CAMBRIDGESHIRE
& PETERBOROUGH
FIRE AUTHORITY

BUDGET BOOK 2018/19

CONTENTS

Budget Overview

Background

The funding formula for 2018/19 contains:

- Revenue Support Grant; and
- Baseline Funding (Business Rates);

Revenue Support Grant

The Revenue Support Grant has been reduced by £1.440 million, over that received in 2017/18. This is in keeping with the Government Strategy that will see all Local Government receive no Revenue Support Grant past this Comprehensive Spending Review period.

Localised Business Rates

All single purpose fireand rescue authoritiesare funded through a two percent share of each district or unitary council's business rates income and topped up by central government.A safety net and tariff/top-up is applied to this funding to ensure no service makes excess gains or losses through this funding. The funding for Cambridgeshire Fire was impacted by a top up adjustment of £2.320m through this adjustment mechanism. This top-up offset the loss of Revenue Support Grant.

Comprehensive Spending Review (CSR) – pressures and savings

The most recent CSR, which takes us to 2019/20, presents significant financial challenges for the Authority. Grant cuts along with inflationary pressures will result in a total pressure of £3.870 million. There are also pressures from a mandated apprenticeship levy and increased business rates.

The Service established a project which has focussed on making cost savings to balance the budget over the four year period. This is now forecast to be achieved, these savings, when taken alongside increases in Band D taxbase and a 1.9% increase in council tax, enables us to achieve a balanced budget for 2018/19.

What does it mean?

In summary the Authority will receive a total grant, including Business Rate Contributions, of £9,128k.

The Revenue Support Grant and Business Rate Contributionsrepresent £6,808k of this total. This is a reduction of £553k over the grant received in 2017/18, equivalent to 7.5%.

The budget has been prepared for the medium term after making a number of assumptions, which are:

- A 1.9% increase in Council Taxfor 2018/19;
- Non pay inflation will be 1%

The detailed medium term estimates for the next five financial years, as shown on page 4, include assumptions on the current Comprehensive Spending Review.

Appendix 1

The Budget Build-up: Revenue Expenditure

The budget is built using the input of each budget holder; each budget is reviewed and amended at specific budget holder and finance meetings. The information from each group is then consolidated into the final budget.

Summary of Revenue Expenditure

2017/18Budget £000		**2018/19 Budget £000**
	Expenditure	
21,763	Employees	22,338
1,401	Premises	1,401
4,437	Supplies and Services	4,456
438	Transport	453
143	Agency Costs	145
1,577	Capital Financing	1,184
29,759	**Total Expenditure**	**29,977**
-1,772	**Income**	**-1,863**
27,987	**Net Expenditure**	**28,114**

Attached at Appendix 2 is a detailed expenditure forecast.

Inflation

The anticipated costs of inflation between 2017/18 and 2018/19 are£639k, an average of 2.3%.

Pay awards for employees is forecast at 2%.

Financing the Budget

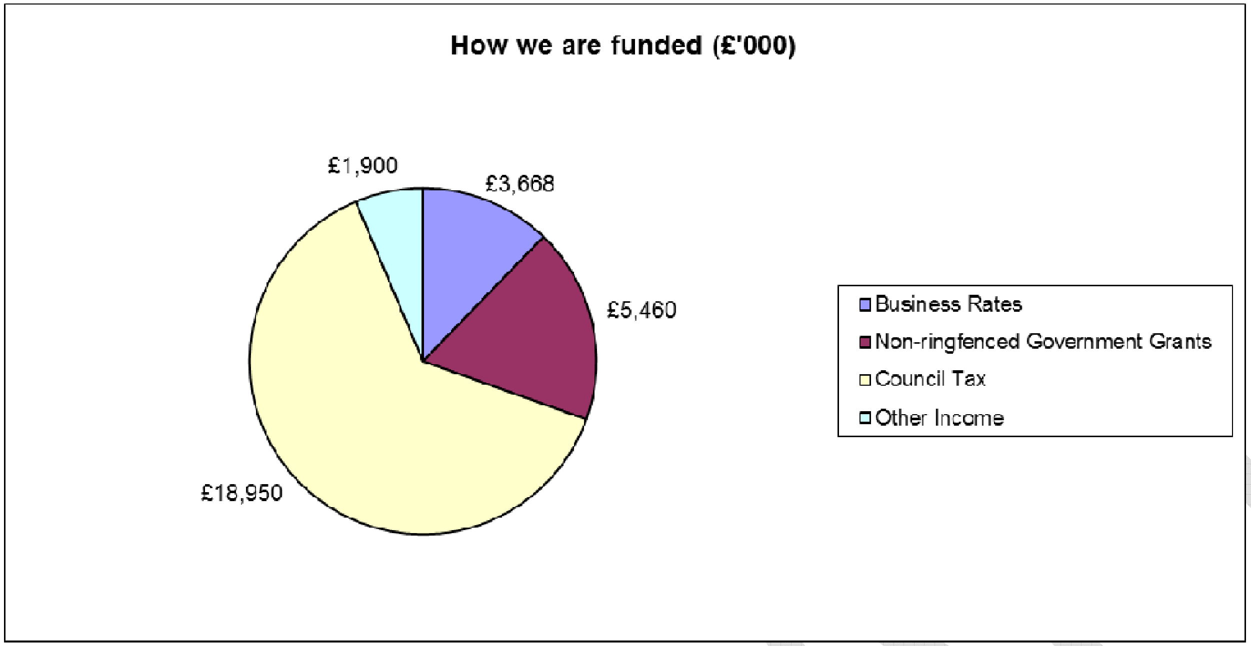
	£'000	**%**
Adjusted Budget 2017/18	**27,987**	
Inflation and Pressures	639	2.3
Budget Variations	84	0.3
Service pressures/efficiencies	-596	-2.1
Budget Requirement 2018/19	**28,114**	
Less:		
Transfer from reserves	-36	
Revenue Support Grant & NNDR	-9,128	
Recommended Precept 2018/19	**18,950**	

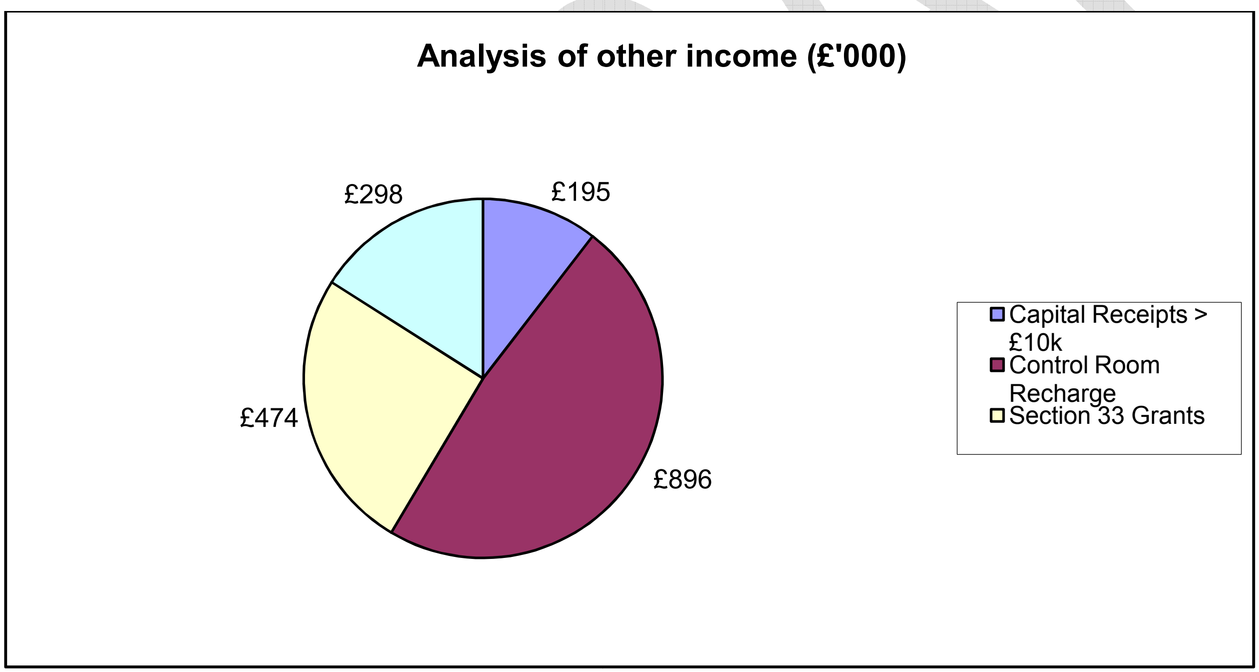
The following page showsthemedium term revenue forecast detailing the anticipated budget requirements and the indicative Authority tax rates for 2018/19 to 2019/20.

Appendix 1

	Estimate £'000	2018/19 Incr.%	Forecast 2019/20 £'000	Forecast 2020/21 £'000
Budget (previous year)	**27,987**		**28,114**	**28,402**
Wholetime Firefighters Pay	305			
Retained Firefighters Pay	67			
Fire Control Pay	41		0	0
Local Government Employees Pay (LGEs)	113		-7	0
Insurance	42			
Other Price inflation	71			
Inflation	**639**	**2.3%**	**492**	**505**
LGE Staff	68			
Control Room Staff	-9			
Firefighters	-56		0	
Operational Activity	17		0	
Capital Charges	-5		-5	11
Other	69		-77	22
Budget Variations	**84**	**0.3%**	**-82**	**33**
Service Pressures/Efficiency Savings				
Budget Holder Savings	-596	-2.1%	-122	-25
Service Pressures/Efficiency Savings	**-596**	**-2.1%**	**-122**	**-25**
Budget Requirement	**28,114**	**0.5%**	**28,402**	**28,915**
Less:				
RSG	-3,140		-2,750	-2,750
Top-up Grant	-2,320		-2,400	-2,240
National Non-domestic Rates	-3,668		-3,700	-3,820
Transfer from reserves	-36		-36	
Fire Authority Precept	**18,950**		**19,516**	**20,105**
Tax Base	**278,510**		**281,251**	**284,209**
Band D Tax	**£68.04**		**£69.39**	**£70.74**
Year on Year Increase	**1.89%**		**2.0%**	**1.9%**

Appendix 1


How we are funded (£'000)
£1,900
£3,668
£5,460
£18,950
Business Rates
Non-ringfenced Government Grants
Council Tax
Other Income


Analysis of other income (£'000)
£298
£195
£474
£896
Capital Receipts > £10k
Control Room Recharge
Section 33 Grants

The Budget Build-up: Capital Expenditure

The Prudential Code, introduced as part of the Local Government Act 2003, requires authorities to ensure capital expenditure is both prudent and affordable.

The Capital Budget for 2018/19 amounts to £3.494m and is summarised below:

Schemes	**£'000**
Vehicles including Fire Appliances	1,676
Property Schemes	1,205
Operational Equipment	263
IT and Communications	350
Total Expenditure	**3,494**

A schedule setting out the medium term capital programme for 2018/19 to 2021/22 is shown on the next page.

The Capital Programme has been prepared after considering the Authority's Asset Management Plan.

The revenue budget accounts for the financing costs of the schemes in 2018/19 and future years.

A summary of how the Capital Programme will be financed is shown below:

	£'000
Capital Receipts	292
Revenue Contribution	914
Transfer from reserves	2,288
Total Financing	**3,494**

DRAFT SUMMARY MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
CAPITAL EXPENDITURE (details – Appendix 3)				
Vehicle Replacement Programme	1,676	1,176	1,843	1,447
Equipment	263	314	209	272
Property Maintenance & Land	1,205	1,211	500	500
IT & Communications	350	350	350	350
TOTAL EXPENDITURE	**3,494**	**3,051**	**2,902**	**2,569**
FINANCED BY:				
Loan	-	-	625	1302
Capital Receipts	292	201	409	333
Revenue Contribution to Capital Outlay (RCCO)	914	845	1042	934
Transfer from Reserves	2,288	2,005	826	0
Capital Grants	-	-	-	-
TOTAL RESOURCES	**3,489**	**3,008**	**2,765**	**2,584**

Treasury Management Strategy Statement

The Local Government Act 2003 (The Act), supporting regulations and CLG Guidance require the Authority to 'have regard to' the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority's capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act). This sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

CIPFAs Code of Practice on Treasury Management has been adopted by this Authority. This strategy statement has been prepared in accordance with the Code.

The Overview and Scrutiny Committee has responsibility to ensure the effective scrutiny of the Treasury Management Policy (TMP) and strategies and will be provided with update reports during the year. As a minimum a mid-year report will be presented.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy; this sets out the Authority's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The suggested strategy for 2018/19 in respect of the following aspects of the treasury management function is based upon the Treasury Officers' views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury advisor. The strategy covers:

- The current treasury position;
- Prospects for interest rates;
- Treasury limits in force which will limit the treasury risk and activities of the Authority including Prudential and Treasury Indicators;
- The borrowing strategy;
- The Minimum Revenue Provision;
- The investment strategy;
- The credit worthiness policy;
- Policy on the use of external service providers.

It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Authority to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This therefore means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure and;
- any increases in running costs from new capital projectsare limited to a level which is affordable within the projected income of the Authority for the foreseeable future.

Appendix 1

It is a statutory duty under Section 3 of the Local Government Act 2003 and supporting regulations, for the Authority to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. The Authorised Limit represents the legislative limit specified in the act.

The Authority must have regard to the Prudential Code when setting the Authorised Borrowing Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and in particular, that the impact upon its future Authority tax levels is ‘acceptable’.

Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate those planned to be financed by both external borrowing and other forms of liability, such as credit arrangements. The authorised limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years.

The following Prudential and Treasury Indicators are relevant for the purposes of setting an integrated treasury management strategy.

	2018/19 £m	**2019/20 £m**	**2020/21 £m**
Affordable Borrowing Limit			
Total Budget excl. capital	26.930	27.292	27.597
Total Budget incl. capital	28.114	28.402	28.915
Difference	1.184	1.110	1.318
Band D Impact	£4.25	£3.95	£4.64
Band D Authority Tax	£68.04	£69.39	£70.74
Band D Increase	£1.26	£1.35	£1.35

	2018/19 £m	**2019/20 £m**	**2020/21 £m**
Capital Financing Requirement	3.901	3.777	3.659
Operational Boundary	3.333	3.333	3.334
Authorised Limit	4.833	4.833	4.834
Upper limit for fixed rate interest exposure	100%	100%	100%
Upper limit for variable rate interest exposure	100%	100%	100%

	Upper Limit	**Lower Limit**
Maturity Structure of new Fixed Rate borrowing in 2015/16:		
Under 12 months	100%	0%
12 to 24 months	100%	0%
24 months to within 5 years	100%	0%
5 to 10 years	100%	0%
10 years and above	100%	0%

The Authority's current portfolio position at 30/11/17 comprised:

	Source	Principal £m	Rate
Fixed Rate Funding	PWLB	1.700	4.25%
Fixed Rate Funding	PWLB	1.500	4.55%
Gross Debt		**3.200**	
Total Investments		18.953	
Net Investment		**15.753**	

The anticipated borrowing requirements of the Authority are detailed below:

	2018/19 £m	2018/19 £m	2019/20 £m	2020/21 £m
New Borrowing	0	0	0	0.625
Alternative Financing	0	0	0	0
Replacement Borrowing	0	0	0	0
Total	0	0	0	0.625

Prospects for Interest Rates

The Authority has appointed Link Asset Services, as treasury adviser to the Authority and part of their service is to assist the Authority to formulate a view on interest rates. The following gives the Sector central view.

Sector Bank Rate Forecasts for financial year ends (March)

- 2017/ 20180.50%
- 2018/ 20190.75%
- 2019/ 20201.00%
- 2020/ 20211.25%

* In the longer term PWLB 50 year rates are expected to remain at 2.7% until March 2017 beforerising gently until it reaches 3.0% in March 2019. The 25 year rate is expected to remain at 2.9% until March 2017 and rise further reaching 3.2% by March 2019. The 5 year rates are expected to remain at 1.6% until March 2017 then to gradually rise to reach 1.8% by March 2019.

*The Monetary Policy Committee, (MPC), increasedBank Rate from 0.25% to 0.50% on 2nd November in order to counteract what it forecast was going to be a sharp slowdown in growth in the second half of 2016. It also gave a strong steer that it was likely to cut Bank Rate again by the end of the year. However, economic data since August has indicated much stronger growth in the second half 2016 than that forecast; also, inflation forecasts have risen substantially as a result of a continuation of the sharp fall in the value of sterling since early August. Consequently, Bank Rate was not cut again in November or December and, on current trends, it now appears unlikely that there will be another cut, although that cannot be completely ruled out if there was a significant dip downwards in economic growth. During the two-year period 2017 – 2019, when the UK is negotiating the terms for withdrawal from the EU, it is likely that the MPC will do nothing to dampen growth prospects, (i.e. *by raising Bank Rate), which will already be adversely impacted by the uncertainties of what form Brexit will eventually take.

Accordingly, a first increase to 0.50% is not tentatively pencilled in, as in the table above, until quarter 2 2019, after those negotiations have been concluded, (though the period for negotiations could be extended). However, if strong domestically generated inflation, (e.g. from wage increases within the UK), were to emerge, then the pace and timing of increases in Bank Rate could be brought forward.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Borrowing Strategy

The Authority is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt, as cash supporting the reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is high.

This Authority's total investments exceed gross debt with net investments of £15,753m. The general aim of this treasury management strategy is to reduce this total over the next three years in order to reduce the credit risk incurred by holding investments. Another factor which will be carefully considered is the difference between borrowing rates and investment rates to ensure the Authority obtains value for money once an appropriate level of risk management has been attained to ensure the security of its investments.

Against this background and the risks within the economic forecast caution will be adopted with the 2018/19 treasury operations - the aim will be to minimize debt interest costs. The Treasurer, in conjunction with the Authorities treasury advisor, will continually monitor the interest rate market and adopt a pragmatic approach to changing circumstances.

The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Authority can ensure the security of such funds. Borrowing in advance of need will only be undertaken where there is a clear business case for doing so for the current capital programme or to finance future debt maturities.

Investment Policy

The Authority will have regard to the DCLG's Guidance on Local Government Investments, ("The Guidance") and the 2011 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes, ("the CIPFA TM Code"). The Authority's investment priorities are:

- the security of capital;
- the liquidity of its investments.

The Authority will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Authority is low in order to give priority to security of its investments.

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Authority will not engage in such activity.

Investment instruments used in the financial year will be selected in accordance with the Treasury Management Policy and advice from the Authority's treasury advisors. Counterparty limits will be as set through the Authority's Treasury Management Policy.

Creditworthiness Policy

This Authority uses the creditworthiness service provided by Sector Treasury Services. This service uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. The credit ratings of counterparties are supplemented with thefollowing overlays:

- credit watches and credit outlooks from credit rating agencies;
- credit default swap (CDS) spreads, to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour code bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Authority to determine the duration for investments and are therefore referred to as durational bands. The Authority is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Authority would not be able to replicate using in house resources.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate.

All credit ratings will be monitored regularly and always before an investment is made. The Authority is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn as soon as is possible.
- In addition to the use of Credit Ratings the Authority will be advised of information in movements in CDS against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

The Authority will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings, (or equivalent from other agencies if Fitch does not provide).

Investments Strategy

Bank Rate was increased to 0.50% in November 2017 and is expected to remain at 0.50% in Quarter 4 of 2018.

Owing to the low returns on investments reserves will be used to finance future capital expenditure, rather than taking out further loans, thereby securing future savings by reducing the requirement for debt financing.

At the end of the financial year, the Authority will report on its investment activity as part of its annual Treasury Report.

Treasury Management Consultants

The Authority uses Sector Treasury Services as its external treasury management advisers.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

Scheme of Delegation and Role of Section 151 Officer

This Authority delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Resources Committee. The execution and administration of treasury management decisions is delegated to its Treasurer who will act in accordance with the organisation's policy statement and TMPs and if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.

This organisation nominates the Resources Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Minimum Revenue Provision Policy Statement

The Authority is required to pay off an element of its accumulated capital spend each year through a revenue charge. This is called the minimum revenue provision.

The Authority implemented CLG's Minimum Revenue Provision, (MRP), guidance in 2008/09 and will assess its MRP for 2018/19 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

A substantial proportion of the MRP for 2018/19 relates to pre April 2008 debt liability that will continue to be charged at the rate of 4%, in accordance with option 2 of the guidance. Certain expenditure reflected within the debt liability at 31 March 2017 will under delegated powers be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Authority. However the Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

Chief Financial Officer's Statement

Statutory Declarations

Chief Financial Officer's Statement

Section 25 of the Local Government Act 2003 requires that an Authority's Chief Financial Officer reports to the Authority when it is considering its budget and Authority tax. The report must deal with the robustness of the estimates and the adequacy of reserves allowed for in the budget proposals, so that Members will have authoritative advice available to them when they make their decisions.

Section 25 also requires members to have regard to the report in making their decisions.

Robustness of Estimates

The budget process has involved members, the Senior Management Team and all budget holders within the Service. The finance team has assisted all budget holders in a thorough scrutiny and challenge of the budget recommended to the Authority.

The Budget Book details and explains all Service pressures, as well as identifying areas for savings. These pressures and savings have been incorporated into the Medium Term Financial Plan.

In coming to a decision to include funding for unavoidable service pressures and savings in the budget, specific financial risks were identified. It is anticipated that these risks can be managed using contingencies and, if necessary, reserves. This is consistent with the Authority's Medium Term Financial Strategy.

The budget has been subject to extensive consultation. A press release was sent to all media outlets in Cambridgeshire. The news release was also published on the Authority's website with details of how comments on the budget proposals could be made.

In my view, the robustness of the estimates has been ensured by the budget setting process, which has enabled all practical steps to be taken to identify and make provision for the Fire Authority's commitments in 2018/19.

Adequacy of Reserves

CIPFA has published a Guidance Note on Local Authority Reserves and Balances; it is the responsibility of the Treasurer to advise the Authority concerning the level of reserves and the protocols for their establishment and use.

Reserves are required to provide the Authority with financial flexibility when dealing with unexpected circumstances. Specific reserves should also be set aside to provide for known or predicted liabilities.

The Authority maintains a General Reserve to cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing. It acts as a contingency to be used in the event of unexpected emergencies or unforeseen spending.

At 31 March 2017, the Authority's usable General Reserve balance was £2,423k, representing 8.6% of net revenue budget. The General Reserve will be used in accordance with the Medium Term Financial Strategy.

The Authority also maintains three earmarked reserves to fund known or predicted liabilities. These reserves are a Property Development Reserve to finance the future capital programme relating to properties and avoid borrowing or poor return on investments, a Community Safety Reserve to allow for the continuation of the Home Smoke Alarm Initiative, and an On-call Operations Reserve to provide for any non-controllable changes in the year, relating to on-call operations.

The Property Development Reserve is currently £8,668k. The current rate of return on cash investments is poor and it would therefore be prudent to review property requirements. There are already plans in place to fund the approved capital programme in relation to property, from reserves. The cost of borrowing is greater than the return on cash investments, it is therefore more cost effective to use funds currently held.

A Community Safety Reserve of £200k will be managed as a fund on behalf of the Authority. Release of funds will be subject to a successful bidding process made by partner organisations. Any bid will have to meet success criteria that will be based around community risk reduction.

The On-callReserve of £975k is being maintained at this level. This will allow release of revenue but provides for any non-controllable changes in the year, relating to on-call operations, to be financed from this reserve.

The level of reserves is important, not only for the budget 2018/19 but also in formulating the Medium Term Financial Strategy.

In my view, if the Fire Authority accepts the proposed budget, then the level of reserves currently held will be adequate.

Proposed Recommendations

1. That approval is given to a Fire Authority budget requirement of £28,114,000.

2. That approval is given to a recommended Fire Authority precept for Authority Tax from District Authorities and Peterborough City Authority of £18,947,519.

3. That approval be given to an Authority Tax for each band of property, based on the number of band D equivalent properties notified to the Fire Authority by the District Authorities and Peterborough City Authority (278,510):

Band	Authority Tax	Band	Authority Tax
A	£45.35	E	£83.15
B	£52.91	F	£98.27
C	£60.47	G	£113.38
D	£68.03	H	£136.06

4. That approval is given to the Prudential and Treasury Indicators as set out on page 9.

5. That approval is given to the Treasury Management Strategy Statement on pages 8 to 13.

6. That approval is given to the Capital Programme detailed at page 6.

7. That approval is given to the MRP Policy Statement detailed at page 14.

Appendix 1

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22

	2018/19		2019/20		2020/21		2021/22	
	No.	£'000	No.	£'000	No.	£'000	No.	£'000
Vehicle Replacement Programme								
Water Tender	-	-	3	705	3	705	3	705
Aerial Appliance	1	800	-	-	-	-	-	-
Service Vehicles (Cars)	31	564	17	429	28	499	34	671
Small/Derived Van	2	25	-	-	12	133	2	25
Medium Van's	-	-	2	36	5	90	-	-
Large Van	2	46	-	-	2	46	2	46
Personnel Carrier/MPV	-	-	-	-	1	25	-	-
Rescue Vehicle	-	-	-	-	2	110	-	-
Foam Water Carrier	1	240	-	-	-	-	-	-
Command Support Unit	-	-	-	-	1	235	-	-
Total Vehicle Replacement Programme	**37**	**1,675**	**23**	**1,176**	**54**	**1,843**	**41**	**1,447**
Equipment								
Heavy Duty Combi's	10	150	15	225	6	90	11	165
Appliance Ladders	-	-	3	22	3	22	3	22
BA Compressors (Large)	-	-	-	-	-	-	-	-
BA Compressors (Small)	-	-	-	-	-	-	-	-
New workshop ramp	-	-	-	-	1	12	-	-
MARS units	-	-	-	-	-	-	-	-
Thermal Cameras	14	67	14	67	14	67	14	67
Hot Fire Containers	-	-	-	-	-	-	-	-
LPP's (Light Portable Pumps)	-	-	-	-	3	18	3	18
Airbags	15	46	-	-	-	-	-	-
Defibrillators	-	-	-	-	-	-	-	-
Total Equipment	**39**	**263**	**32**	**314**	**27**	**209**	**31**	**272**

DRAFT DETAILED MEDIUM TERM CAPITAL PROGRAMME 2018/19 TO 2021/22 (Cont.)

	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Property Maintenance & Land				
Cambridge-Reconstruction of dormitories	120	-	-	-
Cottenham-Re-surfacing	-	35	-	-
Dogsthorpe-Reroofing appliance bay	-	100	-	-
Dogsthorpe-Re-surfacing	-	85	-	-
Ely-Relocation of gymnasium	30	-	-	-
Ely-Welfare facilities upgrade	75	-	-	-
Gamlingay-Re-surfacing	-	45	-	-
Kimbolton-Replacement drill tower	-	75	-	-
Linton-Replacement roofing	-	60	-	-
March-Trainingtower repairs	70	-	-	-
Ramsey-Re-surfacing	-	30	-	-
Sawston-Welfare facilities upgrade	50	-	-	-
Sawtry-Removal of tank room	-	25	-	-
Sawtry-Replacement drill tower	-	75	-	-
St Ives-Replacement heating boiler	-	50	-	-
St Ives-Replacement drill tower	75	-	-	-
St Neots-Storage, gym (training)	120	-	-	-
Stanground-Welfare facilities upgrade	35	-	-	-
Thorney-Replacement drill tower	75	-	-	-
Whittlesey-Re-surfacing	-	80	-	-
Whittlesey-Welfare facilities upgrade	55	-	-	-
Wisbech-Smoke house	-	50	-	-
Contingency	500	500	500	500
Total Property Maintenance & Land	**1,205**	**1,210**	**500**	**500**
IT & Communications				
Essential system enhancements	350	350	350	350
Total IT & Communications	**350**	**350**	**350**	**350**

2017/18		2018/19
£'000		£'000
	Expenditure	
15,739	Firefighters and Control Room Staff	16,031
5,595	Support Staff	5,834
414	Training	418
54	Other Staff Costs	55
21,802	**Total Employee Costs**	**22,338**
323	Repairs and Maintenance	325
263	Heating and Lighting	282
140	Cleaning Contract	155
675	Rents and Rates	639
1,401	**Total Premises Costs**	**1,401**
113	Office Equipment and Furniture and Fitting	116
763	IT Equipment	848
381	Clothing and Uniform	382
797	Communications	994
380	Mutual Protection	422
53	Subscriptions	62
32	Corporate Support	33
72	Community Safety	133
76	Fire Protection Expenses	78
114	Health and Safety	117
101	Members Fees	102
0	Fire ServiceCollege	0
68	Audit Fees	70
84	Legal Fees	86
217	Consultant Fees	222
45	Printing and Stationery	46
	Cont……….	

2017/18		2018/19
£'000		**£'000**
16	Postage	16
71	Travel and Subsistence	72
33	Advertising	34
119	Hydrants/BA Maintenance	122
337	Operational Equipment/Infrastructure	161
0	Authority Savings in advance	0
101	Project Delivery Costs	104
280	Other Supplies and Services	236
4,253	**Total Supplies and Services Costs**	**4,456**
65	Car Allowances	65
243	Petrol, Oil and Tyres	255
130	Repair and Maintenance of Vehicles	133
438	**Total Transport Costs**	**453**
120	Section 2 and 12 Charges	123
22	Service Level Agreements	22
142	**Total Agency Charges**	**145**
1,577	Capital Financing	1,184
1,577	**Total Capital Charges**	**1,184**
-236	Capital Receipts > £10k	-195
-831	Control Room Recharge	-896
-267	Section 33 Grants	-474
-292	Other Income	-298
-1,626	**Total Income**	**-1,863**
27,987	**Net Revenue Expenditure**	**28,114**

**Denotes paragraphs that are still be to updated*