

Cambridgeshire and Peterborough Fire Authority: Minutes

Date: 20th December 2023

Time: 2:00-4.38pm

Venue: New Shire Hall, Alconbury Weald

Present: Cambridgeshire County Council:

Councillors: S Bywater, D Dew, I Gardener, B Goodliffe, J Gowing, R Hathorn, E Murphy (Chair), K Reynolds, P Slatter, M Smith and S Taylor

Peterborough City Council:

Councillors: A Bond, M Jamil (Vice Chair) and S Warren

Officers present: J Anderson, S Ismail, T Mirfin, S Newton, D Snowdon, C Strickland and M Warren

85. Apologies for absence and declarations of Interest

Apologies for absence were presented on behalf of Councillors Kindersley, Over and Rae.

Councillor Gowing declared an interest in item 12 as Manea Fire Station was in his electoral division. Councillor Gardener similarly declared an interest in item 12 as Kimbolton fire station was in his electoral division, and he was also a Governor of Kimbolton School.

86. Minutes of the Fire Authority meeting held 15th June 2023 and Action Log

The minutes of the Fire Authority meeting held 15th June 2023 were agreed as a correct record. The Action Log was noted.

87. Chair's Announcements

See Appendix 1 to these minutes.

The Chair welcomed Councillors Bond and Gowing back to the Fire Authority.

Both the Chair and Councillor Reynolds spoke warmly on the valuable service of Councillor McGuire, who had previously chaired the Fire Authority, who was stepping down from the Fire Authority.

88. Draft Community Risk Management Plan 2024 to 2029

The Fire Authority received a report on the draft Community Risk Management Plan (CRMP) for 2024-29. Officers outlined how the Plan had been developed, and how

risks and opportunities over the coming five years had been identified. There had been active engagement with the public, and over 1000 responses received, those responses reflecting the diversity of demographics comparable to the 2021 Census data.

Core performance measures remained the same, but there had been changes to some of the categorisations. The most significant change had been the early public engagement, ensuring that this helped shape and form the CRMP. The most common themes in the feedback received related to the perception of risks and issues around accessing services. There would be a second public consultation until 31st January, and the final version of the CRMP would be brought back to the next Fire Authority meeting. Positive feedback had also been received from His Majesty's Inspectorate for Constabulary and Fire and Rescue Services (HMICFRS).

A Member commented favourably on the work that had gone into producing this document, and was particularly pleased to note that the public engagement had been so effective, with such a high level of public feedback. Officers advised that they had worked with partner agencies to connect with communities, and also used social media (Facebook, Instagram, Twitter and Nextdoor) as well as more traditional engagement methods.

A Member asked if data was available on the variation of appliance callouts throughout the day. Officers confirmed that this information was collected, and it formed the background data for the CRMP. That data could be circulated to Members. Action required.

It was resolved unanimously to:

approve the draft Community Risk Management Plan 2024 to 2029, attached at Appendix 1, for public consultation.

89. Draft Financial Strategy 2024-25 to 2027-28

The Fire Authority considered the draft Financial Strategy for 2024-25 to 2027-28.

The Government Settlement had been received on 18 December, after the report had been published. However, the figures in the report were not materially different from that Settlement. The Government had also announced that Fire Authority Council Tax levels could only be increased by a maximum of 3%, which presented challenges, especially given likely pay inflation in 2024. Looking ahead, there were likely to be further challenges to finance with the withdrawal of Suffolk Fire and Rescue Service from the shared Control Centre arrangements in 2025-26, and the associated reduction in income. It was confirmed that the 2024-25 budget could be balanced, but this was by using the growth income. That income did not enable the Service to grow, but just maintain the status quo.

Arising from the report:

- a Member queried the potential reduction in Control Centre salary costs following the withdrawal of Suffolk FRS from the shared Control Centre arrangements. Officers advised that any headcount reduction would be in 2025-26, but this had not yet been costed i.e. the figures presented accounted for the loss of income but not any reduced expenditure for 2025-26. It was noted that Suffolk FRS did not currently have any Control staff, and an offer had been made to extend the shared

Control arrangements with Suffolk FRS until they had a viable set-up in place. There were no plans currently to reduce the Control Centre staffing;

- a Member asked about future capital expenditure, and whether the proposals for St Neots fire station had been included. It was confirmed that this would be covered in detail under that item;
- a Member asked about the sources of the significant capital receipts. Officers advised that the former Huntingdon Fire Station site income should be received in 2024-25, and the other major element was the potential disposal of the St Ives site. A new site had not yet been identified in St Ives, but it was likely this would be a long term rental, rather than a capital purchase. The Member commented that the sale of the St Ives site for development was unlikely to be straightforward, due to the constraints on that site.

It was resolved unanimously to:

review and approve the proposed strategy and summary medium term financial plan for consultation (Appendix 1).

90. Draft Annual Governance Statement 2022-23

The Fire Authority considered the Draft Annual Governance Statement, required by the Local Government Act, which had been scrutinised by the Overview and Scrutiny Committee.

Members noted progress made against governance issues identified in previous years. The Annual Governance Statement set out control procedures, how the Service was viewed by both Internal and External Audit functions, and considerations such as Combined Fire Control and financial challenges.

It was resolved unanimously to:

approve the draft Annual Governance Statement, attached at Appendix 1, for external publication.

91. Equality, Diversity and Inclusion Compliance Report 2022-23

Members considered a report which set out progress with equality, diversity and inclusion issues in the year 2022/23, including the gender pay gap as at March 2023. The purpose of the annual Equality, Diversity and Inclusion Compliance Report was to ensure the Authority met the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2011 and 2017.

Officers highlighted areas where progress had been made, including:

- increased retention of female staff members and a reduction in the Gender Pay Gap. Cambridgeshire FRS ranked third highest in terms of the number of female employees, and there were an increased number of females in management roles;
- the Service had completed a gap analysis against the London Fire Brigade Independent Report on Culture, which had fed into the action plan;

- a number of menopause awareness events had been held, and the Head of Communications was leading on this issue on a national basis, organising a national conference;
- improving the neurodiversity support process for staff and applicants, including specialist coaching and Level 2 accreditation of the “Disability Confident” scheme;
- community assessors to wholetime firefighter interview panels, to mitigate against unconscious bias;
- engagement for children and young people, including the Firebreak programme;
- increased accessibility of services, including the creation and promotion of British Sign Language videos on our website for the main safety topics;
- the Service and its partners had increased the number of Safe and Well visits to 6,320.

Proposals for future actions were also noted.

A number of Members praised the excellent, detailed report.

Arising from the report:

- a Member was surprised to note that the gap analysis was carried out against London Fire Brigade, and that London Fire Brigade was being used as benchmark. Officers explained that whilst there was a strong feeling that Cambridgeshire FRS’s culture was more advanced than that of London Fire Brigade, it was important that any issues from the Independent Culture Review were picked up. There was also an expectation from government that all fire and rescue services reviewed their practices against these national reports;
- a Member asked if the reduction in employee turnover was attributable to the improvements in culture? Officers outlined some of the factors that influenced turnover, especially the major changes post pandemic, such as home working;
- a Member noted that key inequalities often related to communication, and barriers to communications. When dealing with public, she sought reassurance that the focus was on the most vulnerable, and gave examples e.g. notices in communal areas or support to understand fire safety messages. Officers outlined the varied means used to communicate hard to reach and vulnerable groups, and advised that they had good relationships with relevant partner bodies;
- a Member asked about the way children engage with the fire service, and observed that those children and young people living in communities with fire stations probably had better connections and were more aware of fire safety issues. Officers outlined the programmes in place to engage with children and young people, but advised that engagement was limited by the availability of resources. However, there was a focus on engaging with young people, as this could have valuable impacts in terms of changing lifelong behaviour. Older people, especially those who may be more isolated, were also a key group. The Member commented that video may be an effective communication tool with children and young people, given the Service’s resource constraints.

It was resolved unanimously to:

agree the content of the report (Appendix 1) or request any changes as deemed necessary. Once content is approved, the final design work and incorporation of appropriate images will be undertaken before publication.

92. Fire Authority Annual Report and Statement of Assurance 2022-23

Members of the Fire Authority considered the draft Annual Report and Statement of Assurance for 2022/23.

Special thanks was given to the Head of Communications and her team for their hard work in producing this report.

It was resolved unanimously to:

agree the draft Annual Report and Statement of Assurance 2022/23, attached at Appendix 1, subject to the additions highlighted in Paragraph 4.4.

93. Systel Mobilising and Integrated Communication System Replacement System – Update

Members considered a progress report on the mobilising system and integrated communication control system (ICCS) replacement project.

Systel exited the *redressment judiciaire* process in October. The company now had a new management and ownership structure. Significant progress had been made, and testing would commence in the new year. It was anticipated that the transition to Systel would be complete in March 2024, and a further update would be provided to the Fire Authority meeting in February. Training had been positively received by the Control Centre staff. It was noted that the existing Remsdaq system was still in place and continuing to operate well.

The Chief Fire Officer made a statement with regard to Remsdaq (See Appendix 2 to these minutes).

A Member thanked Officers for the update and the clarification with regard to Remsdaq. He asked what would happen if there was a failure when the system transitioned, and whether there was a back up plan? Officers confirmed that the current Remsdaq system is operational in St Ives, whilst the equipment was installed at Fire Service Headquarters. There would also be a back-up Systel system at Dogsthorpe Fire Station. The whole system would not 'go live' until all involved were completely satisfied that the new system was working, and was stable and resilient.

It was resolved unanimously to note the contents of this report.

94. Firefighters Pension Scheme Update

Members considered the latest position relating to immediate detriment and the Firefighters Pension Scheme (FPS) following the enabling legislation coming into force on 1st October 2023. This related to the old Firefighter Pension Scheme which was phased out in 2015.

A clear timetable setting out an order of processing accompanied the legislation. The timetable prioritised the processing of ill health retirees and beneficiaries before

processing ordinary retirees, which would be done based upon the impact of the remedy i.e. those whose pension is likely to have been impacted the most will be processed first. All scheme members impacted by the remedy would receive a remedial service statement (RSS), which would provide detailed options to enable an informed decision to be made. Officers reassured Members that all the necessary records were in place, and that they would be working hard between now and the March 2025 completion date to deliver the RSS.

Additionally, the “Matthews remedy” was also enacted on 1st October 2023, which relates to On-Call firefighters employed between 2000 and 2006, and their ability to buy back service. This was an intensive piece of work, and staff were working hard with the Service’s Firefighter Pension provider, West Yorkshire Pension Fund.

A Member asked what impact these arrangements would have on the in house payroll team, and whether they have the necessary capacity to cope with this additional workload. Officers confirmed that they were currently in the process of securing additional resource to support that team.

It was resolved unanimously to note the latest position regarding immediate detriment claims and the timetable for processing.

95. His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services – Round Three Update

Members considered a report on His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection of Cambridgeshire Fire and Rescue Service (CFRS) between February and August 2023. The inspection was to assess the effectiveness and efficiency of CFRS’s ability to prevent and protect the public against and respond to fires and other emergencies. They also assessed how well the Service looks after its staff.

There had been a change to HMICFRS’s scoring system, compared to the previous two inspection reports. The main change was the addition of a new grading, “Adequate”. Those areas previously ranked “Good” but with areas for improvement identified, would now be likely to be scored as “Adequate”, based on the Inspector’s professional judgement and evidence collated.

CFRS was one of the first services to be tested against new areas, which included Fire Survival Guidance. CFRS achieved one “Outstanding”, six “Good”, three “Adequate” and one “Requires Improvement” scores in the inspection. No areas were found to be “Inadequate”. All areas considered were integrated into the IRMP/CRMP plan, and some actions had already been completed before the Inspectors had finished.

The Spring 2024 assessment of Fire and Rescue Services was awaited. This would give an indication of themes coming out of first inspection rounds, and also the outcomes of the thematic review that the Home Secretary had asked to be undertaken on the handling of misconduct issues. Senior CFRS Officers had recently met the new Inspector, Lee Freeman.

Officers cautioned that whilst CFRS continued to lead the way in terms of inspection outcomes, because of the financial challenges being faced, the Service was likely to reach a point shortly where it would struggle to maintain performance.

The Chief Fire Officer observed that 83% of the comments in the inspection report were positive, and compared favourably to the performance of peer FRSS. There were five areas where promising or innovative practice had been identified, and no other Service had scored more than two. This was attributable to the hard work of Officers, whose role should be recognised. The Service received enquiries every day from other services about their work.

Members congratulated Officers on the progress made, but noted the comments made about the challenges of continuing to improve against a background of diminishing resources. The Chair commented that none of this happened by accident, but was due to the innovativeness, creativity and excellent work of the Service's Officers, and on behalf of all Fire Authority Members, she thanked everybody for their hard work.

It was resolved unanimously to note CFRS's strategic approach to respond to and address the findings identified in the latest HMICFRS report.

96. Service Operational Improvement

The Fire Authority considered a report which outlined plans to explore the opportunity to redistribute operational resources from lower risk areas of the county to higher risk areas where guaranteed appliance availability is required at weekends.

Due to the significant changes in demographics and lifestyles, the majority of stations were now crewed by whole time firefighters. All fire and rescue Services had difficulties recruiting and retaining On-Call firefighters. A one pump fire station needed 15 On-Call firefighters, each committing 80 hours a week. That level of commitment could not be met by the majority of the Service's On-Call fire stations. A particular issue was the low number of calls at these fire stations, making it difficult to recruit and retain On-Call firefighters. Additionally, the highest level of demand was during the day (8am-8pm). During the week, there were ten appliances available across the county, the rest were available through On-call. Weekends were particularly difficult, and often two appliances could not be used at weekends.

It was therefore proposed to explore moving some resources from low risk areas to providing an additional two whole time appliances at the weekend. Those appliances could then be deployed around the county on a dynamic basis. It was clear from communications with the public that there was a belief that all local fire stations operated 24/7, but in reality, especially in more rural areas, some fire stations only had enough firefighters to operate for two days per week. On-Call firefighters had to live within five minutes of the fire station, and it was proving more and more difficult to find committed people from the local community who met that criteria and were willing to commit 80 hours per week. The HMICFRS report had noted that whilst the Service consistently met its whole time availability standard, On-Call cover was diminishing. It was clarified that no decisions would be made at today's meeting.

Arising from the report, individual Members:

- expressed concern, observing that local fire stations were not just buildings, but represented people who protect lives in their communities, and swift response times were imperative. The Member suggested that this issue should have been explored in the first instance by the Overview and Scrutiny Committee or through a Member briefing. Officers commented that there were not money saving

objectives behind this proposal, but concern that resources were used as effectively as possible to provide service continuity for all residents. Whilst the Service could provide the fire station, appliance and kit, it could not provide a crew when there were not enough coming forward for these roles to operate fully. In terms of exploring this issue with Members, it was vital that the Service was open and transparent from the outset that it was exploring these issues. Many measures had been taken i.e. discussions with all staff, letters to local MPs, the Fire Minister and the Home Officer. The On-Call system was very cost effective when it worked e.g. in communities like March. At that station, a reasonable number of call outs and a sizable pool of residents meant more applications for On-Call firefighter roles than available positions were received. By contrast, Manea was a small community, with few call outs and On-Call firefighters cannot crew an appliance for more than two days a week. It was noted that the first pump to attend in Kimbolton was usually from St Neots, and similarly the first pump in Sutton was usually from Ely;

- A Member commented that ultimately, many residents were unaware of these facts, and having this discussion could be a wake-up call, resulting in a different perception and support from public. Officers commented that it would be great if people did come forward. However, this issue had been going on for more than 15 years, and the situation was getting worse. The Manea crew only attended an average of twelve incidents per year;
- Speaking as Local Member for Alconbury and Kimbolton, Councillor Gardener advised that he had been inundated with representations from concerned residents. The catchment of Kimbolton Fire Station included the boarding school at Kimbolton, and Littlehey Prison. He felt that it was a foregone conclusion that these stations would close. Councillor Gowing, Local Member for Manea Fire Station, supported these comments. Another Member pointed out that if an incident took place when the appliance at one of these stations was not crewed, the Service could be criticised for having an unused appliance at that location. It was noted that Kimbolton Fire Station was unavailable 76% of the time during the week, and 80% of the time at the weekend, and the rest of the time appliances came from St Neots. Members noted the example of Swaffham Bulbeck Fire Station, which had closed because of its lack of availability, and the offer made to On-Call firefighters of financial support if they relocated to Burwell;
- It was agreed that there would be a Member briefing on this issue. **Action required;**
- A number of Members suggested that the publicity around this report and engagement may result in more On-Call firefighters coming forward. It was also stressed that the complexity of the issues involved needed to be adequately communicated;
- A Member commented on the nebulous title of report and the way this issue had been presented to Fire Authority Members. He felt that it was not the right environment currently for these discussions, and he could not endorse the contents of the report, as per the recommendations. He agreed that this was a national problem, but pointed out that there were great on-call/volunteer models elsewhere in Europe and in the USA, and lessons should be learned from those countries. Officers commented that Peterborough already had an effective

Volunteer Fire Service, where firefighters did not get paid. Other Fire Authorities had tried paying their on-call firefighters more, but it had not worked. The key issue was people's lifestyles and their ability to commit compared to the past, and so communities that had provided on call firefighters in the past were no longer able to do so;

- A Member commented that this was clearly a national problem and it was important to communicate effectively on these issues with communities, and explain how most of these On-Call fire stations were only operational for limited hours;
- A Member suggested taking into account the Huntingdonshire District Council Local Plan Review, looking at where new developments would be, going forward. It was noted that the Service did receive development funding, but that only enabled it to maintain the status quo;
- A Member commented that whilst she would note the report, she could not endorse the content of the report. She wanted to see the feedback from communities, and also further information on some of the areas discussed, e.g. On-Call cover required compared to actual at each station, and the figures on availability of appliances at those stations, response times, etc. More information was required all round to enable a proper debate to be had.

The Chief Fire Officer reassured Members that there was not a specific timescale for this work, it would take as long as it needed to, and the views of communities would be well understood before a decision was made. The Chair thanked Members for the full and engaging debate, and commented that whilst it was a challenging discussion, it was important to have it, and she looked forward to receiving further information and options.

It was resolved unanimously to:

1. note the contents of this report;
2. note that a further report, based on findings from the review, will be presented to the Authority as and when available.

97. Appointments to Committees and Outside Bodies

Members considered an updated appointments schedule.

It was resolved unanimously to:

agree the updated schedule of appointments, as appended.

98. Minutes of the Policy and Resources Committee held 31st October 2023

The draft minutes of the Policy and Resources Committee held 31st October 2023 were noted.

98. Minutes of the Overview and Scrutiny Committee held 4th October 2023

The draft minutes of the Overview and Scrutiny Committee held 4th October 2023 were noted.

100. Exclusion of Press and Public

It was resolved that the press and public be excluded from the meeting on the grounds that the following item contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person (including the authority holding that information)

101. St Neots Community Fire and Rescue Station – Refurbishment

The Fire Authority considered a detailed plan of the proposed improvements to St Neots Community Fire and Rescue Station.

It was resolved unanimously to approve the recommendations as set out in the report.

CHAIRS ANNOUNCEMENTS – WEDNESDAY 20 DECEMBER 2023

Firstly, I would like to thank Members and Officers for their flexibility with the reschedule of this meeting. It was important that we came together to discuss the items on what is a sizeable agenda before the end of the calendar year.

We also warmly welcome back Councillors Bond and Gowing.

OFFICIAL OPENING OF HUNTINGDON FIRE STATION AND TRAINING CENTRE BY HRH THE PRINCESS ROYAL

As many of you will be aware on 29 November 2023, HRH The Princess Royal visited the county to officially open Huntingdon Fire Station and Training Centre. HRH met colleagues and contractors involved in the build project as well as wholtime, On-Call and support colleagues who work from the fire station. During the visit, The Princess Royal was not only shown our state-of-the-art facilities but also a range of firefighter skills (a rope rescue, road traffic collision and horse rescue demonstration) before unveiling a plaque and wishing everyone well. The Lord Lieutenant for Cambridgeshire who accompanied HRH subsequently sent her thanks stating that The Princess Royal had really enjoyed her day. My thanks to everyone who played a part to make the day such a success.

SUSTAINABILITY STRATEGY

Although we will receive a full update on our strategy at the next Fire Authority meeting, I would like to take this opportunity to highlight the key points discussed at a recent Sustainability Board. The Board is led by Matthew Warren (Chair) and includes representatives from Procurement, Finance, Health and Safety, Property, Media and Communication and People teams, as well as Chief Officers. They meet to discuss progress against our strategy; how we are moving forwards and leading the way in creating a more sustainable fire and rescue service.

Single use plastics – in 2022, we used 66,000 single use plastic bottles. Our Operational Support Group has now introduced reusable water bottles to help reduce this number. Colleagues are encouraged to make use of these bottles and refill them. A limited number of single use bottles will continue to be available on stations for resilience purposes. Our fleet and equipment team are also currently looking at all cleaning supplies to see where improvements can be made and reductions in the amount of single use plastic products we use achieved.

Paperless forms - we are already reducing the amount of paper-based forms and switching to digital only. It's reduced the amount of paper used and couriered across the county and while there are still a small number of paper-based forms in use, over the coming months we will be looking at alternative options and the impact of email traffic on our carbon footprint; Microsoft 365 brings many benefits that will support us with this.

HVO Fuel - HVO is a fossil-free paraffinic diesel, meaning it can be used as a direct replacement for mineral diesel fuel. Made from certified waste materials, HVO supports the circular economy and helps to reduce net CO2 greenhouse gas emissions by up to 90%. HVO is now in use in Peterborough with crews at Dogsthorpe (excluding the rescue vehicle), Stanground, Thorney, Whittlesey, Peterborough Volunteer Fire Brigade, Yaxley and driver training using it.

As stated in the Action Log, after a Member suggestion at the last Fire Authority meeting, we are also due to begin a trial with Huntingdonshire District Council in the new year using HVO fuel.

Fleet - on top of the electric vehicles already well established in the Service, the first batch of flexi-duty hybrid cars are on order. These are a Hyundai Tucson model and by May 2024 will have replaced the current fleet of Volkswagen Passats. These will have a longer lifespan within the Service, a minimum of four years, at which point they will be reviewed. Installation of electric charging points at home locations is also being explored.

Property - lots of work is happening behind the scenes across the estate to look at sustainability including energy consumption. Fire stations now have improved roof insulation, LED lighting, more efficient heating systems, EV charging points and some have building management systems. More sustainable features such as solar panels and air source heat pumps are included in future plans. Most exciting is the refurbishment and extension planned for St Neots, that will make it the least CO2 producing premises in the Service and that is covered at Agenda Item 17 today.

Procurement - the procurement team has been working with suppliers to understand more about their sustainability models and working with some contractors to look at how we can reduce the carbon footprint. The team is also striving towards paperless processes which most suppliers are now onboard with.

MENTAL HEALTH AND WELLBEING

The mental health and wellbeing of everyone in our organisation is of paramount importance and I would like to highlight that last month the Firefighters Charity went live with their **24/7 Crisis Line**; I'm sure a lot of you have seen this already but it's too important not to mention. Available to past and present UK fire services personnel, please spread the word. More information is available at

[Getting help in a crisis - The Fire Fighters Charity](#)

FUTURE CELEBRATIONS

Next year will see the 50th anniversary of when Cambridgeshire and Isle of Ely Fire Brigade and Huntingdonshire and Peterborough County Fire Service joined together to create Cambridgeshire Fire and Rescue Service. I know Officers are looking at options to celebrate this milestone and if any Members would like to make any suggestions please do let Chris, Matthew or Jon know.

At the Fire Authority meeting dated 15 June 2023, under agenda item 6, I spoke to Members about the commercial position of REMSDAQ and the level of service received by CFRS.

Having now exchanged correspondence about this with the Managing Director of REMSDAQ, I agreed that I would issue a public statement of apology and ensure that the associated discussion was removed from the video recording of the meeting, which I can confirm it has been. The Managing Director pointed out to me that REMSDAQ have not withdrawn from the UK market and so I offer my apologies for assuming they had. It was also pointed out to me that the first line of support for the REMSDAQ contract was always meant to be our own ICT department and that this was specified in the contract between us.

Again, I apologise for saying that REMSDAQ were solely responsible for supporting our command-and-control IT platform. Cambridgeshire has enjoyed a long and fruitful partnership with REMSDAQ for over 30 years, and the IT platform has been robust and reliable throughout. I therefore hope my comments have not served to sour what has been a good working relationship and I look forward to continuing to work with REMSDAQ until such time as our partnership reaches its natural conclusion.