

OVERVIEW & SCRUTINY MEMBER LED REVIEW - TERMS OF REFERENCE

Review Title:	Estates, Property Management and Capital Programme	
Review Group Lead:	TBC	
Participants:	TBC	
Start Date	7 October 2021	

1. Strategic Aims (how does this review relate to the Authority's strategic aims?)

The vision of CFRS is an aspirational statement of where the Service hope to be one day and that is for safe communities where there are no preventable deaths or injuries. To succeed in this the organisation must achieve, amongst other things, **operational excellence** in the most cost effective way, putting **people** both in the community (safety and diverse needs) and its own employees (training, development, health and safety and wellbeing) at the centre of everything it does. As a public service it must also ensure it provides **value for money** and is transparent and open to scrutiny.

2. Overall Purpose (why is this work being undertaken?)

A 2016/17 internal audit review of estates and property maintenance identified significant issues and concluded with a no assurance opinion. When appointed in early 2018 the current Property Manager was tasked with delivering changes which were driven by the Integrated Service Management Plan. This review is being undertaken to assess the progress made in modernising community fire stations, increasing training facilities and the management of the condition of the Authority's properties.

It further seeks to scrutinise the (risk) data that informs the location and assignment of physical assets and provide assurance that they and the facilities they provide allow the Service to achieve having the right people in the right place at the right time. Where this is found not to be the case, comment will be made on any plans to address the gaps.

Since 2010 the Service has delivered financial savings to meet the comprehensive savings review cuts and anticipates further reductions in the coming years. It recognises that it must ensure value for money is a major and continuing priority. This review will scrutinise the property related aspects of the capital programme and make comment on the level of collaboration with other blue light services with regard to rationalisation and sharing of estates as well as joined up working practices.

3. Objectives

Review estates and property related internal audit reports, management actions and progress against them to ensure completeness and momentum is maintained.

Review progress of estates and property related improvements and general condition and management of the portfolio.

Scrutinise (risk) data and location of assets to provide assurance that they are positioned and staffed appropriately.

Scrutinise capital programme and property related collaborations to ensure the Service is maximising opportunities.

4. Outcomes

A report to the Overview and Scrutiny Committee detailing findings of the review and any recommendations.

5. Key Lines of Enquiry

This review will document the findings of the review group to provide the Authority with assurance that the Service is managing its estates and property assets effectively and efficiently and is responsive in a positive manner to audit findings. It will also provide assurance that the physical assets are located in the right place with the right facilities to allow excellent, value for money service provision to the communities of Cambridgeshire and Peterborough. The review will also scrutinise and document any opportunities identified to further improve collaborations with other blue light services and partners. Finally, it will document the governance structure in place to oversee estates, property and capital programme activities to ensure all aspects are transparent.

6. Risks (are there any risks in doing this review, and how can they be minimised?)

Risks	Mitigations

7. Equality & Diversity (does this review address these issues either in terms of the subject matter or the way in which the activities will be conducted?)

EQIA's are expected to have been completed at source

8. Timescale (how long will the work take?)

Six months

9. Target body for Findings/Recommendations

Overview and Scrutiny Committee – 21 April 2022
Fire Authority – 16 June 2022

10. Evidence (what do we need to inform the review?)

Information Required:	Already Held	To Be Produced
IRMP	x	
Capital Programme	x	
Reporting to Committees	x	
Collaboration documents	x	

11. Witnesses/Interviews (who & why?)

COG - senior officers with responsibility for all aspects covered by the review.

Property Manager and team – day to day management of assets.

Operational and professional support employees.

Other stakeholders.

12. Site Visits (why, where & when?)

St Johns, Huntingdon development site – tbc

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