vice-versa).

JP to action

RESOLVED that:

- The achievement against a target of 100% availability of the services 14 wholetime appliances in Quarter 4 be noted;
- It be noted that RDS availability for Quarter 4 remained below the target of 50% but represented an 8.4% performance improvement over Quarter 1 (44% Q4 v 35.6% in Q1).

12. FORWARD PLAN

The Royal Berkshire Fire Authority Forward Plan for the period 26 July 2018 to 5 February 2019 was noted.

RESOLVED that:

- The Forward Plan be noted.

13. DATE OF THE NEXT MEETING

Resolved that the next meeting of Management Committee would take place on Monday 22 October 2018 at 6.30pm RBFRS Headquarters, Newsham Court, Pincents Kiln, Calcot, Reading, RG31 7SP.

14. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following Agenda Items on the grounds that they involve the likely disclosure of exempt information, as defined in the Paragraphs of Part I of Schedule 12A of the said Act indicated and is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

15. MINUTES OF THE MEETING HELD ON 17 APRIL 2018

RESOLVED that the Part II minutes of the meeting held on 17th April 2018 be approved as a true and correct record and signed by the Chairman.

(The meeting closed at 7.59pm)