

Due to the current heightened security level at all our premises, Members are reminded to wear their identity badges whilst attending meetings. Any visitors must produce photographic identification at Reception.

## FIRE & RESCUE AUTHORITY SUMMONS

### SOUTH WALES FIRE & RESCUE AUTHORITY

You are required to attend a meeting of the South Wales Fire & Rescue Authority to be held at **South Wales Fire & Rescue Service Headquarters, Forest View Business Park, Llantrisant, CF72 8LX** on **Monday, 25 September 2017 at 1030 hours.**

### A G E N D A

1. Apologies for Absence
2. Declarations of Interest

Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct.

3. Chairman's Announcements

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Signature of Proper Officer:



**MEMBERSHIP**  
**Councillors:**

D	Ali	Cardiff	H	Joyce	Cardiff
S	Bradwick	Rhondda Cynon Taff	S	Evans	Torfaen
K	Critchley	Newport	A	Roberts	Rhondda Cynon Taff
H	Thomas	Newport	M	Phillips	Cardiff
D T	Davies	Caerphilly	G	Stacey	Rhondda Cynon Taff
R	Crowley	Vale of Glamorgan	G	Thomas	Blaenau Gwent
C	Elsbury	Caerphilly	P	Wong	Cardiff
K	Gibbs	Merthyr Tydfil	S	Pickering	Rhondda Cynon Taff
K	McCaffer	Vale of Glamorgan	L	Brown	Monmouthshire
A	Hussey	Caerphilly	D	Thomas	Torfaen
D	Naughton	Cardiff	C	Smith	Bridgend
D	White	Bridgend	V	Smith	Monmouthshire



**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE LOCAL PENSION BOARD MEETING**  
**HELD ON MONDAY 21 NOVEMBER 2016 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**11. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
S Bradwick (Chair)		Rhondda Cynon Taff
J Morgan		Blaenau Gwent
S Pickering		Rhondda Cynon Taff
D King		Retained Firefighters Union
R Prendergast		Association of Principal Fire Officers

**APOLOGIES:**

B Morgan	Rhondda Cynon Taff
A Psaila	Fire Brigades Union

**ABSENT:**

**OFFICERS PRESENT:-** ACO P Haynes – Director of People Services, DCO S Chapman – Monitoring Officer, Mr C Powell – Deputy Monitoring Officer, Mr C Barton - Treasurer

**12. DECLARATIONS OF INTEREST**

Each Member declared a personal non-prejudicial interest in each agenda item which affected their Authority.

**13. CHAIR'S ANNOUNCEMENTS**

There were no Chair's announcements.

**14. MINUTES OF PREVIOUS MEETING**

The minutes of the Local Pension Board Committee meeting held on 11 July, 2016, were received and accepted as a true record of proceedings.

## **15. PUBLIC SERVICE GOVERNANCE & ADMINISTRATION SURVEY**

With reference to Item 6 within the minutes 'Governance & Administration of Service Pensions Schemes', for Members information the ACO People Services circulated a copy of England's response to the 'Public Service Governance & Administration Survey'.

### **RESOLVED THAT**

Following discussion, Members unanimously agreed for Officers to complete the Welsh version of the survey on behalf of the Local Pension Board Committee.

## **16. FIREFIGHTERS PENSION SCHEMES – COMPOSITION AND FUNDING PROVISIONS (FINANCIAL YEAR 2015/2016)**

The ACO People Services informed Members that the Public Services Pension Act (PSPA) 2013 set out the new arrangements for the creation of schemes for the payment of pensions and other benefits. The PSPA 2013 gave powers to the Pensions Regulator to operate a system of independent oversight of the operation of the schemes.

Under the terms of the PSPA 2013, the Fire & Rescue Authority is the recognised Scheme Manager, and as such needed to identify through which mechanism it intended to fulfil its role and obligations.

The report provided an update on the current matters relating to the Fire & Rescue Authority's management of the Firefighters Pension Scheme 1992 (FPS 1992), the Firefighters' Pension Scheme (Wales) 2007 (FPS 2007), and the new Firefighters' Pension Scheme (Wales) 2015 (FPS 2015).

### **RESOLVED THAT**

16.1 Members agreed to accept the information contained within the report, and to receive monitoring reports on an annual basis.

16.2 Following discussion on concerns with future variance and shortfall issues, Members unanimously agreed that Officers should include 'Membership Composition and Funding Provisions' in the Local Pension Board Forward Work Programme as well as highlighting them on the Service's Local Pension Board Risk Register.

## **17. SPLIT PENSION CONDITIONS, IMPACT AND LIABILITIES**

The ACO People Services presented a report to Members which identified the background to changes in Rule B5A (Split Pension) as part of the Firefighters' Pension Scheme 1992, and set out the key features, impacts, and significant points which had been presented to the HR & Equalities Committee for determination.

### **RESOLVED THAT**

- 17.1 Members agreed to note the DCLA advice and Pension Ombudsman's ruling in relation to where an entitlement to a split pension award took place.
- 17.2 Members endorsed the HR & Equalities Committee's determination in respect of split pensions for Firefighters' Pension Scheme 1992 members.
- 17.3 Following a lengthy question and answer session on temporary promotion posts, as well as abatement opportunities, Members asked Officers to source an external pension advisor who could provide Members with the required specialist advice on all pension matters.

## **18. HMRC RULES AND THEIR RELATIONSHIP WITH THE FIREFIGHTERS' PENSION SCHEMES**

The ACO People Services presented a report informing Board Members of the relationship between the Firefighters Pension Schemes and Her Majesty's Revenue & Customs (HM Revenue & Customs), and the associated regulations as they were applied to scheme members and the pension scheme managers.

All the existing Firefighters Pension Schemes were identified as being 'defined benefit schemes' in which the employer promised a

specified monthly benefit on retirement that was predetermined by a formula based on the employee's earnings history, tenure of service, and age, rather than depending directly on individual investment returns.

### **RESOLVED THAT**

18.1 Members received the report and acknowledged the significant points detailed therein.

18.2 Following lengthy discussion on Members obligation to inform pension scheme members of all rules and regulations relating to the Firefighters Pension Schemes, Officers agreed to publish the Local Pension Board Committee minutes on the Service's website.

### **19. FIREFIGHTERS PENSION FINANCING MECHANISM (YEAR ENDING MARCH 2016)**

The Treasurer presented a report to Members which provided an outline of the funding arrangements for the Firefighters Pension schemes.

### **RESOLVED THAT**

Members agreed to note the contents of the report, and instructed Officers to publish the information on the Service's website.

### **20. FORWARD WORK PROGRAMME**

The ACO People Services presented the Forward Work Programme for 2016/2017.

### **RESOLVED THAT**

20.1 Members accepted the Forward Work Programme for 2016/2017.

20.2 Following a suggestion by Officers, Members agreed that certain elements of the Local Pension Board Committee should be included in the HR & Equalities Forward Work Programme.



**21. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIR DEEMS URGENT (PART 1 or PART 2)**

There were no items of urgent business.



**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE FINANCE, AUDIT & PERFORMANCE**  
**MANAGEMENT COMMITTEE MEETING**  
**HELD ON MONDAY, 5 DECEMBER 2016 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**32. PRESENT:**

<b>Councillor</b>	<b>Left</b>	
J Morgan (Chair)	1105 hrs	Blaenau Gwent
B Morgan (Deputy Chair)		Rhondda Cynon Taf
P Drake		Vale of Glamorgan
E Galsworthy (arrived at 1005 hrs)		Merthyr Tydfil
A Jones		Torfaen
M Powell		Monmouthshire

**APOLOGIES:**

D Ali	Cardiff
K Critchley	Newport
C Hawker	Caerphilly
C Smith	Bridgend

**OFFICERS PRESENT:** DCO S Chapman – Monitoring Officer; Mr C Barton – Treasurer; Mr C Powell – Deputy Monitoring Officer; Mr G Thomas – Head of Finance & Procurement; Mrs Lisa Mullan – Senior Accountant; Ms Vicky Davies – TIAA; Mr Mark Jones – Wales Audit Office. ACFO R Prendergast – Director of Technical Services, and AM Ian Greenman – Head of Training & Development, arrived at 1105 hrs.

**33. DECLARATIONS OF INTEREST**

All Members declared a personal non-prejudicial interest in each agenda item that affected their Authority.

**34. CHAIR'S ANNOUNCEMENTS**

There were no announcements.

**35. MINUTES OF PREVIOUS MEETINGS**

The following minutes were received and accepted as a true record of proceedings:

- Finance, Asset & Performance Management Working Group held on 4 July 2016.
- Finance, Audit & Performance Management Committee held on 12 September 2016.

### **36. STATEMENT OF ACCOUNTS 2015/16**

The Treasurer informed Members that due to an administrative issue in processing the agenda for today's meeting, the Statement of Accounts for 2015/16 was omitted from the papers. A copy of the Statement of Accounts was tabled for Members' information but the Treasurer felt it was unreasonable to expect Members to consider and give scrutiny to the document and therefore requested that the Chair consider deferring the process of approval of the Statement of Accounts to the Fire & Rescue Authority on 19 December 2016.

Following discussion, the Chair and Members concurred with the proposed course of action to enable Members to fully scrutinise the contents of the Statement. The Chair also relayed apologies to the Wales Audit Office representative who was in attendance to provide his opinion on the financial statements.

#### **RESOLVED THAT**

- 36.1 Members agreed to defer this item to the meeting of the Fire & Rescue Authority to be held on 19 December 2016.

### **37. REVENUE BUDGET ESTIMATE 2017/18**

The Treasurer informed Members of the progress made towards the revenue budget approval for 2017/18, and set out the proposed budget which has been consulted on with the ten constituent authorities. He advised Members that one consultation response had been received to date from the City of Cardiff Council, and distributed a copy of the letter for Members to digest. The Treasurer further reported that any further representations received prior to the Fire & Rescue Authority meeting on 19 December 2016 will receive consideration.

The Chair advised that a consultation response from Blaenau Gwent CBC is currently en route to the Treasurer.

Following discussion of the report content and the changing population data which is used to determine the level of funding provided to councils in the Welsh Government settlement, the Deputy Chair proposed that the resultant contributions be demonstrated as a per head of population comparison.

## **RESOLVED THAT**

- 37.1 Members agreed to recommend to the Fire & Rescue Authority an estimate of net expenses of £70,206,186 for the financial year 2017/18.
- 37.2 Following a request by Members, the Treasurer agreed to demonstrate the comparison of contributions by per head of population figures.

## **38. APPRENTICESHIP LEVY**

The Head of Training & Development introduced Samantha Huckle, Welsh Government's Head of Apprenticeships, who was invited to the meeting to provide Members with an overview of the Apprenticeship Levy. She explained that the Apprenticeship Levy is in essence a UK Government employment tax which comes into force in April 2017. All employers with a wage bill of over £3 million per annum will be required to pay this tax of 0.5% of their wage.

South Wales Fire & Rescue Service can anticipate levy charges in the region of £225,000, which will be paid directly to the HMRC, and it was noted that:

- the Service will be unable to gain access to funding for recruitment and training of firefighters.
- the only area where Apprenticeships fall within Welsh Government's priorities for the Service's uniformed staff are that of leadership and management qualifications.
- opportunities can be explored for supervisory, middle and senior managers; and opportunities did exist for specialist support skills such as ICT, accountancy, law, data analysts, technicians and information specialists.
- the Service will be required to submit to Welsh Government, a Strategic Plan of requirements.

A question and answer session ensued and the details and barriers to providing Apprenticeships in the areas noted above were discussed.

## **RESOLVED THAT**

- 38.1 Members noted the presentation.
- 38.2 Officers agreed to consider the requirements and priorities of the Strategic Plan for submission to Welsh Government.

### **39. TREASURY MANAGEMENT MID-TERM REVIEW REPORT 2016/17**

The Treasurer informed Members of the Treasury Management Mid-Term Review which provides an update on the Authority's treasury activities for the period 1 April-30 September 2016.

#### **RESOLVED THAT**

Members accepted the report and agreed to recommend that the Fire & Rescue Authority note the treasury activity for the above period and approve the change to the investment.

### **40. REVENUE MONITORING REPORT 2016/17**

The Head of Finance & Procurement presented Members with the Revenue Monitoring report which provides detail of the annual revenue budget and associated information for the year ending 31 March 2017.

#### **RESOLVED THAT**

Members noted the report content and approved the virement.

### **41. CAPITAL MONITORING REPORT 2016/17**

The Head of Finance & Procurement presented Members with the Capital Monitoring report which provides detail of the total capital budget for the year, expenditure to date and a forecast outturn position.

#### **RESOLVED THAT**

Members noted the progress of the capital schemes, approved the alterations identified in Appendix 1 and noted the associated funding streams.

### **42. CORPORATE RISK REGISTER 2016/16 – QUARTER 2 REVIEW**

The Deputy Chief Officer presented the Quarter 2 Review for Members to consider the risks within the Corporate Risk Register and the management of these risks.

#### **RESOLVED THAT**

Members agreed the validity of the significant and material risks contained within the Strategic Corporate Risk Register.

#### **43. REPORT ON PROGRESS OF AUDIT, SCHEME AND CIRCULAR ACTION UPDATES AS AT 5 DECEMBER 2016**

The Deputy Chief Officer provided Members with an update on the latest progress recorded against actions arising from internal audits, Wales Audit Office thematic reviews, Operational Assurance peer reviews, corporate schemes and Government circulars. Graphical summaries showing all actions ongoing, overdue and completed since 2 July 2012 were also provided for each type of action.

#### **RESOLVED THAT**

43.1 Members noted the content of the progress report and the graphical summaries.

#### **44. SCRUTINY OF DWELLING FIRES WHERE NO SMOKE ALARM WAS FITTED OR ACTUATED**

The Head of Operations presented Members with a scrutiny report of the number of dwelling fires where no smoke alarm was fitted or actuated in South Wales.

#### **RESOLVED THAT**

Members agreed to continue to monitor the number of dwelling fires where no smoke alarm is fitted, as reported within the Fire & Rescue Authority Performance Management reports.

***The Chair, Cllr J Morgan, left the meeting at 1105 hrs. Cllr B Morgan took the Chair.***

#### **45. FIRE AID PRESENTATION**

The ACFO Technical Services introduced Cameron Black, Steering Committee member of Fire Aid, who was invited to the meeting to provide Members with an overview of the association. He presented Members with the work of Fire Aid which is an association of UK charities and services with a mutual interest in providing ethical and sustainable donations of fire and rescue aid and training to those in need of such assistance. Formed in 2012 and chaired by Jim Fitzpatrick MP, Fire Aid has successfully and responsibly donated redundant UK equipment, training and expertise to improve emergency response in over 30 countries, whilst maintaining an equipment database for donating organisations to track equipment.

**RESOLVED THAT**

Members noted the content of the presentation.

**46. INTERNAL AUDIT REPORT**

The TIAA Auditor provided Members with an update on the progress being made against the Internal Audit Plan 2016/17.

**RESOLVED THAT**

Members noted the internal audit recommendations and the work completed to date on the Internal Audit Annual Plan.

**47. FORWARD WORK PROGRAMME**

The Deputy Chief Officer presented the Committee's Forward Work Programme. She asked Members to note that the meeting of the Committee scheduled for 23 January 2017 is subject to the outcome of budget discussions and confirmation at the Fire & Rescue Authority meeting on 19 December 2016.

The Wales Audit Officer requested the inclusion of Audit Plan for Financial Accounts in the Forward Work Programme for 3 April 2017.

**RESOLVED THAT**

Members accepted the Forward Work Programme.



**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE HR & EQUALITIES MEETING**  
**HELD ON MONDAY, 16 JANUARY, 2017 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**23. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
S J Jones (Chair)		Rhondda Cynon Taff
A Jones (Deputy Chair)		Torfaen
C Elsbury		Caerphilly
E Galsworthy		Merthyr Tydfil
B Morgan		Rhondda Cynon Taff
G Phillips		Cardiff
S Pickering		Rhondda Cynon Taff
M Powell		Monmouthshire
P Seabourne		Torfaen
E Hacker		Vale of Glamorgan

**APOLOGIES:**

S Bradwick		Rhondda Cynon Taff
D Davies		Newport
C James		Bridgend
R McKerlich		Cardiff
P Drake		Vale of Glamorgan
J Morgan		Blaenau Gwent

**ABSENT:**

**OFFICERS PRESENT:-** ACO P Haynes – Director of People Services, Mr C Powell – Deputy Monitoring Officer, Mr M Malson – Head of HR, AM I Greenman – Head of Training & Development, GM P Mason – Training & Development Team

The Chair extended a warm welcome to Group Manager Mason who was in attendance as an observer.

**24. DECLARATIONS OF INTEREST**

Each Member declared a personal non-prejudicial interest in each agenda item which affected their Authority.

## **25. CHAIR'S ANNOUNCEMENTS**

There were no Chair's announcements.

## **26. MINUTES OF PREVIOUS MEETING**

The minutes of the previous HR & Equalities meeting held on 17 October, 2016, were received and accepted as a true record of proceedings.

## **27. TRAINING AND DEVELOPMENT DEPARTMENT – PRINCIPLES OF WORKFORCE PROGRESSION**

The Head of Training & Development presented a report for Members to consider the ongoing project which considered all aspects of Principles of Workforce Progression within the Service.

A question and answer session took place, after which the Chair thanked the Head of Training & Development for a very informative report.

### **RESOLVED THAT**

Members agreed to note the contents of the report.

## **28. STRATEGIC EQUALITY PLAN – 1 APRIL 2015 TO 31 MARCH 2020**

The Head of HR informed Members that South Wales Fire & Rescue Service is required under the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 to publish a Strategic Equality Plan. The current plan runs from 1 April 2015 to 31 March 2020.

Members received an update on the progress of the Strategic Equality Plan from 1 April 2015 to 31 March 2016.

### **RESOLVED THAT**

Members agreed to note the content of the report.

## **29. ANNUAL EQUALITY REPORT FOR THE PERIOD 1 APRIL 2015 TO 31 MARCH 2020**

The Head of HR informed Members that South Wales Fire & Rescue Service was required under the Equality Act 2010 (Statutory Duties)

(Wales) Regulations 2011 to publish an Annual Equality Report for the period 1 April to 31 March every year.

The Annual Equality Report met the South Wales Fire & Rescue Service's legal duty to publish a report that demonstrated the progress and compliance against the General Equality Duty and Wales Specific Equality Duties, and was focused primarily on data as well as what the Service had done during the period 1 April 2015 to 31 March 2016.

After a question and answer session, particularly around smoke detectors, Members agreed to note the content of the report.

### **RESOLVED THAT**

Members agreed to note the content of the report.

### **30. SOUTH WALES FIRE & RESCUE AUTHORITY – ANNUAL PAY POLICY STATEMENT 2017/2018**

The ACO People Services informed Members that the South Wales Fire & Rescue Authority was required to publish a Pay Policy Statement for each financial year, which provided information for the following financial year.

The Fire & Rescue Authority at their meeting held on 6 February, 2012, adopted and published its first Pay Policy Statement. The Fire & Rescue Authority also determined that the HR & Equalities Committee should review the Pay Policy Statement, and report to the full Committee. In 2014 Welsh Government issued new guidelines with further amendments which determined the contents of the Pay Policy. The 2016/2017 Pay Policy Statement had been drafted for Members' consideration and recommendation to the Fire & Rescue Authority.

ACO People Services noted two errors at 9.1 of the report that will be amended.

### **RESOLVED THAT**

30.1 Members agreed to review the South Wales Fire & Rescue Authority's Pay Policy Statement for 2017/2018

30.2 Members agreed to recommend the 2017/2018 Pay Policy Statement to the Fire & Rescue Authority for endorsement and publication by 31 March 2017.

**RESOLVED THAT****31. ANNUAL REPORT OF HR & EQUALITY COMMITTEE**

The ACO People Services presented a report which informed Members of the work that the HR & Equalities Committee had undertaken during the Municipal Year 2015/2016.

**RESOLVED THAT**

Members agreed to note the work of the HR & Equalities Committee.

**32. FIREFIGHTERS PENSION SCHEMES – WALES  
GOVERNMENT CIRCULARS 2016/2017**

The ACO People Services informed Members that under the terms of the Public Services Pension Act 2013, the Fire & Rescue Authority is the recognised Scheme Manager for Firefighter Pension Schemes and as such needs to identify through which mechanism it intended to fulfil its role and obligations.

The Welsh Government issues regular communications to all Chief Fire Officers, Chairs, and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. These e-mails and circulars could cover a variety of areas, including all aspects of Firefighters Pension Schemes, and have to be noted or actioned as appropriate. The presented report set out the current requirement for Firefighters Pension Schemes managerial and administrative actions.

The Chair expressed concern in relation to the potential loss of knowledge about the various pension schemes. The ACO People Services wished to assure Members that there are capable Officers within the organisation with the required knowledge.

**RESOLVED THAT**

32.1 Members agreed to accept the content of the Welsh Government (Firefighters Pensions Scheme Circulars and e-mails) that had been received in the 2016/17 year.

32.2 Members agreed to note the actions that had been implemented for each of the circulars.

### **33. TRAINING AND DEVELOPMENT DEPARTMENT – THIRD PARTY INCOME GENERATION**

The Head of Training & Development presented a report which provided Members with an updated position on current and proposed Third Party Income Generation within the Training and Development Department for the Service during the current financial year.

The Chair thanked the Head of Training & Development and his team for all they doing in relation to income generation which is improving continuously.

#### **RESOLVED THAT**

Members agreed to note the content of the report.

### **34. FORWARD WORK PROGRAMME**

The ACO People Services presented the Forward Work Programme for 2016/2017.

The Chair encouraged Members to take up the offer of Welsh lessons, should they arise.

The suggestion of a visit to the Training and Development Centre was raised. The ACO People Services confirmed that a visit will be planned for Members, possibly to take place in September 2017.

#### **RESOLVED THAT**

Members accepted the Forward Work Programme for the HR & Equalities Committee 2016/2017.

### **35. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIR DEEMS URGENT (PART 1 or 2)**

There were no items of urgent business.



## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE FIRE & RESCUE AUTHORITY MEETING HELD ON MONDAY 13 FEBRUARY 2017 AT SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

#### 43. PRESENT:

Councillor	Left	Authority
D T Davies (Chair)		Caerphilly
S Bradwick (Deputy Chair)		Rhondda Cynon Taff
D Ali		Cardiff
D Davies		Newport
P Drake		Vale of Glamorgan
E Galsworthy		Merthyr Tydfil
C Hawker		Caerphilly
K Hyde		Cardiff
A Jones		Torfaen
S J Jones		Rhondda Cynon Taff
B Morgan		Rhondda Cynon Taff
S Pickering		Rhondda Cynon Taff
M Powell		Monmouthshire
P Seabourne		Torfaen
V Smith		Monmouthshire
K Critchley		Newport
C James		Bridgend
J Morgan		Blaenau

#### **APOLOGIES**

G Philips	Cardiff
C Smith	Bridgend
R McKerlich	Cardiff

#### **ABSENT:**

C Elsbury	Caerphilly
E Hacker	Vale of Glamorgan
<i>Vacancy</i>	<i>Cardiff</i>

**OFFICERS PRESENT:-** CFO H Jakeway, DCO S Chapman – Monitoring Officer, ACO P Haynes – Director of People Services, ACFO A Thomas – Director of Service Delivery, ACO R Prendergast – Director of Technical Services, Mr C Barton – Treasurer, Mr C Powell – Deputy Monitoring Officer, Mrs S Watkins – National Issues Committee Co-ordinator, SM J Jones – Staff Officer, Ms C Farrell – University of Glamorgan.

#### **44. DECLARATIONS OF INTEREST**

Each Member declared a personal non-prejudicial interest in each agenda item which affected their Authority.

#### **45. CHAIR'S ANNOUNCEMENTS**

The Chair informed Members that since his recent surgery, Cllr McKerlich has had a nasty fall and sustained a break to his leg. The Chair took the opportunity to wish him a speedy recovery.

The Chair informed Members that on Wednesday 1<sup>st</sup> February he met with Carl Sargent our Cabinet Secretary to discuss the future of Fire Authorities, our finance and the National Issues Committee and further advised that the Deputy Chief Officer will be covering some of this in a paper later in our agenda. South Wales Fire & Rescue Service will be hosting the Minister at the White Water Centre and at Abertillery on Monday 27 February.

The Chair informed Members that he will be attending the official opening of Abertillery Combined Emergency Services Station, later today, this is the first station in South Wales that houses ourselves, Welsh Ambulance Service and Gwent Police

Finally, as this is the last Fire Authority meeting before the Local Government Elections on 4<sup>th</sup> May and for some Members, it will be their last Fire Authority meeting the Chair took the opportunity to thank both Members and Officers for their time and commitment over the last term. Various retiring Members also addressed the Authority.

#### **46. MINUTES OF PREVIOUS MEETING**

The following minutes were received and accepted as a true record of proceedings:-

- HR & Equalities meeting held on 17 October 2016
- Fire & Rescue Authority meeting held on 19 December 2016

#### **47. UPDATE ON ACTIONS**

The Deputy Chief Officer informed Members that the caterers have confirmed that they will be withdrawing at the end of the financial year.

#### **48. REPORTS FOR DECISION**



## **48.1 PERFORMANCE INDICATOR TARGETS 2017/18**

The ACO Service Delivery presented a report for Members to consider the proposed Performance Indicator Targets for 2017-2018.

### **RESOLVED THAT**

- 48.1.1 Members endorsed the Performance Indicator Targets proposed for 2017/18.
- 48.1.2 Members approved its publication onto the SWFRS internet site.

## **48.2 OPERATION ATEGOL**

ACO Technical Services informed Members of the Civil Contingencies Act 2004 which establishes duties for specified "Category 1 responders" which places the duty on Fire & Rescue Authorities to assess, plan and prepare for impacts that may affect the business continuity of service delivery. One foreseeable business continuity event is the loss of staff. Operation Ategol is the Service's plan to respond to industrial action. Recent years have seen a trade dispute between the Government and the Fire Brigades Union over pension changes and this dispute remains live.

Recent changes to the Defence Fire Risk Management Organisation mean that they can no longer commit to assisting the Authority in times of industrial action. Also, the employment arrangements of the current cohort of Auxiliary Firefighters requires refreshing to ensure continued suitability and compliance with any changed of legislation or guidance.

Approval was sought to ensure that the remaining Auxiliary Firefighter's are recognised as part of the Service's permanent establishment. In addition, a part time Auxiliary Manager is appointed and resilience contracts awarded to suitable candidates. All changes will be delivered without exceeding the £350,000 budget allocated.

### **RESOLVED THAT**

- 48.2.1 Members approved the appointment of the Auxiliary firefighters.
- 48.2.2 Members approved the appointment of an Auxiliary Manager.
- 48.2.3 Members approved the issue of 'resilience contracts'.

### **48.3 LOCALISM ACT 2011 – PAY POLICY STATEMENT**

The ACO People Services informed Members that the Localism Act which came into being in November 2011 required South Wales Fire & Rescue Authority to publish a Pay Policy Statement each financial year that provided information for the following financial year.

#### **RESOLVED THAT**

Members agreed to endorse South Wales Fire and Rescue Authority's Pay Policy Statement for re-publication on 31 March 2017.

### **48.4 REPORT ON RESPONSES TO THE CONSULTATION ON THE DRAFT IMPROVEMENT PLAN – “HOW DID WE DO IN 2015-16” AND PROPOSED IMPROVEMENT OBJECTIVES FOR 2017-2018**

The Deputy Monitoring Officer requested Members consideration of the responses received during the consultation process.

#### **RESOLVED THAT**

- 48.4.1 Members approved the Strategic Themes and Priority Actions detailed in Appendix A
- 48.4.2 Members noted the consultation responses detailed in Appendix B

### **48.5 TREASURY MANAGEMENT STRATEGY 2017/18**

The Treasurer provided Members with the Treasury Management Strategy, policies and indicators for approval as required by statute.

#### **RESOLVED THAT**

- 48.5.1 Members agreed to approve the appended strategies and indicators relating to Treasury Management and Capital Financing.
- 48.5.2 Members agreed to adopt the Minimum Revenue Provision policy.
- 48.5.3 Members gave approval to the Treasurer to update the strategies and policies in line with changing economic forecasts and information as necessary throughout the year.

## **48.6 REPORT ON END OF LIFE VEHICLE AND EQUIPMENT DISPOSALS**

The Director of Technical Services informed Members with options for the disposal of fire appliances and other equipment.

### **RESOLVED THAT**

- 48.6.1 Members agreed that to negate the risk of end of life appliances finding their way to terrorist organisations Service vehicles are securely disposed of through Fire Aid
- 48.6.2 Members agreed that suitable redundant equipment is disposed of through Fire Aid.

## **48.7 DELEGATED POWERS**

The Deputy Chief Officer requested Members delegate powers to the Chief Fire Officer and Deputy Chief Officer to ensure urgent or due process items of business continue to be addressed in the run up to, and following, the Local Government Elections in May 2017, and pending the first meeting of the new Fire and Rescue Authority following the 2017 Annual General Meeting (AGM). It was also requested these delegations be put in place to cover future elections.

### **RESOLVED THAT**

- 48.7.1 Members agreed that between the last Fire and Rescue Authority meeting of the municipal year and the first meeting of the Fire and Rescue Authority after the AGM, the Chief Fire Officer and the Deputy Chief Officer be given delegated powers to make decisions upon any matters in the interests of the Fire and Rescue Authority which, for reasons of urgency or due process, cannot wait until the first meeting of the Fire and Rescue Authority following the AGM, following consultation with appropriate officers and, following the AGM, the Chairperson and/or Deputy Chairperson
- 48.7.2 Members agreed that decisions taken under the delegated powers be recorded by the Deputy Chief Officer and reported to the first meeting of the Fire and Rescue Authority following the AGM.

## **48.8 PROPOSED AMENDMENTS – SCHEME OF DELEGATIONS**

The Deputy Chief Officer reported on the recommendations of the Members' Standing Orders Working Group and the proposed amendments to the Authority's Scheme of Delegations.

### **RESOLVED THAT**

The Members approved the amendments to the Scheme of Delegations and agreed to their implementation with immediate effect.

### **48.9 WHITE PAPER – REFORMING LOCAL GOVERNMENT: RESILIENT AND RENEWED**

The Deputy Chief Officer outlined the recent consultation document issued by the Welsh Government on reforms to Local Government and the proposed further consultation due to be issued on new funding and governance frameworks for Fire and Rescue Authority's in Wales.

### **RESOLVED THAT**

- 48.9.1 Members provided their initial views on the White Paper and its impact on the Fire and Rescue Service and Fire and Rescue Authority
- 48.9.2 Members resolved that the Authority's response to the White Paper is prepared in consultation with the Chairman of the Authority and submitted by the 11 April 2017
- 48.9.3 Members agreed should a further consultation document be issued on the future funding and governance framework of the Fire and Rescue Authority's in Wales for submission prior to the first meeting of the new Fire Authority, the Authority's response be prepared in consultation with the Chairman of the Authority having first provided Members with an opportunity to provide views on the proposals

## **49. REPORTS FOR INFORMATION**

### **49.1 FIRE CONTROL ARRANGEMENTS**

The Chief Fire Officer reported on the progress made in all areas of the South and Mid and West Wales Joint Public Centre Project. The Site Acceptance Testing (SAT) commenced in November 2016 and there have been notable successes in load testing, resilience arrangements and connectivity with fire stations and mobile data terminals in fire appliances. However, due to a number of software related issues, further testing will be carried out prior to completion of SAT.

**RESOLVED THAT**

Members noted the progress of the Joint Public Service Centre Project.

**49.2 ANNUAL REPORT OF THE HR & EQUALITIES COMMITTEE**

The Chairperson of the HR & Equalities Committee informed Members of the work that the HR & Equalities Committee has undertaken during the Municipal year 2016/17.

**RESOLVED THAT**

Members noted the work undertaken by the HR & Equalities Committee

**49.3 ANNUAL REPORT ON THE WORK OF SOUTH WALES FIRE AND RESCUE AUTHORITY LOCAL PENSION BOARD**

The Chairperson of the Local Pension Board informed Members of the work that the South Wales Fire & Rescue Authority Local Pension Board has undertaken during the Municipal Year 2016/17.

**RESOLVED THAT**

Members noted the work undertaken by South Wales Fire & Rescue Authority Local Pension Board.

**49.4 ANNUAL REPORT ON THE WORK OF THE FINANCE, AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE & ITS WORKING GROUP DURING 2016/17**

The Chairperson of the FAPM Committee informed the Members of the work of the Finance, Audit and Performance Management Committee and its Working Group for the Municipal Year 2016/17.

**RESOLVED THAT**

Members noted the work undertaken by the Finance, Audit and Performance Management Committee and its Working Group.

**49.5 FORWARD WORK PROGRAMME**

The Deputy Chief Officer presented the Forward Work Programme for 2016/2017.

**RESOLVED THAT**

Members accepted the Forward Work Programme for 2016/2017.

**50. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIR  
DEEMS URGENT (PART 1)**

There were no urgent report(s) (Part 1) for Members of the Fire & Rescue Authority to consider.

## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE STANDARDS COMMITTEE MEETING HELD ON MONDAY 6 MARCH 2017 AT SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

#### 54. PRESENT:

Mr G Hughes (Chair)	Independent Lay Member
Ms B Heller	Independent Lay Member
Ms A Jones	Independent Lay Member
Dr M Kerbey	Independent Lay Member
Councillor J Morgan	South Wales Fire & Rescue Authority
Councillor V Smith	South Wales Fire & Rescue Authority

#### APOLOGIES:

Mr A Clemes	Independent Member
Councillor B Morgan	South Wales Fire & Rescue Authority

#### ABSENT:

**OFFICERS PRESENT:** - Ms S Chapman – Monitoring Officer, Mr C Powell – Deputy Monitoring Officer

#### 55. DECLARATIONS OF INTEREST

No declarations of interest were made.

#### 56. MINUTES OF PREVIOUS MEETING

The minutes of the Standards Committee meeting held on 7 March 2016, were received and accepted as a true record of proceedings, subject to the following slight amendment:-

- ‘Dr’ M Kerbey was in attendance, not ‘Mr’ M Kerbey as recorded.

With reference to Item 52.4 in the minutes, the Monitoring Officer confirmed that a new calendar of Fire Authority meetings for the Municipal Year 2017/2018 would be circulated to Members in due course.

Following discussion on Item 53.1 in the minutes, regarding holding Standard Committee meetings every 6 months, the Monitoring Officer assured the group that Independent Members would be invited to attend a joint training session with new Fire Authority Members following the Annual General Meeting on 12 June 2017.

Following a query raised by Members on Minute Number 51.1, regarding a progress update on carrying out a review and scrutiny of the Bribery Act, the Monitoring Officer informed Members that the Service was currently in the process of carrying out a review of all organisational procedures. Members would be updated on any changes at the next meeting.

## **57. QUORUM**

The Deputy Monitoring Officer advised Members of the legal requirement for a quorum to be present at Standard Committee meetings.

### **RESOLVED THAT**

Following determination, Members formally agreed that a quorum should be present for all future meetings.

## **58. MONITORING OFFICER PROTOCOL**

The Monitoring Officer presented a report which explained to Members the protocol of the Monitoring Officer.

### **RESOLVED THAT**

58.1 Members agreed to note the content of the report.

58.2 Following a question and answer session and lengthy discussion on a number of points within the report, Officers agreed to make slight tweaks and amendments to the draft document.

58.3 With reference to Item 3.7.3 within the report, following a request by the Chair, Officers agreed to include the wording 'Members of the Standards Committee would be informed of any investigation'.



## **59. MEMBER INDUCTION TRAINING**

The Monitoring Officer informed Members of the programme of Induction Training for Members following the Local Government Elections on 4 May 2017.

### **RESOLVED THAT**

- 59.1 Members agreed to note the programme of Induction Training taking place.
- 59.2 Following lengthy discussion on mandatory training for Fire Authority Members, and tracking and monitoring training requirements, Officers agreed that mandatory training for handling complaints would be provided to Members of the Standards Committee.
- 59.3 Members noted that Induction Training for Fire Authority Members would take place on 26 June, 2017, at Cardiff Gate Training & Development Centre.

## **60. RETIREMENT**

As it was Councillor J Morgan's last Standards Committee meeting, on behalf of Members the Chair took the opportunity to wish Councillor Morgan best wishes and good luck in her retirement.



**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE HR & EQUALITIES MEETING**  
**HELD ON MONDAY, 27 MARCH 2017 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**36. PRESENT:**

Councillor	Left	Authority
S J Jones (Chair)		Rhondda Cynon Taff
P Drake		Vale of Glamorgan
B Morgan		Rhondda Cynon Taff
J Morgan		Blaenau Gwent
S Pickering		Rhondda Cynon Taff
P Seabourne		Torfaen
E Hacker		Vale of Glamorgan

**APOLOGIES:**

A Jones		Torfaen
S Bradwick		Rhondda Cynon Taff
E Galsworthy		Merthyr Tydfil
M Powell		Monmouthshire
C James		Bridgend
R McKerlich		Cardiff

**ABSENT:**

D Davies		Newport
C Elsbury		Caerphilly
G Phillips		Cardiff

**OFFICERS PRESENT:-** ACO P Haynes – Director of People Services, Mr M Malson – Head of HR, AM I Greenman – Head of Training & Development, Ms Kim Jeal – Accountant, Mr Lyndon Davies – Senior Occupational Health Nurse

**37. DECLARATIONS OF INTEREST**

Each Member declared a personal non-prejudicial interest in each agenda item which affected their Authority.

### **38. CHAIR'S ANNOUNCEMENTS**

The Chair was sad to announce the death of Councillor Sage of Bridgend Council, who had sadly passed away on 24 March. As a mark of respect, Members and Officers held a minute's silence for Councillor Sage.

### **CARDIFF GATE CFBT BUILDING PROJECT**

ACO People Services updated the Members on the CFBT building project and advised that the full planning application was submitted in November 2016, to date we are awaiting a decision from Cardiff Planning Authority regarding the application. The Completed design construction will take approximately 40-48 weeks after planning is agreed. The facilitated management and ongoing maintenance of the CFBT unit throughout the remaining 14 years of the Private Finance Initiative and beyond is to be evaluated.

### **FIREFIGHTERS' PENSION SCHEME CIRCULARS**

ACO People Services informed Members that the Service has received two Firefighters' Pension Scheme Circulars. Welsh Circular W-FRSC(2017) 01 related to the Firefighter's Pension Scheme 2007: nomination of cohabitation partners in light of a recent Supreme Court judgement. Welsh Circular W-FRSC(2017) 03 related to changes made to public sector transfer club factors, which take effect from 1 March 2017. ACO People Services advised that both circulars have been referred to the Rhondda Cynon Taff Pension Scheme Administrators for information and action.

### **39. MINUTES OF PREVIOUS MEETING**

The minutes of the previous HR & Equalities meeting held on 16 January 2017, were received and accepted as a true record of proceedings.

### **40. ANNUAL TRAINING PROGRAMME**

The Head of Training & Development presented the Annual Training Programme for 2016/17 which outlined the range and number of courses which have taken place during the year both at Cardiff Gate Training and Development Centre (CGTDC) and at other locations.

### **RESOLVED THAT**

Members noted the contents of the report.

**41. SUMMARY OF THE NATIONAL ISSUES COMMITTEE – HUMAN RESOURCES AND TRAINING DEVELOPMENT WORKSTREAMS**

The Head of HR informed Members on the Fire & Rescue Services' All Wales National Issues Committee Human Resource Management and Training and Development work-streams for the Municipal Year 2016/17.

**RESOLVED THAT**

Following a question and answering session Members noted the content of the work-stream summary.

**42. OCCUPATIONAL HEALTH UNIT (OHU) – ACTIVITY REPORT 1 JANUARY TO 31 DECEMBER 2016**

The Head of HR informed Members that the Occupational Health Unit Activity report spanned the period from 1 January to 31 December 2016. The report provided data on services and expenditure, updates on Occupational Health initiatives, and an outline of strategic development.

**RESOLVED THAT**

Members received the report and endorsed the level of OHU activity as reported.

**43. FOLLOW UP REPORT ON THE OCCUPATIONAL HEALTH REVIEW ACTION PLAN**

The Head of HR presented a report for Members on the progress following the review of Occupational Health Services in 2014. The report provided details on progress on Occupation Health Physicians provisions, the Occupational Health management structure, the introduction of the Occupational Health Employee Charter and progress on the development of Occupational Health Services Level Agreements and Occupational Health Strategy and Business Plan.

**RESOLVED THAT**

Members agreed to note the contents of the report.

#### **44. WELSH LANGUAGE STANDARDS UPDATE – MARCH 2017**

The Head of HR presented a report which provided Members with an overview of the current position with regard to the forthcoming introduction of Welsh Language Standards upon the Authority. The Head of HR thanked the Welsh Language Officer for her hard work and diligence in producing the Welsh Language Standards Action Plan.

#### **RESOLVED THAT**

Members agreed to note the information with the report.

#### **45. REPORT ON HR & PAYROLL SYSTEM INTEGRATION PROJECT**

The Head of HR informed Members on the progress of the implementation of the CoreHR and Payroll Integration Project since it went 'live' on 1 October 2015.

The report details the difficulties and challenges in the implementation process for Phase 1 and the forward work plan for implementation Phases 2 and 3.

ACO People Services thanked the Payroll and Pensions Manager and her team for all their hard work in implementing the system

#### **RESOLVED THAT**

Members agreed to note the contents of the report.

#### **46. ESTABLISHMENT AND WORKFORCE PLANNING OVERVIEW FOR THE FINANCIAL YEAR 2017/18**

The Head of HR outlined for Members an overview of the Service's Establishment and Workforce Planning Model and monitoring protocols. ACO People Services advised that workforce planning is a complicated and difficult activity and is not the sole responsibility of the HR department. Planning requires the input of all senior officers to review their staffing requirements to ensure we have the right number of people, in the right place, with the right skills at the right time, thus ensuring business continuity

#### **RESOLVED THAT**

46.1 Members agreed to note the contents of the report.

46.2 Members approved the rationale and practice of initiating WDS Recruit Trainee Courses in order to support the Flexible Rostering Day System to ensure operational establishment numbers are maintained.

#### **47. ALL WALES SCHEME ADVISORY BOARD – UPDATE**

The ACO People Services informed Members that the Scheme Advisory Board is a body established by Welsh Government to oversee the various Firefighter's Pension Schemes in Wales and advised Members of the most recent Scheme Advisory Boards discussions which could impact on the Fire and Rescue Authority's role as Pension Scheme Managers.

#### **RESOLVED THAT**

Members agreed to note the content of the report.

#### **48. FORWARD WORK PROGRAMME**

The ACO People Services presented the Forward Work Programme for the HR & Equalities Committee 2016/2017.

#### **RESOLVED THAT**

Members accepted the Forward Work Programme for the HR & Equalities Committee 2016/17..

#### **49. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIR DEEMS URGENT (PART 1 or 2)**

The Chairman advised that it has been a pleasure to serve on the HR & Equalities Committee and thanked all officers and staff for their help and support during her time as Chair of the HR & Qualities Committee. Cllr Seabourne echoed the Chairman's comments.





**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE FINANCE, AUDIT & PERFORMANCE**  
**MANAGEMENT COMMITTEE MEETING**  
**HELD ON MONDAY, 3 APRIL 2017 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**48. PRESENT:**

<b>Councillor</b>	<b>Left</b>	
J Morgan (Chair)		Blaenau Gwent
B Morgan (Deputy Chair)		Rhondda Cynon Taf
E Galsworthy		Merthyr Tydfil
A Jones		Torfaen
M Powell		Monmouthshire
K Critchley		Newport

**APOLOGIES:**

C Hawker	Caerphilly
C Smith	Bridgend
P Drake	Vale of Glamorgan
D Ali	Cardiff

**OFFICERS PRESENT:** ACFO A Thomas – Head of Service Delivery; Mr C Barton – Treasurer; Mr C Powell – Deputy Monitoring Officer; Mr G Thomas – Head of Finance & Procurement; Sarah Watkins – Head of Service Performance and Communications; Steve Rossiter – Head of Business Fire Safety; Ms Vicky Davies – TIAA; Mr Mark Jones – Wales Audit Office.

**49. DECLARATIONS OF INTEREST**

All Members declared a personal non-prejudicial interest in each agenda item that affected their Authority.

**50. CHAIR'S ANNOUNCEMENTS**

The Chair observed that this was the last meeting for this municipal year, 2016/17 and wished to thank all officers who have worked so well on behalf of the South Wales Fire and Rescue Service and all members for their friendship and support, in particular, Deputy Chair Barrie Morgan. The Chair confirmed that this will be her last meeting as Chair, and wished everyone the very best for the future.

Councillor Powell expressed her thanks and advised that the Chair had made all feel very welcome; she will be missed.

The Deputy Chair reiterated thanks, and expressed his sadness at the fact the Chair will not be returning.

## **51. MINUTES OF PREVIOUS MEETINGS**

The following minutes were received and accepted as a true record of proceedings:

- FAPM Meeting held on 5 December 2016.
- Finance, Asset & Performance Management Working Group held on 3 October 2016.

## **52. BUSINESS FIRE SAFETY PRESENTATION**

The Head of Business Fire Safety gave an overview of the Business Fire Safety Department and the specialist roles within the Department.

Members noted the contents of the presentation and the important work that is carried out by the Business Fire Safety Team. The Chair thanked Mr Rossiter for a very informative presentation.

### **RESOLVED THAT**

Members noted the important work that is carried out by the Business Fire Safety Team.

## **53. WALES AUDIT OFFICE ANNUAL AUDIT LETTER 2015/16**

The Treasurer gave an introduction to the Wales Audit Officer Annual Letter 2015/16.

Mr M Jones, Wales Audit Officer answered questions from the Members.

### **RESOLVED THAT**

Members resolved to accept the Wales Audit Office Annual Audit Letter 2015/16.

## **54. TREASURY MANAGEMENT STRATEGY 2017/18**

The Treasurer introduced the Treasury Management Strategy 2017/18 for Members information, which had already been approved by the Fire and Rescue Authority.

**RESOLVED THAT**

- 54.1 Members resolved to note that the Fire & Rescue Authority approved the capital programme and related capital financing contained in the report
- 54.2 Note the treasury management strategies and indicators in support of the above
- 54.3 Approve the Minimum Revenue Provision (MRP) policy to be adopted by the Authority for 2017/18; and
- 54.4 Provide approval for the Treasurer to update the strategies and policies in line with changing economic forecasts and information as necessary throughout the year.

**55. REVENUE MONITORING REPORT 2016/17**

Members received the Revenue Monitoring Report for 2016/17 which provides detail of the annual revenue budget and associated information for the year ending 31 March 2017.

**RESOLVED THAT**

Members resolve to note the content of the report and to approve the virement.

**56. CAPITAL MONITORING REPORT 2016/17**

The Head of Finance and Procurement presented the Capital Monitoring Report which provides detail of the total capital budget for the year, expenditure to date and a forecast outturn position.

**RESOLVED THAT**

Members resolved to note the progress of the capital schemes, approve alternations identified in Appendix 1 and note the associated funding streams.

**57. WAO AUDIT PLAN 2017**

Mr M Jones, Wales Audit Office, gave the background to the 2017 Audit Plan for the South Wales Fire and Rescue Service.

The Chair thanked Mr Jones and his team for all their hard work through what has been a difficult year.

**RESOLVED THAT**

Members resolved to note the content of the report.

**58. INTERNAL AUDITORS ANNUAL REPORT YEAR ENDING 31 MARCH 2017**

Ms V Davies, TIAA (Internal Auditors) presented the report summarising the internal audit work that has been undertaken this year.

**RESOLVED THAT**

Members resolved to note the work and overall opinion of the Internal Auditors for the financial year 2016/17.

**59. INTERNAL AUDIT PROGRESS REPORT 2016/17**

Ms V Davies, TIAA (Internal Auditors) presented the report which updated members upon progress being made against the Internal Audit Plan for 2016/17.

**RESOLVED THAT**

Members resolved to note internal audit recommendations and work completed to date on the Internal Audit Plan.

**60. INTERNAL AUDIT ANNUAL PLAN 2017/18**

Members received the report which detailed the proposed Internal Audit Annual Plan for 2017/18, and requested Members' approval.

**RESOLVED THAT**

Members approved the Internal Audit Annual Plan for 2017/18.

**61. REPORT ON PROGRESS OF AUDIT, SCHEME AND CIRCULAR ACTION UPDATES AS AT 3 APRIL 2017**

Members received the report detailing the latest progress recorded against actions arising from internal audits, Wales Audit Office Thematic Reviews, Operational Assurance peer reviews, corporate schemes and Government circulars, as well as graphical summaries showing all actions ongoing, overdue and completed since 2 July 2012 which were provided for each action.

**RESOLVED THAT**

Members resolved to note the contents of the progress report and graphical summaries.

**62. SCRUTINY OF STRATEGIC OBJECTIVES**

Members received the scrutiny of strategic objectives within the Strategic Plan for 2016/17.

**RESOLVED THAT**

Members resolved to note the Strategic Plan 2016/17.

**63. CORPORATE RISK REGISTER 2016/17 – QUARTER 3 REVIEW**

The Head of Service Performance and Communications presented the Quarter 3 Review report and requested Members consider the risks within the Corporate Risk Register and the management of these risks.

The Deputy Chair queried whether there was a simpler way of indicating risk. The Head of Service Performance and Communications confirmed that currently there is a standard based procedure, but a simpler way to quantify risk can be devised.

**RESOLVED THAT**

- 63.1 Members viewed the risks contained within the Strategic Corporate Risk Register and agreed their validity; and
- 63.2 Requested that a simpler way of quantifying risk be devised

**64. FUEL MANAGEMENT REPORT**

The Head of Finance and Procurement gave an overview of the progress made to the recording and management of fuel usage in the Service, following the previous negative internal audit reports received.

**RESOLVED THAT**

- 64.1 Members resolved to note the progress made on the implementation of the Fuel Management System and process improvements;
- 64.2 Agreed to the continuation of the work to develop the electronic recording of fuel card usage at forecourt pumps and integrate the information to the Fleet Management System

64.3 Approved the installation of a fuel tank and pump at the Headquarters site; and that

64.4 fuel usage and management be included as an area for review in the Internal Audit Annual Plan for 2017/18.

## **65. NATO FINANCIAL REPORT**

The Head of Service Delivery provided an overview of the costs incurred by South Wales Fire and Rescue Service to deliver a safe and successful NATO Summit and also an overview of the cost recovery.

Some Members expressed their concern in relation to the writing off of such debt with public money.

The Treasurer confirmed that all avenues of recovery had been explored, short of a formal debt recovery process.

It was noted that a similar situation will occur with the UEFA Champions League being held in Cardiff in June 2017.

Members appreciated that the Service had a statutory obligation to respond, but wished to express their concern over the lack of external funding for such events, and the non-recovery of expenditure, particularly when faced with commercial events.

### **RESOLVED THAT**

65.1 Members resolved to note and accept the costs associated with delivering the Fire element of the NATO conference; and

65.2 Approve the formal write off of the debt relating to £50,473 from Gwent Police, but expressed concerns about the fact that expenditure from such events is non recoverable.

## **66. FORWARD WORK PROGRAMME**

Members received the Forward Work Programme for 2016/17.

### **RESOLVED THAT**

Members noted and agreed the Forward Work Programme for 2016/17

## **67. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIRMAN DEEMS URGENT (PART 1 OR 2)**

There were no items of business that the Chair deemed urgent.

The Chair formally closed the last meeting of the Municipal year, and wished to thank all for their hard work over the years.





**SOUTH WALES FIRE & RESCUE AUTHORITY**

**MINUTES OF THE FIRE & RESCUE AUTHORITY**  
**ANNUAL GENERAL MEETING HELD ON**  
**MONDAY 12 JUNE 2017 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**1. PRESENT:**

<b>Councillor</b>	<b>Authority</b>
D Ali	Cardiff
S Bradwick	Rhondda Cynon Taff
L Brown	Monmouth
K Critchley	Newport
R Crowley	Vale of Glamorgan
D T Davies	Caerphilly
C Elsbury	Caerphilly
S Evans	Torfaen
A Hussey	Caerphilly
H Joyce	Cardiff
D Naughton	Cardiff
M Phillips	Cardiff
S Pickering	Rhondda Cynon Taff
A Roberts	Rhondda Cynon Taff
C Smith	Bridgend
V Smith	Monmouth
G Stacey	Rhondda Cynon Taff
D Thomas	Torfaen
G Thomas	Blaenau Gwent
H Thomas	Newport
D White	Bridgend
To be appointed	Merthyr
To be appointed	Vale of Glamorgan

**APOLOGIES:**

**ABSENT:**

P Wong	Cardiff
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**OFFICERS PRESENT:** CFO H Jakeway, DCO S Chapman – Monitoring Officer, ACFO A Thomas - Director of Service Delivery, ACFO R Prendergast – Director of Technical Services, ACO P Haynes – Director of People Services, Mr C Barton – Treasurer, Mr C Powell – Deputy Monitoring Officer, Mr G Thomas – Head of Finance & Procurement, Mr A Psaila – Secretary of Fire Brigades Union

## **2. WELCOME ADDRESS**

The Monitoring Officer welcomed Members and Officers to the Fire & Rescue Authority's Annual General Meeting for the Municipal Year 2017-2018. Members were advised that further representation was expected from Merthyr Tydfil and the Vale of Glamorgan Unitary Authorities, in due course.

## **3. DECLARATIONS OF INTEREST**

There were no declarations of interest made.

## **4. ELECTION OF CHAIRPERSON OF THE FIRE & RESCUE AUTHORITY FOR MUNICIPAL YEAR 2017/2018**

The Monitoring Officer requested nominations for Chairperson of the Fire & Rescue Authority. Councillor D T Davies was nominated and seconded. There were no other nominations.

## **RESOLVED THAT**

Councillor D T Davies was duly elected Chair of the Fire & Rescue Authority for the Municipal Year 2017/2018.

The newly appointed Chair responded by thanking Members for their unanimous vote of confidence.

## **5. ELECTION OF DEPUTY CHAIRPERSON OF THE FIRE & RESCUE AUTHORITY FOR MUNICIPAL YEAR 2017/2018**

The Chair called for nominations for Deputy Chairperson. Councillor Bradwick was nominated and seconded. There were no other nominations.

## **RESOLVED THAT**

Councillor Bradwick was duly elected Deputy Chair of the Fire & Rescue Authority for the Municipal Year 2017/2018.

### **6. FORMAL INTRODUCTIONS**

Following a request by the Chair, for the benefit of new Members, each Officer and Member provided a formal introduction.

Members were reminded that an all-day training session would take place on 26 June, 2017, from 1000 hrs. at Cardiff Gate Training & Development Centre.

### **7. TO AGREE THE COMMITTEE MEMBERSHIP FOR THE MUNICIPAL YEAR 2017/2018**

The Monitoring Officer provided Members with details of the number of Members required for each Fire and Rescue Authority Committee.

## **RESOLVED THAT**

Members unanimously agreed that the Finance Audit & Performance Management Committee should not be politically balanced but comprise of one representative from each constituent Unitary Authority.

Members agreed the following membership of Committees for 2017/2018:-

#### **Finance Audit & Performance Management Committee**

Cllr G Thomas	Blaenau Gwent
Cllr D White	Bridgend
Cllr A Hussey	Caerphilly
Cllr H Joyce	Cardiff
Cllr L Brown	Monmouthshire
Cllr K Critchley	Newport
Cllr A Roberts	Rhondda Cynon Taff
Cllr S Evans	Torfaen
Cllr R Crowley	Vale of Glamorgan
To be appointed	Merthyr

**Local Pension Board**

Cllr S Bradwick	Rhondda Cynon Taff	Labour
Cllr D Ali	Cardiff	Labour
Cllr H Joyce	Cardiff	Labour
Cllr G Stacey	Rhondda Cynon Taff	Labour
Cllr V Smith	Monmouthshire	Independent
Cllr M Phillips	Cardiff	Conservative

**HR & Equalities**

Cllr S Bradwick	Rhondda Cynon Taff	Labour
Cllr P Wong	Cardiff	Labour
Cllr D Ali	Cardiff	Labour
Cllr S Pickering	Rhondda Cynon Taff	Labour
Cllr H Thomas	Newport	Labour
Cllr D Thomas	Torfaen	Labour
Cllr A Hussey	Caerphilly	Labour
Cllr S Evans	Torfaen	Labour
Cllr C Smith	Bridgend	Labour
Cllr C Elsbury	Caerphilly	Plaid Cymru
Cllr D Naughton	Cardiff	Liberal Democrat
Cllr M Phillips	Cardiff	Conservative
Cllr R Crowley	Vale of Glamorgan	Conservative
Cllr G Thomas	Blaenau Gwent	Independent

**Standards Committee**

Cllr G Stacey	Rhondda Cynon Taff
Cllr V Smith	Monmouthshire
Cllr A Roberts	Rhondda Cynon Taff

Mr A Cledes	Remain as non-elected Independent Member
Ms B Heller	Remain as non-elected Independent Member
Mr G Hughes	Remain as non-elected Independent Member
Ms A Jones	Remain as non-elected Independent Member
Dr M Kerbey	Remain as non-elected Independent Member

**8. DELEGATED AUTHORITY**

As Officers were still awaiting nominations from Merthyr Tydfil and the Vale of Glamorgan Authorities, the Monitoring Officer requested that she be granted delegated authority to make any necessary adjustments before the next Fire & Rescue Authority meeting, to ensure Committees were politically balanced.

**RESOLVED THAT**

Members unanimously agreed that the Monitoring Officer be given delegated authority in consultation with the Chair and political group leaders to make the necessary adjustments to political balance following receipt of all nominations, and to seek from political group leaders any additional representatives to sit on committees.

**9. ELECTION OF CHAIRPERSON OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE FROM IT'S COMMITTEE MEMBERS FOR MUNICIPAL YEAR 2017/2018**

The Chair called for nominations for Chairperson of the Finance, Audit & Performance Management Committee from among its Members. Councillor Critchley was nominated and seconded. There were no other nominations.

**RESOLVED THAT**

Councillor Critchley was duly elected as Chair of the Finance, Audit & Performance Management Committee.

**10. ELECTION OF DEPUTY CHAIRPERSON OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE FROM IT'S COMMITTEE MEMBERS FOR MUNICIPAL YEAR 2017/2018**

The Chair called for nominations for Deputy Chairperson of the Finance, Audit & Performance Management Committee from among its Members. Councillor Brown and Councillor Roberts were both nominated for the role.

**RESOLVED THAT**

Following a vote by Members of 6 votes to 3, Councillor Roberts was duly elected as Deputy Chairperson of the Finance, Audit & Performance Management Committee.

**11. ELECTION OF CHAIRPERSON OF HR & EQUALITIES COMMITTEE FROM IT'S COMMITTEE MEMBERS FOR MUNICIPAL YEAR 2017/2018**

The Chair called for nominations for Chairperson of the HR & Equalities Committee from among the Members of that Committee. Councillor Pickering was nominated and seconded. There were no other nominations.

**RESOLVED THAT**

Councillor Pickering was duly elected as Chair of the HR & Equalities Committee for 2017/2018.

**12. ELECTION OF DEPUTY CHAIRPERSON OF HR & EQUALITIES COMMITTEE FROM IT'S COMMITTEE MEMBERS FOR MUNICIPAL YEAR 2017/2018**

The Chair called for nominations for Deputy Chairperson of the HR & Equalities Committee from among its Members. Councillor Ali was nominated and seconded. There were no other nominations.

**RESOLVED THAT**

Councillor Ali was duly elected as Deputy Chair of the HR & Equalities Committee for 2017/2018.

**13. TO AGREE THE APPOINTMENT OF REPRESENTATIVES TO OTHER GROUPS AND OUTSIDE BODIES FOR MUNICIPAL YEAR 2017/2018**

The Monitoring Officer provided Members with a report detailing the nominations required to represent the Fire & Rescue Authority at Working Groups and outside bodies.

**RESOLVED THAT**

Members agreed the following representations to the Working Groups and outside organisations detailed in Appendix 1 attached to the report:-

**Representative to WLGA**

Chairperson – Councillor D T Davies

## **Representative on LGA Fire Committee**

Chairperson – Councillor D T Davies

## **Community Safety Partnership Representatives**

Cllr G Thomas	Blaenau Gwent
Cllr D White	Bridgend
Cllr C Elsbury	Caerphilly
Cllr D Ali	Cardiff
Cllr R Crowley	Vale of Glamorgan
Cllr L Brown	Monmouthshire
Cllr H Thomas	Newport
Cllr G Stacey	Rhondda Cynon Taff
Cllr S Evans	Torfaen
To be appointed	Merthyr Tydfil

The Chief Fire Officer provided Members with a brief overview of the Community Safety Partnership meetings, and assured Members that each representative would be allocated a Group Manager to provide guidance and support at meetings.

## **Representatives on Standing Orders Working Group**

Cllr P Wong	Cardiff
Cllr D Thomas	Torfaen
Cllr V Smith	Monmouthshire

## **Representatives on Innovations & Awards Panel**

Cllr S Bradwick	Rhondda Cynon Taff
Cllr V Smith	Monmouthshire

## **Representatives on Finance, Asset & Performance Management Working Group**

Cllr S Evans	Torfaen
Cllr D Thomas	Torfaen
Cllr D Naughton	Cardiff
Cllr L Brown	Monmouthshire
Cllr V Smith	Monmouthshire
Cllr G Stacey	Rhondda Cynon Taff
Cllr S Bradwick	Rhondda Cynon Taff

## **Representatives on National Pensions Committee for Wales**

Cllr S Pickering	Rhondda Cynon Taff
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### **Representatives on ICT Steering Group**

Cllr C Elsbury                      Caerphilly  
Cllr A Roberts                      Rhondda Cynon Taff

The Chair advised Members to notify the Monitoring Officer as soon as possible if they wished to become a representative on any of the above mentioned Working Groups or outside bodies.

#### **14. TO RECEIVE COPIES OF STANDING ORDERS (GENERAL PROCEDURAL AND CONTRACT) FINANCIAL REGULATIONS, SCHEME OF DELEGATIONS TO OFFICERS AND COMMITTEE TERMS OF REFERENCE (AVAILABLE ELECTRONICALLY AND CIRCULATED TO MEMBERS IN THEIR MEMBERS HANDBOOK**

The Monitoring Officer provided Members with the Fire & Rescue Authority's relevant constitutional documents in accordance with General Standing Order 20.7.

#### **RESOLVED THAT**

Members agreed to receive the Standing Orders (General, Procedural & Contract), Financial Regulations, Scheme of Delegations and Terms of Reference of the Fire & Rescue Authority detailed in the Members Handbook.

#### **15. TO AGREE THE CYCLE OF MEETINGS FOR THE MUNICIPAL YEAR 2017/2018**

The Monitoring Officer provided Members with details of the proposed cycle of Committee and Working Group meetings for the Municipal Year 2017/2018.

#### **RESOLVED THAT**

- 15.1 Members approved the cycle of Committee and Working Group meetings for the Municipal Year 2017/2018 detailed in Appendix 1 attached to the report.
- 15.2 Following discussion on colour coding issues on the cycle of meetings, Members agreed to note that the Emergency Services Carol Service would take place on 14 December,



2017, at Llandaff Cathedral, Cardiff, and the Presentation Evening would take place on 9 November, 2017.



## AGENDA ITEM NO 5

## UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS FIRE & RESCUE AUTHORITY MEETINGS

Sally Chapman – DCO  
Huw Jakeway – CFO  
Andy Thomas – ACFO SD

Chris Barton – Treasurer  
Phil Haynes – ACO PS  
Richie Prendergast – ACFO TS

<b>Minute No</b>	<b>Item</b>	<b>Action</b>	<b>Leading Officer</b>	<b>Current Status:</b>
13/14 – 86.6.2	NIC Fire Control Feasibility Study Update	Review the internal funding mechanism to fund the upfront element of the loan	Treasurer	Cost sharing arrangements between SWFRS and MWWFRS have been agreed. Within SWFRS, revenue costs have been absorbed and funded from the budget underspend. Capital costs have been accrued to date as the new Joint Control was not operational at the year end. Treatment of these costs will be agreed with the external auditors once the project agreements are finalised and the project is completed.
14/15 – 60.5	Local Pensions Board	Members to appoint to the Local Pensions Board at their AGM	Members	Completed
15/16 – 33.1	Consultation on the Draft National Framework 2016 Onwards	To invite the Chief Fire & Rescue Adviser to attend a future a meeting to enable him to meet Members.	CFO	The CFO is in discussion with the Fire & Rescue Advisor.

<b>Minute No</b>	<b>Item</b>	<b>Action</b>	<b>Leading Officer</b>	<b>Current Status:</b>
15/16 – 40.3.3	Revenue Budget Estimate 2016/17	To present Members with a further report on National Resilience Grants (Revenue) following discussions with both North and Mid & West Wales FRSs.	ACFO TS & Treasurer	Ongoing
16/17 – 40.3	Reduction in Incident Response Units from Three to Two	Remove the Incident Response Unit from Merthyr Tydfil Fire & Rescue Station by financial year end.	ACFO SD	Completed
16/17 – 41.2	Catering Provision	Undertake further research and staff engagement to determine the future requirements of the Service.	DCO	Completed
16/17 – 48.1	Performance Indicator Targets 2017/18	Publish the Performance Indicator Targets for 2017/18 on the Service's website	DCO	Completed
16/17 – 48.3	Pay Policy Statement	Re-publish the Authority's Pay Policy Statement on 31 March 2017	ACO PS	Completed
16/17 – 48.8	Proposed Amendments to Scheme of Delegations	Amend the Scheme of Delegations as agreed.	DCO	Completed

AGENDA ITEM NO 6

**Reports for Decision**



**END OF YEAR HEALTH CHECK ON PERFORMANCE AND STRATEGIC OBJECTIVES 2016/2017****SUMMARY**

This paper will give assurance to the members of the Fire & Rescue Authority and Senior Management within SWFRS on progress towards achievement of the Strategic Objectives and performance of the Strategic Performance Indicators for 2016/2017 as at the end of the financial year.

**RECOMMENDATIONS**

That members:

Review the performance details and statistical data for 2016/17 contained within this report.

**1. BACKGROUND**

- 1.1 The Welsh Government require SWFRS to develop Strategic Plans to identify the direction for the Service and address particular areas for improvement. SWFRS does this by developing a 5 year Strategic Plan, implementing actions and measuring indicators to enable the Service to achieve these organisational goals.
- 1.2 In 2016/2017 all departments' linked actions within their annual department plans to the appropriate Strategic Objectives; this enables us to measure how well we are performing against these objectives by how many of the linked actions are on target and review how the associated indicators are performing.
- 1.3 Quarterly updates are recorded by action owners onto the Service Planning Framework, and staff within the Engagement, Transformation and Performance (ETP) team monitor the information and extract reports accordingly.
- 1.4 To further support the performance management framework new National Strategic Indicators were introduced for reporting year 2015/16. Together these provide data and information to inform and support decision making processes within the Service to target activity and drive improvement. The Statistics and Risk team monitor the information and extract reports accordingly.

- 1.5 This report will provide our Senior Management Team and Fire & Rescue Authority an end of year health check on performance against the Strategic Objectives and Strategic Indicators for 2016/17.

## **2. ISSUE**

- 2.1 In 2016/17 SWFRS had 3 Strategic Objectives. Appendix 1 to this report shows our position in securing the achievement of the Improvement Objectives 2016/2017.
- 2.2 In relation to Strategic Objective 1 to “Reduce the number of deliberate fires”, there were 2 high level actions linked to delivering against this objective; both were amber at Q4. These will be carried forward to 2017/2018 to support the 2017-2022 Strategic Theme “Reducing risk in our communities”.
- 2.3 In relation to Strategic Objective 2 to “We will ensure ICT systems and services are available to enable efficiency and support service delivery”. There were 7 high level actions linked to delivering against this objective; 4 linked actions are green, 1 action was amber and 2 were not started at Q4, so the majority were on target at Q4. Those that are not complete or had not started will be carried forward to 2017/2018 to support the 2017-2022 Strategic Theme “We will Embrace Technology”.
- 2.4 In relation to Strategic Objective 3 to “We will prioritise, resource and implement key work streams to support delivery of our Strategic Plan”. There were 13 high level actions linked to delivering against this 12 linked actions are green, and 1 amber and so the majority were on target at Q4. Those that are not completed will be carried forward to 2017/2018 to support the relevant 2017-2022 Strategic Themes.
- 2.5 Appendix 2 attached is a summary of the Performance Monitoring Report, which reviews end of year performance against agreed targets for the seven National Strategic Performance Indicators for 2016/17. It also includes a summary comment for each indicator.
- 2.6 Appendix 2 identifies that 2 indicators did not achieve their target and performance declined compared to the previous year, 3 indicators improved in comparison to last year but did not achieve the target, and 2 of the indicators have improved compared to last year and performed better than the target.
- 2.7 The two indicators that did not achieve their target and performance declined compared to the previous year were in relation to Other Special Service Calls (SSCs) and Fire deaths and injuries arising from all fires.



- 2.8 The number of Other Special Service Calls attended during 2016/17 increased by 46 (+2.2%) compared to the previous year, rising from 2,101 to 2,147 and exceeding the target of 2,000 set at the beginning of the year. Incidents where crews were effecting entry/exit were the most prevalent type of other SSC attended, with 332 (15.5%) of incidents being of this nature. 156 of the calls (7.3%) were attended as part of the Fire Medical Response pilot during the period April 2016 to March 2017, of which 41 were cardiac arrests (26.3%).
- 2.9 Fire related deaths and injuries arising from all fires have increased by 9 compared to last year (+10.6%). Despite this increase, it is worth noting that the number of fire related deaths has decreased from 9 in 2015/16 to 7 in 2016/17. However the number of deliberate fire related deaths and injuries has increased from 9 in 2015/16 to 18 in 2016/17 (+100%).
- 2.10 Appendix 3 is a Unitary Authority Performance report April 2016 to March 2017. It provides further in-depth analysis of incidents by Unitary Authority area and it includes further detail of the performance of the National Strategic Indicators compared to the previous year.
- 2.11 For members information going forward taking into account the Well Being and Future Generations Act the Service has revised the Strategic Plan to include 5 Strategic Themes as listed below
- 1) We will Reduce Risk
  - 2) We will Engage and Communicate
  - 3) We will Nurture Sustainable Resources
  - 4) We will Embrace Technology
  - 5) We will Strengthen Partnerships

Each of these Strategic Themes have a number of priority actions that the Service Planning Framework will be monitoring progress against in 2017-2018.

### **3. EQUALITY RISK ASSESSMENT**

- 3.1 This report, the accompanying Appendices and the Targets themselves have no ERA impact. Service Performance and Communication department and the respective Directorates are working with the performance data to establish any trends and implications that would include equality implications. These will be addressed at that time.
- 3.2 It is the responsibility of the action owners to ensure that Equality Risk Assessments are carried out for their actions in the planning framework.

#### 4. RECOMMENDATIONS

4.1 That members:

- Review the performance details and statistical data for 2016/17 contained within this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
S Watkins Head of Service Performance and Communications	Appendix 1 Position in securing the achievement of the Strategic Objectives Appendix 2: Performance Monitoring Report 2016/2017 End of Year Appendix 3: Unitary Authority Performance Report 2016/2017 End of Year

## Appendix 1

## Position in securing the achievement of the Improvement Objectives 2016/2017

Strategic Objective	Action	Directorate	Q1	Q2	Q3	Q4	Comment
Reduce the number of deliberate fires	<b>RR02</b> *Continuing with the Dawns Glaw initiative to meet the August objective. *Run "Days of Action" in "hot spot" areas and review of Station Managers fire crime daily report. *Support "Operation Bang" for Halloween and bonfire night *A review of fire crime activities	Ops	Green	Green	Green	Amber	Targeted activities have taken place and working groups have been established between community safety and operations in order to tackle the increase in vehicle fires in the Newport area.
	<b>Ops01</b> Ensure 'Community Risk Management Plans' and 'Unitary Authority CRMPs' support the Service's improvement objectives of Unitary Authority Public Service Boards.	Ops	Green	Amber	Amber	Amber	All Group Managers attend their respective Public Service Board meetings in order to ensure linkage between service planning and local need. Training was held and well received for the development of Community Risk Management Plans, the findings of which were presented and scrutinised by Senior managers in the Service Delivery Directorate.
We will ensure ICT systems and services are available to enable efficiency and support service delivery	<b>ICT22</b> Review of older server Operating Systems (pre Windows 2008) due to age/security.	Tech	Green	Green	Green	Green	A report was presented to Security Risk Group in December outlining the replacement programme.
	<b>ICT23</b> Review of our Communications Systems - Telephony / Video Conferencing / Switchboard / Voicemail	Tech	Green	n/a	n/a	n/a	This action has not started owing to resources and capacity.
	<b>ICT27</b> Asset Replacements - Enhance the Backup Equipment (add more capacity)	Tech	Green	n/a	n/a	n/a	This action has not started owing to resources and capacity.
	<b>TR04</b> Evaluate current and potential new systems for e-learning and recording of training activities	People	Green	Green	Green	Green	The launch of the V4 system for PDR Pro on a collaborative basis across Wales is due to occur imminently with a view to adopting the LearnPro system for the Service within this training year. Evaluate current and potential new systems for e-learning and recording of training activities. This action will carry forward to 2017/18.
	<b>ODRT02</b> Trend analysis data base to be continually reviewed to identify good practise and improvement areas	People	Green	Green	Green	Green	The database is proving to be a valuable tool for identifying trends in the operational environment. Improvements to the format of the spreadsheet have resulted in considerable time savings.

Strategic Objective	Action	Directorate	Q1	Q2	Q3	Q4	Comment
We will ensure ICT systems and services are available to enable efficiency and support service delivery (cont.)	<b>LD1</b> Develop a robust and efficient system of control to enable the Training Support Unit to process timely and accurate amendments to the Operational Skills Programme presentations.	People	Green	Green	Green	Green	The all-Wales Tech Exam for 200 Middle and Supervisory managers took place in February and has been rolled out across the Welsh Region. TSU are now in a position to accurately quantify timescales which will allow a smoother transition towards more meaningful e-learning.
	<b>HUR06</b> Implementation of the Core Payroll, Personnel and Expenses IT programme	People	Amber	Amber	Amber	Amber	Version 23 parallel runs has been completed. Reconciliation work is currently being conducted in order to prep for the implementation of occupational absence and expenses.
We will prioritise, resource and implement key work streams to support the livery of our Strategic Plan	<b>TR03</b> Research and Develop a sustainable Compartment Fire Training facility for the Service	People	Green	Green	Green	Green	SWFRS is still awaiting a final decision from Cardiff Planning Authority. This is expected imminently. Whilst in the background, there is ongoing work in terms of the lengthy and considerable procurement process to follow. This action will carry forward to 2017/18.
	<b>TR05</b> To Develop a TPI strategy for the Service, potentially to include a trading arm in order to maximise the potential from the PFI Contract in place within the Service	People	Green	Green	Green	Green	TPI activities continue at CGTC with 20 trainees from Cambs FRS recently graduating in Dec `16. Another 10 trainees from Cambs FRS have already committed to a further course for Sept `17. EA have also extended their IC Training contract with SWFRS & Babcock for a further year. Other smaller contracts continue to be facilitated at CGTC. SWFRS have recently progressed with discussions legally to progress their potential Trading Arm and consulted with senior Directors and Managers from Babcock with a view to seek approval from the Fire Authority at a later point in 2017. This action will carry forward to 2017/18.
	<b>TR06</b> Evaluate the new structure within the Operational, Development and Review Team and measure its effectiveness as a monitoring capability	People	Green	Green	Green	Green	The report identifying the findings of the ODRT 24/7 trial for year 2016 and training year 2016/17 is being finalised prior to sharing with PS Director. The ODRT function in the meantime will continue within its current format.
	<b>BADr01</b> Increase the instructor capacity to deliver Forklift, Vehicle Mounted Crane and Demountable Pod training.	People	Green	Green	Green	Green	In addition to the newly trained instructors, SWFRS is looking into the option of bringing in an external training provider to carry out training to Ebbw Vale station personnel.
	<b>BADr02</b> Integrate Operational Guidance Breathing Apparatus into existing BA training courses.	People	Green	Green	Green	Green	The course for 1/4/17 onwards (BA requalification training) has been designed and will be trailed mid-April 2017. One of the aims of this course will be to consolidate OGBA. This course has also been designed so it can be used to integrate any further aspects of OGBA that SWFRS adopt.

Strategic Objective	Action	Directorate	Q1	Q2	Q3	Q4	Comment
We will prioritise, resource and implement key work streams to support the livery of our Strategic Plan (cont.).	<b>ODRT01</b> Consult with ODRT and IC staff to predict and react to barriers to successful implementation of 24/7 cover	People	Green	Green	Green	Green	Staff consultation throughout 15 month trial and post-trial debrief has shaped a future 'model' for the ODRT rota in the future.
	<b>ODRT03</b> Monthly review of individual and team hours used, measured against predicted short and medium term future requirements	People	Green	Amber	Green	Green	Preliminary predictions of budget to fund requirements of the rota proved to be accurate. However staff changes and unpredicted absences resulted in active changes throughout the year to achieve the end results. Learning points have been fed into next year's plan.
	<b>ODRT04</b> Formalise areas of responsibility and trigger points for accident and adverse event investigation between H&S department and ODRT	People	Green	Green	Green	Green	Success. New process in place, ODRT's role within the process is well defined and staff training completed.
	<b>ODRT05</b> Ensure consistency and clarity in accident investigation through joint training with the H&S department and consultation with key internal stakeholders & rep bodies	People	Green	Amber	Amber	Green	All Tactical Officers have been trained from Station Manager to Area Manager. All Watch Managers have received input during JO seminars, and a new investigation process has been developed in conjunction with the Health and Safety Team. This has been trialled and agreed so there is now a consistent accident investigation process in place throughout the Service to ensure continuity.
	<b>ODRT06</b> Continually improve performance by seeking feedback all personnel that ODRT involve in all accident investigations	People	Green	Green	Green	Green	ODRT has been actively involved in setting the benchmark of what a 'good investigation' looks like and has heavily influenced the new processes put in place this year. Feedback from all persons involved in accident investigations has shaped the efficiency of these new processes.
	<b>ODRT07</b> Planned use of resources to target areas of highest risk and explore how 'to close the loop' on organisational and national learning issues	People	Green	Green	Green	Green	Internal and multi agency debriefs have been facilitated by ODRT throughout the year providing quality feedback and action plans to improve our staff's and the community safety. Work with JESIP on uploaded this learning to the 'Joint Operational Learning' sharing facility is ongoing.
	<b>HUR07</b> Consideration of further departmental integration between HR and Training to ensure future sustainability	People	Amber	Amber	Amber	Green	Considerations of the consultation outcomes has been placed within the Shaping our Future structure review.
	<b>HUR08</b> Finalise and Embed the Occupational Health & HR Practice Manual	People	Amber	Amber	Amber	Amber	Action is on hold pending the outcomes of collaboration in the potential establishment of an emergency services Occupational Health provision. This action will carry forward to 2017/18.

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Performance Monitoring Report 2016/2017 End of Year

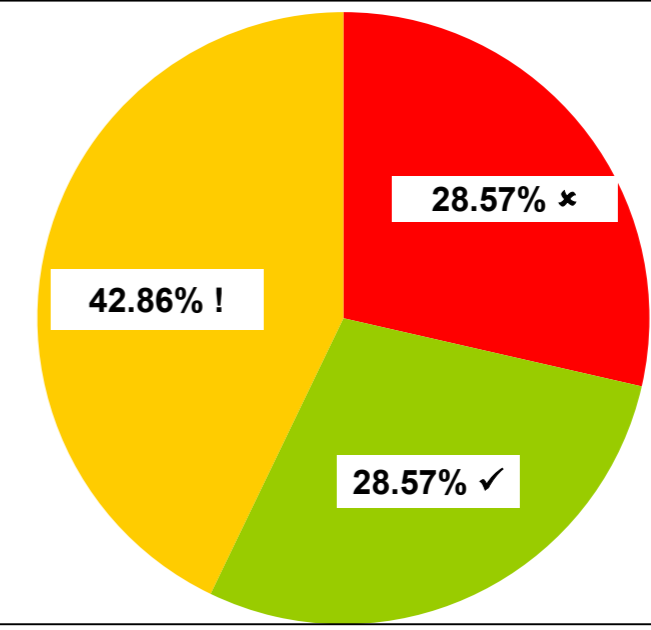
This is the end of year Performance Monitoring Report for 2016/17. The report highlights the organisation's performance against the Strategic Indicators set by Welsh Government for the year 2016/17.

The performance against the indicators within this report cover five years of data, to enable us to demonstrate how the organisation is performing for the communities it serves by showing long term trends in performance.

Following consideration by the Senior Management Team and the Fire and Rescue Authority, the report is made available to the public via the internet.

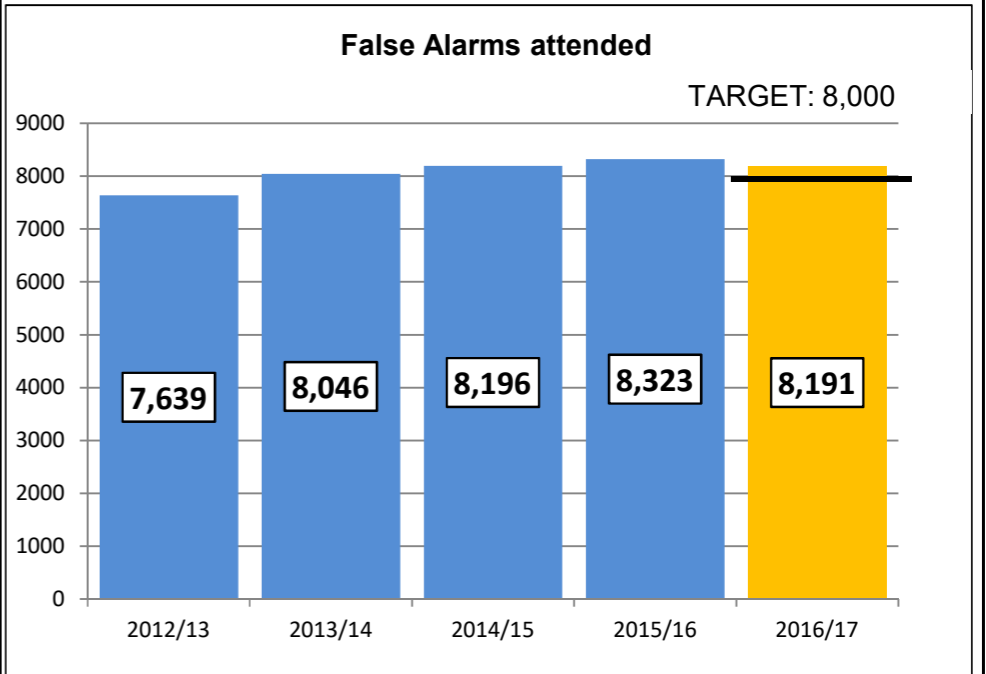
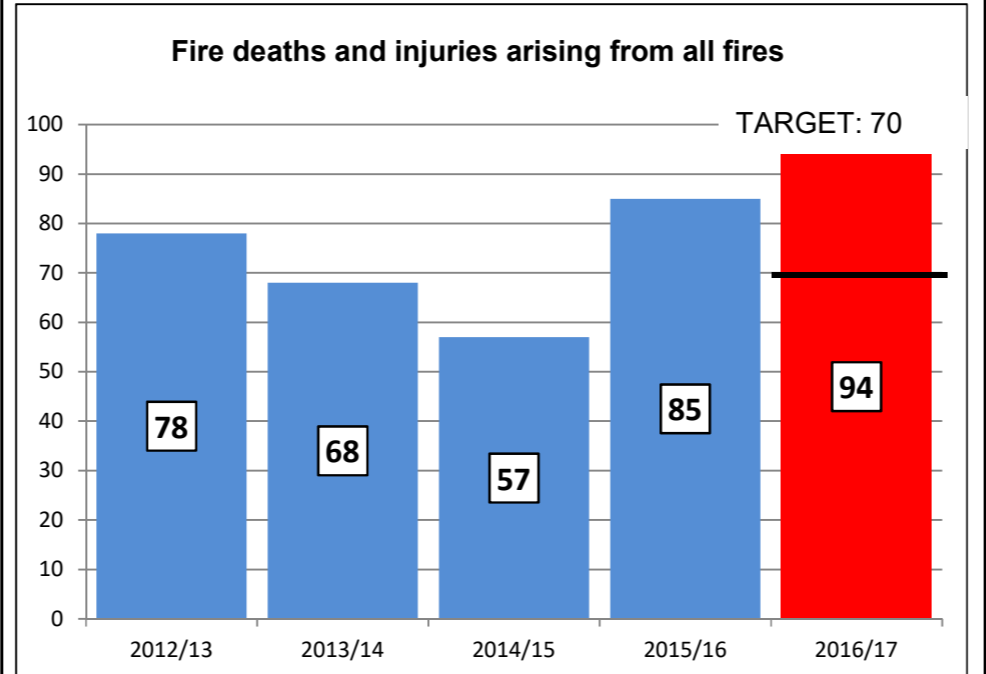
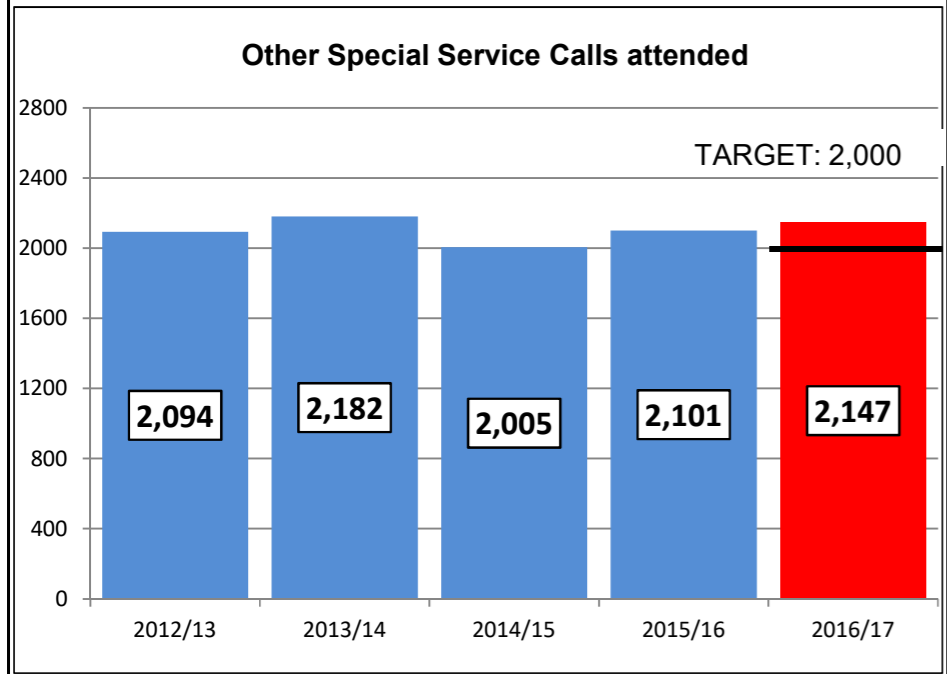
The Service Performance & Communications department co-ordinates and compiles this report on behalf of the Service Delivery Directorate. All information is extracted from updated Directorate quarterly Service Plans and the data sets are maintained and validated by the Statistics and Risk team.

Strategic Indicators 2016/2017 – End of Year Performance



Performance	Indicator Type	Description
✘	Fire Measures	Total Other Special Service Calls attended per 10,000 population.
✘	Deaths and Injuries	Total Deaths and Injuries arising from all fires per 100,000 population.
!	Fire Measures	Total False Alarms attended per 10,000 population
!	Deaths and Injuries	Total Deaths and Injuries arising from accidental fires per 100,000 population.
!	Effective Response	The percentage of dwelling fires which were contained in the room in which they originated.
✓	Fire Measures	Total Fires Attended per 10,000 population.
✓	Fire Measures	Total Road Traffic Collisions attended per 10,000 population.

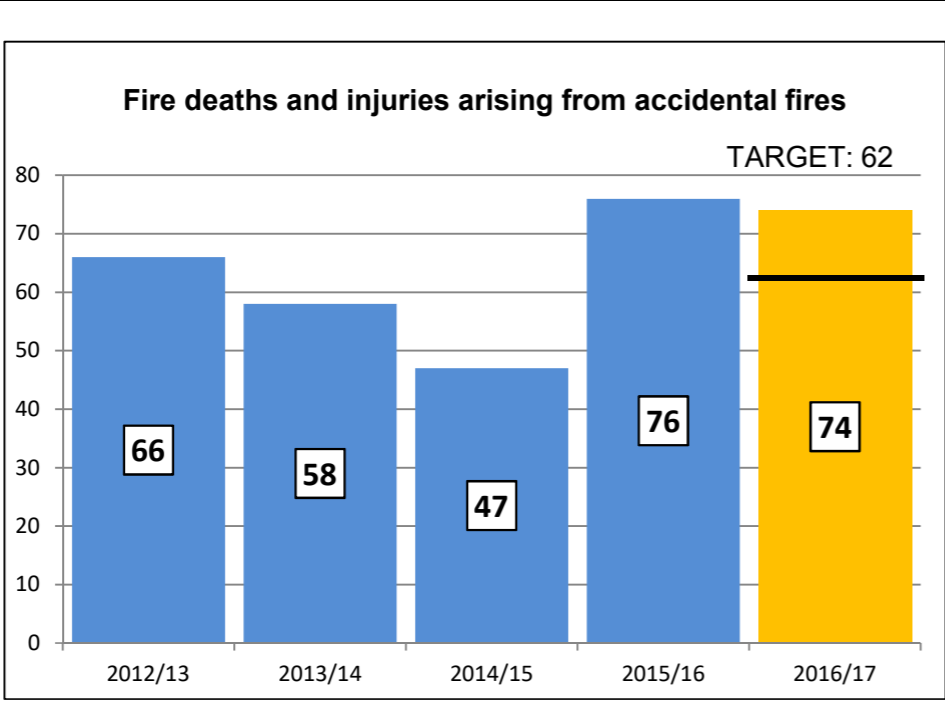
✘	The following indicator(s) did not achieve the target (2)
!	The following indicator(s) improved in comparison to last year but did not achieve the target (3)
✓	The following indicator(s) achieved their target (2)



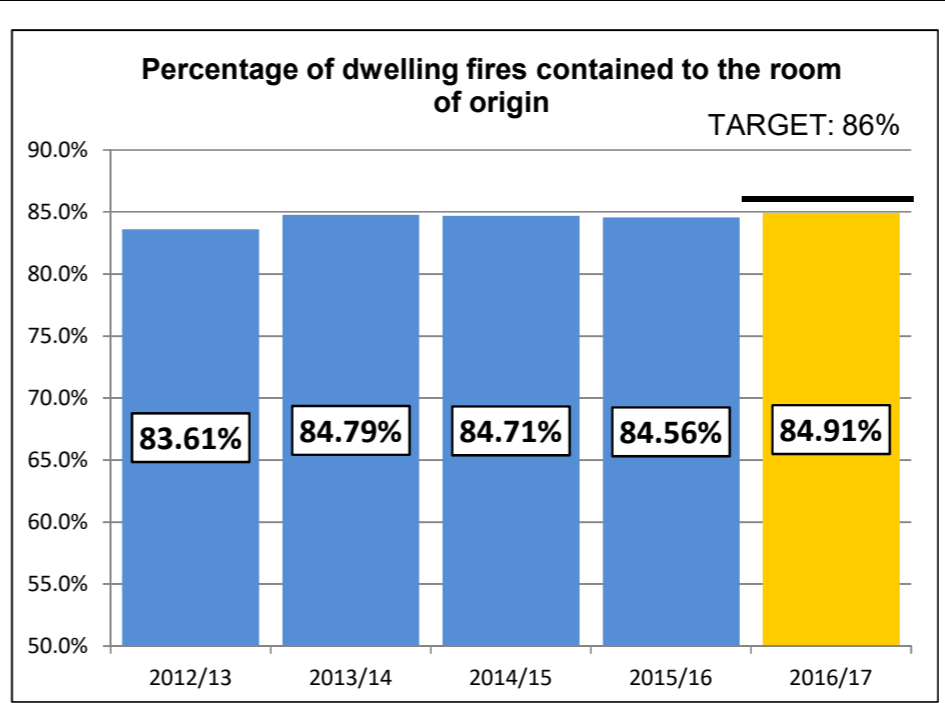
The number of Other Special Service Calls attended during 2016/17 increased by 46 (+2.2%) compared to the previous year. Incidents where crews were effecting entry/exit were the most prevalent type of other SSC attended, with 332 (15.5%) of incidents being of this nature. Animal assistance incidents were the next most prevalent with 204 (9.5%) of the total incidents. 156 of the calls (7.3%) were attended as part of the Fire Medical Response pilot during the period April 2016 to March 2017, of which 41 were cardiac arrests (26.3%).

Fire related deaths and injuries have increased by 9 (+10.6%) compared to last year. Despite this increase, it is worth noting that the number of fire related deaths have decreased from 9 in 2015/16 to 7 in 2016/17 (-22.2%). The number of deliberate fire related deaths and injuries has increased from 9 in 2015/16 to 18 in 2016/17 (+100.0%).

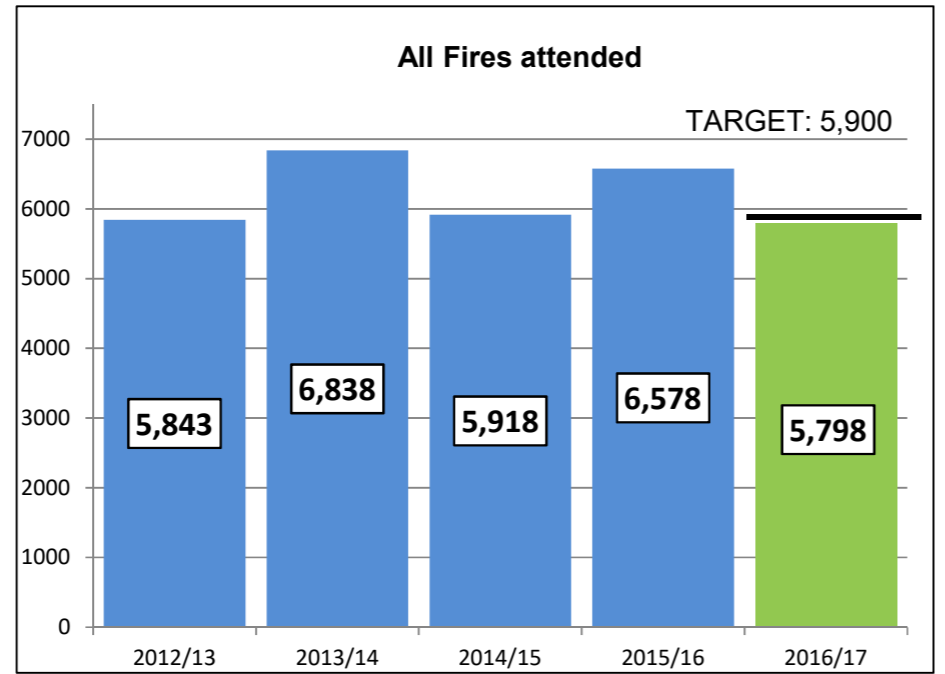
The total number of false alarms attended during 2016/2017 was 132 (-1.59%) incidents lower than last year. The indicator for the year is lower than last year but it has not achieved the target set for the year. The number of good intent false alarms attended decreased from 2,635 to 2,463 (-172, -6.5%) and the number of Malicious False alarms attended decreased from 390 to 303 (-87, -22.3%)



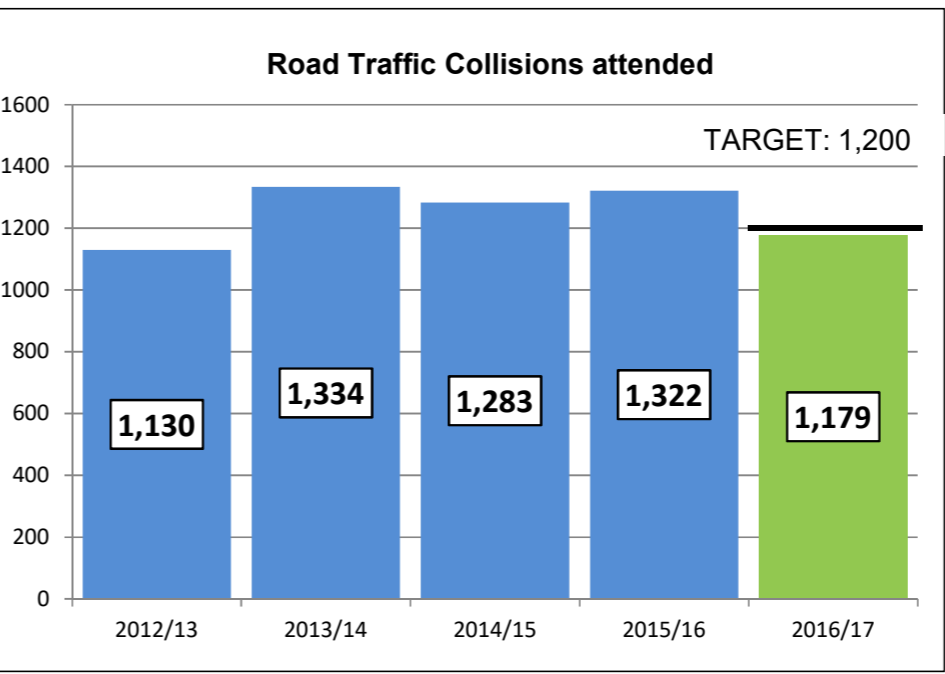
Accidental fire related deaths and injuries have decreased by 2 (-2.6%) compared to last year. It is worth noting that the number of accidental fire related deaths has decreased from 7 in 2015/16 to 3 in 2016/17 (-57.1%), while the number of accidental fire related casualties taken to hospital with serious injuries has reduced from 12 to 11 during the same period (-8.3%).



During 2016/17, 647 of the 762 (84.91%) dwelling fires attended in South Wales were confined to the room of origin. The way this indicator is captured has recently been amended by Welsh Government and the graph above reflects the new criteria run back for five years. The trend line for this indicator is improving and we expect the improvement to continue.



The number of fires attended during 2016/17 is 5,798, which is 780 incidents lower (-11.9%) than the number attended during 2015/16. This can be attributed to a significant decrease in fires attended during April 2016 compared to April 2015 (859 incidents lower (-57.1%)) and a reduction in fires attended during March 2017 when compared to the number attended in March 2016 (265 incidents lower (-41.9%)).



The total number of Road Traffic Collisions (RTCs) attended during 2016/17 is 1,179, which is 143 incidents lower (-10.8%) than the number seen during last year. The percentage of RTCs where people were extricated or released from their vehicles has decreased slightly from 17.6% in 2015/16 to 17.5% 2016/17. These numbers have shown a steady decline since 2014/15 where the percentage was 21.0%.



Gwasanaeth Tân ac Achub  
**De Cymru**



**South Wales**  
Fire and Rescue Service

# Unitary Authority Performance Report

April 2016 to March 2017

End of Year

## 74 Introduction

This is the Performance Monitoring Report for the year 2016/17 and it highlights performance for the period April 2016 to March 2017. The report includes:

- Analysis of incident activity levels by Unitary Authority Area (UAA).
  - Details the number and type of incidents that SWFRS have attended in each UAA.

Following consideration by the Senior Management Team and the Fire and Rescue Authority, the report is made available to the public via the internet.

The Service Performance & Communications department co-ordinates and compiles this report on behalf of the Service Delivery Directorate. All information is extracted from updated Directorate quarterly Service Plans and the data sets are maintained and validated by the Statistics and Risk team.

We are continually seeking to improve this report and would welcome comments on additional information or other changes that you would like to see included in the future. Please feel free to contact Neil Herniman on 01443 232775 or Wayne Thomas on 01443 232780 with these comments.



Incident Categories	2015/ 2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16	
															320	247	259	201	- 115	
<b>Total Incidents</b>	1142	105	113	102	96	77	74	85	91	83	40	65	96	1027						
<b>Special Service Calls (SSC)</b>	155	12	9	9	10	11	19	6	13	14	6	20	13	142	30	40	33	39	- 13	
SSC - Road Traffic Collisions	44	5	6	3	4	5	4	3	6	8	0	9	2	55	14	13	17	11	+ 11	
SSC - Other	111	7	3	6	6	6	15	3	7	6	6	11	11	87	16	27	16	28	- 24	
<b>False Alarms</b>	423	36	32	29	33	33	27	34	43	33	21	23	38	382	97	93	110	82	- 41	
Malicious False Alarms	28	1	1	0	0	1	1	0	2	0	0	1	2	9	2	2	2	3	- 19	
Good Intent False Alarms	189	19	19	17	11	17	8	15	23	16	9	10	13	177	55	36	54	32	- 12	
Automatic Fire Alarms	206	16	12	12	22	15	18	19	18	17	12	12	23	196	40	55	54	47	- 10	
<b>Fires</b>	564	57	72	64	53	33	28	45	35	36	13	22	45	503	193	114	116	80	- 61	
Deliberate Fires	477	54	62	58	45	28	21	38	28	24	9	18	35	420	174	94	90	62	- 57	
Accidental Fires	87	3	10	6	8	5	7	7	7	12	4	4	10	83	19	20	26	18	- 4	
All Fatalities + Injuries	2	0	2	0	0	0	0	1	0	0	0	0	0	3	2	0	1	0	+ 1	
Accidental Fatalities + Injuries	2	0	2	0	0	0	0	1	0	0	0	0	0	3	2	0	1	0	+ 1	

**Notes**

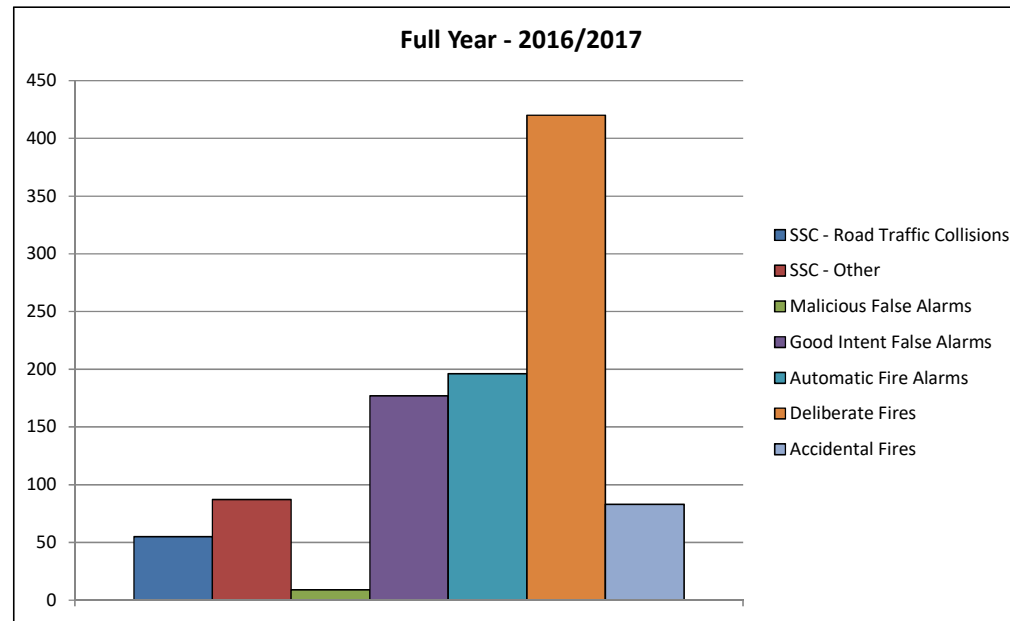
The total number of incidents attended in Blaenau Gwent during 2016/17 was 115 lower (-10.1%) than the number attended during 2015/16.

The number of deliberate fires attended in Blaenau Gwent during the year was 57 (-11.9%) lower than the number attended during last year. The number of accidental fires has decreased by 4 (-4.6%).

Despite witnessing a decrease of almost 12% in the number of deliberate fires attended during 2016/17 compared to the previous year, deliberate fires accounted for 420 of the 1,027 incidents attended in Blaenau Gwent during the year (41%).

The total number of false alarms attended during the year were 41 lower (-9.7%) than we attended during the previous year. The number of malicious false alarms attended decreased by 19 (-67.9%) during this period.

The number of Road Traffic Collisions attended during 2016/17 when compared to the number attended in 2015/16 increased from 44 to 55 (+25.0%)



Key -

Shows a reduction when compared to a previous period

Shows an increase when compared to a previous period

Shows no change when compared to a previous period



Incident Categories	2015/ 2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16	
															429	371	410	317	- 107	
<b>Total Incidents</b>	1634	146	141	142	136	123	112	156	154	100	101	97	119	1527						
<b>Special Service Calls (SSC)</b>	333	21	28	27	18	25	21	41	46	22	22	21	26	318	76	64	109	69	- 15	
SSC - Road Traffic Collisions	145	7	8	10	9	9	10	16	5	8	10	11	10	113	25	28	29	31	- 32	
SSC - Other	188	14	20	17	9	16	11	25	41	14	12	10	16	205	51	36	80	38	+ 17	
<b>False Alarms</b>	724	60	71	74	91	72	65	74	76	55	47	51	50	786	205	228	205	148	+ 62	
Malicious False Alarms	24	5	3	2	2	0	1	0	1	1	0	0	0	15	10	3	2	0	- 9	
Good Intent False Alarms	256	23	16	16	21	27	19	18	25	20	13	16	22	236	55	67	63	51	- 20	
Automatic Fire Alarms	444	32	52	56	68	45	45	56	50	34	34	35	28	535	140	158	140	97	+ 91	
<b>Fires</b>	577	65	42	41	27	26	26	41	32	23	32	25	43	423	148	79	96	100	- 154	
Deliberate Fires	415	44	29	28	13	20	15	24	15	11	16	18	28	261	101	48	50	62	- 154	
Accidental Fires	162	21	13	13	14	6	11	17	17	12	16	7	15	162	47	31	46	38	0	
All Fatalities + Injuries	10	3	0	1	0	1	0	0	0	0	0	0	0	5	4	1	0	0	- 5	
Accidental Fatalities + Injuries	10	2	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	0	- 8	

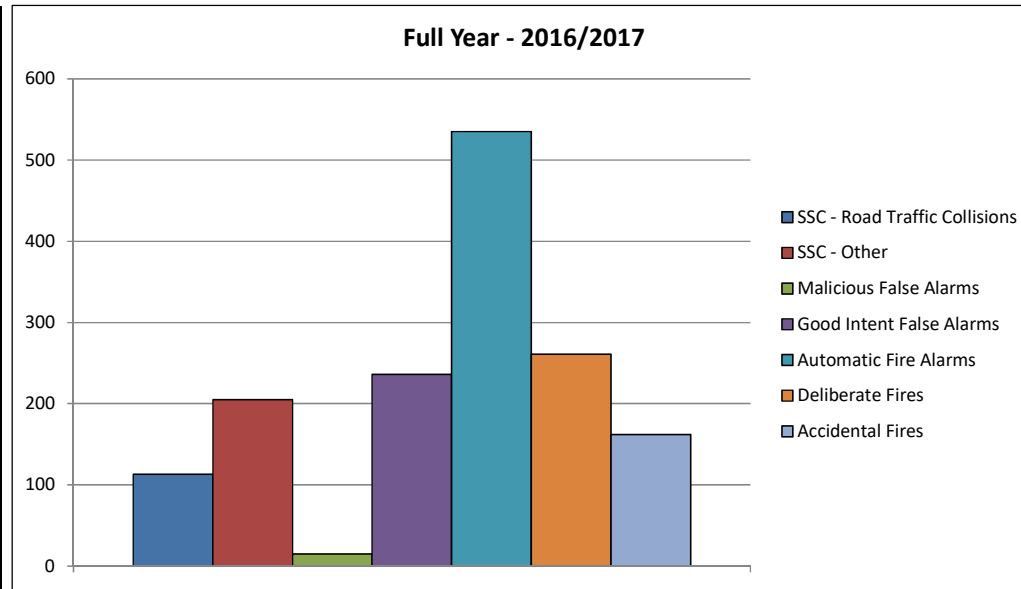
**Notes**

The total number of incidents attended in Bridgend during 2016/17 was 107 lower (-6.5%) than the number attended during 2015/16.

The number of Road Traffic Collisions attended in 2016/17 was 32 lower (-22.1%) than the number attended during 2015/16. The number of Other SSCs attended in 2016/17 increased by 17 (+9.0%) compared to 2015/16.

The number of false alarms attended during the year increased by 62 (+8.6%) compared to last year. The number of automatic fire alarms attended during 2016/17 increased by 91 (+20.5%) compared to the previous year. False alarms accounted for 786 of 1527 (51.5%) total incidents attended during 2016/17.

The number of deliberate fires attended in 2016/17 decreased by 154 (-37.1%) compared to the number attended during the previous year.



Key -

Shows a reduction when compared to a previous period

Shows an increase when compared to a previous period

Shows no change when compared to a previous period

Incident Categories	2015/ 2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16
															503	446	424	365	- 147
<b>Total Incidents</b>	1885	179	174	150	148	160	138	147	165	112	141	85	139	1738					
<b>Special Service Calls (SSC)</b>	327	22	28	30	28	24	33	23	20	21	28	22	19	298	80	85	64	69	- 29
SSC - Road Traffic Collisions	133	14	13	13	9	11	12	13	8	7	10	10	5	125	40	32	28	25	- 8
SSC - Other	194	8	15	17	19	13	21	10	12	14	18	12	14	173	40	53	36	44	- 21
<b>False Alarms</b>	650	57	65	53	63	62	52	56	59	46	47	27	49	636	175	177	161	123	- 14
Malicious False Alarms	38	4	4	2	2	2	3	4	2	4	3	2	3	35	10	7	10	8	- 3
Good Intent False Alarms	305	31	32	28	18	31	16	17	29	13	19	8	21	263	91	65	59	48	- 42
Automatic Fire Alarms	307	22	29	23	43	29	33	35	28	29	25	17	25	338	74	105	92	67	+ 31
<b>Fires</b>	908	100	81	67	57	74	53	68	86	45	66	36	71	804	248	184	199	173	- 104
Deliberate Fires	727	90	72	50	44	61	43	54	69	30	44	20	62	639	212	148	153	126	- 88
Accidental Fires	181	10	9	17	13	13	10	14	17	15	22	16	9	165	36	36	46	47	- 16
All Fatalities + Injuries	9	1	0	0	0	0	0	2	2	0	3	7	1	16	1	0	4	11	+ 7
Accidental Fatalities + Injuries	9	1	0	0	0	0	0	2	2	0	2	7	0	14	1	0	4	9	+ 5

**Notes**

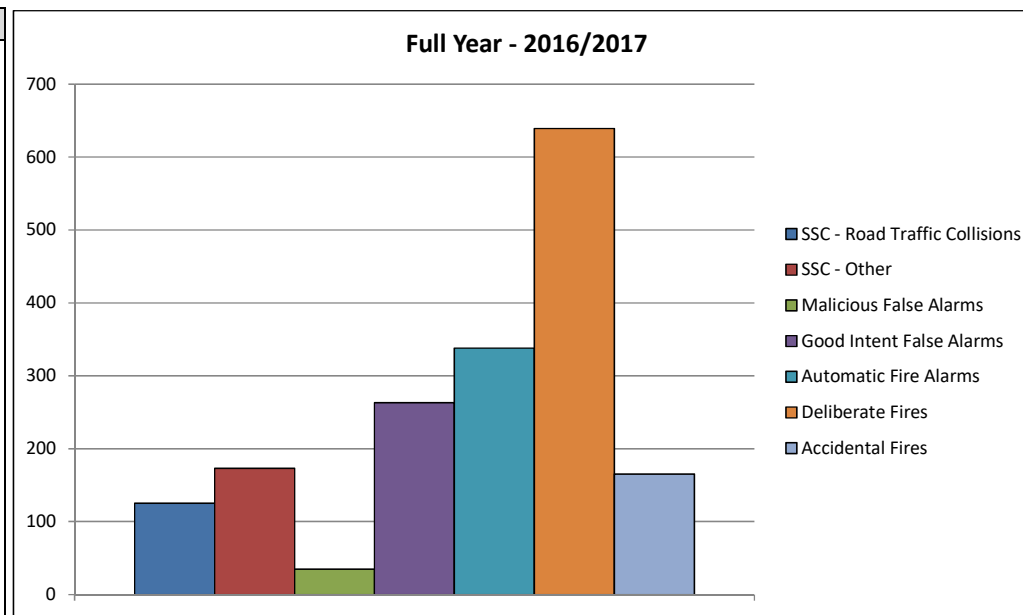
The total number of incidents attended during 2016/17 was 147 lower (-7.8%) than the number attended during the previous year.

The number of Other Special Service calls attended during the year was 21 lower (-10.8%) than the number attended during the previous year while the number of RTCs attended was 8 lower (6.0%) lower than the number attended during the previous year.

The number of false alarms attended during the year was 14 lower (-2.2%) than last year. The number of automatic fire alarms attended during the year however was 31 higher (+10.1%) than the number attended during the previous year.

The number of deliberate fires attended decreased by 88 (-12.1%) compared to the previous year.

The number of fatalities and injuries witnessed in 2016/17 was 7 higher (+77.8%) than the number witnessed in 2015/16.



Key -

Shows a reduction when compared to a previous period

Shows an increase when compared to a previous period

Shows no change when compared to a previous period



Incident Categories	2015/2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16
<b>Total Incidents</b>	4031	335	373	322	373	379	369	398	380	336	286	248	271	4070	1030	1121	1114	805	+ 39
<b>Special Service Calls (SSC)</b>	813	62	89	52	67	59	63	73	70	66	64	45	59	769	203	189	209	168	- 44
SSC - Road Traffic Collisions	263	14	29	17	21	12	19	34	22	16	28	13	10	235	60	52	72	51	- 28
SSC - Other	550	48	60	35	46	47	44	39	48	50	36	32	49	534	143	137	137	117	- 16
<b>False Alarms</b>	2213	184	188	201	208	219	226	212	200	191	160	159	151	2299	573	653	603	470	+ 86
Malicious False Alarms	141	9	9	5	8	9	12	9	5	11	3	9	6	95	23	29	25	18	- 46
Good Intent False Alarms	544	54	53	45	48	57	41	50	49	39	37	34	43	550	152	146	138	114	+ 6
Automatic Fire Alarms	1528	121	126	151	152	153	173	153	146	141	120	116	102	1654	398	478	440	338	+ 126
<b>Fires</b>	1005	89	96	69	98	101	80	113	110	79	62	44	61	1002	254	279	302	167	- 3
Deliberate Fires	631	55	68	43	52	63	48	71	70	46	33	19	41	609	166	163	187	93	- 22
Accidental Fires	374	34	28	26	46	38	32	42	40	33	29	25	20	393	88	116	115	74	+ 19
All Fatalities + Injuries	26	1	0	0	9	1	1	4	2	1	6	1	2	28	1	11	7	9	+ 2
Accidental Fatalities + Injuries	21	1	0	0	9	1	0	4	2	1	2	1	2	23	1	10	7	5	+ 2

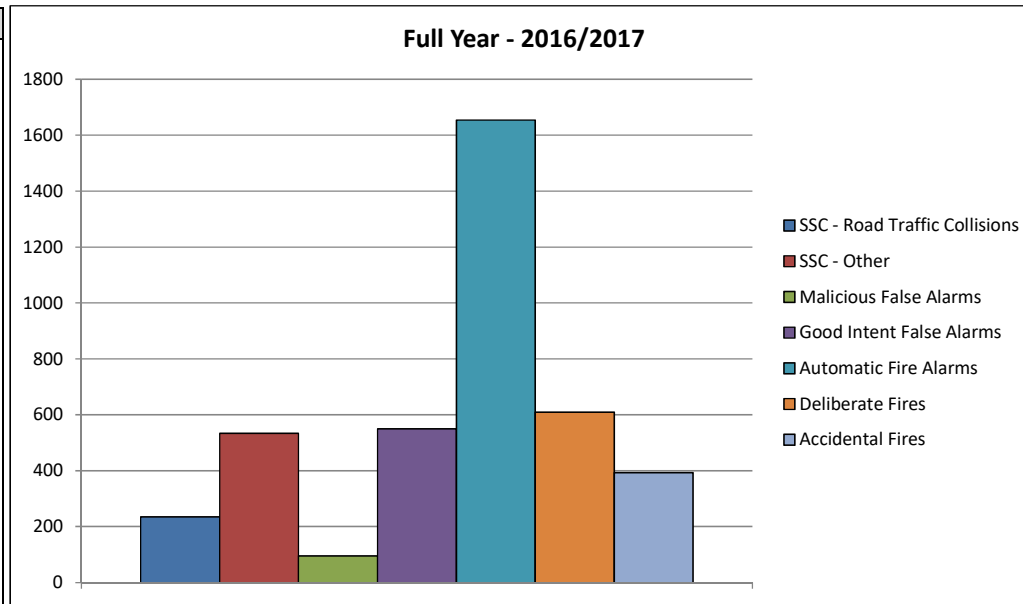
**Notes**

The total number of incidents attended in Cardiff during the year was 39 higher (+1.0%) than the number attended during the previous year.

The total number of Road Traffic Collisions attended in Cardiff during 2016/17 was 28 lower (-10.6%) than the number attended during 2015/16.

The number of false alarms attended during the year was 86 higher (+3.89%) than last year. The number of automatic fire alarms attended during the year increased by 126 (+8.2%) compared to the previous year. Automatic Fire Alarm calls accounted for 1,654 of 4,070 calls attended last year (40.6%)

The number of deliberate fires attended decreased by 22 (-3.5%) compared to the previous year. The total number of accidental fires attended during 2016/17 however increased by 19 (+5.1%) compared to 2015/16.



**Key -**

Shows a reduction when compared to a previous period

Shows an increase when compared to a previous period

Shows no change when compared to a previous period

Incident Categories	2015/2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16
<b>Total Incidents</b>	932	64	91	76	56	66	59	74	60	56	48	45	70	765	231	181	190	163	- 167
<b>Special Service Calls (SSC)</b>	132	12	10	11	14	19	9	16	7	14	7	10	13	142	33	42	37	30	+ 10
SSC - Road Traffic Collisions	54	2	6	2	5	4	4	5	5	6	3	4	3	49	10	13	16	10	- 5
SSC - Other	78	10	4	9	9	15	5	11	2	8	4	6	10	93	23	29	21	20	+ 15
<b>False Alarms</b>	368	24	27	24	19	27	33	31	33	22	25	23	31	319	75	79	86	79	- 49
Malicious False Alarms	17	3	1	2	0	0	3	3	0	2	2	3	1	20	6	3	5	6	+ 3
Good Intent False Alarms	135	6	8	11	6	9	11	11	12	3	7	7	13	104	25	26	26	27	- 31
Automatic Fire Alarms	216	15	18	11	13	18	19	17	21	17	16	13	17	195	44	50	55	46	- 21
<b>Fires</b>	432	28	54	41	23	20	17	27	20	20	16	12	26	304	123	60	67	54	- 128
Deliberate Fires	362	21	50	34	18	14	11	23	13	17	11	8	21	241	105	43	53	40	- 121
Accidental Fires	70	7	4	7	5	6	6	4	7	3	5	4	5	63	18	17	14	14	- 7
All Fatalities + Injuries	2	0	0	0	0	0	0	0	1	0	1	0	0	2	0	0	1	1	0
Accidental Fatalities + Injuries	2	0	0	0	0	0	0	0	1	0	1	0	0	2	0	0	1	1	0

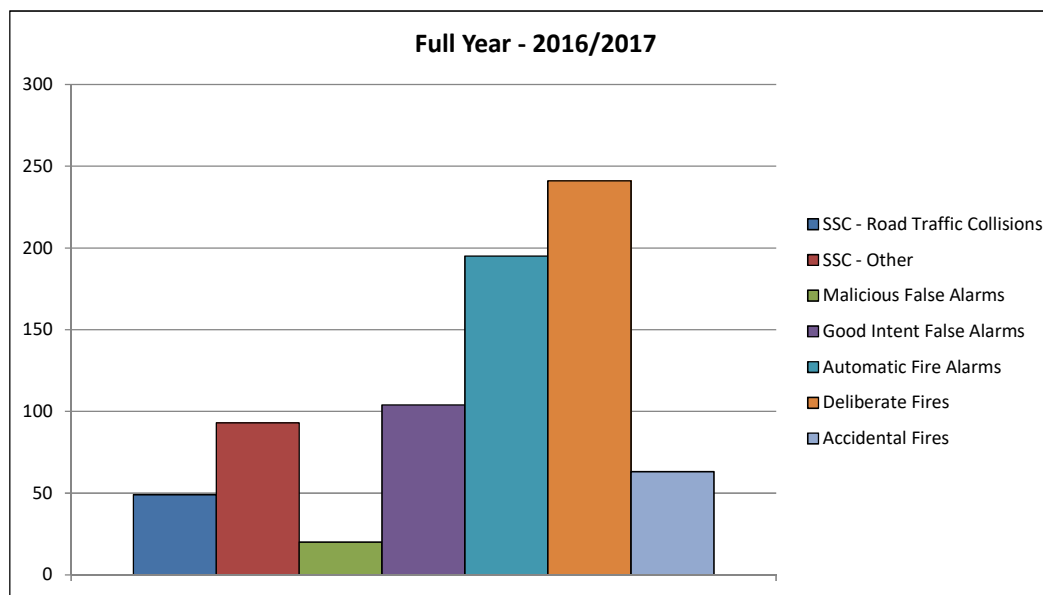
**Notes**

The total number of incidents attended in Merthyr during 2016/17 was 167 lower (-17.9%) than the number attended during the previous year.

The number of other Special Service Calls attended during the year has increased by 15 (+19.2%) compared to last year.

The number of false alarms attended during the year was 49 lower (-13.3%) than the number attended during the previous year. The number of good intent false alarms reduced by 31 (-23.0%) and the number of automatic fire alarms reduced by 21 (-9.7%).

The number of deliberate fires attended during 2016/17 decreased by 121 incidents (-33.4%) compared to the previous year. The total number of accidental fires decreased by 7 during the same period (-10.0%).



Cyngor Bwrdeistref Sirol  
**MERTHYR TUDFUL**  
**MERTHYR TYDFIL**  
County Borough Council

Key -

Shows a reduction when compared to a previous period

Shows an increase when compared to a previous period

Shows no change when compared to a previous period





Monmouthshire Council

Unitary Authority Performance Report

Incident Categories	2015/2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16
<b>Total Incidents</b>	1038	75	75	102	110	117	87	86	83	94	75	66	73	1043	252	314	263	214	+ 5
<b>Special Service Calls (SSC)</b>	256	26	21	24	25	29	23	18	18	22	24	24	24	278	71	77	58	72	+ 22
SSC - Road Traffic Collisions	114	6	8	7	9	7	9	3	9	5	7	11	6	87	21	25	17	24	- 27
SSC - Other	142	20	13	17	16	22	14	15	9	17	17	13	18	191	50	52	41	48	+ 49
<b>False Alarms</b>	573	34	38	64	66	61	53	43	48	54	38	26	40	565	136	180	145	104	- 8
Malicious False Alarms	10	0	0	0	1	0	2	0	0	2	1	1	0	7	0	3	2	2	- 3
Good Intent False Alarms	109	8	13	12	13	12	10	5	6	15	3	8	8	113	33	35	26	19	+ 4
Automatic Fire Alarms	454	26	25	52	52	49	41	38	42	37	34	17	32	445	103	142	117	83	- 9
<b>Fires</b>	209	15	16	14	19	27	11	25	17	18	13	16	9	200	45	57	60	38	- 9
Deliberate Fires	81	10	5	8	7	10	1	8	6	2	3	3	1	64	23	18	16	7	- 17
Accidental Fires	128	5	11	6	12	17	10	17	11	16	10	13	8	136	22	39	44	31	+ 8
All Fatalities + Injuries	5	0	0	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0	- 4
Accidental Fatalities + Injuries	5	0	0	1	0	0	0	0	0	0	0	0	0	1	1	0	0	0	- 4

**Notes**

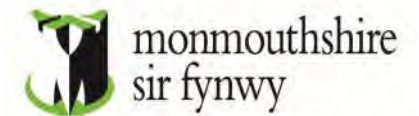
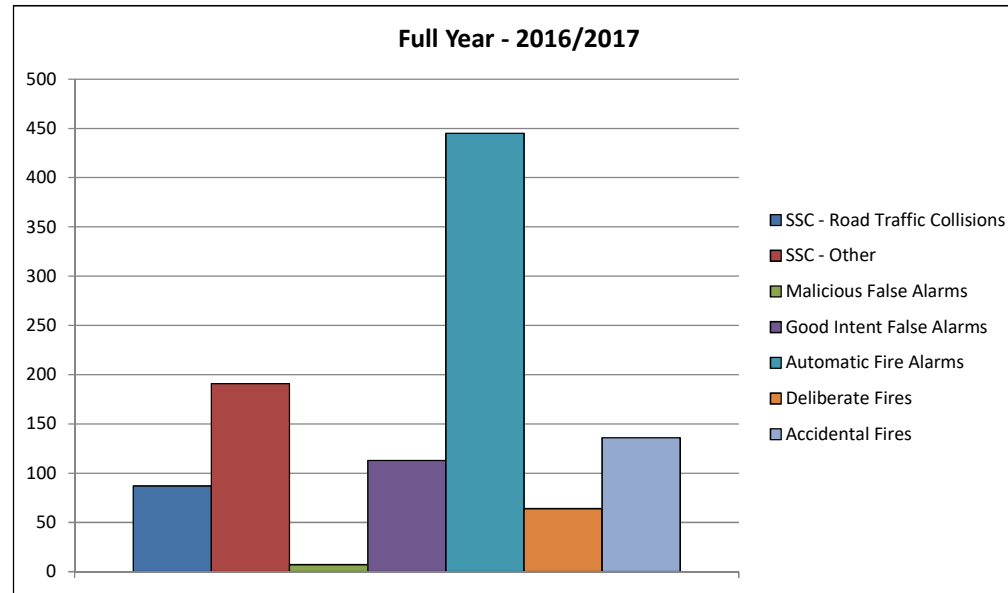
The total number of incidents attended in Monmouthshire during the year was 5 higher (+0.5%) than last year.

The number of other Special Service Calls attended during the year was 49 higher (+34.5%) than the number attended last year. The number of road traffic collisions attended during the year was 27 lower (-23.7%) than the number attended last year.

Over half of the total incidents attended during 2016/17 in Monmouthshire were false alarms, as they accounted for 565 of the 1043 incidents attended (54.2%). 445 of the 1043 incidents attended were false alarms due to automatic fire alarms (42.7%).

The number of deliberate fires attended in 2016/17 was 17 lower (-21.0%) than the number attended during the previous year.

Fire fatalities and injuries reduced from 5 in 2015/16 to 1 in 2016/17 (-80.0%).



Key -

- Shows a reduction when compared to a previous period
- Shows an increase when compared to a previous period
- Shows no change when compared to a previous period



Incident Categories	2015/2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16
<b>Total Incidents</b>	2217	165	178	197	227	234	183	210	237	160	162	124	191	2268	540	644	607	477	+ 51
<b>Special Service Calls (SSC)</b>	382	22	39	32	40	31	21	23	32	27	29	20	41	357	93	92	82	90	- 25
SSC - Road Traffic Collisions	148	6	14	12	16	9	5	13	10	12	13	5	18	133	32	30	35	36	- 15
SSC - Other	234	16	25	20	24	22	16	10	22	15	16	15	23	224	61	62	47	54	- 10
<b>False Alarms</b>	981	68	74	77	92	93	95	88	102	63	68	66	91	977	219	280	253	225	- 4
Malicious False Alarms	50	6	6	5	1	3	4	5	5	0	5	1	7	48	17	8	10	13	- 2
Good Intent False Alarms	281	22	25	25	31	28	20	21	28	21	22	18	16	277	72	79	70	56	- 4
Automatic Fire Alarms	650	40	43	47	60	62	71	62	69	42	41	47	68	652	130	193	173	156	+ 2
<b>Fires</b>	854	75	65	88	95	110	67	99	103	70	65	38	59	934	228	272	272	162	+ 80
Deliberate Fires	672	57	52	73	78	87	55	84	80	56	46	29	49	746	182	220	220	124	+ 74
Accidental Fires	182	18	13	15	17	23	12	15	23	14	19	9	10	188	46	52	52	38	+ 6
All Fatalities + Injuries	11	5	0	0	0	2	1	0	1	0	0	0	0	9	5	3	1	0	- 2
Accidental Fatalities + Injuries	7	3	0	0	0	2	0	0	1	0	0	0	0	6	3	2	1	0	- 1

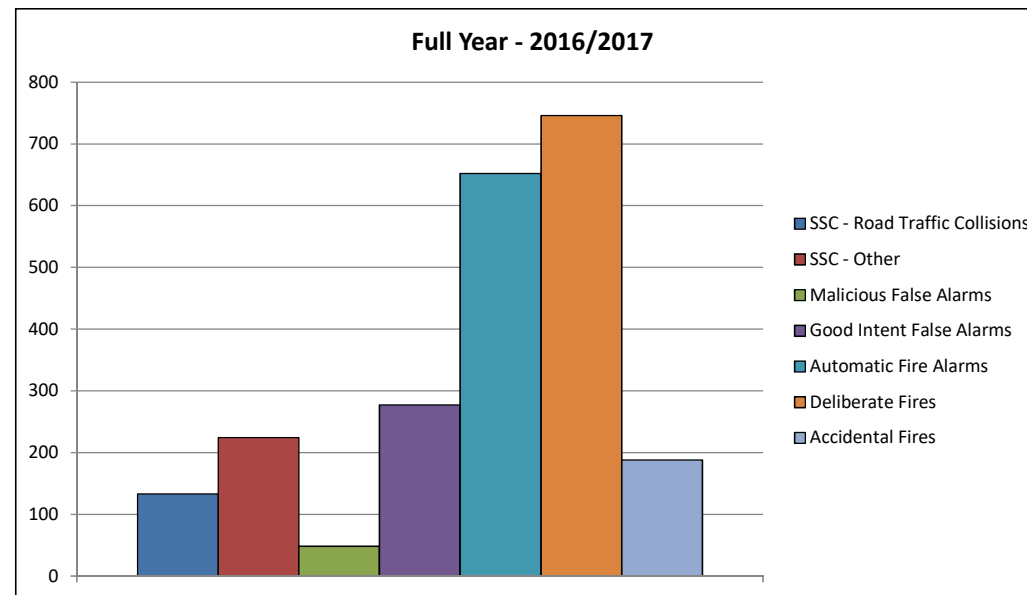
**Notes**

The total number of incidents attended in Newport was 51 higher (+2.30%) than last year.

The number of other Special Service Calls attended during the year was 10 lower (-4.3%) than the number attended last year. The number of road traffic collisions attended during the year was 15 lower (-10.1%) than the number attended last year.

The number of deliberate fires attended during 2016/17 has increased by 74 (+11.0%) compared to the previous year. The number of accidental fires increased by 6 (+3.3%).

The number of Fire fatalities and injuries reduced from 11 in 2015/16 to 9 in 2016/17 (-18.2%).



Key -

- Shows a reduction when compared to a previous period
- Shows an increase when compared to a previous period
- Shows no change when compared to a previous period



Incident Categories	2015/2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16
<b>Total Incidents</b>	2980	258	244	222	174	209	180	193	227	187	150	162	201	2407	724	563	607	513	- 573
<b>Special Service Calls (SSC)</b>	533	38	43	41	29	34	41	33	49	38	41	43	42	472	122	104	120	126	- 61
SSC - Road Traffic Collisions	236	19	21	21	13	14	19	15	29	20	20	15	18	224	61	46	64	53	- 12
SSC - Other	297	19	22	20	16	20	22	18	20	18	21	28	24	248	61	58	56	73	- 49
<b>False Alarms</b>	1160	85	87	98	92	115	90	82	97	88	67	72	65	1038	270	297	267	204	- 122
Malicious False Alarms	32	0	1	3	3	2	0	5	1	3	0	4	2	24	4	5	9	6	- 8
Good Intent False Alarms	461	42	39	47	24	49	25	23	47	29	26	27	31	409	128	98	99	84	- 52
Automatic Fire Alarms	667	43	47	48	65	64	65	54	49	56	41	41	32	605	138	194	159	114	- 62
<b>Fires</b>	1287	135	114	83	53	60	49	78	81	61	42	47	94	897	332	162	220	183	- 390
Deliberate Fires	992	107	87	60	40	43	35	54	60	35	22	26	77	646	254	118	149	125	- 346
Accidental Fires	295	28	27	23	13	17	14	24	21	26	20	21	17	251	78	44	71	58	- 44
All Fatalities + Injuries	8	3	4	3	0	1	0	3	3	1	0	3	0	21	10	1	7	3	+ 13
Accidental Fatalities + Injuries	8	2	3	3	0	1	0	3	3	1	0	3	0	19	8	1	7	3	+ 11

**Notes**

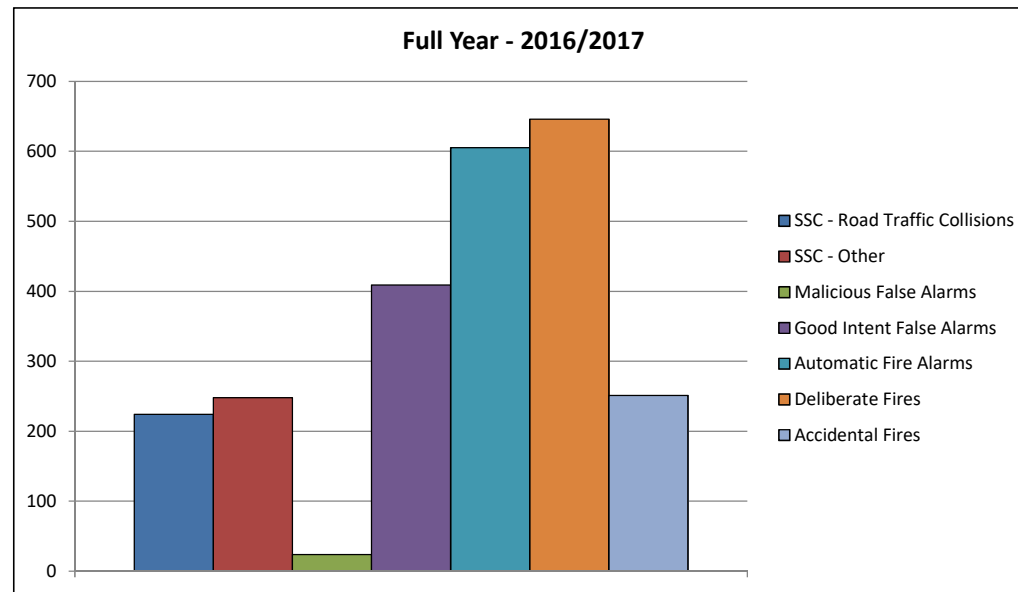
The total number of incidents attended in Rhondda Cynon Taf in 2016/17 was 573 lower (-19.2%) than the number attended during 2015/16.

The number of other Special Service Calls attended during the year was 49 lower (-16.5%) than the number attended last year. The number of road traffic collisions attended during the year was 12 lower (-5.1%) than the number attended last year.

The number of false alarms attended during the year was 122 lower (-10.5%) than last year. The number of automatic fire alarms attended during the year was 62 lower (-9.3%) than the number attended during the previous year while the number of good intent false alarms attended decreased by 52 (-11.3%).

The number of deliberate fires attended has decreased by 346 (-34.9%) compared to last year.

The number of Fire fatalities and injuries increased from 8 in 2015/16 to 21 in 2016/17 (+162.5%).



Key -

Shows a reduction when compared to a previous period

Shows an increase when compared to a previous period

Shows no change when compared to a previous period

Incident Categories	2015/2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16
<b>Total Incidents</b>	1267	123	117	107	144	137	112	128	92	72	69	78	94	1273	347	393	292	241	+ 6
<b>Special Service Calls (SSC)</b>	178	14	15	16	16	19	18	21	19	15	17	17	18	205	45	53	55	52	+ 27
SSC - Road Traffic Collisions	62	2	6	5	3	5	6	5	6	4	7	6	6	61	13	14	15	19	- 1
SSC - Other	116	12	9	11	13	14	12	16	13	11	10	11	12	144	32	39	40	33	+ 28
<b>False Alarms</b>	651	67	63	60	89	72	60	69	41	38	38	40	52	689	190	221	148	130	+ 38
Malicious False Alarms	38	7	3	6	4	5	1	1	3	3	0	4	3	40	16	10	7	7	+ 2
Good Intent False Alarms	168	12	22	12	20	15	22	14	9	6	9	9	15	165	46	57	29	33	- 3
Automatic Fire Alarms	445	48	38	42	65	52	37	54	29	29	29	27	34	484	128	154	112	90	+ 39
<b>Fires</b>	438	42	39	31	39	46	34	38	32	19	14	21	24	379	112	119	89	59	- 59
Deliberate Fires	312	24	22	20	27	30	26	28	17	14	12	9	13	242	66	83	59	34	- 70
Accidental Fires	126	18	17	11	12	16	8	10	15	5	2	12	11	137	46	36	30	25	+ 11
All Fatalities + Injuries	7	0	1	0	0	0	0	0	1	0	0	0	0	2	1	0	1	0	- 5
Accidental Fatalities + Injuries	7	0	1	0	0	0	0	0	1	0	0	0	0	2	1	0	1	0	- 5

**Notes**

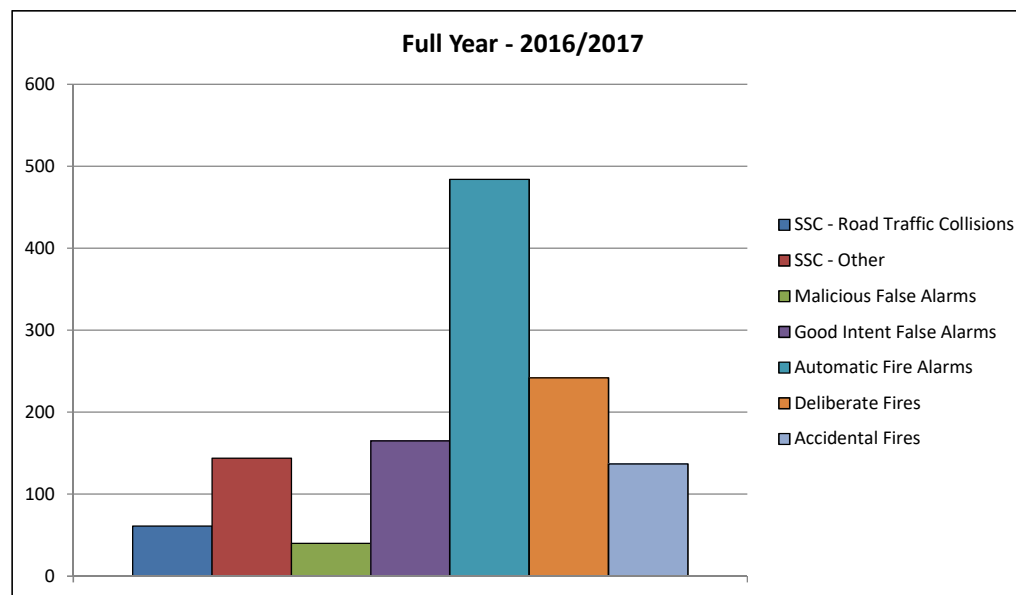
The total number of incidents attended in Torfaen was 6 higher (+0.47%) than last year.

The number of other Special Service Calls attended during the year was 28 higher (+24.1%) than the number attended during the previous year.

The number of false alarms attended during the year has increased by 38 (+5.8%) compared to last year. Automatic fire alarms attended last year increased by 39 (+8.8%) compared to the previous year.

The number of deliberate fires attended during 2016/17 decreased by 70 (-22.4%) compared to last year while the number of accidental fires has increased by 11 (+8.7%) during the same period.

The number of Fire fatalities and injuries witnessed in 2016/17 was 5 lower (-71.4%) than the number witnessed during 2015/16.



Key -

- Shows a reduction when compared to a previous period
- Shows an increase when compared to a previous period
- Shows no change when compared to a previous period



Incident Categories	2015/2016	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	2016/17 v 2015/16
<b>Total Incidents</b>	1198	98	111	106	103	126	109	96	123	97	65	78	82	1194	315	338	316	225	- 4
<b>Special Service Calls (SSC)</b>	314	24	29	30	23	31	26	27	51	30	21	31	21	344	83	80	108	73	+ 30
SSC - Road Traffic Collisions	123	6	6	11	3	9	9	7	12	8	8	11	6	96	23	21	27	25	- 27
SSC - Other	191	18	23	19	20	22	17	20	39	22	13	20	15	248	60	59	81	48	+ 57
<b>False Alarms</b>	580	34	51	45	44	59	49	39	43	43	28	26	38	499	130	152	125	92	- 81
Malicious False Alarms	12	0	1	0	1	1	1	3	0	2	0	0	1	10	1	3	5	1	- 2
Good Intent False Alarms	187	9	11	14	14	25	19	9	14	18	17	5	13	168	34	58	41	35	- 19
Automatic Fire Alarms	381	25	39	31	29	33	29	27	29	23	11	21	24	321	95	91	79	56	- 60
<b>Fires</b>	304	40	31	31	36	36	34	30	29	24	16	21	23	351	102	106	83	60	+ 47
Deliberate Fires	144	25	20	13	22	23	21	15	14	6	5	11	10	185	58	66	35	26	+ 41
Accidental Fires	160	15	11	18	14	13	13	15	15	18	11	10	13	166	44	40	48	34	+ 6
All Fatalities + Injuries	5	1	0	0	1	1	0	1	0	0	0	0	1	5	1	2	1	1	0
Accidental Fatalities + Injuries	5	1	0	0	0	0	0	0	0	0	0	0	1	2	1	0	0	1	- 3

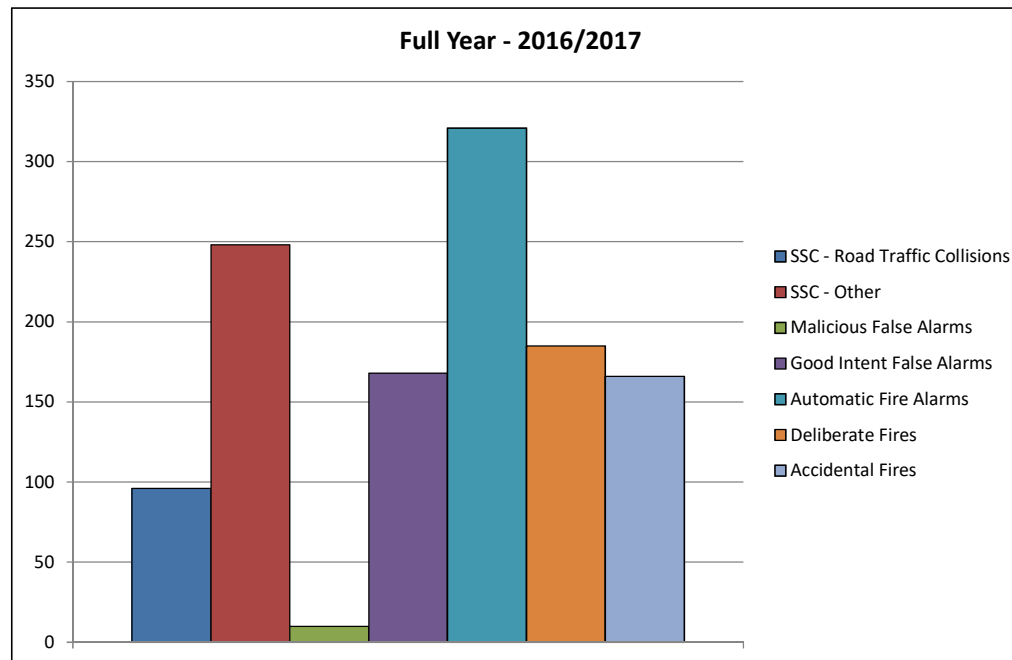
**Notes**

The total number of incidents attended in The Vale of Glamorgan was 4 lower (-0.3%) than last year.

The number of false alarms attended in 2016/17 was 81 lower (-14.0%) than the number attended during 2015/16. This reduction can be attributed to attending 60 fewer Automatic Fire Alarms (-15.7%) during the year compared to the previous year. Despite witnessing a reduction in false alarms attended, it is worth noting that 499 of the 1194 incidents attended during 2016/17 were false alarms (41.8%)

The number of deliberate fires attended during the year was 41 higher (+28.5%) than the number attended during the previous year. The number of accidental fires attended during the year was 6 higher (+3.8%) than last year.

The number of RTCs attended has decreased by 27 (-22.0%) compared to last year. Other special service calls increased by 57 (+29.8%) during the same period.



Key -

- Shows a reduction when compared to a previous period
- Shows an increase when compared to a previous period
- Shows no change when compared to a previous period

**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.ii  
25 SEPTEMBER 2017

## REPORT OF THE DEPUTY CHIEF OFFICER

**CORPORATE RISK REGISTER 2016/17 – QUARTER 4 REVIEW****SUMMARY**

To consider the strategic risks within the Corporate Risk Register and the management of these risks.

**RECOMMENDATIONS**

That Members view the strategic risks contained within the Corporate Risk Register and agree their validity.

**1. BACKGROUND**

- 1.1 The Fire and Rescue Service National Framework for Wales and the Wales Programme for Improvement Framework requires Fire & Rescue Services to consider risk management whilst discharging its statutory duties, and take into account the risks facing the organisation when making strategic decisions.
- 1.2 Corporate risk is an event that has the potential to help or hinder the achievement of a strategic objective or the delivery of core business. All risks are rated as manageable (low), material (medium) or significant (high).
- 1.3 Directors, department heads and team leaders are responsible for identifying risks during the business planning process and taking the appropriate actions to manage or mitigate risk within their areas. Only risks that impact upon the achievement of a strategic objective or delivery of core business are monitored via the Corporate Risk Register.
- 1.4 The Senior Management Team formally reviews the Corporate Risk Register on a regular basis and endorses the inclusion of any new or emerging risks identified.

**2. ISSUE**

- 2.1 During Quarter 2 the register was split into strategic and operational risks to enable greater focus. As agreed at this time, detail is provided on the strategic risks only. Operational risks form part of the ongoing Senior Management Team monitoring and scrutiny.
- 2.2 There are currently 8 risks on the Strategic register; of these 6 are rated significant (high), 1 is material (medium), 1 is manageable (low).

- 2.3 Attached at Appendix A is a diagram showing the overall risk profile of all the live strategic risks according to residual risk score.
- 2.4 Appendix B shows progress updates recorded during Quarter 4 for all strategic risks categorised according to significant, material and manageable.

### **3. EQUALITY RISK ASSESSMENT**

- 3.1 It is the responsibility of each risk owner to ensure that appropriate assessment of risk in relation to equality and diversity has been carried out across all relevant supporting activity levels.

### **4. RECOMMENDATIONS**

- 4.1 That Members view the risks contained within the Strategic Corporate Risk Register and agree their validity.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Jemma Trivett Engagement, Transformation & Performance Manager	Appendix A – Risk matrix of all Strategic Corporate risks by residual score  Appendix B – Strategic risks updates

Appendix A  
 Risk matrix of Strategic Corporate risks by residual score

<b>IMPACT</b>	16	32	80.6 48	64	80
	8	101 16	190 19b 24	32	110 40
	4	80.1 8	12	16	09 20
	2	4	6	8	10
	120 1	2	3	4	5
	<b>LIKELIHOOD</b>				

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## Appendix B

### Significant Strategic Risks (High)

Risk Owner	Ref no	Risk Description	Score	Progress updates
S Chapman	80.6	IF the ICT vision, infrastructure, capacity and capability to facilitate new and improved ways of working are not challenging, robust and sufficient THEN service delivery may be impacted and the change required to secure the future sustainability of the service will not be made	48	Risk reviewed - scoring to remain at current time pending review of ICT structure and delivery requirements, whereupon it may be appropriate to amend the scoring to reflect any changes that are made. Various "secondments" in place to various strategic projects (core; joint control; VDI etc) impacting on capacity. New ICT trainer commenced and delivering broad training. Various new strategic projects identified requiring ICT input to varying degree (eg. internet; BMIS; Core next phase; helpdesk etc)
S Chapman	110	IF provision is not put in place to address the new EU Data regulations THEN we will be in breach of the regulations	40	Report to NIC on implications of new Regs and agreement that where practicable, expertise and learning to be shared across three services to reduce financial, people and bureaucracy burden of new regs. Working groups to be established across Wales FRS. Work continuing on developing an action plan of what work needs to be undertaken to ensure compliance with Regs

Risk Owner	Ref no	Risk Description	Score	Progress updates
H Jakeway	19b	IF we suffered the loss of life/life changing injuries of a member of staff or a member of the public through the commission of our duties THEN potential corporate or criminal liability could ensue. Other consequences that could arise are negative media attention, negative public perception, a loss of trust and confidence of the Management team by staff	24	Risk reviewed and remains extant.
H Jakeway	09	IF strategic transformation issues, redundancies or national pay negotiations are seen as adverse THEN there is a risk of industrial action by staff and / or potential loss of experienced staff	20	The FBU have tabled a pay claim for 2017. National engagement workshops have been arranged and the CFO and Deputy Chair are attending one on the 19 <sup>th</sup> June. Maintain a watching brief.
R Prendergast	101	IF the Emergency Services Network does not deliver a replacement for Airwave in a suitable timeframe THEN the service may be compromised in its ability to deliver a secure, efficient, resilient and cost effective communications network	16	Paper going to Fire Authority to outline ESN. Awaiting National progress on the project.
R Prendergast	190	IF the Service is not adequately prepared to respond to a Terrorist-related incident THEN risks are presented in terms of the Services ability to ensure effective Firefighter safety, public confidence, public protection and consequential loss of life	16	MTFA teams in Barry and Llantwit are now online. These are supported by USAR team members. Full NILO National interagency officers cadre available. National resilience assets are all available and maintenance training is up to date.

### Material Strategic Risks (Medium)

Risk Owner	Ref no	Risk Description	Score	Progress updates
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S Chapman	80.1	IF the SOF programme is not managed, planned, resourced and supported effectively THEN the changes required to secure the future sustainability of the service within reduced financial resources will not be delivered	8	Risk reviewed. Project work ongoing at current time - structural review work in early development phases. Some staffing changes imminent in Q1 of 2017/18. Scoring remains extant at current time.
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### Manageable Strategic Risks (Low)

Risk Owner	Ref no	Risk Description	Score	Progress updates
P Haynes	120	IF legislation relating to pension contributions, employment law and taxation have a negative effect on the composition of our workforce THEN we will face service delivery and financial consequences	1	Throughout the last quarter of 2016 the HR& Equality Committee has received reports. The Local Pension Board Members have received training and completed the Pension Regulator's development scheme.



**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.iii  
25 SEPTEMBER 2017

## REPORT OF THE TREASURER

**STATEMENT OF ACCOUNTS 2016/17****SUMMARY**

The Appointed Auditor is required to give his opinion on the financial statements for the year ended 31 March 2017. This report considers the statutory ISA260 report, the final statement of accounts and the letter of representation required by the auditor.

**RECOMMENDATIONS**

That Members receive the ISA260 report (provided electronically) of the Appointed Auditor.

That Members receive and approve the amended final Statement of Accounts. (provided electronically)

That Members note the letter of representation prior to completion by the Treasurer and Chairman on behalf of the Fire & Rescue Authority.

**1. BACKGROUND**

- 1.1 The Treasurer to the South Wales Fire & Rescue Authority is responsible for the preparation of financial statements that give a true and fair view of its financial position as at 31 March 2017, and its income and expenditure in the year then ended.
- 1.2 The Auditor General is also required to give their opinion on whether the financial statements give a true and fair view of the financial position of the Authority at 31 March 2017, and its income and expenditure for the year then ended. The Auditor General is also responsible for providing an opinion on the South Wales Fire & Rescue Authority Firefighters' Pension Fund Account.

**2. ISSUE**

- 2.1 The Treasurer approved the draft Statement of Accounts for 2016/17 on 30 June 2017, and these have been subject of the external audit process during July and August.
- 2.2 The audit has now been completed by the Wales Audit Office as appointed auditors and their statutory ISA260 report is attached at Appendix 1 (provided electronically). There were a number of changes

required to the statement of accounts, and these are identified in the Wales Audit Office report. Also a number of changes identified during the audit were not amended in the statement of accounts and these are highlighted as uncorrected misstatements in the auditor's report together with the reason why.

- 2.3 The final statement of accounts will be published on the Authority's website following Fire & Rescue Authority approval and after signature by the Chair, Treasurer and Auditor.
- 2.4 The overall opinion of the external auditor is regarded as favourable. This is again in no small measure down to the significant amount of work undertaken by the accountancy staff of the Fire & Rescue Service, together with support from external audit staff.
- 2.5 It is normal practice for the External Auditor to require a letter of representation from the Authority. A draft of this letter is contained within the ISA 260 report.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 Whilst there have been changes made to the draft financial statements, these do not affect the overall financial position of the Fire & Rescue Authority and as a result there are no financial implications arising directly from this report.

### **4. RECOMMENDATIONS**

- 4.1 That Members receive the ISA260 report (provided electronically) of the Appointed Auditor.
- 4.2 That Members receive and approve the amended final Statement of Accounts.
- 4.3 That Members note the letter of representation prior to completion by the Treasurer and Chairman on behalf of the Fire & Rescue Authority.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Geraint Thomas Head of Finance & Procurement	Statement of Accounts 2016-17

**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.iv  
25 SEPTEMBER 2017

## REPORT OF THE TREASURER

**2016/17 ANNUAL TREASURY MANAGEMENT REVIEW****SUMMARY**

To consider the results of Treasury Management activities for the year ending 31 March 2017, in accordance with the Authority's approved Treasury Management Strategy.

**RECOMMENDATION**

That the Fire & Rescue Authority note the Annual Treasury Management Review for 2016/17 and approve the actual 2016/17 prudential and treasury indicators set therein.

**1. BACKGROUND**

1.1 There exists a statutory and regulatory obligation for the Authority to comply with the reporting requirements detailed in Appendix 1. An 'Annual Treasury Management Review Report' is required to be presented to full Authority as soon after the close of the financial year as is practicable or by the 30 September at the latest. The purpose of this is to compare the actual 2016/17 position to the treasury management strategy set in advance of the year to confirm or otherwise, compliance and assess performance.

**2. ISSUE**

2.1 Effective treasury management can be measured by its budget impact i.e financing costs and investment income, organisational solvency and cash flow.

2.2 The Authority receives annual bank deposits in the region of £75 million throughout the year. In general, monthly bank payments fall between £5 – 8 million and are dependant on various factors. The timing of these cash flows can be uncertain and as such, it is imperative that the flow of cash in and out of Authority bank accounts is managed to support budget strategies and minimise risk.

2.3 The Authority contracts with 3 banking providers, i.e. Barclays, Lloyds and Natwest. The main banking contract was awarded to Barclays in November 2014. Lloyds and Natwest provide a contingency service to manage funds surplus to the counter party limits set by Members within the strategy.

### 3. FINANCIAL IMPLICATIONS

#### 3.1 Borrowing Outturn

The Authority maintains a competitive, average debt book rate of approx 4%. The current borrowing strategy is to utilise the Authority's cash reserves in the first instance and to undertake external borrowing only to ensure sustainable efficiencies in the revenue budget.

#### 3.2 Investment Outturn

Despite the above borrowing strategy, external investments have increased during the year due to delays in capital investment (details contained in capital monitoring report). Cash balances have been maintained in higher earning accounts and investment returns exceeded budgeted income levels.

The rates of return on call accounts at the end of March were 0.25% with Barclays and 0.60% with Lloyds. Rates are reviewed periodically and subject to change in accordance with contract terms and conditions. The Bank of England base rate remained at 0.25% and remains the source of dismay for those looking to invest although the upside is that borrowing remains cheap in the short to medium term.

### 4. EQUALITY RISK ASSESSMENT

4.1 There are no equality implications resulting directly from this report.

### 5. RECOMMENDATION

5.1 That the Fire & Rescue Authority note the annual treasury management review for 2016/17 and approve the actual 2016/17 prudential and treasury indicators set therein.

Contact Officer:	Background papers:
Chris Barton Treasurer	<ul style="list-style-type: none"> <li>- CIPFA Code Treasury Management</li> <li>- CIPFA Prudential Code</li> <li>- Treasury Management Strategy</li> <li>- Treasury Management Practices (TMP's)</li> </ul>



## Annual Treasury Management Review 2016/17

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### 1. Introduction

The 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 2016/17. 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 2016/17 the minimum reporting requirements were that the full Authority should receive the following reports:

- an annual treasury strategy in advance of the year (Authority 14/03/2016)
- a mid-year (minimum) treasury update report (Authority 19/12/2016)
- 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.

The Authority 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 Finance Audit and Performance Management Committee before they were reported to the full Authority.

### 2. The Economy and Interest Rates

The two major landmark events that had a significant influence on financial markets in the 2016-17 financial year were the UK EU referendum on 23 June and the election of President Trump in the USA on 9 November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4 August meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In

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addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.

In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.2% GDP growth, the three subsequent quarters of 2016 came in at +0.6%, +0.5% and +0.7% to produce an annual growth for 2016 overall, compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum.

### 3. Overall Treasury Position as at 31 March 2017

At the beginning and the end of 2016/17 the Authority's treasury (excluding

borrowing by PFI and finance leases) position was as follows:

TABLE 1	31 March 2016 Principal		31 March 2017 Principal	
<b>Total debt</b>	<b>£39.133m</b>		<b>£ 37.225m</b>	
<b>CFR</b>	<b>£45.810m</b>		<b>£44.338m</b>	
<b>under borrowing</b>	<b>£6.677m</b>		<b>£7.113m</b>	
<b>Total investments</b>	<b>£1.752m</b>		<b>£14.488m</b>	
<b>Net debt</b>	<b>£37.381m</b>		<b>£22.737m</b>	

#### 4. The Strategy for 2016/17

The expectation for interest rates within the treasury management strategy for 2016/17 anticipated low but rising Bank Rate, (starting in quarter 1 of 2017) 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.

During 2016/17 there was major volatility in PWLB rates with rates falling during quarters 1 and 2 to reach historically very low levels in July and August, before rising significantly during quarter 3, and then partially easing back towards the end of the year.

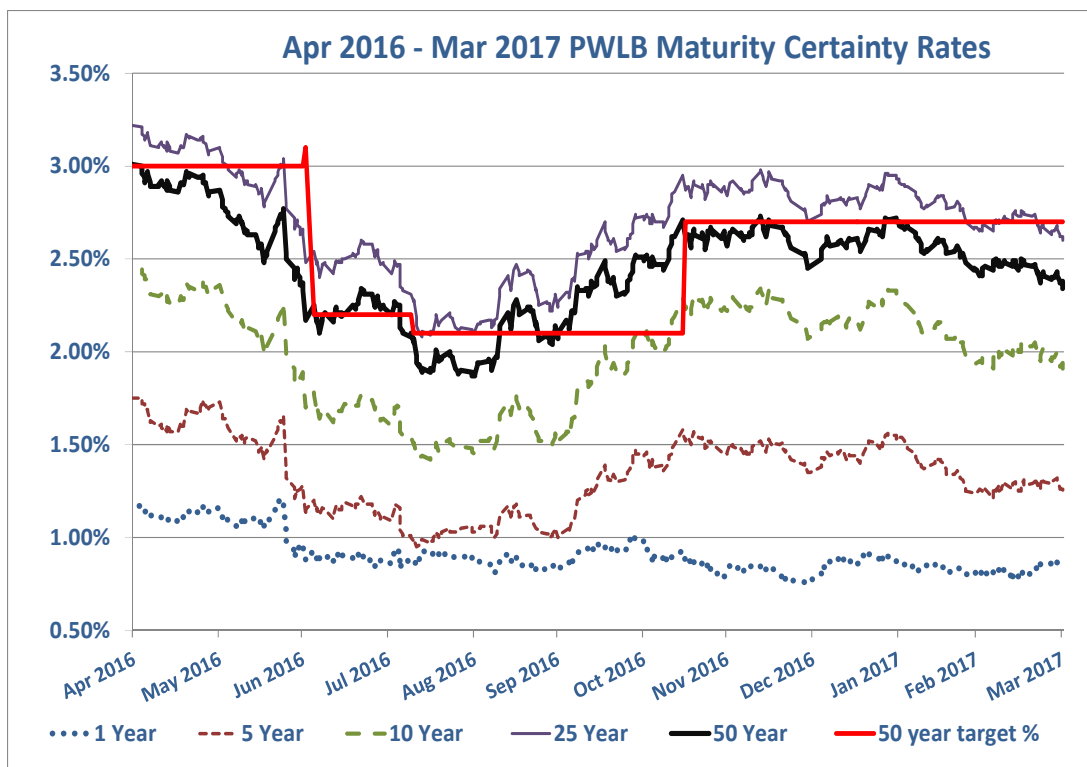
#### 5. The Borrowing Requirement and Debt

The Authority's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).

	31 March 2016 Actual	31 March 2017 Budget	31 March 2017 Actual
CFR	£45.810m	£49.945m	£44.338m

## 6. Borrowing Rates in 2016/17

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



## 7. Borrowing Outturn for 2016/17

### Borrowing

No borrowing was undertaken during the year.

### Rescheduling

No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

## Repayments

The normal repayment of debt principal during the year was £1.9m, no early repayment of debt was made.

### 8. Investment Rates in 2016/17

After the EU referendum, Bank Rate was cut from 0.5% to 0.25% on 4 August and remained at that level for the rest of the year. Market expectations as to the timing of the start of monetary tightening started the year at quarter 3 2018, but then moved back to around the end of 2019 in early August before finishing the year back at quarter 3 2018. Deposit rates continued into the start of 2016/17 at previous depressed levels but then fell during the first two quarters and fell even further after the 4 August MPC meeting resulted in a large tranche of cheap financing being made available to the banking sector by the Bank of England. Rates made a weak recovery towards the end of 2016 but then fell to fresh lows in March 2017.

### 9. Investment Outturn for 2016/17

**Investment Policy** – the Authority's investment policy is governed by Welsh Government guidance, which has been implemented in the annual investment strategy approved by the Authority on 14 March 2016. 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.

### Investments held by the Authority

Interest on short term investments amounted to £68,472 (£57k in 2015/16), against the budgeted assumption of £50k investment income. The average

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rate of return for 2016/17 was 0.51% compared with the average of 0.7% achieved in 2015/16. The comparable performance indicator is the average 7-day LIBID rate which was 0.20% un compounded for 2016/17.

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## Prudential and treasury indicators

<b>1. PRUDENTIAL INDICATORS</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>
<b>Extract from budget and rent setting report</b>	<b>actual</b>	<b>original</b>	<b>actual</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Capital Expenditure</b>	<b>5,153</b>	<b>7,805</b>	<b>2,473</b>
<b>Ratio of financing costs to net revenue stream</b>	<b>6.03%</b>	<b>7.85%</b>	<b>6.29%</b>
<b>Gross borrowing requirement General Fund</b>	<b>£'000</b>		<b>£'000</b>
brought forward 1 April	40,241		39,133
carried forward 31 March	39,133		37,231
in year borrowing requirement	794		0
Repayment of principal during the year	(1,902)		(1,902)
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>CFR</b>	<b>45,810</b>	<b>49,945</b>	<b>44,338</b>
<b>Annual change in Cap. Financing Requirement</b>	<b>355</b>	<b>4,135</b>	<b>1,472</b>

<b>2. TREASURY MANAGEMENT INDICATORS</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2016/17</b>
	<b>actual</b>	<b>original</b>	<b>actual</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Authorised Limit for external debt</b>			
borrowing	£52,000	£53,000	£53,000
other long term liabilities	£10,000	£20,000	£20,000
<b>TOTAL</b>	<b>£62,000</b>	<b>£73,000</b>	<b>£73,000</b>
<b>Operational Boundary for external debt</b>			
borrowing	£50,000	£50,000	£50,000
other long term liabilities	£10,000	£10,000	£10,000
<b>TOTAL</b>	<b>£60,000</b>	<b>£60,000</b>	<b>£60,000</b>
<b>Actual external debt</b>	<b>£44,644</b>	<b>£48,332</b>	<b>£42,388</b>
<b>Upper limit for fixed interest rate exposure</b>			
Net principal re fixed rate borrowing / investments	100%	100%	100%



<b>Upper limit for variable rate exposure</b>			
Net principal re variable rate borrowing / investments	0%	0%	0%
<b>Upper limit for total principal sums invested for over 364 days</b>	10,000	10,000	10,000

<b>Maturity structure of fixed rate borrowing during 2016/17</b>	upper limit	lower limit
under 12 months	25%	0%
12 months and within 24 months	30%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	70%	0%
10 years and within 20 years	95%	0%
20 years and within 30 years	95%	0%
30 years and within 40 years	95%	0%
40 years and within 50 years	95%	0%



**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 6.V

25 SEPTEMBER 2017

**REPORT OF THE ASSISTANT CHIEF OFFICER PEOPLE SERVICES****NATIONAL JOINT COUNCIL FOR BRIGADE MANAGERS OF LOCAL AUTHORITY FIRE AND RESCUE SERVICES – JOINT CIRCULAR TO CONFIRM AGREEMENT IN RESPECT OF THE PAY AWARD FOR 2017****SUMMARY**

This report explains the National Joint Council for Brigade Managers of Local Authority Fire & Rescue Services joint circular which confirms agreement reached by the Joint Secretaries in respect of the Pay Award for 2017, and how it relates to South Wales Fire & Rescue Service Principal Officers, and Heads of Service.

**RECOMMENDATIONS**

1. The Fire & Rescue Authority Members note the National Joint Council for Brigade Managers of Local Authority Fire & Rescue Services joint circular which confirms agreement has been reached in respect of the Pay Award for 2017.
2. The Fire & Rescue Authority Members make a determination in respect of the 2017 National Joint Council Pay Award dated 27 July 2017, in relation to the staff identified within the Fire & Rescue Authority's Annual Pay Policy.

**1. BACKGROUND**

- 1.1 The Fire & Rescue Authority publishes an Annual Pay Policy which identifies the relationship between the various Principal and Senior Officers' remuneration levels.
- 1.2 Members will be conversant with the principle that a decision to determine or vary the remuneration of Chief Officers (Fire & Rescue Authority) must be made by full council, without the possibility of delegating it to a committee of the council. The Welsh Local Government Association advise that this remuneration requirement also applies to pay awards.
- 1.3 The National Joint Council for Brigade Managers of Local Authority Fire & Rescue Services issued a joint circular to confirm they have reached a national agreement in respect of the pay award for 2017 (Copy attached at Appendix 1).

## 2. ISSUES

- 2.1 The Fire & Rescue Authority's Annual Pay Policy establishes the relationship between Principal and Senior Officers' salary bands.
- 2.2 The Principal Officers' current remuneration relationships are expressed in the following table:-

Title	% of CFO salary		Comp Level	Non Ops %
Chief Fire Officer	100%			
Either, Deputy Chief Fire Officer	80%			100%
Or, Deputy Chief Officer				95%
Assistant Chief Fire Officer	75%	Point 4	Operational	100%
Assistant Chief Officer		Point 3	Strategic Response	95%
		Point 2	Business Continuity	82.5%
		Point 1	Baseline	70%
Treasurer*			Baseline	60%
* The Treasurer reports directly to the FRA, holds no directorate responsibility and is employed for 100 days per annum. As a recently filled position it is now incorporated within the table to confirm its correlation with other principal officers.				

- 2.3 Heads of Service remuneration rate is determined at a point above the National Joint Council (NJC) for local government services salary scales, and is expressed as a percentage of an Assistant Chief Officer's baseline salary.
- 2.4 On 27 July, 2017, the National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services issued a joint circular to confirm the following agreement in respect of the National Pay Award for 2017:-
- 2.4.1 The National Joint Council has agreed an increase of 1.0% in Brigade Managers' pay with effect from 1 January, 2017. The pay of all Brigade Managers covered by the National Joint Council's

agreement should therefore be increased by this amount with effect from that date.

2.4.2 The minimum salary arrangements for new appointments in population bands 1 and 2 remain as defined in the 2006/2007 pay settlement (issued by circular on 7 December 2006), and will be subject to review in due course.

2.5 Fire and Rescue Authority Members are herewith asked to make a determination in respect of the 2017 NJC Pay Award dated 27 July, 2017, in relation to the staff identified within the Fire and Rescue Authority's Annual Pay Policy.

2.6 As at the time of writing this report the position relating to the Annual Pay Award of other staff groups is as follows:-

- National Joint Council for Local Authority Fire & Rescue Services (Grey Book) – Failure to agree on 26 July, 2017, and offer withdrawn
- National Joint Council for Local Government Services (Green Book) – 2<sup>nd</sup> year of a two year agreement

### 3. FINANCIAL IMPLICATIONS

3.1 South Wales Fire & Rescue Service is the largest Service in Wales. Below is a table from the Welsh Government report 'Senior management pay across the Welsh public sector 2015-2016', detailing the Chief Fire Officers' salaries:-

<b>Fire &amp; Rescue Authority</b>	<b>2013-2014</b>	<b>2014-15</b>	<b>2015-16</b>
Mid & West Wales	£134,812	£131,917	£144,229
North Wales	£120,911	£119,835	£121,081
South Wales	£126,000	£126,000	£128,000

3.2 The 2017 national awards for Principal, and Senior Officers, have been included within the Service's overall salary budget projections.

3.3 For Principal and Senior Officers the individual costs of the nationally agreed flat rate and percentage increase for 2017 are:-

	<b>WT Salary</b>		<b>Actual Salary</b>
<b>DIRECTORS (5 posts)</b>			
Chief Fire Officer	128,535	1%	£129,820
<i>Deputy Chief Fire Officer (80% CFO)</i>	<i>102,828</i>	<i>1%</i>	<i>£103,856</i>
Deputy Chief Officer (95.19% - DCFO)	97,880	1%	£98,859

Assistant Chief Fire Officer - Technical Services (75.15% CFO)	96,592	1%	£97,558
Assistant Chief Fire Officer - Service Delivery (75.15% CFO)	96,592	1%	£97,558
Assistant Chief Officer - People Services (95% - ACFO)	91,763	1%	£92,681
<i>Assistant Chief Officer (82.5% - ACFO)</i>	<i>75,704</i>	<i>1%</i>	<i>£76,461</i>
<i>Assistant Chief Officer (70% - ACFO)</i>	<i>64,234</i>	<i>1%</i>	<i>£64,876</i>

**STATUTORY OFFICER (1 post)**

Treasurer (38.45%)	56,488	1%	£57,053
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**HEADS OF SERVICE**

Head of Service - Finance	50,710	1%	£51,217
Head of Service - Corporate	50,710	1%	£51,217
Head of Service - HR	50,710	1%	£51,217
Head of Service - ICT	50,710	1%	£51,217

Total gross value of the increase per annum £7,707

**4. EQUALITY RISK ASSESSMENT**

- 4.1 An Equality Risk Assessment has been undertaken to assess the potential impact of this report.
- 4.2 The assessment identified that the National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services only applies to 0.5% of the total number of staff employed by the Fire and Rescue Authority.
- 4.3 The assessment further identified that the timing of nationally determined 'cost of living awards' has the potential to introduce inconsistencies across pay group comparators within the Fire and Rescue Service at local level.

**5. RECOMMENDATIONS**

- 5.1 The Fire & Rescue Authority Members note the National Joint Council for Brigade Managers of Local Authority Fire & Rescue Services joint circular which confirms that agreement has been reached in respect of the pay award for 2017.

- 5.2 The Fire & Rescue Authority Members make a determination in respect of the 2017 National Joint Council Pay Award dated 27 July 2017, in relation to the staff identified within the Fire & Rescue Authority's Annual Pay Policy.

<b>Contact Officer:</b> ACO Philip Haynes Director of People Services	<b>Background Papers:</b> Appendix 1 – Letter – NJC Pay Award 2017, dated 27 July 2017
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**NATIONAL JOINT COUNCIL  
FOR BRIGADE MANAGERS OF  
LOCAL AUTHORITY  
FIRE AND RESCUE SERVICES**

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**To: Chairs of Fire Authorities  
Chief Fire Officers  
Clerks to Fire Authorities  
Directors of Human Resources  
Members of the National Joint Council**

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27 July 2017

Dear Sir/Madam

**Pay Award 2017**

1. The NJC has agreed an increase of 1.0% in brigade managers' pay with effect from 1st January 2017. The pay of all brigade managers covered by the NJC's agreement should therefore be increased by this amount with effect from that date. Revised minimum annual rates of pay for chief fire officers are **overleaf**.
2. The minimum salary arrangements for new appointments in population bands 1 and 2 remain as defined in the 2006/2007 pay settlement (issued by circular on 7 December 2006), and will be subject to review in due course.

Yours faithfully,

SIMON PANNELL  
STUART ERRINGTON  
Joint Secretaries

**ANNUAL RATES OF PAY FOR CHIEF FIRE OFFICERS  
FROM 1st JANUARY 2017**

<b>Population band 1</b>	Up to 500,000
<b>Minimum rate of pay</b>	£100,776*
<b>Population band 2</b>	500,001 to 1,000,000
<b>Minimum rate of pay</b>	£100,776*
<b>Population band 3</b>	1,000,001 to 1,500,000
<b>Minimum rate of pay</b>	£109,970
<b>Population band 4</b>	1,500,000 and above (except London)
<b>Minimum rate of pay</b>	£120,865
<b>Population band 5</b>	London
<b>Minimum rate of pay</b>	£132,849

\* New appointments in accordance with paragraph 2 above

**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 6.vi

25 SEPTEMBER 2017

## REPORT OF THE TREASURER

**MEDIUM TERM FINANCIAL STRATEGY (MTFS) AND RESERVES STRATEGY UPDATE****SUMMARY**

The report includes an update of the Medium Term Financial Strategy of the Authority together with its reserve strategy.

**RECOMMENDATION**

That the Fire & Rescue Authority notes and agrees the report content.

**1. BACKGROUND**

- 1.1 The Authority operates a Medium Term Financial Strategy and Reserves Strategy which provides a backdrop to the planning of resource allocation and spending. This report presents the current strategy (Appendix 1) and identifies some of the major issues facing the Authority.
- 1.2 The Finance, Audit & Performance Management Committee (FAPM) considered this report at its meeting of 11 September 2017.

**2. ISSUES**

- 2.1 The most fundamental challenge within all public sector financial strategies at present is the ongoing uncertainty around austerity and the extent to which public services can, need to be and will be funded. The Strategy includes the historical pattern of spending and budget reductions throughout the current economic downturn.
- 2.2 It is difficult to obtain any certain medium term forecasts of available funding or budgets from central government and along with this, there is also no commitment to fund potential increases in demand on the Service.
- 2.3 The current debate around public sector pay is a prime example of pressure on spending which is likely to exceed the current projections for public spending.
- 2.4 The Authority set out its Reserve Strategy against the background of austerity and has continued to plan on the basis of:
  - Maintaining reserves as a buffer to financial risk and challenge.
  - Investment of reserves where it reduces ongoing budget pressures.
  - Investment of reserves in projects which improve the service.

- 2.5 The Authority has previously stated that it will not use reserves to effectively operate a budget deficit as this is not a sustainable plan of action. A key part of the Strategy has been to avoid requesting additional monies from constituent councils during any financial year and to keep downward pressure on the Service's financial requirements.
- 2.6 This aim has been achieved with the Authority achieving an underspend in most financial years and restraining the budget to the same cash level it was in 2008/09.
- 2.7 The Strategy, attached at Appendix 1, identifies the operational context in which the financial management of the Authority takes place and sets out the challenges, risks and responses which are relevant.

### 3. BUDGET TIMETABLE

- 3.1 The Authority has in recent years sought to set its revenue budget requirement at the December meeting of the Fire & Rescue Authority with a consultation period prior to that meeting. This was seen as advantageous to the constituent councils in terms of their budget planning cycles.
- 3.2 Welsh Government has indicated its intention to set its budget in early October this year with draft local government settlements available in October.
- 3.3 It is therefore appropriate for the Fire & Rescue Authority to again consider setting its budget in December assuming all other factors support this timing. There are a number of risks particularly around pay settlements which may need to be considered prior to approving the 2018/19 budget.
- 3.4 In order to work towards this approval, the following meetings will consider relevant information.

Date	Meeting	Consideration
11 Sep 2017	FAPM Committee	MTFS and Reserves Strategy and Timetable
25 Sep 2017	Fire & Rescue Authority	MTFS
9 Oct 2017	Finance, Audit & Performance Monitoring Working Group	Revenue Budget Preparation and Assumptions
13 Nov 2017 – 4 Dec 2017	Consultation Period	

4 Dec 2017	FAPM Committee	Draft Revenue Budget and Consultation Feedback
18 Dec 2017	Fire & Rescue Authority	Revenue Budget Approval

#### **4. FINANCIAL IMPLICATIONS**

4.1 Details of the financial projections are included within the Strategy.

#### **5. EQUALITY RISK ASSESSMENT**

5.1 There are no equality implications resulting directly from this report. Each significant change in the Authority's budgets will undergo equality and diversity risk assessment by the responsible budget holder as part of the budget planning process.

#### **6. RECOMMENDATION**

6.1 That the Fire & Rescue Authority notes and agrees the report content.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Geraint Thomas Head of Finance and Procurement	



## Appendix 1

### Medium Term Financial Strategy

2017/18 – 2021/22

July 2017

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## About SWFRS

South Wales Fire and Rescue Service is one of three Fire and Rescue Services in Wales and is one of the largest fire and rescue service areas within the UK.

### Service and Incident Profile

The Service is coterminous with the ten unitary authorities in South and South East Wales, covering an area of 2,800 square kilometres of rural, coastal and urban areas. The Service serves a population of over 1.5 million.

The Service operates out of an HQ, Training Centre and 47 Fire Stations some of which are permanently crewed and others crewed by on-call firefighters. The Service has 338 operational vehicles including fire appliances, off road vehicles, light vehicles and boats. The service took 35,381 emergency calls last year, responding to 17,315 incidents of which a third were fires. Of these fires, around 70% were deliberate. Besides fires, the Service also responds to road traffic collisions, flooding and water rescues, animal rescues, medical emergencies and environmental incidents.

The Service proactively seeks to reduce risk mainly by prevention through early intervention, education and engagement activities. Last year, 19,916 home fire safety checks were undertaken and 47,408 children and young people were met face to face as part of educational and engagement events. As a result of this activity, the Service has been successful in significantly reducing the number of fires over recent years.

### Strategic Plan

South Wales Fire and Rescue Service's vision is set out in our strategic plan for 2017-22. This Medium-Term Financial Strategy underpins that vision.

The plan outlines the strategic direction over the five year period and explains how the Service intends to meet its challenges in order to continue to deliver a high quality service that meets the needs of our communities. The long-term strategic Themes and shorter term Priority Actions within the Plan will enable South Wales Fire and Rescue Service to not only deliver a sustainable service but also support our partners in the wider public sector.

The Service's vision remains the key focus; "making South Wales safer by reducing risk." The Service recognises that safer communities can only be achieved by challenging and improving the way it works, through a safe and competent workforce and by effectively managing its resources.

At times of austerity, there is a temptation to concentrate on costs and reduced budgets with no regard to the quality of services delivered. However, the Service has made the decision to concentrate on how improvements can be made with the strongly held belief that efficiencies and savings will result. The key strategic themes are

Key Strategic Theme	Resource impact
Reducing the number of deliberate fires	Reducing fires reduces the need for response and the impact such incidents can have in the wider community
Undertaking engagement to obtain views on service delivery, risk and priorities	Engagement ensures that resources are used on what matters to the public
Ensuring that we attract, develop and retain a suitably resilient workforce that reflects our communities and is capable of delivering services	An effective workforce delivers efficient and effective services
Ensuring ICT systems and services are available to	ICT systems underpin many of the services we provide

enable efficiency and support service delivery.	and speed up business processes
Working with others to be more efficient and effective	Partnership can avoid duplication or waste

This financial strategy sets out the approach and identifies how the Service intends to plan and manage its resources in the light of the Government's continued downward pressure on public sector spending. It also focuses on how the Service will remain viable and respond to the various risks and pressures which it will face.

### Key Achievements

The Service has been successful in significantly reducing the number of fires and fire related deaths and injuries over recent years. For example, between 2011/2012 and 2016/2017, fires reduced by 33.82%. This has been achieved against a background of reducing resources whilst at the same time, maintaining fire cover and continuing the standards of service expected by the public of South Wales.

### Financial Context

Fire and Rescue is a devolved function and Welsh Government therefore have national oversight of the service. The South Wales Fire & Rescue Service is one of three Fire and Rescue Services operating in Wales. That said, both the national UK environment and devolved Welsh Government impact on the finances and operations of the Service.

### The UK Context

The Service's financial position is impacted by the wider global economy and this strategic plan is written in this context. However, the Service cannot accurately predict or influence these factors and therefore has to plan on the basis of the best information available to it.

The International Monetary Fund judges that the outlook for growth has improved in advanced economies however, uncertainty around the global outlook is heightened at present, associated among other things, with policy and political risks. UK Government policy on spending has been the key determinant which has set the scene for resources in the UK public sector.

The latest spending review of the UK Government set out parameters for public spending over the medium term. There was no move away from the austerity measures which were being pursued to remove the budget deficit. In his spring budget of 2017, the Chancellor outlined the following:

- Ensure the UK lives within its means maintaining discipline on public spending
- Reduce the structural deficit to less than 2% of GDP and get debt falling as a percentage of GDP by 20/21
- Forecast CPI inflation will increase to 2.4% in 2017 before falling back to 2.3% in 2018 and 2.0% from 2019 onward
- Forecast RPI inflation will increase to 3.7% in 2017 before falling back to 3.6% in 2018 and 3.1% from 2019 onward

Significant uncertainty remains about the short and long term financial effects of "Brexit" and the election result in June has raised questions over the extent to which the austerity approach will be maintained. Current pay negotiations on a national basis are exceeding the pay cap previously imposed by the Government.

## Wales

Overall spending limits set in Westminster determine the Barnett Formula consequential for resources in Wales each year. In the latest budget, the forecast spending limits showed:

- Wales Departmental Resource Budget as £13.4bn in 17/18 and 18/19 and £13.5bn in 19/20
- Wales Departmental Capital Budget as £1.7bn in 17/18, £1.8bn in 18/19 and £1.9bn in 19/20

These limits and the budget agreed by Welsh Government impact the funding of unitary authorities (which in turn meet the costs of Fire and Rescue Services) together with community safety and other sector specific initiatives which are directly funded through specific grants and contributions.

## Unitary Authority Funding

Unitary authorities contribute to the Fire & Rescue Service budget and in consequence, their funding settlement is relevant to the Service. In recent years, the trend in reducing public expenditure has resulted in downward pressure in the un-hypothecated grant resources distributed to unitary authorities.

## Current Cost & Budget Structure

The starting point for any Financial Strategy is to understand the cost base of the Service.

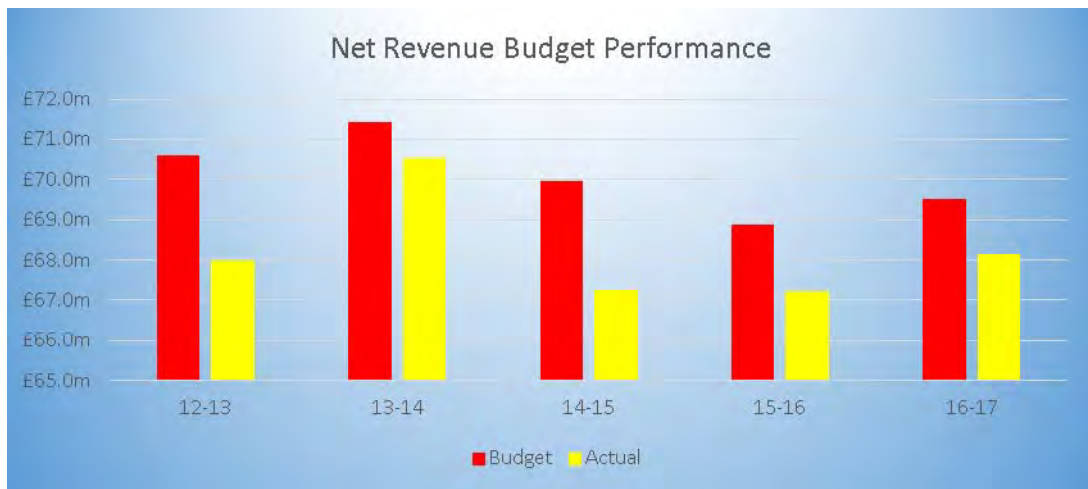
### Revenue Budget

The Service's net annual revenue budget in 2017/18 is around £70.2m, the equivalent of less than £50 for each resident of South Wales. It equates to 0.5% of the total public service spending in Wales each year.

The table below shows the breakdown of the annual budget in 2017/18

	<b>£000</b>
Employees	46,670
Indirect Employee costs	8,062
Premises	4,445
Training	1,517
Supplies & Services	3,445
Transport	1,404
Contracted Services	845
Capital Financing	4,643
Other	250
<b>Gross Budget</b>	<b>71,281</b>
Income	-1,075
<b>Net Budget</b>	<b>70,206</b>

The following chart shows the movement in the net revenue budget since 2008/09 together with the actual spend for each year.



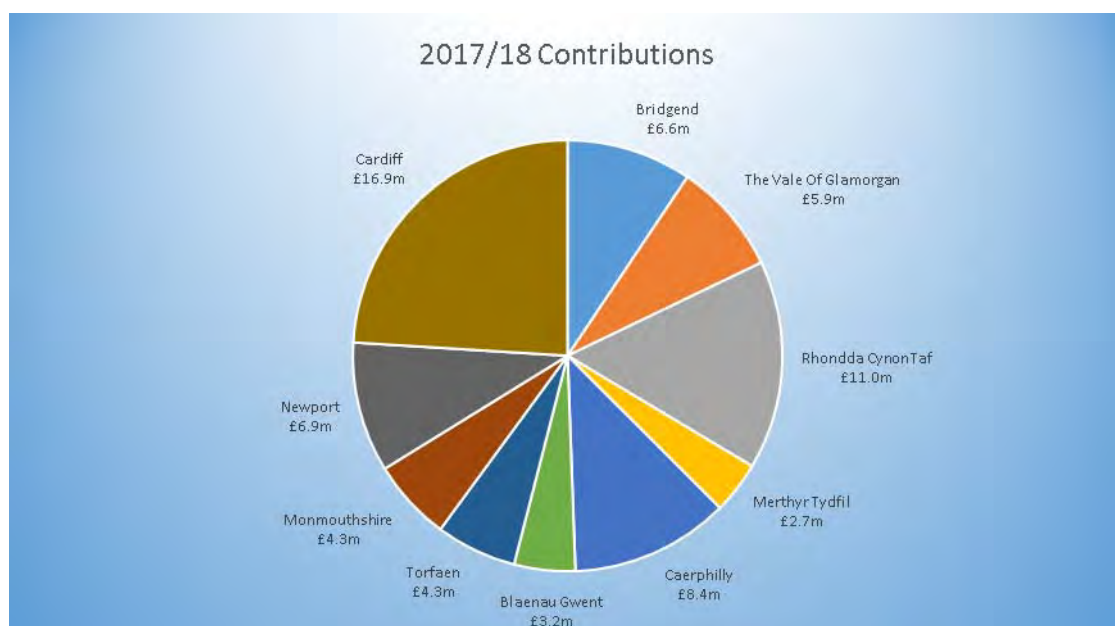
The Service has proactively managed to stay within its budget every year despite numerous challenges to its operations including a sustained period of industrial action. Surpluses generated from the revenue budget are utilised to invest in Service Improvement, asset renewal and efficiency projects which in turn keeps the requirement for annual funding at a lower level than would otherwise be the case.

An analysis of the outturn consistently reveals that staffing budgets are underspent particularly in the retained and whole time firefighter categories. This stems from an ongoing struggle to recruit, train and retain sufficient numbers of staff whilst at the same time losing experienced firefighters to retirement and other full time employment.

### SWFRS Revenue funding

By virtue of the 1995 Fire Combination Orders, Fire and Rescue Services in Wales are funded from contributions made by constituent unitary authorities within their area. Each year, the Fire and Rescue Service determines its budget requirement and notifies each constituent council of its contribution. Contributions are proportionately split based on population.

The current distribution of funding in South Wales is show below.



## Forecast Cost Changes

There are a number of known factors which impact the cost base of the Authority. The main categories are outlined below.

### Inflation

The financial strategy includes inflation where this is a contractual obligation but assumes that the majority of other spending is cash-limited. The exceptions include items where prices are generally more volatile than CPI such as vehicle fuel, energy costs and insurance premiums where specific allowances are made. Total inflation of £1.2m is assumed between 2017/18 and 2022/23. An anticipated 2% rise in fees and charges is also built in.

### Pay

The Authority is part of the collective bargaining arrangements for 'grey book' (fire fighters) and 'green book' (non-uniformed) employees and therefore implements respective national pay awards as part of its pay policy arrangements. The Authority abides by the statutory Minimum and Living Wage legislation. The cost of pay inflation (including related pension overheads) over the period of the strategy is £4.5m. This is currently assessed with reference to the public sector pay cap imposed by central government. There has been much speculation recently about whether wage increases will be constrained within this cap in the future and it is unclear whether additional funding would be forthcoming if the cap was not adhered to. For the purposes of the projections in this strategy, assumptions have been made based on existing pay offers and / or the existing pay cap. This situation will be monitored on an ongoing basis.

### Pensions

The Authority operates a number of pension schemes for the benefit of its employees and makes employer contributions to each. Uniformed staff are eligible to join the national Fire Fighters' Pension Scheme (FFPS) and non-uniformed employees are eligible to join the Local Government Pension Scheme (LGPS). The schemes are administered by Rhondda Cynon Taf County Borough Council on behalf of the Authority. Employees are automatically enrolled in the relevant scheme unless they opt out.

Regular actuarial valuations are carried out to determine employer contribution rates to the Schemes. The LGPS is a funded scheme unlike the FFPS which is unfunded and underwritten by Welsh Government.

- The LGPS employers' pension contribution rate is currently 15.2% of gross pensionable pay. The strategy assumes that further provision will have to be made in future years to address the existing pension fund deficit. An increase to 16.3% Employer's contribution has been included into the forecast.
- The FFPS employers' pension contribution rates vary as there are three schemes in operation. Rates are currently between 11% and 21% of gross pensionable pay. The strategy assumes that Welsh Government will continue to fund any scheme deficit over and above the employee and employer contributions.

### Service Demand

The strategy recognises that there is an increasing population trend in South Wales particularly within the urban areas of Cardiff and Newport. Pressures on the Authority's services will increase as a result of this and other factors.

According to Welsh Government statistical modelling, the population of South Wales has grown by around 6.5% in 10 years and growth forecasts are assumed to continue at a steady rate. This rate

includes disproportionate increases in certain at risk groups such as the elderly. As demographics change, the need for fire cover and other rescue services change.

An average growth in population of around 0.66% per annum is not reflected in an annual need to increase expenditure. However, the Authority's cost base may eventually need a step change in response to overall demand. Such changes are traditionally dealt with through ongoing reviews of fire cover and other necessary service provision.

Environmental and legislative changes also drive the demand for services in areas such as flooding, wild fires, road traffic collisions and bariatric rescue. The Authority's partnership arrangements also result in an increased number of service calls such as co-responding to medical emergencies. The current climate of terror related incidents also demands a significant training and response capability in the fire service. These specific areas are considered in terms of budget provision as and when spending pressures crystallise.

### Capital Financing Costs (Debt repayments and interest)

The strategy includes an increase in the Authority's estimated capital financing costs of £0.2m reflecting the approved capital programme. This programme together with the Treasury Management Strategy of the Authority determines the principal debt repayments and interest costs which will fall on the revenue budget. The programme includes a range of investments aimed at maintaining, renewing and supplementing the Authority's assets to achieve its strategic objectives. Affordability is a key component of the capital programme.

The Authority does not receive separate funding for capital borrowing costs and as such, all borrowing costs must be met from its core revenue budget.

### Specific Projects

The nature of the Fire & Rescue Service entails participation in collaborative regional and national initiatives, some of which are sponsored by central government. Changes to the costs and funding within these projects can impact the budget of the Authority. One particular project is currently being monitored in this regard.

- Emergency Services Mobile Communications Platform (ESMCP) is a project aimed at rolling out a new Emergency Service Network (ESN) across the UK. Currently Welsh Government supports the cost of this network in Wales through financial contributions. This equates to around £0.6m per annum in South Wales. The project aims to not only modernise and improve the network but also to reduce ongoing costs. Until the future cost of the ESN is known for certain, the financial impact of the project is uncertain.

## Forecast Funding Changes

Both national and local changes to funding can affect the Service's income streams.

### National Funding Changes

The Government's policy direction shows a continued reduction in public spending and likely downward pressure on sector spending both at a Wales and local government level. That said, the scale of the reductions is less certain. Recent analysis of public sector spending in Wales has shown real terms reductions but not necessarily cash reductions in the medium term.

In its September 2016 paper "Welsh budgetary trade-offs to 2019–20", the Institute of Fiscal Studies (IFS) outlines various scenarios for the Welsh Government Budget but concludes that with no major



changes in current economic forecasts and policy, Welsh Government could be looking at a 3.2% real terms reduction between 2016/17 and 2019/20.

Clearly in the light of the May 2017 election result and Brexit, it is almost impossible to make meaningful assumptions beyond this steady state position.

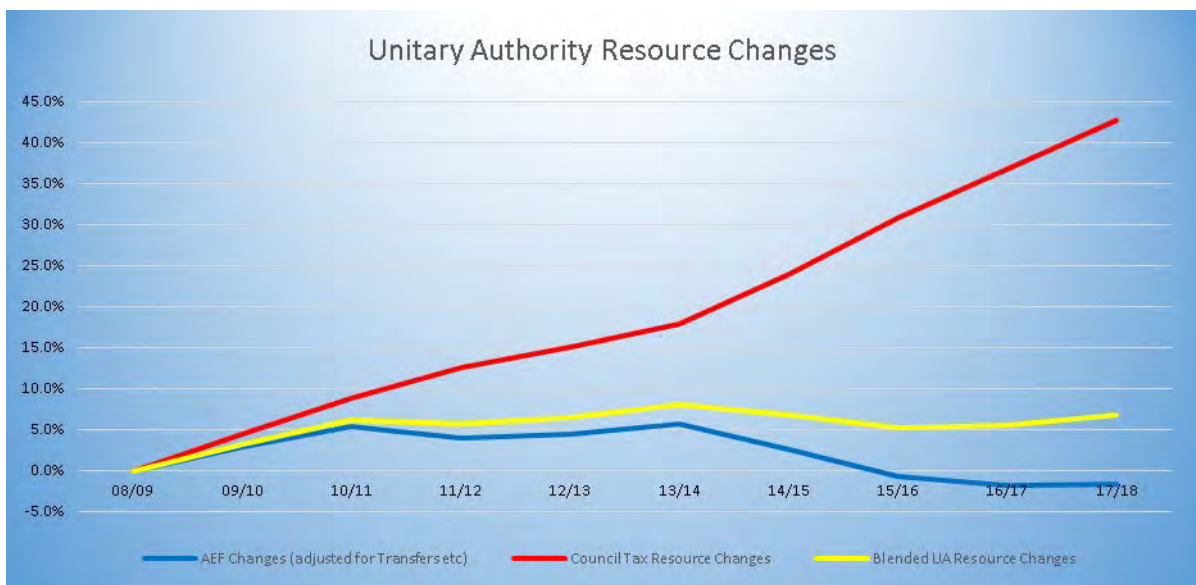
### Welsh Local Authority Settlement Funding Assessment

The outcome of the budget decisions of Welsh Government in terms of health, social care and education will be major determining factors given the relative size of those budgets. The IFS publication went on to examine a range of scenarios for local government based on what protection may or may not be afforded to key services in Wales.

The projection indicates a range of between 4% and 11% real terms reductions over the three year period determined mainly by the protection afforded to the NHS in Wales. This translates to a cash position of around +2% to -5%. In 2017/18, Welsh Government announced a 0.2% cash increase in external funding to Local government.

Aside from external funding from Welsh Government, Unitary authorities also have revenue raising powers through council tax which they can use to fund local services. The Office of Budget Responsibility forecasts 4% increase in council tax revenues which mirrors the increases seen over the austerity period in South Wales.

The chart below shows the historical changes in unitary authority funding within South Wales.



Based on the IFS published numbers and the historical patterns of local taxation, the range of settlements for local government in cash terms could be as follows:-

	2018/19	2019/20	2020/21	2021/22
Best Case	+1.72%	+1.89%	+1.00%	+1.00%
Worst Case	-0.84%	-0.74%	-1.00%	-1.00%

Beyond 2019/20 there are no projections on which to base assumptions around funding. Previous practice has been to assume a nominal change in settlement in respect of such periods.

## Grants and other Funding Streams

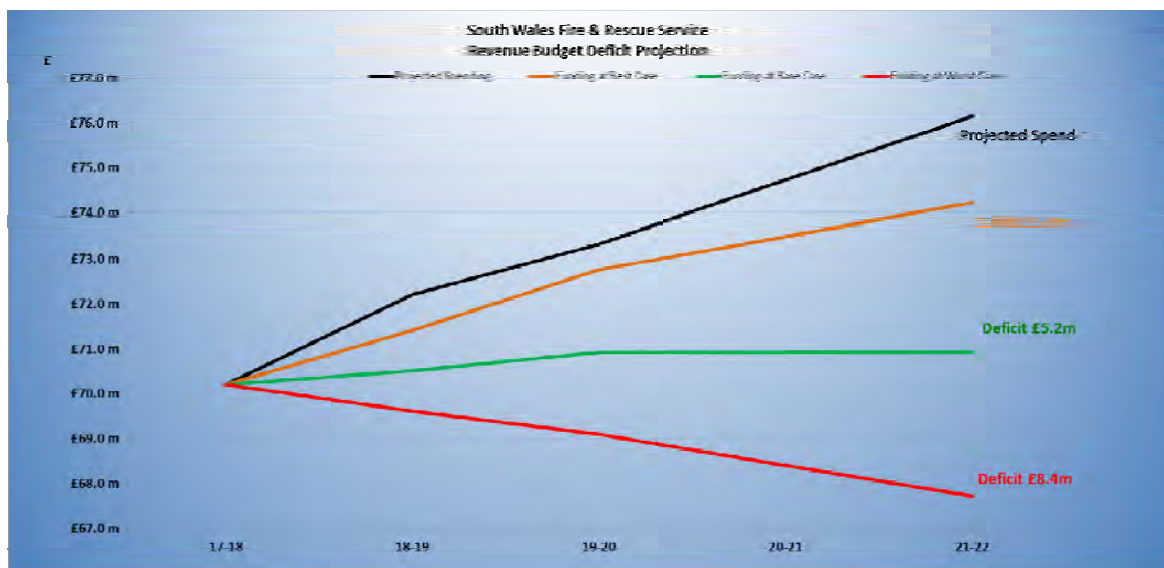
As Welsh Government departments have seen their own budgets cut, there has been a regular trend of reductions or withdrawals of specific grant funding streams. The Service has seen these cuts already in the Community Safety initiatives it operates.

Given the trend and commentary to date on grant funding, it is reasonable to assume that these funding sources may be further withdrawn over the medium to longer term however, in advance of any announcements, it would be wrong to assume such reductions yet. The table below outlines the grants and contributions currently in payment together with the basis of forecasts.

Grant	2017/18 £	Received from	Forecast Basis
COMMUNITY SAFETY	464,713	WG	Continue - cash flat profile
COMMUNITY SAFETY	30,040	GWENT POLICE	Continue - cash flat profile
NATIONAL RESILIENCE/USAR	1,397,922	WG	Continue - cash flat profile
FIRELINK	632,109	WG	Continue - cash flat profile short term until ESMCP implemented
CROWN PREMISES INSPECTOR	60,000	WG	Continue - cash flat profile
PENSION TOP UP GRANT	TBC	WG	Continue – excess funding required met in full by WG
PFI	1,160,690	WG	Pre-defined grant profile
MTFA	TBC	WG	Continue - cash flat profile
WATER EQUIPMENT	350,000	WG	One off - discontinued
<b>TOTAL FUNDING 17/18</b>	<b>4,095,474</b>		

## Estimated Budget Gap

The graph below sets out the Service's estimated budget gap throughout the period of the Strategy. It includes a range of certainty around the extremes of the assumptions included in the plan.





	17-18	18-19	19-20	20-21	21-22	Deficit	
Projected Spending	£70.2 m	£72.2 m	£73.3 m	£74.7 m	£76.1 m		
Best Case		£71.4 m	£72.8 m	£73.5 m	£74.2 m	£1.9 m	2.7%
Base Case		£70.5 m	£70.9 m	£70.9 m	£70.9 m	£5.2 m	7.4%
Worst Case		£69.6 m	£69.1 m	£68.4 m	£67.7 m	£8.4 m	12.0%

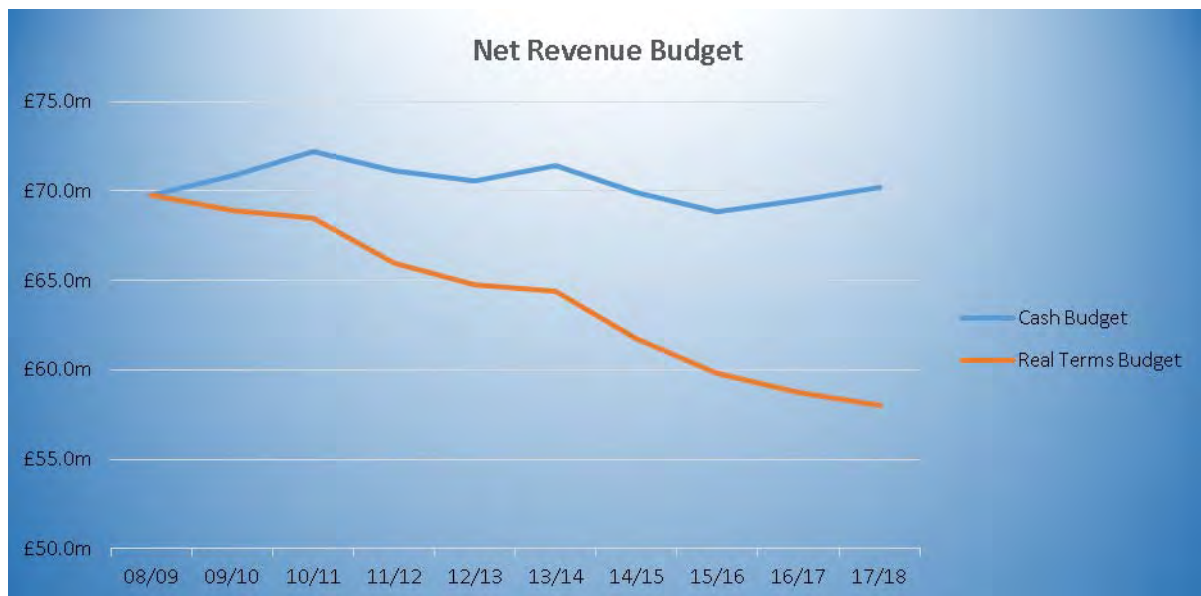
The worst case deficit position of £8.4m (12%) assumes that the Authority would only request funding in accordance with the assessed worst case local authority settlement. In practice, the Authority has to request the resources it requires to fund its services regardless of those settlements. That said, the Authority has always striven to take account of the climate of public sector budgets in which it operates and to reduce the burden on its constituent councils wherever possible.

## Medium Term Financial Plan

To address the budget gap identified, the Service intends to manage down risk, unnecessary response, inflationary and other budget pressures whilst maximising income and making business processes as efficient as possible. Some of this work is part of an ongoing business delivery model whilst some of it depends on specific project work targeted at efficiency and savings.

### Finance and Efficiencies

Since the commencement of the current economic downturn in 2008/09, the Authority has delivered a £12m real terms budget reduction. The budget for 2017/18 is £70.2m which in cash terms is almost the same as in 2008/09. The chart below shows the trend in the revenue budget. It represents an estimated real terms reduction of around 17% in 9 years



The Authority has taken a number of approaches in relation to savings and efficiency over this period including reviews of fire cover, the Shaping Our Future Programme and various efficiency projects focussed on reducing expenditure and increasing income.

If there is a continued downward pressure on expenditure, it will become increasingly difficult to identify further financial savings without significant changes in what services the Authority provides and how it delivers them.

This could have implications for the public, businesses, operational partners and employees. To deliver the Authority's plan to reduce risk, services that are no longer affordable or less impactful may be delivered differently or, in some cases, stopped. Such changes would not be considered or implemented without Fire Authority approval following consultation and engagement.

### Fire Cover Reviews

The Service continues to review fire cover across the whole South Wales Area. The most recent whole authority review resulted in the closure of several retained stations and a reduction in crewing at other sites. As part of that review, a number of identified station amalgamations and moves are still being held in abeyance. Availability of potential sites has created a delivery problem but these options remain open.

### Shaping our Future Programme

The Authority has devoted resources to reviewing parts of the organisation to identify improvements and efficiencies. The programme continues to look at operational and back office business processes. As part of this coming budget cycle, consideration of areas for investment and savings within the structure of the Authority's staffing is being undertaken. These will be the subject of reports to the Fire Authority for consideration once developed.

### Accounting Measures

The Authority, through its Finance, Asset & Performance Management Committee, has reviewed its budget for opportunities to create savings / budget reductions. This has included contingencies, inflation allowances, vacancy provisions, method of manpower budgeting and treasury management practice. The Authority will continue to monitor all of these aspects of the budget to identify further opportunities to drive down the underlying resource requirement where this is prudent and sustainable.

### Reserves Policy

Under the 2003 Local Government Act, the Treasurer is required to make a statement to the Authority on the adequacy of reserves as part of the annual budget setting process. It is good practice for the Authority to have a reserves policy which is reviewed regularly. The Authority follows this practice, ensuring that liabilities and risks are adequately managed from a financial perspective.

### General Reserves

General reserves are maintained to ensure financial stability in the longer term thus allowing the Authority time to plan, mitigate and deal with future financial challenges.

The reserve policy includes an assessment of financial risks and a quantification of those risks where this is possible. The overall value of general reserves held reflects the value of assessed risks, the overall quantum of the budget and previous experience of variations resulting from volatility in specific areas.

Due to the ongoing austerity measures facing the public sector in the UK, the financial risks in the overall budget remain high and the Authority is maintaining general reserves at a healthy level to reflect this. Fire Services in the UK remain under threat of industrial action which represents a further risk to continued service provision.

The financial strategy is predicated on no planned use of general reserves to fund ongoing revenue spending. The Authority regards this as an unsustainable financial planning parameter.

### Earmarked Reserves

The Authority creates, maintains and utilises earmarked reserves to fund specific projects and liabilities as they are developed or identified. An overall change management reserve is maintained to fund projects aimed at increasing efficiency and improving or changing services. The Authority has little recourse to capital funds aside from borrowing and as such these earmarked reserves are also used to assist in meeting the financial demands arising from larger projects.

<b>Reserve (Subject to audit)</b>	<b>Balance at 31/03/17 £000</b>	<b>Purpose</b>
General Reserves	3,000	General financial resilience
Change Management Reserve	6,896	To fund projects aimed at efficiency, service improvement and change
Compartment Fire Behaviour Training (CFBT) Reserve	4,500	To fund the training facility at Cardiff Gate
PFI Equalisation Reserve	3,798	To balance out timing difference in grants and costs of the PFI Training Centre project at Cardiff Gate
Managed Under Spend Reserve	418	To meet costs of ongoing projects falling into the next financial year
<b>Total Revenue Reserves</b>	<b>18,612</b>	

### Treasury Management Strategy

The objective of the Authority's treasury management is to ensure that the Authority's cash, borrowing and investments are appropriately and efficiently managed within agreed financial and legislative parameters.

The Authority is required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Codes covering such activities. In accordance with the Code, the Authority procures and retains the services of an external Treasury Management Advisor.

Reports on the Authority's Strategy and agreed parameters are approved prior to the commencement of each financial year. A half year progress report is made during the year and an annual report is received at the completion of each year end outlining performance and compliance.

Temporary borrowing is undertaken to fund short term cash flow deficits with long term borrowing being used to fund the Authority's capital requirements. Given the recent history of low interest rates, the Authority continues to pursue a policy of utilising internal cash balances (Internal borrowing) to minimise external interest costs. Forecasts for the UK and World economy are kept under review to determine if this strategy should change in response to potential interest rate rises.

The Authority's Capital Financing Requirement is the measure of its need to borrow to fund its capital requirements. This is forecast at £47.3m at March 2017 with external borrowing being £41.1m. The difference of £6.2m represents internal borrowing and the exposure of the Authority to increasing interest rates should it need to borrow externally. This exposure is forecast to rise to £8.2m by March 2020.

Exposure to increasing interest rates is mitigated by having a portfolio of external loans at fixed rates maturing over a range of short, medium and long dates. The profile of the Authority's debt maturity provides certainty over borrowing costs with 45% maturing after 10 years or more.

Investment activity is minimised by the current borrowing strategy. However, when cash flow dictates, short term cash investments are made to approved counterparties to generate income.

Further detail on the relevant forecasts can be found in the Authority's approved Treasury Management Strategy.

## Asset Management Plan

The Authority operates within fire and rescue stations, offices, workshops, training facilities and control room accommodation. At these sites, in order to assist us in delivering our service to the public, we also hold a large number of assets, ranging from our fleet of emergency response and support vehicles, operational plant and equipment, ICT equipment and other minor assets (such as office and station furniture, specialist clothing etc.).

In order for us to properly manage these assets it is necessary for the Service to have an Asset Management Strategy. This ensures that our assets are still fit for purpose and relevant for evolving service needs and changing legislative requirements. In addition as a large public sector owner of assets there is an overarching requirement for us to ensure value for money in the management and maintenance of these assets. To this end, our Asset Management Strategy determines the high level priorities where financial resources are to be targeted to meet service requirements.

Our Asset Management Strategy is supported by a number of management plans which provide the detail upon how our assets will be managed. These include:

- Land & Buildings
- Fleet
- Plant & Equipment
- ICT
- Minor Assets
- Procurement

These Operational Equipment Plans are an essential tool in how we manage our operational equipment assets. Regular reviews of our equipment are essential to ensure that it is still fit for purpose and suitable for our evolving service needs and changing legislative requirements.

As part of the public sector there is a responsibility for us to ensure value for money is obtained when we procure and maintain operational equipment. We also have a duty to ensure the health and safety of operational personnel using the equipment and that the equipment we provide is fit for purpose.

## Capital Programme

Capital investment in assets is required to maintain an effective operational response and according a planned capital programme exists. The Fire Authority has little recourse to capital funding other than from self-financed borrowing and capital receipts from the disposal of surplus assets and accordingly, the financing costs of the programme fall on the revenue budget. Affordability is therefore key in making decisions about the level of investment that can be undertaken.

The programme contains elements to fund new or replacement assets as well as repairs and preventative maintenance for existing assets. The programme broadly covers the following categories of investment:

Property	Site acquisitions, new build, refurbishment and planned maintenance
Vehicles	Operational appliances and light vehicles
Equipment	Operational equipment including PPE
ICT	Hardware and software

## Collaboration

Collaborative working with partner agencies is seen as a priority. This includes other emergency services, local authorities and the third sector in Wales but also other service providers on a national level. This collaboration delivers efficiency but also resilience which is especially important in a world subject to emerging global threats such as climate change and terrorism.

The service continues to seek other collaborative opportunities to improve outcomes for the population of South Wales but also to make efficiency savings.

## National Issues Committee and Welsh Government (NIC)

All three Fire and Rescue Authorities in Wales have one common objective which is a safer Wales. The NIC was formed to actively promote and enable collaboration between the Services but also across the wider Welsh public sector. It also aims to achieve objectives detailed in Welsh Government strategic policies and programmes.

The aim of the NIC is to deliver measurable improvements, including greater efficiency and a more citizen focused service. There are currently eleven work streams:

- Business continuity
- Control
- Community risk reduction
- Common & specialist services
- Fleet & transport
- Health & safety
- Human resources
- ICT (shared services)
- Operations
- Procurement
- Training & development

## Partnership with other 'blue light' services

There are obvious synergies between the work of the Service and that of other 'blue light' services across South Wales. Emergency services are often attending the same incidents in the same localities and can in certain circumstances provide resources to assist one another. These resources include employees, property and other assets.

Co-location of services within properties has begun to achieve cost efficiencies. A good operational example is Abertillery Fire Station which is now a tripartite facility housing police, fire and ambulance personnel.

The service is currently engaged with Mid and West Wales in delivering a joint control facility within the South Wales Police HQ. This facility was developed with a business plan to save around £1m per annum in running costs.

Recently the Service has been trialling an emergency medical response service. Fire service personnel and assets are now responding to certain categories of medical emergencies alongside paramedics and ambulances.

### Partnership with local authorities and the third sector

The Service often comes face to face with the same service users of local authorities and the active third sector operating in the area. This provides opportunities to join up service provision when interfacing with service users and members of the general public in many communities.

Prevention activities are key in reducing risks for everybody within the Service Area and activities are now focussed on providing information and advice and sharing information across a wide range of operational front line services.

### Workforce Strategy

The Authority employs around 1,700 staff as both operational firefighters and a range of professional and supporting roles. The nature of the Service means that 75% of expenditure is on staff or staff related budgets and there is a high expenditure on training and related matters.

The Service is part of collective bargaining agreements with both uniformed (grey book) and non-uniformed (green book) Trade Unions. Staff communication and engagement is high on the priorities of the Service to ensure staff fully understand the plans, rationale and motives of the Service.

Given the high percentage of staff costs, efficiencies or budget cuts inevitably impact on staffing levels. The Service tries to avoid redundancies wherever possible by using retirement and natural staff turnover to reduce numbers if required.

### Risk Management

The Fire & Rescue Service National Framework for Wales and the Wales Programme for Improvement Framework requires the Service to consider risk management whilst discharging its statutory duties and take into account the risks facing the organisation when making strategic decisions.

#### Risk Management Framework

A risk is an event that has the potential to help or hinder the achievement of a strategic objective or the delivery of core business. All risks are rated as manageable (low), material (medium) or significant (high).

Directors, department heads and team leaders are responsible for identifying risks during the business planning process and taking the appropriate actions to manage or mitigate risk within their areas. Only risks that impact upon the achievement of a strategic objective or delivery of core business are monitored via the Corporate Risk Register. The Senior Management Team formally

reviews the Corporate Risk Register on a regular basis and endorses the inclusion of any new or emerging risks identified

### Financial Risks

The Service's current and future financial position and adequacy of resources are subject to regular review.

Budget monitoring is regularly undertaken with resources prioritised on key risk areas. Monitoring operates on a devolved and centralised model with budget holders across the Service at various levels of the organisation. The Service's Standing Orders and Financial Regulations set out procedures, roles and responsibilities to ensure accountability.

Key specific financial risks within the Strategy and Plan include:

- The national economy and public finances
- The level of interest rates and the cost of borrowing
- Variations in Inflation assumptions - 1% of pay equals £0.5m and 1% of price equals £0.2m
- Failure to deliver or late delivery of budget savings
- Project delays
- Withdrawal of key funding streams by Government
- The cost of pensions





**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 6.vii

25 SEPTEMBER 2017

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER DIRECTOR OF SERVICE DELIVERY

**REPORT ON UPDATED PERFORMANCE INDICATOR TARGETS 2017/18****SUMMARY**

To consider the updated Performance Indicator Targets for 2017/18.

**RECOMMENDATIONS**

That Members endorse the Performance Indicator Targets proposed for 2017/18. Particularly the updated targets for 'Deaths and Injuries arising from all fires' and 'Deaths and injuries arising from all fires which were started accidentally'

That Members approve its publication onto the SWFRS internet site.

**1. BACKGROUND**

- 1.1 To support performance within the Service it is essential that previous performance is reviewed and future targets are set for the forthcoming year. These indicator targets are made available to the public via our internet site and are referenced within corporate documents produced and published by the Service.
- 1.2 There is a requirement under the Local Government (Wales) Measure to report annually to Welsh Government (WG) on seven Strategic Performance Indicators. There are four incident based indicators, two fatality and injury indicators and one effective response indicator.
- 1.3 The targets for 2017/18 were initially set prior to the start of the reporting year, utilising a profiling process that considered nine months of 2016/17 actual incident data and a further four years of historic incident data to provide a baseline target figure.
- 1.4 The target setting document has however been revisited and revised due to the fact that the *actual* number of fire related deaths and injuries reported to WG at year end varied significantly from the *provisional* figure originally used to devise the target as a result of additional scrutiny and quality assurance of incidents.
- 1.5 The provisional figures originally used to set the targets for 'Deaths and Injuries arising from all fires' and 'Deaths and injuries arising from all fires which were started accidentally' were 65 and 55 respectively. The actual figures submitted were 92 and 74 respectively.

- 1.6 The entire target setting document has been updated using the actual figures reported to WG for all indicators and the target setting process has been revisited. Only two targets were revised.

## **2. ISSUE**

- 2.1 The purpose of these indicators is to measure activity that has a direct or significant impact on desired outcomes. The indicators are:
- The number of incidents attended (made up of four separate indicators which are for Total fires, Total false alarms, Total Road Traffic Collisions (RTCs) and Other Special Service Calls (SSCs) attended).
  - The number of deaths and injuries caused by all fires and accidental fires (two indicators).
  - The percentage of dwelling fires which were contained in the room in which they originated (one indicator).
- 2.2 The baseline figures are further reviewed with due consideration given to changing call profiles, ongoing risk reduction activities and public safety campaigns planned for 2017/18.
- 2.3 The Total Fires target has remained at 5,900. This figure is lower than the number of incidents forecast for the year based on a five year trend but is slightly higher than the actual number attended during the previous year. This will accommodate the fact that there will be two periods of Easter holidays during 2017/18, a holiday period in which the number of arson incidents has been historically high.
- 2.4 The Total False Alarms target has remained at 7,800, as Fire Control will aim to challenge all calls received via automatic fire alarms in order to prevent unwanted mobilisations. Agreements are also being negotiated with health and educational premises to reduce attendances during business hours, which should further reduce the total of false alarms attended. This target, when achieved, would be the lowest number of incidents attended for five years.
- 2.5 The target for Road Traffic Collisions (RTCs) has remained at 1,100, following a significant reduction in RTCs attended in 2016/17 compared to the previous year (1,322 reduced to 1,179). Preventative activities are expected to further reduce the number of incidents attended in coming years.
- 2.6 The target number of Other Special Service calls has remained at 2,100. This target set is higher than last year's target of 2,000 in order to accommodate additional incidents attended as a result of proposed enhancements to the ongoing Fire Medical Response pilot, along with the

organisations intention to explore further collaborative opportunities with the Welsh Ambulance Service Trust.

- 2.7 The targets for 'Deaths and Injuries arising from all fires' and 'Deaths and injuries arising from all fires which were started accidentally' were the two targets revised. The amendments were as follow;
- The target set for 'Deaths and Injuries arising from all fires' has been set at 81 (the original target set using provisional figures was 61)
  - The target set for 'Deaths and injuries arising from all fires which were started accidentally' has been set at 67 (the original target set using provisional figures was 53)
- 2.8 Exploring and understanding the reasons behind fire related injuries is one of the organisations priority actions for 2017/18. The organisation will explore the root causes of fire related injuries, using both the data recorded from previous fire-related injuries and additional data gathered through further engagement with the individual casualties involved. This will be achieved primarily through 'Major Injury (M37) Case Studies' (which are carried out for all fire related fatalities and serious injuries), the organisation's ongoing commitment to the UK-wide Lifebid project and a number of campaigns which include Summer, Kitchen and Bonfire Safety. We continue to work with our partners to reduce risk in our communities.
- 2.9 The target for the 'Percentage of Dwelling Fires which were contained in the room in which they originated' has remained at 86%. The annual trend for this indicator is positive and improving but each annual variance is extremely small. This indicator is very much influenced by actions and behaviours of the dwelling occupants before or at the time of ignition.
- 2.10 The Background Paper, which can be found at the Fire & Rescue Authority Members Page on the SWFRS Intranet, provides further in-depth analysis of the rationale supporting the proposed targets. It also includes full details of the five year trend performance based on the Strategic indicators.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications.

### **4. EQUALITY RISK ASSESSMENT**

- 4.1. This report, the accompanying Background Paper and the targets themselves have no ERA impact.

- 4.2. It is the responsibility of the appropriate Director as the Performance Indicator holder to ensure that appropriate risk assessment in relation to Equality and Diversity has been carried out across all relevant supporting activity levels.

## 5. RECOMMENDATIONS

- 5.1 That Members endorse the Performance Indicator Targets proposed for 2017/18. Particularly the updated targets for 'Deaths and Injuries arising from all fires' and 'Deaths and injuries arising from all fires which were started accidentally'
- 5.2 That Members approve its publication onto the SWFRS internet site.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Wayne Thomas Statistics and Risk Manager	FA PI Targets 2017/18.

# Back Ground Paper FA PI Targets 2017/2018

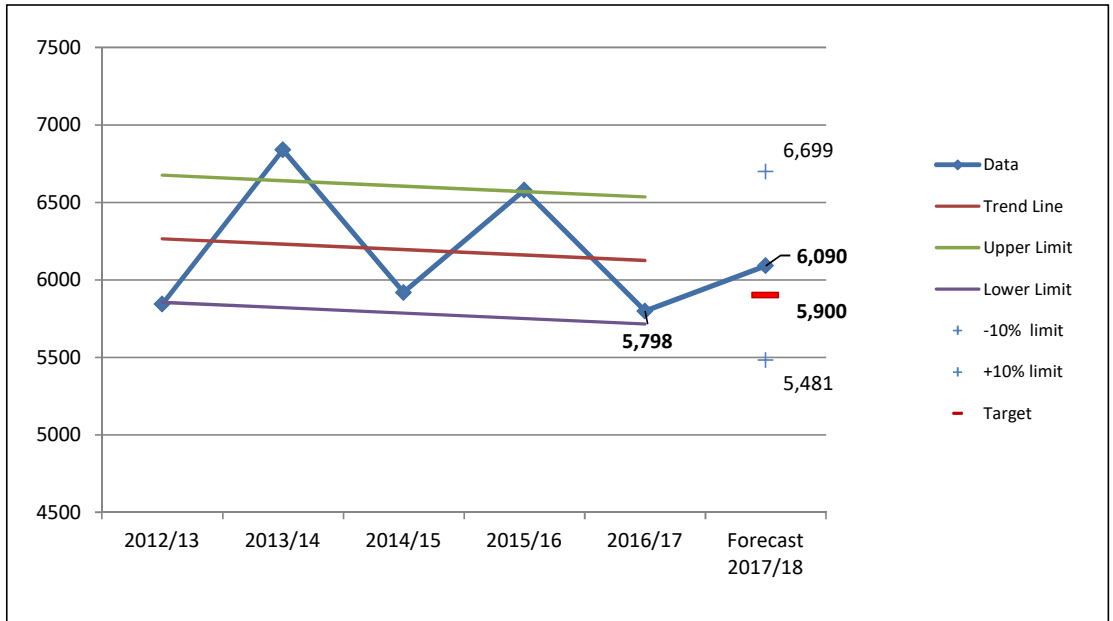
# Target Setting 2017/2018 Total Incidents

**Total Incidents**

<b>Indicator I.D.</b>	1	<b>Description:</b>	Total Fires attended per 10,000 population.	<b>Direction of Travel:</b>
<b>Indicator Ref:</b>	FRS/RRC/S/001 (i)			↓
<b>PI Target</b>	39.19	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		

**All Fires Attended**

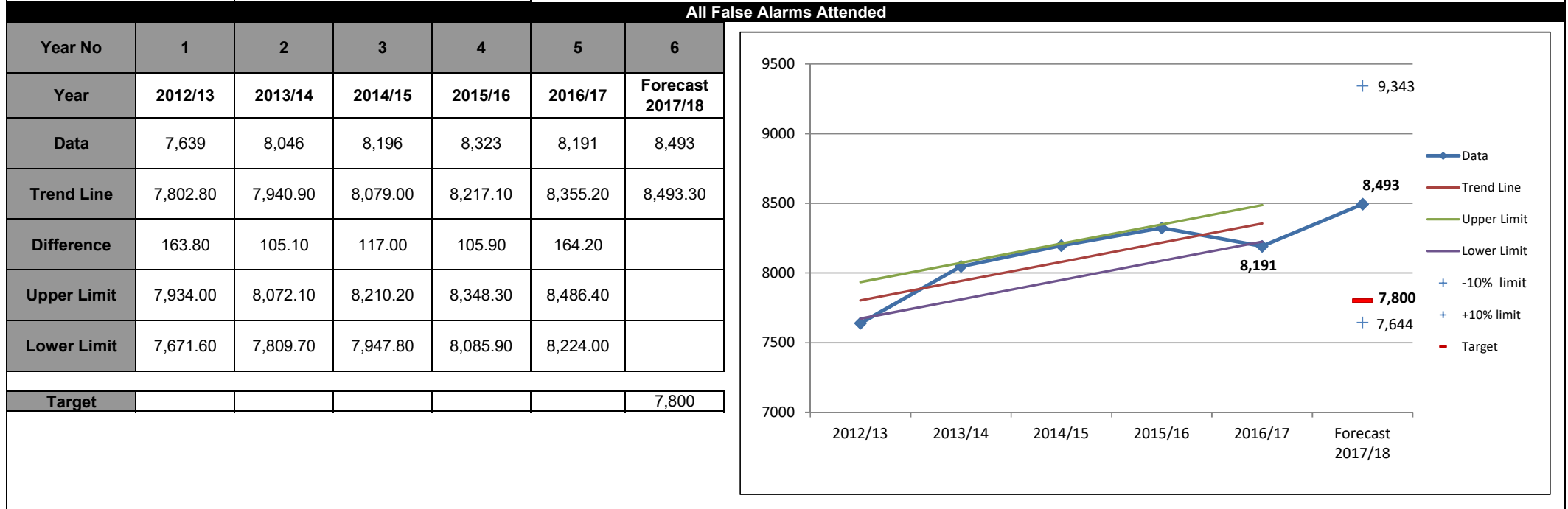
Year No	1	2	3	4	5	6
Year	2012/13	2013/14	2014/15	2015/16	2016/17	Forecast 2017/18
<b>Data</b>	5,843	6,838	5,918	6,578	5,798	6,090
<b>Trend Line</b>	6,265.00	6,230.00	6,195.00	6,160.00	6,125.00	6,090.00
<b>Difference</b>	422.00	608.00	277.00	418.00	327.00	
<b>Upper Limit</b>	6,675.40	6,640.40	6,605.40	6,570.40	6,535.40	
<b>Lower Limit</b>	5,854.60	5,819.60	5,784.60	5,749.60	5,714.60	
<b>Target</b>						5,900



<b>Target 2017/18</b>	<b>Target Setting Rationale</b>
<b>5,900</b>	The number of fires attended in 2016/17 was significantly lower than the number attended during the previous year, which can be largely attributed to a reduction in grass fires attended during the first quarter of the year. The all Wales grass fire reduction strategy "Dawns Glaw" was implemented during this period. Reducing the number of deliberate fires attended is an Improvement Objective for 2017/18 and significant prevention work is being delivered in the coming months to reduce the number of these incidents. Targeted campaigns aim to reduce cooking/kitchen fires and there is continuing development in the targeting of high risk individuals that allows stations to target Home Safety Checks more effectively. The target for 2017/18 was set lower than the number of incidents forecast for the year based on the five year trend but is slightly higher than the actual number attended during the previous year. This will accommodate the fact that there will be two periods of Easter holidays during 2017/18, a holiday period in which the number of arson incidents has been historically high.

Total Incidents			
<b>Indicator I.D.</b>	2	<b>Description:</b>	Total False Alarms attended per 10,000 population.
<b>Indicator Ref:</b>	FRS/RRC/S/001 (ii)		
<b>PI Target</b>	51.81	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.	

**Direction of Travel:**  
↓



Target 2017/18	Target Setting Rationale
<b>7,800</b>	The number of False Alarms attended in 2016/17 was lower than the number attended in 2015/16, despite the fact that the number has increased annually during the previous four years. The decreasing number of incidents was a result of reductions in the number of Good Intent False Alarm calls and Malicious False Alarms attended. Automatic Fire Alarms (AFAs) account for the majority of the false alarms attended, a number which has increased annually since 2013/14. A number of initiatives will be devised and implemented to drive down the number of attendances during the upcoming year. Fire Control will aim to challenge all AFAs to prevent unwanted mobilisations and agreements are being negotiated with health and educational premises to reduce attendances during business hours. There is also an all Wales AFA Initiative in place which aims to target regular offenders through a three tier redress process. Fire Stations are working to identify regular actuations and premises and will work to reduce these types of call.

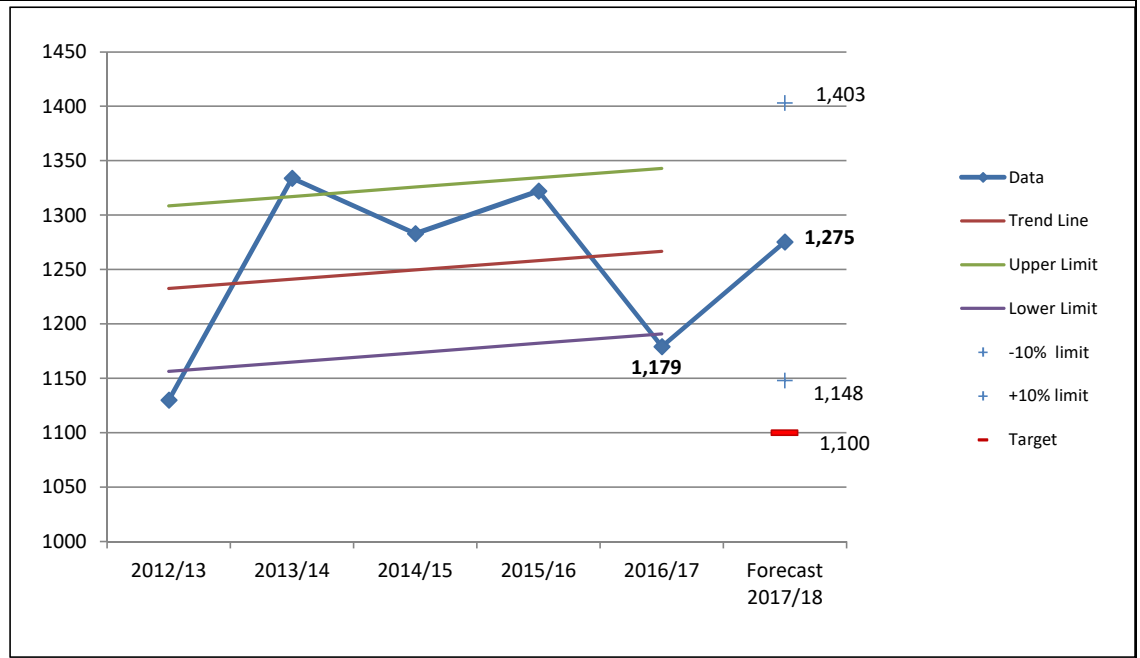


**Total Incidents**

<b>Indicator I.D.</b>	3	<b>Description:</b>	Total Road Traffic Collisions attended per 10,000 population.	<b>Direction of Travel:</b>
<b>Indicator Ref:</b>	FRS/RRC/S/001 (iii)			↓
<b>PI Target</b>	7.31	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		

**All Road Traffic Collisions**

Year No	1	2	3	4	5	6
<b>Year</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>2016/17</b>	<b>Forecast 2017/18</b>
<b>Data</b>	1,130	1,334	1,283	1,322	1,179	1,275
<b>Trend Line</b>	1,232.40	1,241.00	1,249.60	1,258.20	1,266.80	1,275.40
<b>Difference</b>	102.40	93.00	33.40	63.80	87.80	
<b>Upper Limit</b>	1,308.48	1,317.08	1,325.68	1,334.28	1,342.88	
<b>Lower Limit</b>	1,156.32	1,164.92	1,173.52	1,182.12	1,190.72	
<b>Target</b>						1,100

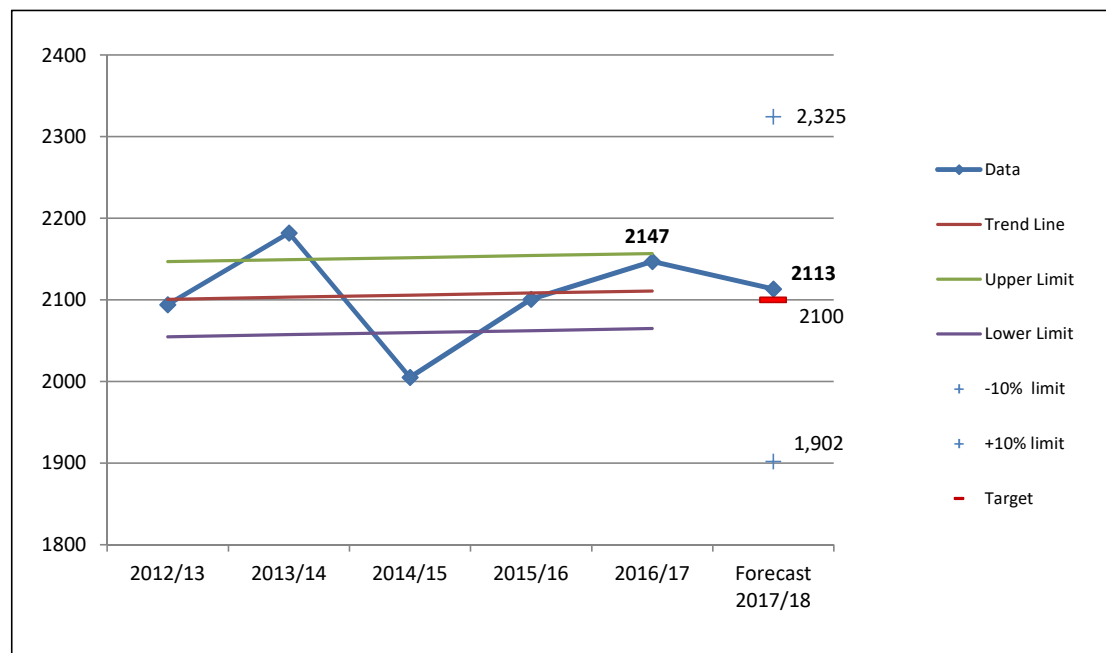


<b>Target 2017/18</b>	<b>Target Setting Rationale</b>
<b>1,100</b>	The number of Road Traffic Collisions attended in 2016/17 was lower than the number attended during the previous year, with the number attended achieving the target set for the year (which was 1,200). It is worth noting that the total number of incidents attended is the lowest since 2012/13. The delivery of DOMINO events will continue and specific targeting of work place drivers is to be delivered throughout the coming year. The target set for 2017/18 is therefore lower than that set for the previous year.

Total Incidents			
<b>Indicator I.D.</b>	4	<b>Description:</b>	Total Other Special Service Calls attended per 10,000 population.
<b>Indicator Ref:</b>	FRS/RRC/S/001 (iv)		
<b>PI Target</b>	13.95	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.	

**Direction of Travel:**  
↓

All Other Special Service Calls						
Year No	1	2	3	4	5	6
Year	2012/13	2013/14	2014/15	2015/16	2016/17	Forecast 2017/18
<b>Data</b>	2094	2182	2005	2101	2147	2113
<b>Trend Line</b>	2100.80	2103.30	2105.80	2108.30	2110.80	2113.30
<b>Difference</b>	6.80	78.70	100.80	7.30	36.20	
<b>Upper Limit</b>	2146.76	2149.26	2151.76	2154.26	2156.76	
<b>Lower Limit</b>	2054.84	2057.34	2059.84	2062.34	2064.84	
<b>Target</b>						2100



Target 2017/18	Target Setting Rationale
<b>2,100</b>	The number of Other Special Service calls attended during 2016/17 was higher than the number attended during the previous year and was higher than the target of 2,000. This can be largely attributed to incidents attended as part of the Fire Medical Response pilot (152 attended during April 2016 to March 2017). The potential expansion of this pilot along with the organisations intention to explore further collaborative opportunities with the Welsh Ambulance Service Trust will result in further increases to the number of incidents attended. The target has therefore been increased to accommodate this.

# Target Setting 2017/2018 Deaths and Injuries

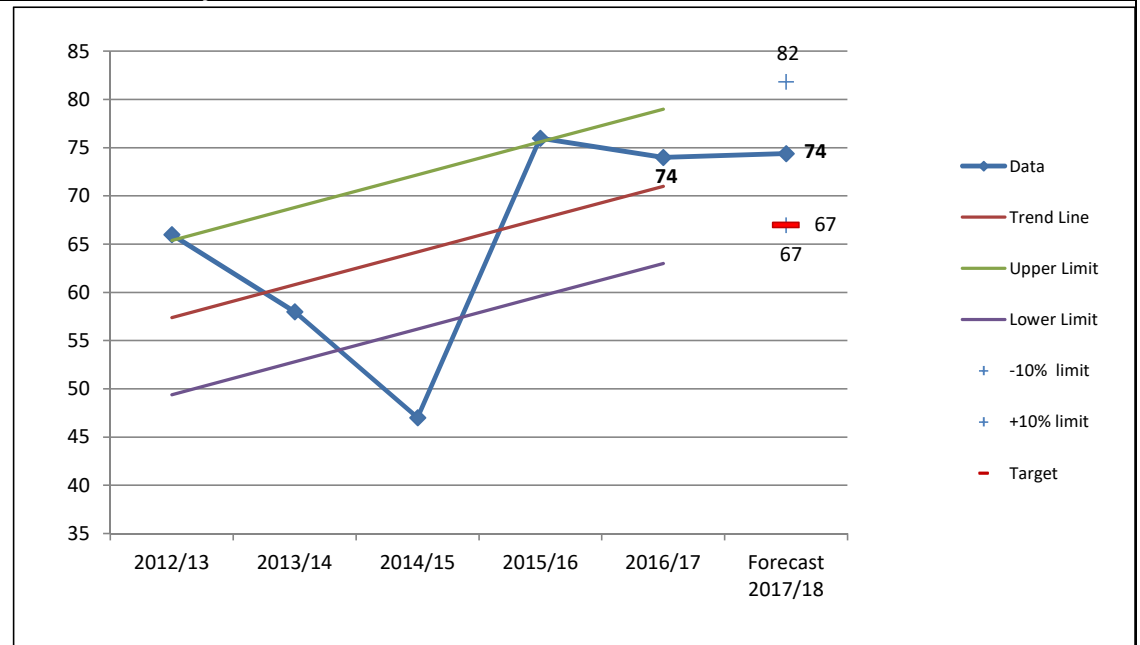
Deaths and Injuries							
<b>Indicator I.D.</b>	5						<b>Direction of Travel:</b>
<b>Indicator Ref:</b>	FRS/RRC/S/002 (i)					<b>Description:</b>	Deaths and Injuries arising from all fires per 100,000 population.
<b>PI Target</b>	5.38					The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.	
Total Fire Deaths and Injuries							
Year No	1	2	3	4	5	6	
Year	2012/13	2013/14	2014/15	2015/16	2016/17	Forecast 2017/18	
Data	78	68	57	85	92	90	
Trend Line	67.00	71.50	76.00	80.50	85.00	89.50	
Difference	11.00	3.50	19.00	4.50	7.00		
Upper Limit	76.00	80.50	85.00	89.50	94.00		
Lower Limit	58.00	62.50	67.00	71.50	76.00		
Target						81	
<b>Target 2017/18</b>	<b>Target Setting Rationale</b>						
81	<p>The total number of deaths and injuries arising from all fires increased compared to the number recorded during the previous year. Exploring and understanding the reasons behind fire related injuries is one of the organisations priority actions for 2017/18. The organisation will explore the root causes of fire related injuries, using both the data recorded from previous fire-related injuries and additional data gathered through further engagement with the individual casualties involved. This will be achieved primarily through 'Major Injury (M37) Case Studies' (which are carried out for all fire related fatalities and serious injuries), the organisation's ongoing commitment to the UK-wide Lifebid project and a number of campaigns which include Summer, Kitchen and Bonfire Safety. We continue to work with our partners to reduce risk in our communities.</p>						

**Deaths and Injuries**

<b>Indicator I.D.</b>	6	<b>Description:</b>	Deaths and Injuries arising from all fires which were started accidentally per 100,000 population.	<b>Direction of Travel:</b>
<b>Indicator Ref:</b>	FRS/RRC/S/002 (ii)			↓
<b>PI Target</b>	4.45	The data shown in the tables and chart below are the actual number of incidents. These are then divided by the population and multiplied by either 10,000 or 100,000, as specified, in order that meaningful comparisons can be made across other FRS's, e.g. Welsh FRS's and Family Group 4.		

**Accidental Fire Deaths and Injuries**

Year No	1	2	3	4	5	6
Year	2012/13	2013/14	2014/15	2015/16	2016/17	Forecast 2017/18
<b>Data</b>	66	58	47	76	74	74
<b>Trend Line</b>	57.40	60.80	64.20	67.60	71.00	74.40
<b>Difference</b>	8.60	2.80	17.20	8.40	3.00	
<b>Upper Limit</b>	65.40	68.80	72.20	75.60	79.00	
<b>Lower Limit</b>	49.40	52.80	56.20	59.60	63.00	
<b>Target</b>						67



<b>Target 2017/18</b>	<b>Target Setting Rationale</b>
<b>67</b>	The total number of deaths and injuries arising from accidental fires however decreased compared to the number recorded during the previous year. Exploring and understanding the reasons behind fire related injuries is one of the organisations priority actions for 2017/18. The organisation will explore the root causes of fire related injuries, using both the data recorded from previous fire-related injuries and additional data gathered through further engagement with the individual casualties involved. This will be achieved primarily through 'Major Injury (M37) Case Studies' (which are carried out for all fire related fatalities and serious injuries), the organisation's ongoing commitment to the UK-wide Lifebid project and a number of campaigns which include Summer, Kitchen and Bonfire Safety. We continue to work with our partners to reduce risk in our communities.

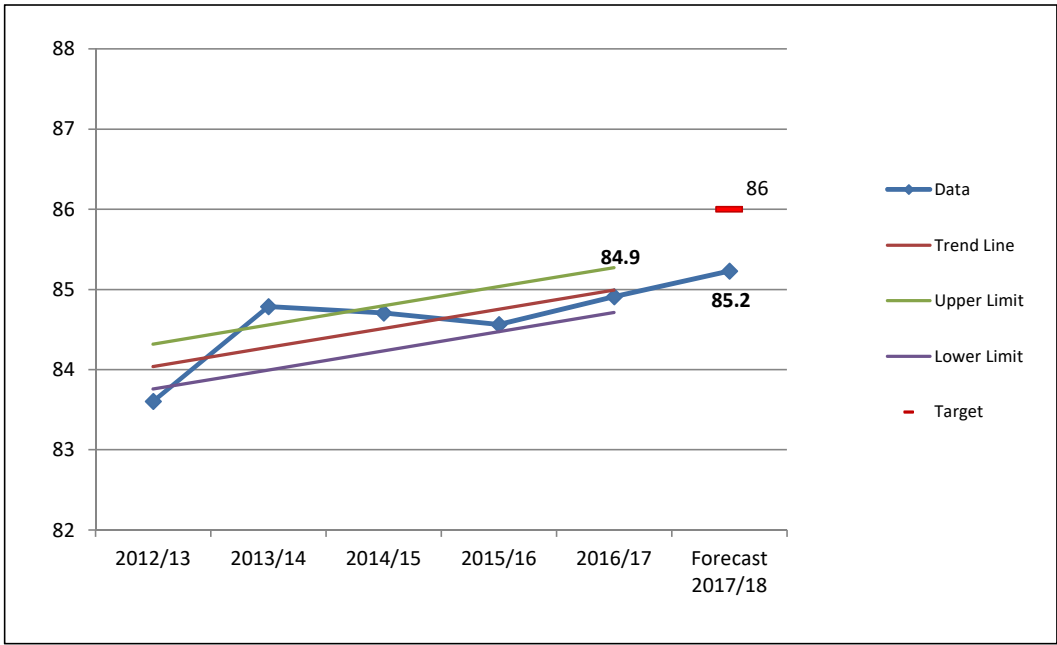
# Target Setting 2017/2018 Effective Response

Effective Response			
Indicator I.D.	7	Description:	The Percentage of dwelling fires which were contained in the room in which they originated.
Indicator Ref:	FRS/EFR/S/003		
PI Target	86%	The data shown in the tables and chart below are the actual percentage of incidents confined to room of origin. This allows meaningful comparisons across other FRS's, e.g. Welsh FRS's and Family Group 4.	

Direction of Travel:  
↑

**The Percentage Of Dwelling Fires Which Were Contained In The Room In Which It Originated**

Year No	1	2	3	4	5	6
Year	2012/13	2013/14	2014/15	2015/16	2016/17	Forecast 2017/18
Data	83.6	84.8	84.7	84.6	84.9	85.2
Trend Line	84.04	84.28	84.51	84.75	84.99	85.23
Difference	0.43	0.51	0.19	0.19	0.08	
Upper Limit	84.32	84.56	84.80	85.03	85.27	
Lower Limit	83.76	84.00	84.23	84.47	84.71	
Target						86



Target 2017/18	Target Setting Rationale
86.0%	The target for 'The Percentage of Dwelling Fires which were contained in the room of origin' has been set at 86%. The annual trend for this indicator is positive and improving but each annual variance is extremely small. This indicator is very much influenced by actions and behaviours of the dwelling occupants before or at the time of ignition.





**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 6.viii

25 SEPTEMBER 2017

## REPORT OF THE DEPUTY CHIEF OFFICER

**REPORT ON PROPOSED PRIORITY ACTIONS 2018/2019****SUMMARY**

To approve the proposed Priority Actions for 2018/19 for publication in the Service's Annual Improvement Plan Stage 2.

**RECOMMENDATIONS**

That Members note the contents of the report and agree the Priority Actions for 2018/2019.

That Members approve these Priority Actions for publication in the "Consultation Document" - Stage 2 of the Annual Improvement Plan on the South Wales Fire & Rescue Service internet site by 31 October 2017.

**1. BACKGROUND**

- 1.1 The purpose of this report is to propose our Priority Actions for the forthcoming financial year 2018/2019.
- 1.2 Members will be aware of the requirement to publish the second stage of the Annual Improvement Plan by the statutory deadline of 31 October in accordance with the requirements of the Local Government (Wales) Measure 2009.
- 1.3 While reporting on performance for the preceding financial year 2016/2017 and identifying how we intend to satisfy the Priority Actions for 2017/2018, the Annual Improvement Plan is also a consultation vehicle for the Priority Actions for the upcoming financial year 2018/2019. The document will outline how these objectives support the achievement of Wellbeing Goals as part of the Wellbeing of Future Generations (Wales) Act 2015.

**2. ISSUE**

- 2.1 Stage 2 of the Annual Improvement Plan is a statutory document, required in accordance with Local Government (Wales) Measure 2009 – Part 1 Guidance to Fire and Rescue Authorities, September 2015. The final document will take the same style and format as previous years.
- 2.2 This report proposes Priority Actions for the forthcoming financial year, based on an internal analysis conducted at Executive and Senior

Management Team level with support from the Service Performance and Communications Department.

2.3 The analysis uses information including audited performance data for the year 2016/2017 which is also published and reported against the Improvement Objectives for 2016/2017.

2.4 For clarification, within this document, Strategic Themes are our top level and have been considered in accordance with our contribution toward the Wellbeing of Future Generations (Wales) Act 2015. These are supported by the delivery of Priority Actions (which were previously known as Improvement Objectives). These Priority Actions meet our statutory obligations as per the Local Government (Wales) Measure 2009 and provide greater clarity and focus.

2.5 For clarity, the proposed Strategic Themes and Priority Actions for consultation are as follows:

- **Reduce Risk**

- (a) Work with others to protect our communities from harm or the risk of harm.

- **Engage & Communicate**

- (a) Develop more efficient and effective ways of engaging and communicating with our communities about our services.

- **Nurture Sustainable Resources**

- (a) Ensure we attract, develop and retain a workforce that reflects our communities and is capable of delivering effective services today and in the future.
- (b) Reduce our Service's impact on the environment to ensure future sustainability.

- **Embrace Technology**

- (a) Ensure we use technology to enable efficient and improved service delivery.

- **Strengthen Partnerships**

- (a) Work with our Public Service Boards to support local communities.

### 3. FINANCIAL IMPLICATIONS

- 3.1 Delivery of these Strategic Themes is primarily already addressed within the commitments of the Medium Term Financial Strategy or will be met as part of the financial planning for next year.

### 4. EQUALITY IMPACT ASSESSMENT

- 4.1 Equalities' outcomes were considered in the development of these objectives and are, where possible, included within the consultation document.

### 5. RECOMMENDATION

- 5.1 That Members note the contents of the report and agree the Priority Actions for 2018/2019.
- 5.2 That Members approve these Priority Actions for publication in the "Consultation Document" - Stage 2 of the annual Improvement Plan on the South Wales Fire & Rescue Service internet site by 31 October 2017.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Jemma Trivett Engagement, Transformation & Performance Officer	None



AGENDA ITEM NO 7

**Reports for Information**



**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 7.i

25 SEPTEMBER 2017

**REPORT OF THE ASSISTANT CHIEF FIRE OFFICER TECHNICAL SERVICES****EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME****SUMMARY**

This report introduces the Emergency Services Mobile Communications Programme (ESMCP).

The role of the Emergency Services Mobile Communications Programme is to source a viable alternative as a replacement to the Airwave network. There are significant risks to the delivery of operational services in moving Emergency Services mobile communications onto a new technology.

**RECOMMENDATION**

Members note the implications of the Emergency Services Mobile Communications Programme.

**1. BACKGROUND**

- 1.1 The Firelink project was set up to replace ageing radio technology used by Fire & Rescue Services in England, Scotland, and Wales. It has improved communications between a response team and the Control Room during and after an incident, and also to support multi-agency communications.
- 1.2 The current Emergency Services Radio scheme is provided by Airwave, and is a private network run over a dedicated radio spectrum. Although it offers high availability for voice it is expensive and does not offer a suitable data solution. This has led to users procuring a separate solution to meet their data needs.
- 1.3 The Firelink contract between Department of Communities & Local Government (DCLG), and Airwave, was signed in 2006, and was for a period of 10 years. This contract was due for renewal at the end of 2016, but has since been extended. The intention is to replace Airwave with an Emergency Services Network (ESN) which will offer both voice and data services in a more cost effective way.

**2. ISSUES**

- 2.1 The Emergency Services Mobile Communication Programme (ESMCP) hosted by the UK Home Office, will replace the communication service delivered by Airwave Solutions Limited (ASL). The intended scope of the

Emergency Services Network includes the 44 Police Services, 50 Fire & Rescue Services, and 13 Ambulance Trusts, along with a range of other civil contingency user organisations.

- 2.2 The Emergency Services Network will deliver the future mobile communications required by the three Emergency Services by taking advantage of the latest mobile technologies to deliver the functionality, coverage, security, and availability required for critical voice and broadband data services needed by the UK's Emergency Services.
- 2.3 The project has three key aims:-
- **Better** – with integrated broadband data services; public service functionality; national coverage, and high availability.
  - **Smarter** – with more flexibility to evolve and improve over time with users only paying for features they require
  - **Cheaper** – to address budget pressures with the contract re-competed regularly to leverage market forces
- 2.4 The Public Accounts Committee published their recall report relating to the Emergency Services Mobile Communication System on Friday, 21 April, 2017, prior to the purdah period for the general election.

Key areas highlighted are:-

1. The late delivery of Emergency Services Network.
  2. Airwave not being available prior to Emergency Services Network being delivered.
  3. The department underestimating risks.
  4. Emergency Services Network availability in the Underground.
- 2.5 Work to tackle the issues identified in the report, along with steps outlined in the four recommendations, have largely been ongoing for some time. However, given the complex nature of the programme, and the issues themselves, much of this has not yet reached logical conclusions.
- 2.6 Governance arrangements for transition to the Emergency Services Network has been established, and the Service is well placed to adapt to any changes in the project delivery timescales.



### 3. FINANCIAL IMPLICATIONS

- 3.1 The full financial implications of Emergency Services Mobile Communications Programme are as yet unknown but early discussions have commenced with Welsh Government regarding the requirement to support transition costs.
- 3.2 It is envisaged that the long term running costs of the Emergency Services Mobile Communications Programme will be lower than the current costs associated with Airwave, although this has yet to be confirmed.

### 4. HEALTH & SAFETY IMPLICATIONS

- 4.1 The provision of reliable and effective communications is an essential element of any Emergency Service, and Airwave is fully embedded as part of single and multi-agency operations. There are significant health and safety implications if the replacement for Airwave is delivered in such a way as to compromise the current provision.

### 5. RECOMMENDATION

- 5.1 Members note the implications of the Emergency Services Mobile Communications Programme.

<b>Contact Officer:</b>	<b>Background Papers:</b>
ACFO R Prendergast Director of Technical Services	



**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 7.ii

25 SEPTEMBER 2017

**REPORT OF THE ASSISTANT CHIEF FIRE OFFICER TECHNICAL SERVICES****OPERATION ATEGOL****SUMMARY**

The Civil Contingencies Act 2004 establishes a range of duties for specified "Category 1 responders". These include the duty of Fire & Rescue Authorities to assess, plan and prepare for impacts that may affect the business continuity of service delivery. One foreseeable business continuity event is the loss of staff. 'Operation Ategol' is the Service's plan to respond to industrial action. Recent years have seen a trade union dispute between the Government and the Fire Brigades Union (FBU) over pension changes and this dispute remains live.

**RECOMMENDATION**

Members note the content of the report and the principles of the plan for loss of staff.

**1. BACKGROUND**

- 1.1 All Fire & Rescue Authorities have a duty under Section 7(2)(a) of the Fire and Rescue Services Act 2004 (FRSA 2004), in relation to firefighting, to "*secure the provision of the personnel, services and equipment necessary efficiently to meet all normal requirements.*" A similar duty applies under S8 in respect of Road Traffic Collisions and S9 in relation to Other Emergencies.
- 1.2 The Civil Contingencies Act 2004 lays down duties for specified "Category 1 responders", including Fire & Rescue Authorities to assess, plan and advise in relation to emergencies. For a Fire & Rescue Authority, an emergency includes a period of industrial action
- 1.3 'Operation Ategol' is the plan for the provision of emergency fire and rescue cover by South Wales Fire & Rescue Service designed to meet statutory responsibilities under the Fire & Rescue Service Act 2004 in relation to Business Continuity.
- 1.4 The strategic aim of Ategol is to maintain an appropriate level of service provision to meet the Authorities legal responsibilities, and to protect the communities of South Wales in line with the levels of resource available during periods of Industrial Action. It is "*the planned provision, as part of the business continuity arrangements of South Wales Fire & Rescue*

*Service, to maintain emergency firefighting and rescue capabilities in the event of significant loss of personnel for whatever reason". It does not seek to replicate normal service provision, but is intended to provide an emergency capability to maintain its statutory responsibilities.*

## **2. ISSUE**

- 2.1 To ensure that the Authority can discharge its statutory functions during times of significant loss of staff 'Operation Ategol' was developed. This plan enables the ACFO Technical Services to draw down on additional trained staff to ensure continuity of the provision of emergency services.
- 2.2 The plan has a number of critical elements, each of which is necessary to provide a robust response to a significant loss of staff. It includes the provision of suitably trained Auxiliary Firefighters, Competent Incident Commanders to provide adequate supervision, additional professional Firefighters to enhance resilience, instructor contracts to deliver appropriate competency based training and a part-time manager to ensure each element continues to be ready for deployment.
- 2.3 The Auxiliary cohort currently has an establishment of approximately 80 Firefighters. This reflects the identified need to respond to the early stages of Industrial Action and avoid reliance on external support. To secure the provision of Auxiliary Firefighters in the event of Industrial Action, and to ensure that they are contracted to attend essential training events, an appropriate contract has been developed. This contract guarantees Auxiliary Firefighters an annual salary of between £1250 and £2250 according to skill sets.
- 2.4 The effective management and engagement of our Auxiliary Firefighters has proved to be challenging, and this role is now carried out by a newly appointed part-time Auxiliary Manager, who is responsible for coordinating availability, and ensuring Auxiliary Firefighters attend essential initial and refresher training and exercises, to maintain the requisite competencies.
- 2.5 The Service still has scope to roll out additional "resilience contracts". This is necessary so that the Authority can make use of personnel belonging to other unions including the Retained Firefighters Union, non-unionised personnel, and professional Firefighters from other Services / Sectors.
- 2.6 'Operation Ategol' has been recently tested and validated via a desktop exercise in February 2017, and a full live play exercise in April 2017. Critical elements of the plan have been tested, and an up to date plan is currently being written which incorporates all learning points.

### 3. FINANCIAL IMPLICATIONS

- 3.1 'Operation Ategol' has an associated budget of £350,000 which can be broken down as follows:

#### **2017/2018:**

##### *Salaries*

Auxiliary Firefighter contracts	£ 176,750
Auxiliary Manager	£ 13,760
Training Staff contracts	£ 16,750
Resilience Contracts	£ 45,000

##### *Non Salary*

Securitas (Incident Command)	£ 66,333
Ancillary*	£ 31,000

**Total** **£349,593**

\*Uniform, PPE cleaning, servicing & replacement, catering, equipment replacement, repair & maintenance, recruitment & selection (CRB screening), Assurance (exercise and resilience).

### 4. HEALTH AND SAFETY IMPLICATIONS

- 4.1 During normal business the provision of a Fire & Rescue Service has significant Health and Safety implications for the Authority, which are controlled through robust safe systems of work, training, instruction and supervision. During periods of Industrial Action involving firefighters, risks to both the community and those providing the service are increased due to the limited number of resources available, the limited role of Auxiliary Firefighters, and the experience of those responding.
- 4.2 It has long been considered by the Authority that the benefits of providing a limited emergency response in accordance with 'Operation Ategol' far outweigh the option of not providing any service at all.
- 4.3 'Operation Ategol' is underpinned by various risk assessments that take into account the limited response service provided at times of Industrial Action, and the limited role that Auxiliary Firefighters can be expected to perform. Training has and will continue to be delivered to those Auxiliary Firefighters undertaking the limited firefighting role. However, Auxiliary Firefighters cannot, and will not, be permitted to undertake activities beyond that to which they are trained and equipped to deal with.

4.4 Ategol recognises the important role that effective risk management in terms of community safety, public awareness and Business Fire Safety will have in ensuring the safe discharge of the Authority's responsibilities.

## 5. RECOMMENDATION

5.1 Members note the content of the report and the principles of the plan for loss of staff.

<b>Contact Officer:</b>	<b>Background Papers:</b>
ACFO R Prendergast Director of Technical Services	

**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.iii  
25 SEPTEMBER 2017

## REPORT OF THE DEPUTY CHIEF OFFICER

**AUDIT OF THE SOUTH WALES FIRE & RESCUE AUTHORITY 2017/18  
IMPROVEMENT PLAN****SUMMARY**

This report advises Members of the issue of the Certificate of Compliance for the audit of the Authority's 2017/18 Improvement Plan (incorporated within the Strategic Plan 2017-2022).

**RECOMMENDATIONS**

That Members note the issue of the Certificate of Compliance for the audit of the Authority's 2017/18 Improvement Plan which is incorporated into its Strategic Plan 2017-2022.

**1. BACKGROUND**

1.1 Members will be aware that under the Local Government (Wales) Measure 2009 (the Measure), the Authority is required to prepare and publish an Improvement Plan describing how it will discharge its duties to:

- Make arrangements to secure continuous improvement in the exercise of its functions;
- Make arrangements to secure achievement of its improvement objectives;
- Make arrangements to exercise its functions so that any performance standards specified by Welsh Ministers is met.

**2. ISSUE**

2.1 As the Authority's Auditor, the Auditor General for Wales, under section 17 and 19 of the Measure, is required to audit the Improvement Plan and in certifying that he has done so, reports whether the Authority has discharged its duty in accordance with Section 15 of the Measure and Statutory Guidance.

2.2 A copy of the Certificate of Compliance for the audit of the Authority's 2017/18 Improvement Plan as issued by the Auditor General is attached as Appendix 1 to this report and concludes that the Authority has effectively discharged its relevant statutory duty in this regard.

### 3. RECOMMENDATION

- 3.1 That Members note the issue of the Certificate of Compliance for the audit of the Authority's 2017/18 Improvement Plan which is incorporated into its Strategic Plan 2017-2022.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Sally Chapman Deputy Chief Officer	None





## APPENDIX 1

**Reference:** 290A2017

**Date issued:** April 2017

## Audit of South Wales Fire and Rescue Authority's 2017-18 Improvement Plan

### Certificate

I certify that, following publication on 31 March 2017, I have audited South Wales Fire and Rescue Authority's (the Authority) Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Authority has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

### Respective responsibilities of the Authority and the Auditor General

Under the Measure, the Authority is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

- make arrangements to secure continuous improvement in the exercise of its functions;
- make arrangements to secure achievement of its improvement objectives; and
- make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Authority to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Authority is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Authority has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Authority's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Authority has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

## Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Authority can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Authority's Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Authority had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.



**Huw Vaughan Thomas**

**Auditor General for Wales**

CC: Mark Drakeford – Cabinet Secretary for Finance and Local Government

Andy Bruce, Manager

**FORWARD WORK PROGRAMME FOR  
FIRE & RESCUE AUTHORITY 2017/18**

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
Each meeting following the NIC meeting	Update Report on the work of the NIC	To keep Members up-to-date with the work of the NIC	DCO  Contact Officer: Sally Chapman	
As appropriate when amendments required	Updating Constitutional Documents	To ensure that the constitutional documents of the Authority remain up-to-date and reflecting the requirements and practices of the organisation	DCO  Contact Officer: Sally Chapman	
10 July 2017	Financial Governance	To seek Members approval to respond to WAO enquiries in relation to financial governance enquiries	Treasurer  Contact Officer: Geraint Thomas	Completed. Presented at the Members' Training Day
<del>10 July 2017</del> 25 Sept 2017	Strategic Risk	To advise Members of the Strategic Risks of the Organisation and how these are being treated, managed or reduced.	DCO  Contact Officer: Sarah Watkins	
<del>10 July 2017</del> 25 Sept 2017	WAO Certificate of Compliance	To advise Members of the WAO Certificate of Compliance received in relation to the publication of the 2017-18 Improvement Plan	DCO  Contact Officer: Sally Chapman	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
	<b>Annual Reports:</b>			
10 July 2017 25 Sept 2017	End of year Health Check on Performance and Strategic Objectives 2016/17	To advise Members of end of year performance against agreed targets and to advise Members of the end of year health check position in securing the achievement of the Strategic Objectives	DCO  Contact Officer: Sarah Watkins	On agenda
10 July 2017 25 Sept 2017	Health & Safety Annual Report 2016/17	To advise Members of Health and Safety performance of the organisation	ACFO TS  Contact Officer: Martin Hole	On agenda
10 July 2017 25 Sept 2017	Pay Claim	Update of FBU Claim submitted and timeline for negotiations & tribunal claim	ACO PS  Contact Officer: Phil Haynes	On agenda
10 July 2017 25 Sept 2017	Operational Resilience	To advise Members of the Service's contingency plans that it has in place	ACFO TS  Contact Officer: R Prendergast	On agenda
10 July 2017 25 Sept 2017	Update on Renewal of Airwave	To advise Members of the current position	ACFO TS  Contact Officer: R Prendergast	On agenda
25 Sept 2017	Report on proposed Priority Actions 2018/19	To advise Members of the proposed Priority Actions 2018/19 and to seek authority to enter into public consultation on these	DCO  Contact Officer: Sarah Watkins	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
25 Sept 2017	Update on MTFs and Reserves Strategy	To update Members on the Financial strategy and reserves strategy of the Authority prior to considering the report on the 2018/19 budget setting strategy	Treasurer Contact Officer: Chris Barton	On agenda
25 Sept 2017	Budget Strategy 2018/19	To obtain clarification upon the political steer for the budget strategy for 2018/19 budget setting process	Treasurer Contact Officer: Chris Barton	On agenda
25 Sept 2017	Statement of Accounts (Revenue and Capital) for 2016/17 budget	To seek Members' approval for publication of the Statement of Accounts	Treasurer Contact Officer: Geraint Thomas	On agenda
25 Sept 2017	Treasury Management Outturn 2016/17	To advise Members of the year end treasury management position	Treasurer Contact Officer: Chris Barton & Geraint Thomas	On agenda
18 Dec 2017	WAO Annual Improvement Report	To advise Members of the key issues emanating from the annual report and to provide an opinion on adequacy and effectiveness of the organisation and its potential to improve, its approach to risk management, control and governance processes based on the WAO work undertaken during the year, including data quality & PIs, HR work, a Framework update, whistleblowing and forward planning.	DCO Contact Officer: Sally Chapman	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
18 Dec 2017	Half Yearly Health Check of Performance and Review of Strategic Themes	To advise Members of performance against agreed targets and achievement of Strategic Themes at the mid-way point through the year	DCO Contact Officer: Sarah Watkins	
18 Dec 2017	Half Yearly Review of Strategic Risk	To keep Members advised of the Strategic Risks of the Organisation and how these are being treated, managed or reduced.	DCO Contact Officer: Sarah Watkins	
18 Dec 2017	Estimated Revenue & Capital Budget determination for 2018/19	To consider consultation responses and to set the recommended budget determination for consideration by Fire Authority in December	Treasurer Contact Officer: Geraint Thomas	
18 Dec 2017	Treasury Management Mid Term Report 2017/18	To advise Members of the mid year position in relation to our treasury management	Treasurer Contact Officer: Geraint Thomas	
18 Dec 2017	Independent Remuneration Panel for Wales' Draft Annual Report	To consider the IRPW's draft Annual Report and enable comments to be submitted to the Panel within required timescales	DCO Contact Officer: Sally Chapman	
12 Feb 2018	KPI Target Setting 2018/19	To set the targets for the following financial year	ACFO SD Contact Officer: Sarah Watkins	
12 Feb 2018	Report on Responses to the consultation of the draft rolling Strategic Plan and Priority Actions 2018/19	To advise Members of consultation responses and seek approval for a final version of the rolling Strategic Plan	DCO Contact Officer: Sarah Watkins	

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
12 Feb 2018	Pay Policy Statement 2018/19	To consider the Authority's Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance	ACO PS  Contact Officer: Phil Haynes	
12 Feb 2018	Treasury Management Strategy 2018/19	To secure Members' approval to the adoption of the Treasury Management Strategy 2018/19	Treasurer  Contact Officer: Geraint Thomas	
26 Mar 2018	Annual Report of the work of the Finance, Audit & Performance Management Committee & its working group during 2017/18	To advise Members of the work of the committee	DCO  Contact Officer: Sally Chapman	
26 Mar 2018	Annual Report of the work of the HR & Equalities Committee during 2017/18	To advise Members of the work of the committee	ACO PS  Contact Officer: Phil Haynes	
26 Mar 2018	Annual Report of the Work of the Pensions Committee 2017/18	To advise Members of the work of the committee	ACO PS  Contact Officer: Phil Haynes	
26 March 18	Wellbeing Plans	To consider a report of the FAPM cttee of our PSB's Wellbeing Plans and how these impact upon SWFRS's own Strategic Plan	DCO  Contact Officer: Sarah Watkins	
26 March 18	Welsh Language Standards	To update Members on compliance against the Welsh Language Standards	ACO PS  Contact Officer: Phil Haynes	

Huw Jakeway – CFO  
Sally Chapman – DCO  
Phil Haynes – ACO People Services  
Andrew Thomas – ACFO Service Delivery  
Richie Prendergast – ACFO Technical Services

Chris Barton – Treasurer  
Geraint Thomas – Head of Finance & Procurement  
Mark Malson – Head of Human Resources  
Dewi Rose – Head of Operations  
Calvin Powell – Head of Business Support  
Sarah Watkins – Head of Service Performance & Communications



## AGENDA ITEM NO 8

**To consider any items of business that the Chairman deems urgent  
(Part 1 or 2)**



1.	Apologies for Absence	
2.	Declarations of Interest	
	Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct.	
3.	Chairman's Announcements	
4.	To receive the minutes of;	
	<ul style="list-style-type: none"> <li>• Local Pension Board meeting held on 21 November 2016</li> <li>• FAPM meeting held on 5 December 2016</li> <li>• HR &amp; Equalities meeting held on 16 January 2017</li> <li>• Fire &amp; Rescue Authority Meeting held on 13 February 2017</li> <li>• Standards Committee meeting held on 6 March 2017</li> <li>• HR &amp; Equalities meeting held on 27 March 2017</li> <li>• FAPM Meeting held on 3 April 2017</li> <li>• Annual General Meeting held on 12 June 2017</li> </ul>	<p>5</p> <p>11</p> <p>17</p> <p>23</p> <p>31</p> <p>35</p> <p>41</p> <p>49</p>
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