

FIRE AUTHORITY POLICY AND RESOURCES COMMITTEE



**CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY**
Working together to improve community safety

Date: Thursday, 30 June 2016

10:30hr

**Fire and Rescue Service Headquarters
Hinchingsbrooke Cottage, Brampton Road, HUNTINGDON,
PE29 2NA**

AGENDA

Open to Public and Press

- 1. Election of Chairman/woman**
- 2. Appointment of Vice Chairman/woman**
- 3. Apologies for Absence**
- 4. Declarations of Interest**
*Guidance for Councillors on declaring interests is available at
<http://tinyurl.com/ccc-dec-of-interests>*
- 5. Minutes of the Policy and Resources Committee held on 21st April 2016** **5 - 10**

DECISIONS

6.	Final Revenue and Capital Budget position 2015-16 and Treasury Management Statement	11 - 24
7.	Medical Cash plan for Cambridgeshire Fire and Rescue Service employees	25 - 30
8.	Continued Development of BS EN ISO 14001 - 2015 Environmental Management Systems	31 - 34
9.	Chief Fire Officers Association restructure	35 - 36
10.	Huntingdon Hub Property Rationalisation - Progress Update	37 - 50

INFORMATION AND MONITORING

11.	Primary Authority Scheme - Business Hub Update	51 - 54
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13. Next meeting:

September 2016 - date to be confirmed

14. Future meetings:

10.30am - 8th December 2016

10.30am - 26th January 2017

10.30am - 6th April 2017

The Fire Authority Policy and Resources Committee comprises the following members:

Councillor Lucy Nethsingha (Chairwoman) Councillor David Over (Vice-Chairman)

Councillor Sir Peter Brown Councillor Daniel Divine Councillor Derek Giles Councillor Mervyn Loynes Councillor Paul Sales Councillor Joshua Schumann and Councillor Michael Shellens

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Rob Sanderson

Clerk Telephone: rob.sanderson@cambridgeshire.gov.uk

Clerk Email: 01223 699181

The Fire Authority is committed to open government and the public are welcome to attend from 10.00am

It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol which can be accessed via the following link below or made available on request.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer at least three working days before the meeting.

Full details of the public speaking scheme for the Fire Authority is available at

http://www.cambsfire.gov.uk/fireauthority/fa_meetings.php

**CAMBRIDGESHIRE AND PETERBOROUGH FIRE AUTHORITY
POLICY AND RESOURCES COMMITTEE – MINUTES**

Date: 21st April 2016

Time: 10.30am - 11.35am

Place: Fire Service Headquarters, Huntingdon

Present: Councillors P Brown, D Divine, D Giles, M Loynes L Nethsingha (Chairwoman),
P Sales

Officers: S Ismail, C Strickland, M Warren and D Cave

Apologies: Councillor Over

45. DECLARATIONS OF INTEREST

none

46. MINUTES OF THE POLICY AND RESOURCES COMMITTEE HELD ON 28th JANUARY 2016

The minutes of the meeting of the Policy and Resources Committee held on 28th January 2016 were approved as a correct record and signed by the Chairman.

47. MINUTES OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON 24th MARCH 2016

The minutes of the meeting of the Overview and Scrutiny Committee held on 24th March 2016 presented to the Committee for information, were noted.

48. SERVICE PRIORITIES 2016-17

The Committee considered a report on Service Priorities for 2016/17. Members were reminded that previously, headline priorities had been published annually. The Integrated Risk Management Plan (IRMP) reviewed the risks faced both as an organisation, and those risks faced by communities. The three key service priorities for the coming year were Asset Management, Service Delivery and People. The report also provided detail around medium complexity priorities, to provide greater transparency and accountability.

Members queried a number of sections of the report, where acronyms had been used, and it was agreed that these would be updated before the report was presented to the full Fire Authority meeting in May. It was also noted that some of the sections that were currently blank would be completed with the appropriate narrative before that meeting too. It was agreed that the first page of the Service Priorities document needed to be expanded: although Fire Authority Members would be familiar with the issues listed, members of the public may not have the background information, so additional narrative was required in that section. It was also agreed that the 'Description' section of the tables needed to focus on outcomes, including timescales and responsible officer(s), although this level of detail was not necessarily required before it was presented to the May Fire Authority.

A Member asked about the latest progress with succession planning, given the recent changes. Officers commented that there had recently been an internal audit on succession planning, and the outcome to that audit had been better than anticipated: a lot of work had

already been undertaken in this area, including the recent appointment of the Chief Fire Officer, and attention was turning to identifying any gaps that would need filling in future. It was agreed that a report would be presented to the next Policy & Resources Committee meeting in June, with an update on the latest position. The Chief Fire Officer acknowledged that there was a backlog of vacancies that needed to be filled, with numerous individuals in temporary positions, and it was important to resolve this as soon as possible. Although there had been considerable recruitment over the last three years, there had also been significant turnover.

Members discussed the 'Exeter Data'. It was noted that partner organisations shared information on individuals with known risk factors (e.g. aged 80+, disability, people living on their own), but only where those individuals had agreed to their information being shared with partner agencies. Where this consent had not been given, anonymised versions of data were shared. Officers explained that a key problem was identifying accurately those individuals with risk factors who were *not* known to authorities, especially those with a number of risk factors, noting that all fire deaths last years had been individuals with risk factors. Members also discussed risk factors such as hoarding, and the possibility of medical practices sharing data.

It was resolved to approve the Service Priorities for 2016-17.

49. REVISED INTEGRATED RISK MANAGEMENT MONITORING REPORT

The Committee received a report on the Integrated Risk Management Planning (IRMP) Framework, which included a proposed consultation strategy. Members were reminded that there was a legal requirement to produce an IRMP, which had previously almost exclusively focused on community risk. Future IRMPs would also encompass other activities including organisational/business related risk. The Service Priorities set out in the previous report would form an appendix to the IRMP.

As the communities covered were generally not 'dynamic' i.e. frequently changing, it was proposed to produced IRMPs every three years in future, with those IRMP covering a time period of five years, unless there was significant changes to community dynamics. However, the IRMP would be reviewed annually, and the Action Plan refreshed. It was anticipated that this would make the IRMP a more relevant document, and a focus for the Service.

A Member observed that one of the reports to be considered later in the meeting, *Guidance on Four Year Settlements*, included the statement that "*(that there was a government expectation/guidance that)... all Fire Authorities should clearly set out how they will collaborate with the Police and other partners to improve their efficiency*", and he asked whether the risk implications of those collaborations needed to be explicitly incorporated into the IRMP. Officers briefly outlined collaborative projects currently taking place and being explored, e.g. sharing a site at Wisbech with the Police, but acknowledged that whilst the opportunities of those types of collaborative projects were being explored, the potential risks had not specifically being considered. The Member observed that the financial impact of potential collaborative projects had not been included in the budget considerations either.

A Member queried whether the Trades Unions had been involved in the development of the IRMP. Officers confirmed that the Unions had questioned whether the Fire Service had an IRMP, and officers were in the process of confirming that this was the case. The Unions had been involved with the development of the IRMP from an early stage, being consulted

throughout process and specifically as part of the consultation process, and this process could be evidenced. The Unions' views and concerns had been taken into consideration.

Whilst favouring moving towards a three year cycle, Members were keen that the actual Risk Register was monitored more frequently by Members, as this could change quite quickly. It was agreed that six monthly reviews by Members could be built into the planning process, and this would be added to the next agenda. Members noted that senior officers already reviewed the Risk register on a six monthly basis.

It was resolved to:

1. Approve the IRMP Framework attached to the report at Appendix 1;
2. Approve the consultation strategy within Appendix 1.

50. PROGRAMME MANAGEMENT MONITORING REPORT

Members considered a report that provided an update against the corporate priorities for 2015/16.

Members noted the following update:

- Combined Fire Control system – there would only be one provider in the market, and was not getting through the User Acceptance Testing. The whole system was not proving to be very stable when it was rolled out. Other Fire Services had rolled it out but then *rolled it back* as they had no confidence in the system. There was no system nationally that was robust enough. Cambridgeshire was working with the supplier, who was aware of the issue, but this represented an ongoing risk. The CFO reassured Members that the current Control system worked fine, and would continue to do so for the next 4-5 years – this related to the next generation technology, and it was an issue nationally. Given the pace of technological change, it was anticipated that this would be resolved in time.
- Tactical and Strategic Command Provision: Officers reported that there had been a chemical leak at Grafham Water recently, and gave information about the incident, which had been quickly resolved. Members noted that all local residents had cards advising on the alarms, and how different tones signified the beginning and end of an incident. A Member queried the position with the prison, and officers confirmed that the prison went into lockdown.
- Virtual Desktop Infrastructure Project: 93% of staff were now using the Virtual Desktop, and it was expected that the remainder would have migrated to the system by the end of the year.
- Asset Management Software – officers were working through the implementation plan with the supplier at the moment, which would enable assets to be tracked accurately.
- The redevelopment of Yaxley Fire station was still on target, and was currently ahead of schedule.
- The MDT review (Mobile Data Terminals on fire appliances) was progressing well, and the new devices would be much more useful and intuitive – the current MDTs could only be used in the cab of the appliance, the new ones would be truly mobile.

- Review of the Service's Rescue Capability appliance – this had been put on hold in terms of equipment, the issue was crewing arrangements. This would be considered at Fire Authority in May.
- Strategic review of training facilities – this was rated as amber because it was taking longer than anticipated. There was currently no training facility at Sutton, the training facility at St Neots had been condemned and facilities at Milton needed enhancing. It was clarified that with regard to the FBT (Fire Behaviour Training) facility at Cambridge Airport, Marshalls were unwilling to grant a lease longer than three years.
- Emergency Services Mobile Communications Programme (ESMCP) – the Service was looking to move to new technologies provided by a standard mobile provider, but the timescales had slipped slightly.
- The On call review would be considered at a Fire Authority would be coming back to FA later in the year

It was resolved to note the Programme Status Report.

51. RELOCATION OF HUNTINGDON FIRE STATION TRAINING CENTRE AND FIRE SERVICE HEADQUARTERS (HUNTINGDON HUB)

Members were reminded that the Fire Authority had taken the decision in November 2015 to relocate Service Headquarters and the Huntingdon Fire Station to a new site on move to St John's Business Park in Huntingdon.

The progress report included the latest proposed designs of the building, including internal layout. There had been consultation with all staff groups on the proposals, and their suggestions had been included in the design where possible. It had been made clear to the developer that the cost envelope for the project would not change. A letter of engagement had been signed, so that preliminary work could start. Members noted issues with the planning process, including discussions with Huntingdonshire District Council on CIL (Community Infrastructure Levy). It was anticipated that based on current timescales, the actual relocation to the new site should take place during the first quarter of 2018.

Work was ongoing with potential partners at the site, including MAGPAS. It had emerged that their requirements were more complex than originally anticipated, especially around the landing of the helicopter, so they were now looking at alternative sites, although some of these were nearby, which would still give opportunities for savings through shared working.

The Chief Fire Officer advised that senior officers had also been in discussion with the Ambulance service, who were looking to move from their current site, and there had also been some very early discussions with Cambridgeshire Constabulary about the potential for sharing office space, and joint training.

Members noted ongoing work focussing on how the value of the existing sites could be maximised. Marketing recommendations, disposal options and strategies for the sites, including the potential to profit share on developments, were being explored.

The Committee resolved to note the report.

52. GUIDANCE ON FOUR YEAR SETTLEMENTS

The Committee received an update on guidance published by the Department for Communities and Local Government (CLG), on how the four year financial settlements would operate.

Members noted that the only condition attached to the four year offer was that the Fire Authority must publish an efficiency plan. The government would not be offering guidance and do not appear to have a mechanism in place to accept or reject the plans. With regard to collaboration with the Police and other partners, this could be combined in the same documentation as the Efficiency Plan, medium term financial strategy and transformation programmes. It was suggested that the focus was more on efficiency, e.g. Fire Services working together in issues such as procurement, rather than political or integration per se.

The Committee resolved to note the report.

53. WORK PROGRAMME

The Committee Work Programme and Seminar Programme as updated at the meeting was noted.

54. DATE OF NEXT MEETING AND FUTURE MEETINGS

The future time and dates of the Policy and Resources Committee already scheduled in the New Year were noted.

Noting the Fire Service's involvement in the serious accident on the A14 the previous day, all Members asked for their appreciation to be passed on to crews for the hard work they do in these difficult and distressing incidents. The Committee discussed how staff were supported, noting there were both chaplaincy and counselling facilities available, and that the Fire Service had signed up to the MIND pledge. Members asked for a brief review on the services available to operational staff to a future meeting, and also for the numbers of fatalities the Service had dealt with.

Chairwoman
30th June 2016

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Matthew Warren

Telephone 01480 444619
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DATE: 30 June 2016

FINAL REVENUE AND CAPITAL BUDGET POSITION 2015/16 AND TREASURY MANAGEMENT STATEMENT

1. Purpose

- 1.1 To report on the final 2015/16 revenue and capital budget outturn position and provide an update on the treasury management position.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to;
- note the revenue and capital budget outturn position,
 - approve the requested budget holder carry forwards,
 - note the year-end balance sheet position as at 31 March 2016,
 - note the annual Treasury Management Statement.

3. Risk Assessment

- 3.1 **Economic** - the carry forwards and maintenance of adequate reserves will be critical over the coming years to ensure that the Authority can continue to respond to the government cuts programme whilst minimising the impact on service delivery.

4. Background

- 4.1 The budget for 2015/16 was approved at the Fire Authority meeting held in February 2015. The total budget was set at £28.534m with a total precept of £17.086m.
- 4.2 At its meeting on 25 June 2015 the Authority approved a revenue carry forward of £1.087m from 2014/15 resulting in a total net budget for the current year of £29.623m. At 31 March 2016, £1.007m has been allocated from the carry forward, with the remainder still to be spent.

- 4.3 The statutory statement of accounts is nearing completion. In accordance with the Accounts and Audit Regulations 2011, the formal set of accounts will be completed and signed by the Treasurer by 30 June 2016. The regulations require the Statement of Accounts to be approved by the Fire Authority (or a Committee with appropriate delegated powers) by 30 September 2016. This allows for the completion of the statutory audit. The Statement of Accounts will be presented to the Policy and Resources Committee on 29 September 2016.

5. Final Revenue Outturn Position

- 5.1 As part of the budget preparation process for 2015/16 a total of £734k savings were identified and applied.
- 5.2 Once again, the Service undertook a wholetime recruitment campaign to bring the operational numbers up to the budgeted position. This recruitment offset the previous under spend, resulting in the budget for wholetime firefighters being marginally under spent at the year end.
- 5.3 The budgets for support and control were under spent at year-end. The under spending was due to increased turnover and subsequent delays in recruiting to the affected posts.
- 5.4 The under spend against the supplies and services budget relates to projects running behind schedule and monies set aside for budget reductions in 2016/17 not being fully spent. In addition, there are some carry forward requests and orders not yet received; this under spend has been utilised to finance capital expenditure.
- 5.5 The operational fire budget was under spent. This budget provides for the costs of On-Call firefighters and the under spend is owing to both the On-Call firefighter establishment being below that forecast and a significant reduction in operational incidents compared with previous years. Members will recall that this budget was reduced for 2015/16, to reflect the current establishment and call levels.

6. Results for the Year

- 6.1 The final outturn position on the revenue budget, before application of carry forwards, reflects the spending trend reported to the Policy and Resources Committee in December 2015. After applying these, expenditure substantially matches budget at the year-end, with an under spend of £162k. A simple summary of the final outturn is shown below; further details, in normal budgetary control format, are set out in Appendix 1.

Budget Area	Under (-) / Over (+) £'000
Controllable expenditure/income	-2,618
Safety Netted Expenditure*	-391
Over achieved Precept income	-21
Committed Revenue Expenditure	298
Committed Capital Expenditure (Scheme in Progress)	1,126
Transfer from Earmarked Reserve	-57
Delegated Budgets Carried Forward	1,501
Final Under(-)/Over spend from 2015/16	-162

* This budget covers the demand led On-Call operational expenditure and ill health pensions.

6.2 The carry forwards are required for:

Directorate	Funding requirements	£'000
Operational Support	Intranet refresh Annual National Operational Guidance	£75k
Operations and Community Safety	Fire Break Youth Initiative Youth Engagement post	£57k
Resources – Revenue	Government Service Transformation and Efficiency Programme (STEP) Funding Emergency Service Mobile Communications Project (ESMCP) Grant Project Expenditure Local Resilience Forum Funding New uniform	£1,216k
Resources - Capital	CLG STEP Funding	£153k

7. Balance Sheet and Reserves

7.1 The Authority's Draft Balance Sheet is included at Appendix 2. Particular attention is drawn to the position relating to the Authority's Reserves required to provide it with financial flexibility when dealing with unexpected circumstances. Specific reserves are set aside to provide for known or predicted liabilities.

- 7.2 A summary of movements in existing reserves is shown in the tables below. The useable general reserve is £2,571k.

General Reserve	Para	£000
Balance at 1 April 2015		3,565
Application of Carry Forwards from 2014/15		-995
Combined Fire Control Grant		-247
Carry Forwards from 2015/16		1,501
Public Works Loan Board Amortisation		10
ESMCP Grant		15
Actual Balance at 31 March 2015		3,849
Carry Forwards from 2015/16 to be applied (Including committed orders)		-1,501
Useable Balance at 31 March 2016		2,348

Earmarked Revenue Reserves

	Note	Balance at 01/04/14	In year Movement (-) funding out / funding in	Balance at 31/3/15
		£000	£000	£000
Pensions	7.3	824	0	824
Community Safety		200	0	200
On-Call Support		975	0	975
Total		1,999	0	1,999

- 7.3 The Pension Reserve is held to offset future costs associated with the capital outlay of a firefighter retiring early on the grounds of ill-health.

Capital Reserve

	Note	Balance at 01/04/14	In year Movement (-) funding out / funding in	Balance at 31/3/15
		£000	£000	£000
Property Development Reserve	7.4	8,625	1,244	9,869

- 7.4 The Property Development Reserve is used to finance the costs of refurbishing and rebuilding the Authority's estate. A large proportion of this reserve will pay the costs of building the new Huntingdon Hub facilities. The income received from the sale of the two existing sites will be posted back into the Property Development Reserve for future improvements.

8. Capital Programme

- 8.1 The final expenditure figures on the Capital Programme are detailed in the table below:

		Original Budget	Adjustments	Revised Estimate	Actuals to Date
		£000's	£000's	£000's	£000's
Expenditure					
Vehicles	8.2	1,741	-600	1,141	1,100
Land & Buildings	8.3	1,540	1,262	2,802	764
Equipment	8.4	258	0	258	144
IT and Communications	8.5	350	76	426	304
		3,889	738	4,627	2,312
Financing					
Capital Receipts		-145	0	-145	-1,164
Loan		0	0	0	
Grants		-935	935	0	0
Capital Grants Reserve		0	0	0	0
Application of Capital Reserve		-1,407	-2,429	-3,836	
Revenue Contribution		-1,402	756	-646	-1,148
		-3,889	-738	-4,627	-2,312

- 8.2 This budget covers the purchase of operational and non-operational vehicles. The adjustment was in respect of carry forwards for service cars, vans and fire appliances ordered in 2014/15 but not received. These adjustments were approved by the Policy and Resources Committee in June 2015. In year, the Authority purchased three fire appliances and 14 other vehicles.
- 8.3 This budget also covers the maintenance of existing properties and the investment in new facilities. The adjustment relates to a carry forward from last year of funds provided for the strategic review of the Service's training facilities.
- 8.4 The equipment relates to appliance ladders, heavy duty rescue equipment and the purchase of the Hot Fire Container; these will be ordered later in the year.
- 8.5 The ICT capital budget covers the purchase of major IT systems, hardware and the upgrade of communications equipment.

9. Treasury Management Activities

- 9.1 The Treasury Management Policy requires the Treasurer to provide the Authority with an annual report on treasury management activity as part of the final accounts process; the report for 2015/16 is attached at Appendix 3.

BIBLIOGRAPHY

Source Documents	Location	Contact Officer
Final Accounts Working Papers	Hinchingbrooke Cottage Brampton Road Huntingdon	Matthew Warren matthew.warren@cambsfire.gov.uk 01480 444619

Appendix 1

Description	Notes	Revised Budget £	Actual to Date £	Variance £	Variance %
Full Time Firefighters	5.2	10,321	10,299	-22	-0.21%
Control Room Staff		1,513	1,356	-157	-10.38%
Local Govt. Employees	5.3	3,360	2,832	-528	-15.71%
Senior Management (Hay)		2,387	2,487	100	4.19%
Recruitment & Training		985	877	-108	-10.96%
Fire Allowances		510	547	37	7.25%
EMPLOYEE COSTS		19,076	18,398	-678	3.55%
Property Maintenance		448	394	-54	-12.05%
Insurance		224	188	-36	-16.07%
Energy Costs		280	253	-27	-9.64%
Cleaning		125	129	4	3.20%
Rents & Rates		536	562	26	4.85%
PREMISES		1,613	1,526	-87	5.39%
Car & Cycle Allowances		65	60	-5	-7.69%
Vehicle Running Expenses		186	186	0	0.00%
Vehicle Insurance		183	145	-38	-20.77%
TRANSPORT AND MOVEABLE PLANT		434	391	-43	9.91%
Office Expenses		302	310	8	2.65%
IT & Communications Equip.		1,663	1,416	-247	-14.85%
Fire Equipment		287	253	-34	-11.85%
Uniforms & Clothing		618	523	-95	-15.37%
Other Supplies & Services	5.4	3,529	1,320	-2,209	-62.60%
SUPPLIES AND SERVICES		6,399	3,822	-2,577	40.27%
Debt Charges		1,826	2,516	690	37.79%
External Interest		-90	-121	-31	34.44%
CAPITAL FINANCING		1,736	2,395	659	37.96%
CONTROLLABLE EXPENDITURE		29,258	26,532	-2,726	9.32%
Other Income		-1,353	-1,171	182	-13.45%
Other Government Grants		-2,006	-2,080	-74	3.69%
CONTROLLABLE INCOME		-3,359	-3,251	108	3.22%
NET CONTROLLABLE EXPENDITURE		25,899	23,281	-2,618	10.11%
Pensions - Injury Awards		588	750	162	27.55%
Operational Fire Budget	5.5	3,056	2,503	-553	-18.10%
SAFETY-NETTED EXPENDITURE		3,644	3,253	-391	10.73%
NET EXPENDITURE		29,543	26,534	-3,009	10.19%
Over achieved Precept/NNDR Income				-21	
Committed Orders Carry Forwards				298	
Delegated Budgets Carried Forward				1,501	
Net Transfer from Control Revenue Grant reserve				-57	
Committed capital orders to be finance from revenue				1,126	
CONTRIBUTIONS		0	0	2,847	
CONTRIBUTION TO PROPERTY DEVELOPMENT RESERVE				-162	

Annual Treasury Management Review 2015/16

Cambridgeshire and Peterborough Fire Authority
June 2016

Annual Treasury Management Review 2015/16

1. Introduction

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2015/16. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2015/16 the minimum reporting requirements were that the full Fire Authority should receive the following reports:

- an annual treasury strategy in advance of the year (Authority 12/02/2015)
- a mid-year treasury update report (Authority 28/01/2016)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Authority's policies previously approved by members.

This Authority also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Resource Committee.

2. The Economy and Interest Rates

Market expectations for the first increase in Bank Rate moved considerably during 2015/16, starting at quarter 3 2015 but soon moving back to quarter 1 2016. However, by the end of the year, market expectations had moved back radically to quarter 2 2018 due to many fears including concerns that China's economic growth could be heading towards a hard landing; the potential destabilisation of some emerging market countries particularly exposed to the Chinese economic slowdown; and the continuation of the collapse in oil prices during 2015 together with continuing Eurozone growth uncertainties.

These concerns have caused sharp market volatility in equity prices during the year with corresponding impacts on bond prices and bond yields due to safe haven flows. Bank Rate, therefore, remained unchanged at 0.5% for the seventh successive year. Economic growth (GDP) in 2015/16 has been disappointing with growth falling steadily from an annual rate of 2.9% in quarter 1 2015 to 2.1% in quarter 4.

The sharp volatility in equity markets during the year was reflected in sharp volatility in bond yields. However, the overall dominant trend in bond yields since July 2015 has been for yields to fall to historically low levels as forecasts for inflation have repeatedly been revised downwards and expectations of increases in central rates have been pushed back. In addition, a notable trend in the year was that several central banks introduced negative interest rates as a measure to stimulate the creation of credit and hence economic growth.

The ECB commenced a full blown quantitative easing programme of purchases of Eurozone government and other bonds starting in March at €60bn per month. This put downward pressure on Eurozone bond yields. There was a further increase in this programme of QE in December 2015.

As for America, the economy has continued to grow healthily on the back of resilient consumer demand. The first increase in the central rate occurred in December 2015 since when there has been a return to caution as to the speed of further increases due to concerns around the risks to world growth.

The UK elected a majority Conservative Government in May 2015, removing one potential concern but introducing another due to the promise of a referendum on the UK remaining part of the EU. The government maintained its tight fiscal policy stance but the more recent downturn in expectations for economic growth has made it more difficult to return the public sector net borrowing to a balanced annual position within the period of this parliament.

3. Overall Treasury Position as at 31 March 2016

At the beginning and the end of 2015/16 the Authority's treasury (excluding borrowing by PFI and finance leases) position was as follows:

TABLE 1	31 March 2015 Principal	Rate/ Return	Average Life yrs	31 March 2016 Principal	Rate/ Return	Average Life yrs
Total debt	£3.238m	4.39%	39	£3.200m	4.40%	38
CFR	£4.155m			£2.161m		
Over / (under) borrowing	(£917m)			£1.039m		
Total investments	£12.987m	0.74%		£16.112m	0.80%	
Net debt	£9.749m			£12.912m		

4. The Strategy for 2015/16

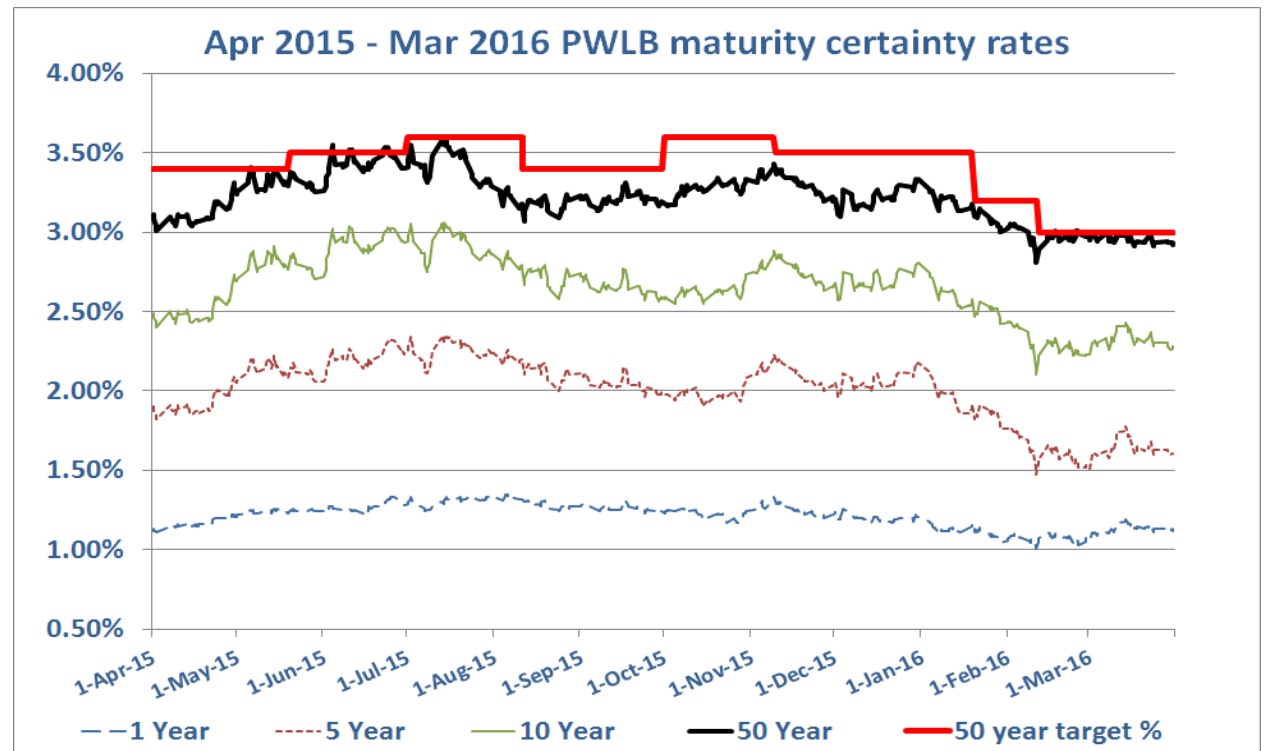
The expectation for interest rates within the treasury management strategy for 2015/16 anticipated low but rising Bank Rate, (starting in quarter 1 of 2016), and gradual rises in medium and longer term fixed borrowing rates during 2016/17. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

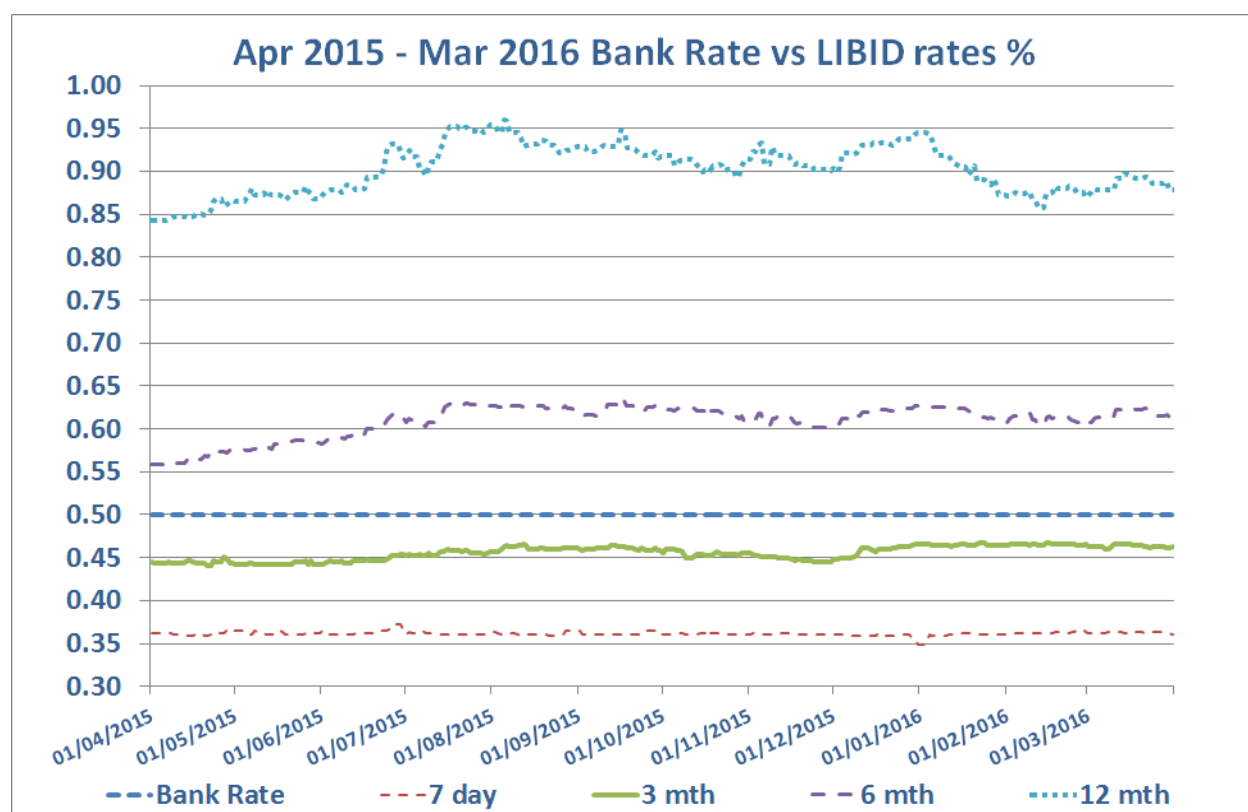
The actual movement in gilt yields meant that PWLB rates saw little overall change during the year.

5. Borrowing Rates in 2015/16

PWLB certainty maturity borrowing rates - the graph below shows how PWLB certainty rates have fallen to historically very low levels during the year.



6. Investment Rates in 2015/16



Bank Rate remained at its historic low of 0.5% throughout the year; it has now remained unchanged for seven years. Market expectations as to the timing of the start of monetary tightening started the year at quarter 1 2016 but then moved back to around quarter 2 2018 by the end of the year. Deposit rates remained depressed during the whole of the year, primarily due to the effects of the Funding for Lending Scheme and due to the continuing weak expectations as to when Bank Rate would start rising.

7. Investment Outturn for 2015/16

Investment Policy – the Authority’s investment policy is governed by CLG guidance, which has been implemented in the annual investment strategy approved by the Authority. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Authority had no liquidity difficulties.

Appendix 1: Prudential and Treasury Indicators

	Actual 2014/15 £m	Budget 2015/16 £m	Actual 2015/16 £m
	£m	£m	£m
Capital Financing Requirement	3.238	4.102	3.200
Authorised Limit	3.238	4.833	3.200
Operational Boundary	3.238	3.333	3.200
Upper limit for fixed interest rate exposure			
Net principal fixed rate borrowing / investments	100%	100%	100%
Upper limit for variable interest rate exposure			
Net principal variable rate borrowing / investments	100%	100%	100%
Upper limit for total principal sums invested for over 364 days	0%	0%	0%
Maturity structure of new fixed rate borrowing during 2015/16:			
	Upper Limit	Lower Limit	
under 12 months	100%	0%	
12 months and with 24 months	100%	0%	
24 months and within 5 years	100%	0%	
5 years and within 10 years	100%	0%	
10 years and above	100%	0%	

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Matthew Warren

Telephone **01480 444619**
matthew.warren@cambsfire.gov.uk

DATE: 30 June 2016

MEDICAL CASHPLAN FOR CAMBRIDGESHIRE FIRE AND RESCUE SERVICE EMPLOYEES

1. Purpose

- 1.1 The purpose of this report is to seek approval for the introduction of a bespoke medical cashplan, administered through Private Medical Intermediaries Limited (PMI) Health Group, for all existing Cambridgeshire Fire and Rescue Service (CFRS) employees and dependants up to the age of 24 years.

2. Recommendation

- 2.1 The Policy and Resources Committee is requested to approve the recommended cashplan attached at **Appendix 1**.

3. Risk Assessment

- 3.1 **Economic** – this is a bespoke yet cost effective solution to enhance our current duty of care with the aim of reducing absence and improving the health and wellbeing of all employees. The proposed cost of the plan is fixed to the number of CFRS employees and on a base of 800, would cost a maximum of £41,500 per annum.
- 3.2 **Political** – in the current climate of comprehensive spending reviews, cuts to budget and pension disputes, this is an opportunity for CFRS to invest in the morale, health and wellbeing our largest asset, our employees.
- 3.3 **Social** - the option outlined in this cashplan will help to demonstrate that CFRS values and invests in its employees. Its adoption should directly contribute to improved morale and retention whilst reducing absenteeism and add to any recruitment packages offered.
- 3.4 **Legal** – PMI is authorised and regulated by the Financial Conduct Authority.

4. Background

- 4.1 CFRS currently invests in and promotes employee health and wellbeing through two direct mechanisms. These are the provision of an in-house Occupational Health and Welfare Department (OHU) which is currently based at St Ives Community Fire Station and an independent Employee Assistance Programme (EAP). The EAP provides online and telephone consultation support and advice as well as face to face counselling sessions if required through Workplace Wellness.
- 4.2 Whilst CFRS as an employer is both proactive and supportive in their approach to employee physical and mental wellbeing, as an organisation we can be dependent upon the inconsistent waiting times of the National Health Service (NHS) for diagnosis issues and consultations. This can and regularly does have a direct impact on sickness and periods absent from work. For example, an employee with a muscular skeletal injury where a Magnetic Resonance Imaging scan (MRI) is required to make a diagnosis has to wait an average of 12-16 weeks on the NHS. Therefore the period of sickness is the treatment and rehabilitation period plus the 12-16 week wait for the MRI scan. This can and does have a direct impact on employee availability throughout the organisation.

5. Proposal

- 5.1 By investing in the medical cashplan, using the recommended provider (BUPA), CFRS employees and their dependents will be able to access MRI, Computed Tomography (CT) and Positron Emission Tomography (PET) scans, osteopathy and chiropractic sessions through the private health sector. This should cut down waiting times to a national average of 1-2 weeks, providing early diagnosis and commencement of treatment with the potential positive outcome of the employee returning to work 10-14 weeks sooner than the NHS route.
- 5.2 The cashplan requires the employee to pay for the treatment up front and this is then reclaimed, up to the agreed amount detailed in the cashplan for that treatment. There is no requirement for employees to be referred for the specified treatment by their General Practitioner and critically, there are no additional costs to CFRS.
- 5.3 Treatments which will be covered and the agreed per annum claim limits per individual employee in the cashplan are:
- MRI, CT and PET scans - £1,250
 - Osteopathy, chiropractic, acupuncture and homeopathy - £150
 - Chiropody - £100
 - Physiotherapy - £100
 - Health screening - £100
 - Prescriptions - £20

- 5.4 As stated above, this cashplan should help to demonstrate that CFRS values and invests in its employees. Its adoption should directly contribute to improved morale and retention whilst reducing absenteeism and add to any recruitment packages offered.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
PMI Health Group Cashplan and Premium Benefit Summary	Hinchingbrooke Cottage Brampton Road Huntingdon	Steve Beaton steve.beaton@cambsfire.gov.uk 07717 858169

Cambridgeshire Fire Brigade
Cash Plan - Premium and Benefit Summary



Provider	BUPA	HEALTHSHIELD	MEDICASH
Product	Tailored - Level 1	Tailored - Level 1	Tailored - Level 1
Optical	No	No	No
Consultation	£1,250	£500	£500
Therapy Treatments *	£150	£160	£120
Dental	No	No	No
Dental Trauma	No	No	No
Chiropody	£100	£60	£20
Physiotherapy	£100	included in therapy treatments	included in therapy treatments
MRI,CT & PET scanning Facilities (Following referral from a consultant	Included in consultation Benefit	£750	£500
Health Screening	£100	£150	No
Health & Wellbeing	No	£75	No
Fitness	No	Gym membership discounts	Discounted Health club membership
Prescriptions	£20	2 per item	£25 combined Limit for Prescriptions, Inoculations & Flu Jabs
Flu Jabs	No	£15	£25 combined Limit for Prescriptions, Inoculations & Flu Jabs
24 Hour Counselling and Advice Line	No	Yes	No
Face to Face Counselling	No	No	No
Premium per employee per Month	£4.33	£4.35	£4.33
Number of employees	800	800	800
Total Premium	£41,568	£41,760	£41,568

*Therapies includes: BUPA - Osteopathy, Chiropractic, acupuncture and Homeopathy, HEALTHSHIELD - Physiotherapy, chiropractic, Osteopathy, acupuncture and Homeopathy, MEDICASH - Physiotherapy, sports massage, acupuncture, osteopathy and chiropractic assessment & treatment

THE BENEFIT COMPARISON IS FOR INFORMATION PURPOSES ONLY AND DOES NOT FORM PART OF A CONTRACT OR AGREEMENT AND IS NOT A COMPLETE LIST OF BENEFITS AVAILABLE.

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): David Taylor – Health and Safety Manager

Telephone **07733 304811**
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DATE: 30 June 2016

CONTINUED DEVELOPMENT OF BS EN ISO 14001:2015 ENVIRONMENTAL MANAGEMENT SYSTEMS

1. Purpose

- 1.1 To seek approval from the Policy and Resources Committee to continue to develop an Environmental Management System (EMS) through external audit certification conducted by the British Standards Institute (BSI).

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to:

- note the work undertaken to date
- decide whether or not to continue with certification
- approve the required spend of £7,000 to do so.

3. Risk Assessment

- 3.1 **Economic** – external audit costs for continued certification and transition to the recently revised ISO 14001:2015 EMS standard requirements will cost an additional £7,000.
- 3.2 **Legal** – there is no legal requirement to maintain an environmental management system. However an organisation must be aware of its environmental responsibilities and able to demonstrate how compliance is achieved. BSI 14001:2004 EMS and the recently revised version both place an obligation on organisations to identify all environmental legislation applicable to their activities and maintain a legal register detailing how the legislation impacts upon it and how compliance is achieved. This is currently verified through external independent audit activity, undertaken by BSI, during continual assessment visits.

4. Background

- 4.1 The Health and Safety Group has undertaken a programme of work that resulted in the Service attaining and successfully maintaining certification for its Health and Safety [18001], Business Continuity [22301] and Information

Security [27001] management systems for many years. During 2014 the then Director of Operational Support tasked the group to extend their remit to include Environmental Protection [14001:2004]; certification was successfully achieved in January 2015 but is limited to support service activities as operational activities are not within scope of the certification process.

- 4.2 In early 2016 BSI published a revised version of the ISO 14001 standard. For the Service to maintain its BSI certification it is required to go through a transitional process which includes an EMS gap analysis, full management system audit and site visits to measure and evaluate compliance. Should the Committee approve the recertification it is further proposed to extend the scope of our current certification by including additional support service activities (paragraph 5.2 below refers). The total cost of all these activities will be £7,000.

5. Work Undertaken and Proposed Additions

- 5.1 The following Service locations are included within existing ISO 14001:2004 certification;
- Service Headquarters – primarily office based functions, waste streams include paper, cardboard and electrical items.
 - Fleet and Equipment Workshops – limited maintenance of vehicles and inspection of operational equipment, waste streams include oil, tyres and batteries.
 - Training Centre – practical based training involving the use of specialist equipment and processes.
- 5.2 It is proposed to add the following locations during extension to scope and transition;
- Occupational Health Unit and Health and Safety departments collocated with St Ives Community Fire Station - primarily office based functions, waste streams include paper, cardboard, medical personal protective equipment, contaminated equipment and electrical items.
 - Support staff and ICT functions located at Cambourne - primarily office based functions, waste streams include paper, cardboard and electrical items.
- 5.3 Appendix 1 was prepared to aid our certification in 2015 and demonstrates the benefits of implementing an EMS, it contains examples of areas where compliance with current legislation could not be demonstrated at the time, with proposed solutions that would reduce our environmental impact and deliver cost savings to the Service.
- 5.4 Using line 1 as an example, it was identified that during a three year period the Service had paid over £83,000 for the removal of general waste through existing arrangements with multiple companies. Following current procurement and tender processes a single waste carrier has been sourced for the removal of general waste from all Service locations; a potential saving

of £50,000 over the life of the contract (five years) could be made over previous waste removal arrangements.

6. Conclusion

- 6.1 The Service is acutely aware of its environmental responsibilities, having worked hard over a sustained period of time to comply with applicable legislation and achieve certification in a number of areas. Although it could allow its certification to lapse, it would still be required to demonstrate compliance and it is therefore considered that the organisational and reputational benefits of recertification far outweigh the (minimal) cost of doing so.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
BS EN ISO 14001:2015 Environmental Management Systems	Health and Safety Group Library St Ives Community Fire Station Ramsey Road St Ives	David Taylor david.taylor@cambsfire.gov.uk 07733304811

Findings, solutions and tangible benefits for implementing ISO 14001 EMS

Findings	Proposed Works / Solutions
CFRS have spent £83,670 on disposal of general waste in the last three years by using multiple companies.	In process of sourcing a single company to handle the collection of general waste. This will reduce costs and make the contract easier to manage.
Combined energy expenditure throughout CFRS in 2014 / 2015 was £274,370	Property department are tracking the utilities being consumed at each location. Collected gas, electric and water usage from last year and are in a position to release to Station Commander in the very near future. Give managers more ownership of saving energy on station and make part of manager's performance review. Currently looking into benefits of solar panels to see if they will be beneficial for the Service to become self sufficient or introduce the possibility of generating an income.
A formal process is not in place for disposal of electrical (WEEE) waste.	Source a single company to handle disposal of WEEE waste. Identify suitable storage arrangements to keep hazardous and non hazardous waste separate.
Lack of paperwork available means legal duties are not being met	Sourced all outstanding paperwork to enable fulfilling of our legal duties.
Air conditioning units had not been assessed using current legal requirements.	Recommended surveys carried out in line with current legislative requirements
Type of refrigerants used in air conditioning units no longer available due to being phased out thus requiring whole system to be replaced; the R22 ¹ gas is harmful to the environment.	Identified all current air conditioning units throughout CFRS, the type of refrigerant and capacity. Planning to phase out the units containing R22 gas with the next generation of environmentally friendly gases.

Tangible Benefits

- Reduction in energy costs
- Reduction in waste disposal costs
- Potential reduction in insurance costs
- Potential reduction in long term maintenance costs for air conditioning units. Replacing current gas with future gasses ensuring we can purchase at market value for many years.
- Complaint with legal responsibilities
- Improved employee morale
- Improved public image
- Shows a social responsibility to the community

Additional Considerations

- Possibility to extend the scope to include selected stations whilst ensuring the operational side of the Service remains out of scope.
- Reduction of CFRS carbon footprint. There is potential to do so in the future from a non operational stance. VW Up's have already been purchased which are more economically and environmentally friendly than our previous vehicles. Potential to re-introduce a cycle to work or car share scheme. Ability to use technology more and cut down the amount of meetings which require travel.

¹ R22 refrigerant gasses were identified as ozone-depleting and banned from use in new equipment in 2004, with 'topping-up' of existing systems becoming illegal during 2014.

TO: Policy and Resources Committee

FROM: Chief Fire Officer - Chris Strickland

PRESENTING OFFICER(S): Chris Strickland

Telephone **01480 444506**
chris.strickland@cambsfire.gov.uk

DATE: 30 June 2016

CHIEF FIRE OFFICERS ASSOCIATION RE-STRUCTURE

1. Purpose

- 1.1 To inform Members of proposed changes to the structure of the Chief Fire Officers Association (CFOA) and to seek agreement for the Service to financially support the new arrangements.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to agree that the Service should contribute to the ongoing cost of a full time President for CFOA.

3. Risk Assessment

- 3.1 **Political** - the Home Office is keen to establish better lines of communication with fire and rescue services in relation to operational matters and welcomes the idea of CFOA re organising its structure to enable this to happen. If the existing position of a one year presidential contact point is maintained it may impact on the good working relationship that has already been formed between the two bodies.

4. Background

- 4.1 In January 2016 responsibility for the Fire Service was moved from DCLG to the Home Office and in May 2016 the Home Secretary announced a radical transformation programme for the Service that would look at economy, efficiency and effectiveness.
- 4.2 In the lead up and subsequent to the departmental move CFOA has worked hard to establish a good working relationship with the Home Office. It has done so to promote the excellent work of the fire and rescue service and to ensure the Home Office receives sound and

current professional advice during its review of how the Service should be transformed.

- 4.3 As part of their work with the Home Office CFOA looked at how the police service professional association (National Police Chiefs Council – NPCC) is structured and how it works with government. It was found that to enable the development of a close professional advisory relationship a single Chief Constable is appointed by their peers to work with the Home Office on a full time, three year contract. The arrangement is funded via a top slice from all police service budgets.
- 4.4 As a result of their deliberations CFOA recognised that having a President who works on a part time basis and remains in post for only one year is not a good way to ensure continuity and consistency in the relationship between the sector and its lead government department. It was therefore proposed to all CFOA members that the most appropriate way forward would be to mirror the police model and to request that the new arrangement was funded via contributions from each fire and rescue service on an equal share basis.

5. Membership Costs

- 5.1 Currently the Authority pays £8,447 for corporate membership of CFOA per annum. In addition a further £2,160 is paid per annum to cover the cost of membership of CFOA for the Directors and permanent members of the Director Advisory Board (a total of 9 individuals). The subscriptions pay for organisational and individual access to the professional national networks, that CFOA provides, across the spectrum of operational, community safety and fire protection activity.
- 5.2 The proposed annual contribution to pay for a permanent CFOA President would be £4,862 which would result in a total contribution of £15,469 per annum.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
CFOA	Hinchingbrooke Cottage Brampton Road Huntingdon Pe29 2NA	Chris Strickland Chris.strickland@cambsfire.gov.uk 01480 444541

TO: Policy and Resources Committee

FROM: Deputy Chief Executive Officer - Matthew Warren

PRESENTING OFFICER(S): Matthew Warren

Telephone 01480 444619
matthew.warren@cambsfire.gov.uk

DATE: 30 June 2016

HUNTINGDON HUB PROPERTY RATIONALISATION – PROGRESS UPDATE

1. Purpose

- 1.1 To present the Policy and Resources Committee with an update on progress with the Huntingdon Hub property rationalisation project and seek approval to sign the development agreement for the construction of the new Combined Fire Station, Training Centre, Combined Fire Control and Headquarters building.

2. Recommendations

- 2.1 The Policy and Resources Committee is asked to;
- note the progress to date with this project,
 - approve the signing of the development agreement for the development of the new site.

3. Risk Assessment

- 3.1 **Economic** – it will be important for the Service to ensure that the appropriate controls are put in place to ensure the costs associated with the scheme are actively managed thus mitigating the risk of cost overrun.

4. Background

- 4.1 In 2009, the Service began looking at its property portfolio in Huntingdon. The original focus was our Headquarters at Hinchbrook Cottage, which houses the Combined Fire Control facility and support functions. Many options have been explored over the last seven years with the final proposal, which the Fire Authority approved in November 2015, being a new site amalgamating the existing Huntingdon Community Fire Station, Training Centre and Headquarters sites.
- 4.2 The primary objective of the new site is to replace buildings that were never designed to accommodate a control centre or specialist training facility. The

Service is seeing a gradual decline in operational activity and is very aware that training facilities will have to fill the void left by this reduction to ensure firefighter preparedness. The new combined facility will ensure training is a key focus.

- 4.3 The Authority approved the option to progress with rationalising the aforementioned Huntingdon properties onto a single site located on St Johns Park in Huntingdon. This site was chosen over that of Alconbury Weald owing to the location relative to operational risk and attendance times; Alconbury Weald saw a worsening of operational performance when compared with St Johns.
- 4.4 The proposal was approved subject to the impact of the latest Comprehensive Spending Review (CSR). The CSR was announced in December 2015 and as it was very close to the position forecast, the Authority was able to continue with the rationalisation.

5. Collaboration

- 5.1 At its meeting in November 2015, the Authority did request that partners were approached via the Making Assets Count group to gauge appetite to share premises. This communication has led to two expressions of interest currently being explored with a charitable organisation and a public sector partner. At this time, both of these partners are looking at options to locate themselves in close proximity to the St John's site. However both organisations are looking to build their own standalone premises.
- 5.2 In addition, the County Council are reviewing options focussed on potentially relocating from Shire Hall in Cambridge. The Service has responded with the option of adding a third floor to the proposed site, with additional car parking. It is unclear at this stage whether the County Council will be interested in this potential option.
- 5.3 Initial discussions have been held with Cambridgeshire Constabulary around sharing some of the facilities within the new site. Particular areas of interest are the training facility and discussions are on-going around the support accommodation.
- 5.4 Attached at **Appendix 1** is a letter to the Authority from the newly appointed Police and Crime Commissioner seeking a halt to the scheme. This should be considered by the Committee prior to a decision being taken to proceed with the scheme.

6. Progress to date

- 6.1 The Service has met with the developer, Artisan, to discuss the concept drawings. Significant effort and time has been spent on ensuring that the designs will meet the needs of all users of the site. Attached at **Appendix 2**, are the final designs that will be incorporated into the development agreement.

- 6.2 The Service has appointed a Client Advisor to ensure we secure the expertise required at the appropriate time through the contract negotiation and build programme. This expertise was commissioned to build both the Cambourne and the temporary Coldhams Lane facilities and both projects were completed on time and to budget.
- 6.3 A draft development agreement has been written and issued with LGSS Law advising. This development agreement will, if approved by the Committee, need to be signed by the Monitoring Officer under delegated powers. The signing of the development agreement will simultaneously trigger the purchase of the land, subject to planning permission being received on the site.
- 6.4 The developer has started to survey the site and is working towards finalising the scheme. These works are a cost to the Authority and have been included within the £7.54 million construction cost quoted. If the Authority decided not to proceed with the scheme it would still be liable for the costs associated with this activity which are £403k.
- 6.5 Should the development agreement be signed by the end of July 2016, the timescales remain consistent with the plan. This will mean that work on the site would start in late 2016 with the new site completed and ready for occupancy by late 2017.
- 6.6 In addition to the new site, the Service will begin marketing the current sites and will be working with professional agents to establish a marketing strategy designed to maximise the return on both sites, thus reducing the financial gap associated with building the new site. The marketing of these sites will not begin until the development agreement is signed.

7. Cost Plans and Contingencies

- 7.1 A year has already passed since the original designs and cost schedule was submitted. The developer is very clear that the original cost envelope remains the target however Artisan has highlighted that there is a risk of increase, owing to inflationary pressures, since they submitted the proposal. Whilst they cannot quantify the exact amount as they will not be going to the market until after the development agreement is signed, they are recommending that we consider setting aside a contingency sum.
- 7.2 The appointment of a Client Advisor will assist the Service in determining what this contingency level will be. It is proposed that, if approved, a separate report be presented to the Committee in September 2016 as the developer will have been out to tender.

BIBLIOGRAPHY

Source Document	Location	Contact Officer
Fire Authority Minutes November 2015	Hinchingsbrooke Cottage Brampton Road Huntingdon	Matthew Warren 01480 444619 matthew.warren@cambsfire.gov.uk



Cambridgeshire
Police & Crime
Commissioner

Sir Peter Brown
Chair, Cambridgeshire and Peterborough Fire Authority
Hinchbrook Cottage
Brampton Road
Huntingdon
PE29 2NA

12 May 2016

Dear Sir Peter

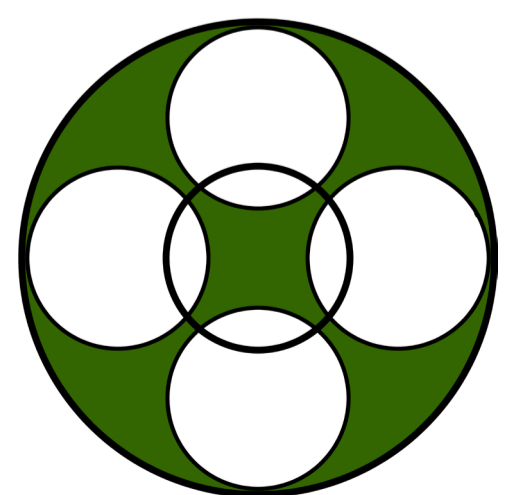
I am looking forward to working with you. As you know the new Policing Bill is passing through parliament. Once the legislation to enable Police and Crime Commissioners to become responsible for fire and rescue services is finalised, it is my intention to use all the powers at my disposal to drive forward efficiencies in Cambridgeshire.

To this end, it is important that all options remain open. I am therefore formally requesting that Cambridgeshire Fire and Rescue Service put on hold its plans to move their fire HQ building in Hinchbrook and fire station in Huntingdon town centre to a new combined headquarters, fire station and training centre on St John's Business Park in Huntingdon. It is important that all options regarding shared ways of working are explored before any final decision is made.

I have also written to the Rt Hon Mike Penning MP, Minister for Policing, Fire and Criminal Justice and Victims, to request his support for such a pause.

Yours sincerely,

Jason Ablewhite
Cambridgeshire Police and Crime Commissioner



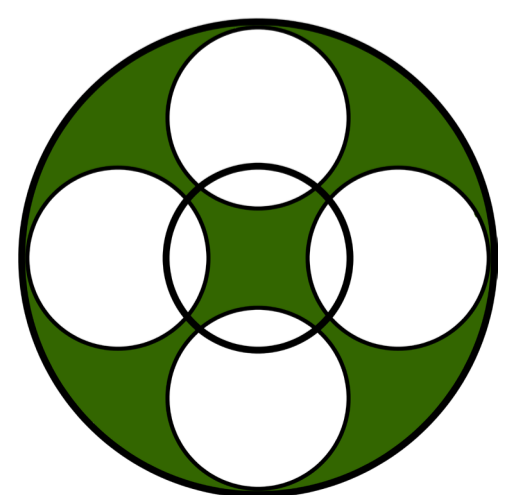
David Turnock Architects

ARTISAN FIRE SERVICES HQ, HUNTINGDON
SKETCH DESIGN OPTION 1

Project No: 2187

Drawing No: IM004_B

MAR 2016



David Turnock Architects

ARTISAN FIRE SERVICES HQ, HUNTINGDON
SKETCH DESIGN OPTION 1

Project No: 2187 Drawing No: IM007_B MAR 2016

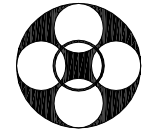
Artisan (UK) Developments - St Johns Park - Huntingdon
Cambridgeshire Fire + Rescue HQ - Ground Floor Plan

PROJECT No:	2187	SCALE:	1:100@A1
DRAWING No:	AK0101_P03	DATE:	April 2016

P03	09.06.16	Layout updated
P02	21.05.16	Layout updated
P01	16.05.16	Floor plan updated. Areas revised
revisions		

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Artisan (UK) Developments - St Johns Park - Huntingdon
Cambridgeshire Fire + Rescue HQ - First Floor Plan

PROJECT No: 2187
DRAWING No: AK0102_P08

SCALE: 1:100@A1
DATE: April 2016

PG8 13.06.16
PG7 09.06.16
PG6 03.06.16
PG5 01.06.16
PG4 24.05.16
PG3 20.05.16
PG2 14.05.16
PG1 13.05.16

Mess bar revised.
Mess enlarged. Furniture layout revised.
Mess enlarged. Furniture layout revised.
Control Suite enlarged. Furniture layout revised.
Locker room & Day Crew rooms reconfigured. Desks indicated in Control Suite.
Layout updated.
General store & cleaners store indicated. Open plan office area reduced.
Floor plan updated. Areas revised.

DAVID TURNOCK ARCHITECTS

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TO: Policy and Resources Committee

FROM: Assistant Chief Fire Officer – Rick Hylton

PRESENTING OFFICER(S): Rick Hylton

Telephone **01480 444619**
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DATE: 30 June 2016

PRIMARY AUTHORITY SCHEME - BUSINESS HUB UPDATE

1. Purpose

- 1.1 To seek Members' views on the opportunities presented by further development of the 'Business Hub concept.

2. Recommendation

- 2.1 The Policy and Resources Committee is asked to note the contents of this report and provide guidance to Officers on the future development of the 'Business Hub'.

3. Risk Assessment

- 3.1 **Political** – the Authority, as a regulator, has a duty to ensure compliance with the Fire Safety Order (FSO) 2005. In doing so it must be cognisant of one of the central pieces of government policy to reduce the regulatory burden for business and simplify enforcement regimes.
- 3.2 **Economic** – a lack of joined up and consistent regulatory advice has the potential to create unnecessary and unjustifiable costs to business.

4. Background

- 4.1 In 2004 the government appointed Sir Phillip Hampton to conduct a review of all regulatory inspection and enforcement activities, with a view to reducing the burden for business and simplifying enforcement regimes.
- 4.2 The subsequent report 'Reducing administrative burdens: effective inspection and enforcement', introduced a number of principles that should apply to regulators and the regulatory framework. These are:
- Regulators and the regulatory system as a whole, should use comprehensive risk assessment to concentrate resources on the areas that need them most;

- Regulators should be accountable for the efficiency and effectiveness of their activities while remaining independent in the decisions they take;
- No inspection should take place without a reason;
- Businesses should not have to give unnecessary information, nor give the same piece of information twice;
- The few businesses that persistently break regulations should be identified quickly and face proportionate and meaningful sanctions;
- Regulators should provide authoritative accessible advice, easily and cheaply;
- Regulators should be of the right size and scope and no new regulator should be created where an existing one can do the work;
- Regulators should recognise that a key element of their activity will be to allow, or even encourage, economic progress and only to intervene when there is a clear case for protection.

4.3 As part of the implementation of the Hampton Review the government introduced the Regulatory Enforcement and Sanctions Act 2008. This act facilitated the introduction of the Primary Authority Scheme (PAS), which began in 2009 and allowed for the development of nationally recognised schemes, whereby a regulator would work closely with a regulated business through a formal agreement to:

- Quality assure their policies and procedures;
- Provide assured advice and an inspection plan, which other regulators nationally must follow;
- Provide a point of contact that other regulators must consult prior to taking any enforcement action.

4.4 The overall purpose being to provide businesses with a consistent approach to regulation and support across all of their premises nationally. This in turn reduces regulatory burden on business and enables them to focus on growth, thereby supporting the local and national economy.

4.5 All PAS operate on the basis of the regulator concerned, recovering full costs relating to any of their staff involvement in the delivery of the scheme.

4.6 Up until the revision of the act in 2013, the FSO was exempted from the scope of the act and therefore the scope of PAS however the Enterprise and Regulatory Reform Act 2013 extends the scope of PAS to include the FSO. In addition it has also extended the range of organisations that can seek to enter into a PAS to include franchises and trade associations.

5. Impact and Opportunities

- 5.1 As a result of the extension of PAS to include the FSO, the Authority in 2014 approved Officers entering into PAS status with business that was of mutual benefit to both the Service achieving its aims and of business receiving assured advice.
- 5.2 As a result Cambridgeshire Fire and Rescue Service (CFRS) is now acting as the Primary Authority for six organisations. In late 2014 the Service co-located one of its Fire Protection Officers into South Cambridgeshire District Council, alongside Trading Standards from the County Council. This arrangement whilst enabling good practice to be shared and a closer working and understanding across the three regulators has also enabled the sharing of information that further simplifies the inspection regime for business. This model termed the 'Business Hub' in essence provides a one stop shop for business in Primary Authority with either South Cambridgeshire Environmental Health, County Council Trading Standards or CFRS to receive holistic advice across the breadth of these regulators responsibilities and further strengthens the approach towards better regulation.
- 5.3 To date this model has operated under Primary Authority on a cost recovery basis however opportunity exists to further develop the hub towards a more commercial enterprise in which other services that fall outside of the Primary Authority scheme, such as training and risk assessment, could be offered to customers of the 'Business Hub'. Clearly, if the Authority were to move towards this model it would need to satisfy itself that the model would provide sufficient returns to warrant the effort. In addition the move towards a commercial operation would also need to be appropriately governed to ensure clear separation between the Authority and the trading arm.

BIBLIOGRAPHY

Source Documents	Contact Officer
Reducing Administrative burden: effective inspection and enforcement. Enterprise and Regulatory Reform Act (2013) Regulatory Enforcement and Sanctions Act 2008 Business Safety Competence Framework	Rick Hylton Rick.hylton@cambsfire.gov.uk 07900 267865

POLICY & RESOURCES COMMITTEE WORK PROGRAMME**MEETINGS 2016/17**

Date	Meeting	Venue
2016		
Thursday 30 June	1030 hours	Service HQ
Thursday 8 September Date to be rearranged	1030 hours	Service HQ
Thursday 8 December	1030 hours	Service HQ
2017		
Thursday 26 January	1030 hours	Service HQ
Thursday 6 April	1030 hours	Service HQ
Thursday 22 June	1030 hours	Service HQ

WORK PROGRAMME 2016/17

Thursday 30 June 2016			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1030	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
	Minutes of Policy & Resources Committee Meeting 21 April 2016	Rob Sanderson	
	<u>Decision</u> Final Revenue and Capital	Deputy Chief Executive	Annual

	Budget Position 2015/16 and Treasury Management Statement	Officer	
	Huntingdon Hub Property Rationalisation – Progress Update	Deputy Chief Executive Officer	
	Medical Cash plan for CFRS Employees	Steve Beaton, Head of Resource Management & Occupational Health Groups	
	Continued Development of BS EN ISO 14001:2015 Environmental Management Systems	David Taylor, Health and Safety Manager	
	CFOA Restructure	Chief Fire Officer	
	<u>Information and Monitoring</u> Primary Authority Scheme (PAS) Business Hub update	Assistant Chief Fire Officer	
	Work Programme 2015/17	Chairman Deb Thompson	

Thursday 8 September 2016 – date to be rearranged

Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1030	Minutes of Policy & Resources Committee Meeting 30 June 2016	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 21 July 2016	Rob Sanderson	
	<u>Decision</u> ISA 260 Report – Communication of Audit Matters with those charged with Governance	Deputy Chief Executive Officer	
	<u>Information and Monitoring</u> Revenue and Capital Budget 2016/17 Monitoring Report	Deputy Chief Executive Officer	
	Strategic Risk and Opportunity Management	Deputy Chief Executive Officer	Quarterly Refreshed, condensed

	Register		and strategically focussed
	Ministerial Guidance – Efficiency Plans	Deputy Chief Executive Officer	
	Work Programme 2015/17	Chairman Deb Thompson	
Thursday 8 December 2016			
Time	Agenda Item	Member/Officer	Comments
1000 – 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1030	Minutes of Policy & Resources Committee Meeting - September 2016	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 29 September 2016	Rob Sanderson	
	<u>Decision</u> Medium Term Financial Strategy 2015 to 2019, Draft Revenue Budget 2017/18 and Draft Capital Programme 2017/18 to 2019/20 (to include Council Tax Proposals)	Deputy Chief Executive Officer	Annual
	<u>Information and Monitoring</u> Revenue and Capital Budget Monitoring 2016/17	Deputy Chief Executive Officer	
	Fire Authority Programme Management Monitoring Report	Deputy Chief Executive Officer	Bi-annual
	Work Programme 2015/17	Chairman Deb Thompson	
Thursday 26 January 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1030	Minutes of Policy & Resources Committee Meeting 8 December 2016	Rob Sanderson	

	<u>Decision</u> Medium Term Financial Strategy 2015 to 2019, Draft Revenue Budget 2017/18 and Draft Capital Programme 2017/18 to 2019/20 (to include Council Tax Proposals)	Deputy Chief Executive Officer	Annual
	Strategic Risk and Opportunity Management Register	Deputy Chief Executive Officer	Quarterly
	<u>Information and Monitoring</u> Work Programme 2015/17	Chairman Deb Thompson	
Thursday 6 April 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	
1030	Minutes of Policy & Resources Committee Meeting 26 January 2017	Rob Sanderson	
	Minutes of Overview & Scrutiny Committee Meeting 23 March 2017	Rob Sanderson	
	<u>Decision</u>		
	<u>Information and Monitoring</u> Fire Authority Programme Management Monitoring Report	Deputy Chief Executive Officer	Bi-annual
	Work Programme 2015/17	Chairman Deb Thompson	
Thursday 22 June 2017			
Time	Agenda Item	Member/Officer	Comments
1000 - 1030	Pre Briefing session	Cllr Nethsingha Deputy Chief Executive Officer	

	Election of Chairman/woman		Annual
	Appointment of Vice Chairman/woman		Annual
1030	Minutes of Policy & Resources Committee Meeting 6 April 2017	Rob Sanderson	
	<u>Decision</u> Review of Member Allowances		Annual
	<u>Information and Monitoring</u> Strategic Risk and Opportunity Management Register	Deputy Chief Executive Officer	Quarterly
	Work Programme 2015/17	Chairman Deb Thompson	

SEMINAR PROGRAMME 2016/17

Thursday 20 October 2016	
<i>Corporate Manslaughter Training for Members</i>	Deputy Chief Executive Officer
Thursday 9 February 2017	
<i>Equality and Inclusion Training for Members (Annual refresh)</i>	Equality and Inclusion Advisor
Thursday 15 June 2017	
Topics under consideration	
OpA Action Plan	Community Safety Review Report 9a refers
STEP demonstration and storyboard	Minutes of Policy & Resources Committee Meeting 28 January 2016, Item 41 refer.