

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

SOUTH WALES FIRE & RESCUE AUTHORITY

COMMITTEE: Finance, Audit & Performance Management Committee

DATE: Monday, 29 January 2018 at 10:30 hours

VENUE: South Wales Fire & Rescue Service Headquarters,
Room 8, Forest View Business Park, Llantrisant
CF72 8LX

AGENDA

1. Apologies for Absence
2. Declarations of Interest

Members of the Fire & Rescue Authority are reminded of their personal responsibility to both verbally and in writing declare any personal and/or prejudicial interests 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:

- FAPM Meeting held on 4 December 2017 5
- Finance Asset and Performance Management Working Group held on 9 October 2017 11

5. Internal Audit Report 15
6. Revenue Monitoring Report 2017/18 63
7. Capital Monitoring Report 2017/18 71

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| 8. | Report on Health Check of Performance and Strategic Objectives for Quarter 3 (1 April to 31 December) 2017/18 | 77 |
| 9. | Draft Annual Report on the work of the Finance, Audit & Performance Management Committee & it's Working Group During 2017/18 | 101 |
| 10. | Report on Progress of Bridgend, Blaenau Gwent, Monmouth, Newport and Torfaen Public Service Boards Well-being Plans | 115 |
| 11. | Update on All Wales Operational Assurance | 127. |
| 12. | Forward Work Programme | 133 |
| 13. | To consider any items of business that the Chairman deems urgent (Part 1 or 2) | 139 |

At the close of the meeting Members will meet with the Wales Audit Office and Internal Auditors to discuss Service progress

Signature of Proper Officer:



MEMBERSHIP

Councillors:

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

SOUTH WALES FIRE & RESCUE AUTHORITY
MINUTES OF THE FINANCE, AUDIT & PERFORMANCE
MANAGEMENT COMMITTEE MEETING
HELD ON MONDAY, 4 DECEMBER 2017 AT
SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

16. PRESENT:

Councillor	Left
K Critchey (Chair)	Newport
A Roberts (Deputy Chair)	Rhondda Cynon Taf
R Crowley	Vale of Glamorgan
S Evans	Torfaen
A Hussey	Caerphilly
D White	Bridgend
H Joyce	Cardiff
G Thomas	Blaenau Gwent
Val smith	Monmouthshire

APOLOGIES:

L Brown	Monmouthshire
K Gibbs	

OFFICERS PRESENT: Mrs S Chapman – Monitoring Officer; Mr C Barton – Treasurer; Mr C Powell – Deputy Monitoring Officer; Sarah Watkins – Head of Service Performance and Communications; Lisa Mullan, Senior Accountant, Ms Vicky Davies – TIAA; Mr Mark Jones – Wales Audit Office; Mr Ron Price - Wales Audit Office

17. DECLARATIONS OF INTEREST

The Monitoring Officer declared a personal non-prejudicial interest in agenda Item 9, and distributed correspondence received from Merthyr Tydfil Chief Executive.

18. CHAIR'S ANNOUNCEMENTS

There were no Chair's announcements.

19. MINUTES OF PREVIOUS MEETINGS

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

- FAPM Meeting held on 11 September 2017.
- Finance, Asset & Performance Management Working Group held on 3 March 2017.

20. TREASURY MANAGEMENT MID-TERM REVIEW REPORT 2017/18

The Senior Accountant presented the Treasury Management Mid Term Review Report 2017/18 which detailed activities for the period 1 April – 30 September 2017.

RESOLVED THAT

Members resolved to:

- 20.1 Note the report and the treasury activity for the period 1 April – 30 September 2017
- 20.2 Note changes to the investment criteria
- 20.3 recommend approval of the report to the Fire Authority

21. REVENUE MONITORING REPORT 2017/18

The Senior Accountant presented the Revenue Monitoring Report 2017/18 which provided details of the annual revenue budget and associated information for the year ending 31 March 2018.

RESOLVED THAT

Members resolved to agree the content of the report.

22. CAPITAL MONITORING REPORT 2017/18

The Senior Accountant presented the report which gave an overview of the capital budget for the year, capital transactions to date and a forecast position as at 31 March 2018.

The Chair queried the forecast arrangements and how the figures are arrived at. The Treasurer noted his concerns and gave the background to how the figures are produced.

RESOLVED THAT

Members resolved to

- 22.1 note the budget and progress of capital schemes

22.2 approved the alterations identified in Appendix 1 and the associated funding streams.

23. CORPORATE RISK REGISTER 2017/18 – QUARTER 2 REVIEW

The Head of Service Performance and Communications presented the Quarter 2 Review Report in relation to the Corporate Risk Register 2017/18 and the management of these risks and answered questions from members.

RESOLVED THAT

Members resolved to agree the validity of the operational risks contained within the Corporate Risk Register.

24. REVENUE BUDGET ESTIMATE 2018/19

The Treasurer presented the report in relation to the Revenue budget Estimate 2018/19 which advises members on progress towards the revenue budget approval for 2018/19 and sets out the proposed budget consulted on with the 10 constituent authorities, and also included consultation responses received.

After a question and answer session, where members challenged the revenue budget, members accepted the report.

RESOLVED THAT

Members resolved to recommend to the Fire & Rescue Authority a budget be set of £71,162,672 for the financial year 2018/19.

25. REPORT ON PROGRESS OF AUDIT, SCHEME AND CIRCULAR ACTION UPDATES AS AT 4 DECEMBER 2017

The Head of Service Performance and Communications presented the report which detailed latest progress recorded against actions arising from internal audits, Wales Audit Office thematic reviews, operational assurance peer reviews, corporate schemes and government circulars. A graphical summary showing all actions on-going, overdue and completed since 2 July 2012 was also provided for each type of action.

RESOLVED THAT

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

26. AUDIT OF FINANCIAL STATEMENTS REPORT - RECOMMENDATIONS

The Treasurer presented the audit report which is an addendum to financial Statements Report which had been presented to the Fire & Rescue authority on 25 September 2017. The report covers the audit recommendations for both the 2015-16 and 2016-17 financial years.

RESOLVED THAT

Members resolved to note the progress made against the recommendations.

27. WALES AUDIT OFFICE REVIEW OF ASSET MANAGEMENT ARRANGEMENTS 2016/17

Members accepted the report from the Wales Audit Office which concluded that the Authority has complied with its responsibilities relating to financial reporting and use of resources and noted that the Auditor General is satisfied that the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in the use of resources. Officers from the Wales Audit Office were present to answer questions from members.

RESOLVED THAT

Members resolved to accept the Wales Audit Office Annual Audit Letter 2016/17.

28. INTERNAL AUDIT REPORT

The Monitoring Officer introduced the report which updates members upon progress being made against the Internal audit Plan 2017/18. The Internal Auditors gave an overview of the recommendations

RESOLVED THAT

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

29. WALES AUDIT OFFICE REVIEW OF ASSET MANAGEMENT ARRANGEMENTS 2016/17

The Wales Audit Officer presented the report into the Wales Audit Office review of the Authority's asset management arrangements in relation to 2016/17 and gave an overview of the suggestions made where it believes that the Authority can make improvements for 2017/18. He confirmed that the report is very positive, and the Authority should be proud, as it acknowledges the improvement the Service has made over the last year despite reducing budgets.

RESOLVED THAT

Members resolved to accept the Wales Audit Office Asset Management Arrangements for 2016/17.

20. FORWARD WORK PROGRAMME

Members received the Forward Work Programme for 2017/18.

RESOLVED THAT

Members noted and agreed the Forward Work Programme for 2017/18

29. 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 and thanked all for their attendance.

SOUTH WALES FIRE & RESCUE AUTHORITY

**MINUTES OF THE FINANCE, ASSET & PERFORMANCE
MANAGEMENT WORKING GROUP MEETING
HELD ON MONDAY, 9 OCTOBER 2017 AT
SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

35. PRESENT:

Councillor	Left	
K Critchley		Newport
S Bradwick		Rhondda Cynon Taff
S Evans		Torfaen
A Roberts	11:50	Rhondda Cynon Taff
V Smith		Monmouthshire
D Naughton		Cardiff
G Thomas		Blaenau Gwent
H Joyce	11:50	Cardiff

APOLOGIES:

L Brown	Monmouthshire
R Crowley	Vale of Glamorgan
D Thomas	Torfaen
G Stacey	Rhondda Cynon Taff
A Hussey	Caerphilly

OFFICERS PRESENT: DCO S Chapman – Monitoring Officer; Mr C Barton – Treasurer; Mr N Corrigan – Property Strategy Manager; Mr A Humphreys – Building Facilities Manager; Mr G Thomas – Head of Finance & Procurement

36. DECLARATIONS OF INTEREST

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

37. CHAIR'S ANNOUNCEMENTS

The Chair advised of a change to the order of the agenda, we will hear item 9 prior to election of lead Members of each Asset Group.

38. MINUTES OF PREVIOUS MEETING

The minutes of the Finance, Asset & Performance Management Working Group meeting held on Monday, 13 March 2017, were received and accepted as a true record of proceedings.

39. MEDIUM TERM FINANCIAL STRATEGY

The Treasurer provided a presentation updating Members upon the Medium Term Financial Strategy.

RESOLVED THAT

Members noted the Medium Term Financial Strategy.

40. REVENUE & CAPITAL BUDGET SETTING 2018/19

Members received a presentation from the Treasurer in relation to Revenue and Capital Budget setting 2018/19. The Treasurer also updated Members on the discussions held with the Leaders and Chief Executives of the Unitary Authorities.

RESOLVED THAT

Members noted the content of the presentation and thanked the Treasurer.

41. ELECTION OF LEAD MEMBER OF EACH ASSET GROUP

The Deputy Chief Officer requested nominations from Members of the Finance, Audit and Performance Management Working Group to carry out scrutiny on key areas within the Capital Programme.

RESOLVED THAT

The following Members agreed to lead on the scrutiny of key areas within the Capital Programme:-

- Councillor V Smith Land & Buildings
- Councillor A Roberts ICT
- Councillor S Evans Fleet & Engineering
- Councillor D Naughton Operational & Personal Issue Equipment

42. PREPARATION OF CAPITAL BUDGET SETTING 2018/19

The Treasurer updated Members on the Capital Budget Setting for 2018/19/

RESOLVED THAT

Members noted the presentation.

43. REVIEW OF PROPERTY STRATEGY, BUDGET & PLANNING ASSUMPTIONS & PROGRESS

Members received an update from the Property Strategy Manager on the land and buildings review which included an update on the property strategy, asset headings, project updates and joint emergency services collaborative initiatives.

The Buildings Facilities Manager also presented the energy consumption at all stations, Headquarters, Control and Occupational Health Unit for 2016/17 and gave an explanation of the disparity in energy consumption at stations.

The Property Strategy Manager delivered an electronic presentation on the Review of Property Strategy, Budget and Planning Assumptions and Progress against the Plan and consideration of sustainability and environmental issues

RESOLVED THAT

Members noted the presentation and thanked the Property Strategy Manager and the Building Facilities Manager for their comprehensive updates.

44. ASSET MANAGEMENT STRATEGY

The Deputy Chief Officer informed Members of the Property Strategy being applied to the Authority's property assets.

RESOLVED THAT

Members noted the key strategies and how they are being delivered.

45. FORWARD WORK PROGRAMME

The Deputy Chief Officers presented the Working Group's Forward Work Programme.

RESLVED THAT

Members accepted the Forward Work Programme for the Finance, Asset & Performance Management Working Group.

INTERNAL AUDIT REPORT

SUMMARY

This report updates Members upon progress being made against the Internal Audit Plan 2017/2018.

RECOMMENDATION

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

1. BACKGROUND

- 1.1 As Members will be aware, TIAA Limited are appointed as the Authority's Internal Auditors to undertake work covered in the Internal Audit Plan 2017/2018 which was approved by this Committee on 3 April 2017.
- 1.2 As previously agreed, all audit reports with an assurance level of limited or no assurance will be provided in full. Recommendations only will be provided for reports with an assurance level of substantial or reasonable.

2. ISSUE

- 2.1 The areas of internal audit reviews within the Annual Plan were completed with 1 final report being issued:-

- **Appraisal Review of Fleet Management – Fuel Arrangements**

The Summary Internal Audit Progress Report written by TIAA Limited is attached as Appendix 2.

2.2 Appraisal Review of Fleet Management – Fuel Arrangements

- 2.2.1 The review considered the arrangements in place for the procurement and management of fuel across the organisation.
- 2.2.2 The audit received a limited level of assurance with eighteen recommendations, one urgent, five important, eight routine, and four operational.

3 EQUALITY RISK ASSESSMENT

- 3.1 The issues raised within this report have no adverse impact on the protected characteristics, and would have been considered during the audit process.

4 RECOMMENDATION

- 4.1 Members are asked to note the internal audit recommendations, and work completed to date on the Internal Audit Annual Plan.

Contact Officer:	Background Papers:
Geraint Thomas Head of Finance & Procurement	Appendix 1 – Appraisal Review of Fleet Management – Fuel Arrangements Appendix 2 – Summary Internal Audit Progress Road




South Wales Fire and Rescue Service

Appraisal Review of Fleet Management – Fuel Arrangements

2017/18

Executive Summary

OVERALL ASSURANCE ASSESSMENT	OVERALL CONCLUSION								
 <p>The diagram shows a central orange circle labeled 'LIMITED ASSURANCE' surrounded by a blue ring with the text 'Adequate & effective governance, risk and control processes'. To the right is a vertical legend with four colored circles and corresponding labels: a green circle for 'SUBSTANTIAL ASSURANCE', a yellow circle for 'REASONABLE ASSURANCE', an orange circle for 'LIMITED ASSURANCE', and a red circle for 'NO ASSURANCE'.</p>	<p>Since the introduction of the VecTec fuel management system there has been no formal ownership of the system until recently.</p> <ul style="list-style-type: none"> • Procedures were not up to date. • The VecTec system is not fully set up to request Service Numbers before dispensing fuel. • Odometer readings are not always being entered into the VecTec system by users dispensing fuel. • Periodic reviews of transactions from the VecTec system and from the fuel card statements need to be undertaken. • Numerous transactions of unleaded and diesel fuel at the same time on the same card which need to be investigated. 								
<p>RATIONALE AND SCOPE</p> <p>Rationale Key risk area for the Service.</p> <p>Scope The review considered the arrangements in place for the procurement and management of fuel across the organisation.</p>	<p>ACTION POINTS</p> <table border="1" data-bbox="1205 1098 2042 1252"> <thead> <tr> <th>Urgent</th> <th>Important</th> <th>Routine</th> <th>Operational</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>5</td> <td>8</td> <td>4</td> </tr> </tbody> </table>	Urgent	Important	Routine	Operational	1	5	8	4
Urgent	Important	Routine	Operational						
1	5	8	4						

Management Action Plan - Priority 1, 2 and 3 Recommendations

Rec .	Risk Area	Finding	Recommendation	Priorit y	Management Comments	Implementatio n Timetable (dd/mm/yy)	Responsi ble Officer (Job Title)
10	Operational	The review of fuel card statements also revealed issues with unleaded and diesel fuel being purchased at the same time. It was noted that the transactions purchased and recorded as unleaded could relate to the oil for that vehicle, for plant, equipment or two stroke oil for the boat, however this could not be proved either way.	The anomalies of unleaded and diesel fuel transactions for the same card and same vehicle be investigated and corrective action where necessary.	1	<p><i>It is possible for purchases of diesel and unleaded to take place at the same time. On investigation the unleaded fuel is for canned stock to refuel generators, plant etc.</i></p> <p><i>The electronic Fuel Receipt form allows for unleaded to be allocated as a canned stock purchase. This will be further extended to include the actual use of the canned stock purchase.</i></p>	31/01/18	Senior Procurement Officer

PRIORITY GRADINGS

1 URGENT Fundamental control issue on which action should be taken immediately.

2 IMPORTANT Control issue on which action should be taken at the earliest opportunity.

3 ROUTINE Control issue on which action should be taken.

Rec .	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Operational	The Fleet and Engineering Services Department have documented OP-03.003, Fleet and Engineering. This was revised in April 2017. The document includes a section on the Procedures for Fuel Installations: Fuel & Oil Recording Cards. The guidance is currently out of date as it refers to the completion of forms that are not required anymore.	The OP-03.003 Fleet & Engineering Procedures be reviewed and updated to reflect current arrangements.	2	<i>A review is soon to take place to amend the existing OP-03.003 and reflect the improved ways of working.</i> <i>Fuel will have its own procedure and be separate from the Fleet and Engineering Procedure.</i>	31/03/18	Senior Procurement Officer And Fleet Manager

PRIORITY GRADINGS

1 URGENT Fundamental control issue on which action should be taken immediately.

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3 ROUTINE Control issue on which action should be taken.

Rec .	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
2	Operational	A report of all fuel transactions transmitted through the fobs from 1 st August to 4 th December 2017 revealed 116 numerous entries where no drivers name was attached to a fuel transaction. There were ten entries since November 2017. This can result in ineffective monitoring of fuel dispensation especially if there was any fuel unaccounted for.	All staff who have the authority to dispense fuel be set up in the system to ensure the VecTec system asks for the Service Number before the system will allow the dispensation of fuel.	2	All staff have now been updated on the system and the procedure improved to capture new starters and leavers.	31/12/17	Senior Procurement officer

PRIORITY GRADINGS

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Rec .	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
5	Operational	A review of the transactions from the VecTec system for the last four months revealed numerous instances where the mileage of the vehicle was not being entered into the VecTec system or a fictitious mileage was being entered. The Service has recognised this failure in procedure and informed stations accordingly. As a result this has improved but the review of transactions especially in November 2017 revealed numerous fictitious transactions are being entered.	All fob users be instructed that the correct mileage of the vehicle must be entered onto the VecTec system when dispensing fuel into that vehicle.	2	<i>An operations bulletin is being written to remind staff of their duties when fuelling vehicles from stored tanks. This message will also be shown on the intranet and routine notice.</i> <i>Management Reporting now allows us to track the offenders and instruct them directly.</i>	15/01/18	Senior Procurement Officer

PRIORITY GRADINGS

1

URGENT

Fundamental control issue on which action should be taken immediately.

2

IMPORTANT

Control issue on which action should be taken at the earliest opportunity.

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Control issue on which action should be taken.

Rec .	Risk Area	Finding	Recommendation	Priorit y	Management Comments	Implementatio n Timetable (dd/mm/yy)	Responsi ble Officer (Job Title)
7	Operational	Given the various issues raised in relation to the anomalies identified on the report of fob transactions over the last four months it would be prudent to undertake periodic reviews of transactions to ensure compliance with procedures and to identify and investigate any anomalies.	Periodic reviews of transactions undertaken using fobs via the VecTec system be undertaken and anomalies investigated and corrective action taken to ensure compliance with procedures.	2	<i>The ownership of the Fleet Management System and Fuel Cards has recently been moved to Procurement. Increased use of the Management Information will now take place to monitor and report and feedback issues to Senior Management.</i>	31/12/17	Senior Procurement Officer

PRIORITY GRADINGS

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Rec .	Risk Area	Finding	Recommendation	Priorit y	Management Comments	Implementatio n Timetable (dd/mm/yy)	Responsi ble Officer (Job Title)
13	Operational	Given the various issues raised in relation to the anomalies identified on the fuel card transaction statements over the last three months it would be prudent to undertake periodic reviews of transactions to ensure compliance with procedures and to identify and investigate any anomalies.	Periodic reviews of transactions undertaken using fuel cards be undertaken and anomalies investigated and corrective action taken to ensure compliance with procedures.	2	<i>The ownership of the Fleet Management System and Fuel Cards has recently been moved to Procurement. Increased use of the Management Information will now take place to monitor and report and feedback issues to Senior Management.</i>	31/12/17	Senior Procurement Officer

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Rec .	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
3	Operational	Each tank within each station has a capacity level and a minimum fuel order level. For each tank a predefined threshold has been pre-set into the system so that when the fuel level reaches that level the system automatically sends a fuel re-order email to the Procurement Section. These thresholds were put in place by VecTec at the time the software and equipment were installed. The Service currently does not know the levels that were set and do not know if they are still appropriate.	The predefined threshold levels where fuel replenishment orders are generated be obtained from VecTec and these be reviewed to ensure they remain appropriate.	3	<i>A full review of the capacity levels and MOQ for tanks will take place in discussion with Operations, Property and Procurement.</i>	31/01/18	Senior Procurement Officer

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Rec .	Risk Area	Finding	Recommendation	Priorit y	Management Comments	Implementatio n Timetable (dd/mm/yy)	Responsi ble Officer (Job Title)
4	Operational	The delay of recording fuel deliveries can take up to four weeks and during that time the system is giving false readings to the stock quantity level. This can be a risk especially if a fuel strike is in progress as the actual stock level would be unknown. In order to solve this problem the Service needs to contact the fuel supplier to ascertain if they can provide an electronic delivery note or an appropriate email so that the relevant details can be booked into VecTec the day of or day after receipt of delivery to minimise transactions put on hold and thus the stock levels accurate.	The fuel supplier be contacted to establish if electronic data on fuel deliveries could be provided as soon as possible after receipt of delivery to ensure the fuel stock levels are more timely managed.	3	<p><i>Discussions are taking place with the Fuel Supplier to receive accurate delivery quantities in a timelier manner.</i></p> <p><i>The existing supplier is unable to provide the data required on the day of or day after delivery. Work continues to find a suitable solution.</i></p> <p><i>If the supplier is unable to resolve the issue then a possible solution would be to discuss whether other framework providers offer this solution and consider moving for a cost increase.</i></p>	31/01/18	Senior Procurement Officer

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Rec .	Risk Area	Finding	Recommendation	Priorit y	Management Comments	Implementatio n Timetable (dd/mm/yy)	Responsi ble Officer (Job Title)
6	Operational	A review of the transactions from the VecTec system for the last four months revealed two instances of a fob being used for two vehicles.	All fob users be reminded that fobs are issued to one vehicle registration and that they be used for that vehicle only.	3	<i>This has been investigated and resolved as a one off occurrence.</i>	31/12/17	Senior Procurement Officer
8	Operational	Given the issues further training is required for certain individuals on the reporting functionality within VecTec to enhance the monitoring and management information outputs.	Further training on the reporting functionality within VecTec be undertaken to improve and provide quality management information.	3	<i>Training on the system is planned to take place in February to include P2P, Finance and Ops Staff.</i>	28/02/18	Senior Procurement Officer

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Rec .	Risk Area	Finding	Recommendation	Priorit y	Management Comments	Implementatio n Timetable (dd/mm/yy)	Responsi ble Officer (Job Title)
9	Operational	A review of the statements from 1 st September to 30 th November 2017 was undertaken and several anomalies were identified. The first issue was that there were four small transactions. Whilst it is acknowledged it is not worth investigating these values stations need to be reminded that the use of the cards is for fuel and oil only.	All stations and All-star card users be reminded of the fact that the cards are to be used for the purchase of fuel and oil only.	3	<i>An operations bulletin is being written to remind staff of their duties when fuelling vehicles from stored tanks. This message will also be shown on the intranet and routine notice.</i> <i>All instances of small value orders to be checked against electronic fuel receipting form.</i>	15/01/18	Senior Procurement Officer

PRIORITY GRADINGS

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Rec .	Risk Area	Finding	Recommendation	Priorit y	Management Comments	Implementatio n Timetable (dd/mm/yy)	Responsi ble Officer (Job Title)
11	Operational	An analytical review of the statements from September to November was undertaken and it was noted that numerous purchases of fuel in excess of £1.26 per litre, many of these were purchases at Motorway Service stations or high priced garages all within the Services boundaries. The average price of fuel was approximately £1.22 per litre during this time. It is accepted that due to operational requirements that this practice is accepted on few occasion.	All staff be reminded that refuelling at Motorways Services is only acceptable during major operational requirements and that this be kept to a minimum.	3	<i>An operations bulletin is being written to remind staff of their duties when fuelling vehicles from stored tanks. This message will also be shown on the intranet and routine notice.</i>	15/01/18	Senior Procurement Officer

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12	Operational	It was also noted during the analytical review that for 45 out of the 299 transactions no odometer readings were recorded, 36 of which related to cards allocated to stations. This represents 15 per cent. Whilst it is accepted that reliance is placed on the garage till operative to put the correct odo meter reading onto the transaction the card holder user must provide the mileage.	All stations and fuel card users be reminded to provide the odo meter readings to the fuel garage till operative to comply with procedures.	3	<i>An operations bulletin is being written to remind staff of their duties when fuelling vehicles from stored tanks. This message will also be shown on the intranet and routine notice.</i>	15/01/18	Senior Procurement Officer

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14	Operational	A sample of five pool car Vehicle Log books was selected and issues were identified with four out of the five.	A control and monitoring of the completion of pool car Vehicle Log Books be initiated and anomalies be addressed with the individuals using the vehicles	3	<i>Fleet and Engineering will carry out regularised Pool Car Log Book audits to identify any anomalies, a record of the discrepancies and those responsible will be kept and forwarded to line managers to ensure all issues are addressed.</i>	09/01/18	Fleet Manager

PRIORITY GRADINGS

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3 ROUTINE Control issue on which action should be taken.

Operational Effectiveness Matters

Ref	Risk Area	Item	Management Comments
1	Operational	Consideration be given to contacting VecTec and have fob 361 removed from the system.	<i>Completed.</i>
2	Operational	All fobs not allocated and retained by Fleet be amended on the VecTec system to state "unallocated" as a house keeping exercise.	<i>Completed.</i>
3	Operational	Consideration be given to restricting the fuel usage number on operational vehicles to five on the VecTec system to minimise risk. This can be monitored to ensure it is not too restrictive.	<i>Completed.</i>

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures, rather than on a one-by-one basis

Ref	Risk Area	Item	Management Comments
4	Operational	Consideration be given to checking that the Bowser used to dispense fuel to appliances out on incident is fully compliant with health and safety regulations.	<p><i>I checked the fuel bowser with the Fleet Manager and was happy that it was safe for use. It is a single skinned mobile bowser with a manual pump. The pump head has an automatic cut off to prevent over-filling. The bowser is inspected and maintained twice a year with records kept for this. A visual inspection on seal areas is to be carried out on each use. A digital gauge has been retro fitted to the pump head to allow readings to be taken. Although the bowser looks like it has had a fair bit of wear, it remains fit for use. – Health & Safety Manager.</i></p>

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures, rather than on a one-by-one basis

Detailed Findings

INTRODUCTION

1. This review was carried out in December 2017 as part of the planned internal audit work for 2017/18. Based on the work carried out an overall assessment of the overall adequacy of the arrangements to mitigate the key control risk areas is provided in the Executive Summary.

BACKGROUND

2. The Service implemented VecTec, a new Fuel Management System in March 2014 but had not utilised the system until early 2016.

MATERIALITY

3. The Service needs to ensure that it has sufficient controls in place to effectively manage the procurement, supply and use of fuel. Twenty-two of the Service's stations have one or more fuel tanks.

KEY FINDINGS & ACTION POINTS

4. The key control and operational practice findings that need to be addressed in order to strengthen the control environment are set out in the Management and Operational Effectiveness Action Plans. Recommendations for improvements should be assessed for their full impact before they are implemented.

SCOPE AND LIMITATIONS OF THE REVIEW

5. The review considered the arrangements in place for the procurement and management of fuel across the organisation.
6. The definition of the type of review, the limitations and the responsibilities of management in regard to this review are set out in the Annual Plan.

DISCLAIMER

7. The matters raised in this report are only those that came to the attention of the auditor during the course of the internal audit review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

RISK AREA ASSURANCE ASSESSMENTS

8. The definitions of the assurance assessments are:

Substantial Assurance	From a review which did not consider the internal control arrangements the expected practices and processes are in place.
Reasonable Assurance	From a review which did not consider the internal control arrangements some of the expected practices and processes are in place, although improvements could be made to the arrangements.
Limited Assurance	From a review which did not consider the internal control arrangements a small number of the expected practices and processes are in place. Significant improvements to the arrangements are required.
No Assurance	From a review which did not consider the internal control arrangements there is a fundamental absence of the expected practices and processes are in place. Immediate action is required to improve the arrangements.

ACKNOWLEDGEMENT

9. We would like to thank staff for their co-operation and assistance during the course of our work.

RELEASE OF REPORT

10. The table below sets out the history of this report.

Date draft report issued:	21 st December 2017
Date management responses received:	9 th January 2018
Date final report issued:	9 th January 2018

11. The following matters were identified in reviewing the Key Risk Control Objective:

Operational Risk: Failure to identify opportunities to operate more efficiently or to be prepared for forthcoming changes.

- 11.1 The Service implemented VecTec, a new Fuel Management System in March 2014 but had not utilised the system until early 2016. The system is an automated utilising unique Data tags (fobs) for each appliance/vehicle as the access method for authorisation to dispense the fuel. The fuel management system updates Head Quarters with current fuel tank readings and record logs for dispensing fuel.
- 11.2 The Fleet and Engineering Services Department have documented OP-03.003, Fleet and Engineering, which is a guidance that sets out what the Service considers to be good practice to be applied by all employees using or those involved in the management and maintenance of vehicles and related equipment owned, purchased, hired or leased by the Service. The guidance was revised in April 2017. The document includes a section on the Procedures for Fuel Installations and refers to the following:
- Fuel & Oil Recording Cards - these are currently out of date as they refer to "Online Petrol Tally Record", now superseded by the new electronic system
 - Stock Levels - fuel tanks to be dipped by a line manager weekly and monthly, now superseded by the new electronic system
 - Monthly/returns & Reconciliation of Recorded Data - Refers to the completion of an S7 document to reconcile fuel issued, fuel received and the "dip" levels, now superseded by the new electronic system.

Recommendation: 1

Priority: 2

The OP-03.003 Fleet & Engineering Procedures be reviewed and update to reflect current arrangements.

- 11.3 The Service documented A&E/-145 Appliance & Equipment Note on the function, specifications, method of use and limitations of the Fuel Management System in April 2016. The document contradicts the procedures for fuel management set out in the OP-03,003 Fleet and Engineering document (Recommendation1 refers).
- 11.4 The Service Improvement Facilitator is the Systems Administrator of the VecTec system and has been tasked with managing the project on day-to-day basis to ensure the system is fully utilised to its full potential. The review revealed that the Facilitator has made important progress in the utilisation and management of the system.
- 11.5 Discussions with management highlighted that there has been no formal ownership of the system, hence the systems introduction has not been fully utilised and managed effectively. As a result the Head of Finance & Procurement is in the process of taking over full responsibility within the Finance & Procurement team with the support of senior management.
- 11.6 The VecTec system automatically periodically reads and sends fuel readings to an online system. This replaces the need for stations to undertake manual 'dip' readings and complete paperwork which is an example of continuous improvement and an efficiency measure.
- 11.7 The Fuel Management System will, once predefined thresholds are reached, automatically generate and send an email to the Procurement email 'Inbox' to re-order fuel for that station. Again this is an example of improvement and efficiency progression in that Station Officers/Commanders no longer have to monitor stock levels and raise email requests for the replenishment of fuel.
- 11.8 The Senior Improvement Facilitator has identified several issues with the system:
- The staff service number was not appearing on the system when fuel was dispensed
 - Issues with the delay in booking-in fuel deliveries
 - Issues with fuel orders not being sent due to poor Wi-Fi coverage.
- 11.9 There were issues identified with the stock levels of some stations. After investigating it was noted that some 'reorder' emails had not been sent due to the poor Wi-Fi coverage. As a result the Service is in the process of procuring 4G sim cards to ensure appropriate coverage.
- 11.10 The Senior Improvement Facilitator had also identified that the system was not set up to ask for the Service Number of the person when dispensing fuel at stations. A facility is present on the system to 'tick' if you require a Service Number to be

entered. The Senior Improvement Facilitator found that many of these were ‘unticked’ in the system and as a result amended the system accordingly. A report of all fuel transactions transmitted through the fobs from 1st August to 4th December 2017 revealed 116 numerous entries where no drivers name was attached to a fuel transaction. There were ten entries since November 2017. This can result in ineffective monitoring of fuel dispensation especially if there was any fuel unaccounted for. The table below sets out the findings:

Fob Number	Transaction Date	Registration	Station	Vehicle Type
0	27/10/2017	OVERRIDE	08 MAESTEG STATION	CAR VOLKSWAGEN
339	31/10/2017	CU14XGJ	20 BARRY	CAR BMW
322	08/11/2017	CE16AOD	01 BRIDGEND	CAR BMW
322	08/11/2017	CE16AOD	01 BRIDGEND	NONE
301	09/11/2017	BOWSER	10 TONYPANDY	NONE
301	09/11/2017	BOWSER	10 TONYPANDY	NONE
301	09/11/2017	BOWSER	10 TONYPANDY	VAN VAUXHALL(BEDFORD
137	15/11/2017	CN08GEK	14 PONTYCLUN	CAR VOLKSWAGEN
339	16/11/2017	CU14XGJ	20 BARRY	VAN IVECO/FORD
319	23/11/2017	LJ67ZZX	14 PONTYCLUN	CAR VOLKSWAGEN

Recommendation: 2

Priority: 2

All staff who have the authority to dispense fuel be set up in the system to ensure the VecTec system asks for the

Service Number before the system will allow the dispensation of fuel.

- 11.11 Each tank within each station has a capacity level and a minimum fuel order level. For each tank a predefined threshold has been pre-set into the system so that when the fuel level reaches that level the system automatically sends a fuel reorder email to the Procurement Section. These thresholds were put in place by VecTec at the time the software and equipment were installed. The Service currently does not know the levels that were set and do not know if they are still appropriate.

Recommendation: 3**Priority: 3**

The predefined threshold levels where fuel replenishment orders are generated be obtained from VecTec and these be reviewed to ensure they remain appropriate.

- 11.12 At the point when the predefined threshold stock level is reached any fuel dispensed is put on hold within the system until the replenished fuel order is received and booked into the system. There is a delay between the time of the reorder email, the actual order conducted by Procurement, the actual delivery and then the receipt of the invoice. The Procurement Administrator updates the VecTec system on receipt of the invoice and inputs the delivery date and quantity of fuel received. The system then moves any transaction put on hold into the fuel transaction area.
- 11.13 The delay can take up to four weeks and during that time the system is giving false readings to the stock quantity level. This can be a risk especially if a fuel strike is in progress as the actual stock level would be unknown. In order to solve this problem the Service needs to contact the fuel supplier to ascertain if they can provide an electronic delivery note or an appropriate email so that the relevant details can be booked into VecTec the day of or day after receipt of delivery to minimise transactions put on hold and thus the stock levels accurate.

Recommendation: 4**Priority: 3**

The fuel supplier be contacted to establish if electronic data on fuel deliveries could be provided as soon as possible after receipt of delivery to ensure the fuel stock levels are more timely managed.

- 11.14 At the time of the review the Service were in possession of 360 fuel fobs, however there were 361 on the VecTec system. It was noted that fob number 361 was set up in error as the service was never in possession of fob 361. A check on the system revealed no transactions against that fob number.

Operational Effectiveness Matter: 1

Consideration be given to contacting VecTec to have fob 361 removed from the system.

- 11.15 A report from the VecTec system revealed that there 30 fobs highlighted as "unallocated", "free" "Bowser", "Available" of "test". As a house keeping exercise it would be appropriate to change the names to unallocated.

Operational Effectiveness Matter: 2

All fobs not allocated and retained by Fleet be amended on the VecTec system to state "unallocated" as a house keeping exercise.

- 11.16 A check was undertaken and all 30 were found in the safe within the Fleet Department.
- 11.17 There is a facility on the VecTec system to limit the number of usage of each fob on a daily basis. At present all non-operational vehicles have been restricted to three and a management decision to have operational vehicles unrestricted. Whilst it is noted that appliances could go out on several calls a day there should not be a need to use the fob more than three times. If an appliance was out on a major incident then a bowser is used to replenish fuel into the appliance. A review of the usage over the last three months revealed no instances of the fob being used more than three occasions in one day.

Operational Effectiveness Matter: 3

Consideration be given to restricting the fuel usage number on operational vehicles to five on the VecTec system to minimise risk. This can be monitored to ensure it is not too restrictive.

- 11.18 A review of the transactions from the VecTec system for the last four months revealed numerous instances where the mileage of the vehicle was not being entered into the VecTec system or a fictitious mileage was being entered. The Service has recognised this failure in procedure and has informed stations accordingly. As a result this has improved but the review of transactions especially in November 2017 revealed numerous fictitious transactions are being entered. The table sets out some examples:

Fob Number	Transaction Dates	Registration	Findings
33	27/10/17 to 12/11/17	CN60EFB	Mileage recorded as 1111112, 1111113, 1111114, 1111115 etc
53	30/10/17 to 28/11/17	CN57KLP	Mileage recorded as 11111111 on every transaction
63	01/11/17 to 29/11/17	CN03LUY	Mileage recorded as 111111, 111112, 111113, 111114 on each transaction
83	09/11/17 to 29/11/17	CN61AVZ	9 transactions recorded as 694070, 694071, 694071, 694072, 694073 etc
89	08/11/17 to 14/11/17	WU15CVM	Mileage recorded as 301123, 301124, 301125, 301126
326	23/11/17	LJ67 ZZL	Zero mileage recorded
333	19/11/17 to 30/11/17	WX65YLC	Mileage recorded as 777777, 777778, 777779, 777780 and 777781 on each transaction

Recommendation: 5

Priority: 2

All fob users be instructed that the correct mileage of the vehicle must be entered onto the VecTec system when dispensing fuel into that vehicle.

11.19 A review of the transactions from the VecTec system for the last four months revealed two instances of a fob being used for two vehicles:

- Fob 32 was used on 16/11/17 at Tonypany station for vehicle CE02UNX and on 20/11/17 at Tonypany station for vehicle CE02UNZ
- Fob 345 was used on 06/09/17 at Pontyclun station for vehicle CE16ASU and on 28/11/17 at Maindee station for vehicle LF67ADZ.

Recommendation: 6

Priority: 3

All fob users be reminded that fobs are issued to one vehicle registration and that they be used for that vehicle only.

11.20 Given the various issues raised in relation to the anomalies identified on the report of fob transactions over the last four months it would be prudent to undertake periodic reviews of transactions to ensure compliance with procedures and to identify and investigate any anomalies.

Recommendation: 7

Priority: 2

Periodic reviews of transactions undertaken using fobs via the VecTec system be undertaken and anomalies investigated and corrective action taken to ensure compliance with procedures.

11.21 Given the issues identified further training is required for certain individuals on the reporting functionality within VecTec to enhance the monitoring and management information outputs.

Recommendation: 8

Priority: 3

Further training on the reporting functionality within VecTec be undertaken to improve and provide quality management information.

- 11.22 During the discussions with various members of staff in relation to the Bowser used to dispense fuel to appliances out on an incident there was uncertainty over whether the Bowser is still compliant with current health and safety regulations.

Operational Effectiveness Matter: 4

Consideration be given to checking that the Bowser used to dispense fuel to appliances out on incident is fully compliant with health and safety regulations.

- 11.23 The Service had 67 All-star fuel cards, 46 issued to stations, 8 issued to workshop/fleet, 2 to NVQ Training, 1 to Technical Delivery, 4 to Control, 3 to USAR and 3 allocated to vehicles.
- 11.24 Fuel cards were controlled by the Fleet Department, however the control process is soon to be transferred to the Finance Department. The Fleet Administrator maintains a spreadsheet of all cards under each department, which contains the location of the card, card number, expiry date, issued to, date issued, date collected, signed for by who and date old card returned. The forms and spare cards are retained in a safe within the Fleet Office.
- 11.25 For all cards issued a Memorandum accompanies the card setting out the details, expiry date and for the cardholder to return the old card. The form must be signed and dated as acknowledgement of receipt of the card.
- 11.26 The Fleet Department have a Record of Fuel Cards Issued form to control the whereabouts of fuel cards issued for pool cars. The form contains the name who the card is issued to, station/department, card number, vehicle registration number, signature, date and time signed out and date and time signed back in. A review of the forms for the last six months revealed that they were fully completed with signatures, dates and times signed back in.
- 11.27 The spreadsheet revealed that the Fleet Department were in possession of eight fuel cards. A check was undertaken and six fuel cards were present and the remaining two appropriately signed out.

- 11.28 The Fleet Administrator is responsible for cancelling cards. A sample of five cards annotated as cancelled on the control spreadsheet was selected and verified as cancelled on the All-star website.
- 11.29 The Procurement to Payment (PTP) Team download the fortnightly All-star transaction statement from Arval and copy the file into a folder within the Finance drive on the network system. Arval are set up as a direct debit for payment.
- 11.30 All receipts to support the All-star card transactions are sent direct to PTP from the stations, departments and individuals, except some which are sent to the Fleet Department in the first instance and then forwarded onto PTP. The receipts are not checked to the statements and just filed in a box.
- 11.31 A review of the statements from 1st September to 30th November 2017 was undertaken and several anomalies were identified. The first issue was that there were four small transactions. The table below sets out the findings:

Transaction Date	Card Ending	Registration	Station	Purchase Value	Comments
20/11/2017 18:50:30	8149	CN08HZE	STN 18 Abercynon	1.66	Diesel purchased at the same time for £45.10
07/11/2017 21:13:34	8297	CN04FVU	STN 41 Monmouth	0.43	Diesel purchased at the same time for £22.75
05/09/2017 14:29:50	9792	CN13CWT	STN 21 Aberbargoed	0.56	Diesel purchased at the same time for £33.53
05/09/2017 14:29:50	9792	CN13CWT	STN 21 Aberbargoed	0.08	Diesel purchased at the same time for £33.53

Whilst it is acknowledged it is not worth investigating these values stations need to be reminded that the use of the cards is for fuel and oil only.

Recommendation: 9**Priority: 3**

All stations and All-star card users be reminded of the fact that the cards are to be used for the purchase of fuel and oil only.

- 11.32 The review of fuel card statements also revealed issues with unleaded and diesel fuel being purchased at the same time. It was noted that the transactions purchased and recorded as unleaded could relate to the oil for that vehicle, for plant, equipment or two stroke oil for the boat, however this could not be proved either way. The table below sets out some examples:

Date and Time	Card Ending	Transaction Value	Fuel Type of Vehicle	Mileage	Registration	Product Recorded on Fuel Card Statement	Additional Audit Query
23/10/2017 18:58:03	8032	10.86	Diesel	10	CN08HZG	Unleaded	Why two in a month
22/11/2017 14:16:20	8032	11.79	Diesel	35203	CN08HZG	Unleaded	Why two in a month
22/11/2017 14:17:01	8032	60.63	Diesel	35203	CN08HZG	Diesel	
03/10/2017 20:14:04	8057	64.57	Diesel	8200	CN11AYO	Diesel	
03/10/2017 20:15:51	8057	5.89	Diesel	8200	CN11AYO	Unleaded	
18/11/2017 17:22:13	8073	20.19	Diesel	0	CE12CLF	Unleaded	High value if this is oil
18/11/2017	8073	63.82	Diesel	17219	CE12CLF	Diesel	

Date and Time	Card Ending	Transaction Value	Fuel Type of Vehicle	Mileage	Registration	Product Recorded on Fuel Card Statement	Additional Audit Query
17:25:31							
19/11/2017 15:34:57	8073	12.21	Diesel	2410	CF63CYK	Unleaded	
19/11/2017 15:34:57	8073	45.35	Diesel	2410	CF63CYK	Diesel	
25/10/2017 20:27:07	8107	4.20	Diesel	33469	CN57AZF	Unleaded	
25/10/2017 20:27:07	8107	19.58	Diesel	33469	CN57AZF	Diesel	
19/11/2017 21:26:08	8107	6.05	Diesel	33693	CN57AZF	Unleaded	
19/11/2017 21:26:08	8107	18.63	Diesel	33693	CN57AZF	Diesel	
02/10/2017 12:40:01	8123	83.00	Diesel	14500	CN60EFF	Diesel	
02/10/2017 12:43:01	8123	10.00	Diesel	14500	CN60EFF	Unleaded	£10.00 round value???
08/09/2017 17:51:23	8156	57.40	Diesel	5532	WX65YLA	Diesel	
08/09/2017	8156	2.58	Diesel	5532	WX65YLA	Unleaded	Small value if this is oil

Date and Time	Card Ending	Transaction Value	Fuel Type of Vehicle	Mileage	Registration	Product Recorded on Fuel Card Statement	Additional Audit Query
17:51:23							
17/09/2017 17:23:12	8206	7.92	Diesel	9968	CK63UOE	Unleaded	
17/09/2017 17:23:12	8206	72.51	Diesel	9968	CK63UOE	Diesel	
27/10/2017 17:05:21	8289	43.39	Diesel	17235	WU15CSA	Diesel	Purchases at same time
27/10/2017 17:05:21	8289	5.18	Diesel	17235	WU15CSA	Unleaded	Purchases at same time
27/10/2017 17:08:27	8289	9.42	Diesel	17432	WU15CSA	Unleaded	Purchases at same time
06/09/2017 18:50:00	8305	11.49	Diesel	2763	WX17VWE	Unleaded	
06/09/2017 18:50:00	8305	95.56	Diesel	2763	WX17VWE	Diesel	
14/11/2017 10:22:46	8313	5.26	Diesel	34564	WU15CXC	Unleaded	
14/11/2017 10:22:46	8313	37.17	Diesel	34564	WU15CXC	Diesel	
05/10/2017	8388	44.36	Diesel	123	CE63GAO	Unleaded	Very high values

Date and Time	Card Ending	Transaction Value	Fuel Type of Vehicle	Mileage	Registration	Product Recorded on Fuel Card Statement	Additional Audit Query
13:35:49							
08/10/2017 09:29:57	8388	23.73	Diesel	23	CE63GAO	Unleaded	Very high values
08/10/2017 09:29:57	8388	62.06	Diesel	23	CE63GAO	Diesel	Very high values
07/11/2017 15:19:42	8388	93.74	Diesel	123	CE63GAO	Premium Diesel	
16/10/2017 12:07:21	1474	82.29	Diesel	123	CN53NFG	Diesel	
16/10/2017 12:18:17	1474	15.63	Diesel	10	CN53NFG	Unleaded	

Recommendation: 10 **Priority: 1**

The anomalies of unleaded and diesel fuel transactions for the same card and same vehicle be investigated and corrective action taken where necessary.

11.33 An analytical review of the statements from September to November 2017 was undertaken and it was noted that numerous purchases of fuel in excess of £1.26 per litre, many of these were purchases at Motorway Service stations or high priced garages all within the Services boundaries. The average price of fuel was approximately £1.22 per litre during this time. It is accepted that due to operational requirements that this practice is accepted on few occasions. The table below sets out the findings:

Transaction Date	Site Name	Registration	Station	Purchase Value (£)
14/09/2017 22:56:56	CARDIFF GATE MWSA	CE16AOV	UNKNOWN	1.368980
17/10/2017 17:42:09	PREMIER PENCOED	C12AUO	F10SWF	1.279110
25/09/2017 18:27:47	PREMIER PENCOED	CE16AOV	STN 05 PENCOED	1.297720
13/11/2017 09:45:04	JOHNS GARAGE	F10SWF	STN 16 HIRWAUN	1.358800
02/10/2017 12:40:01	JOHNS GARAGE	WR63KZP	STN 16 HIRWAUN	1.359100
02/10/2017 12:43:01	JOHNS GARAGE	CN06EFF	STN 16 HIRWAUN	1.338690
15/11/2017 14:55:46	CARDIFF GATE MWSA	CN60EFF	NVQ DEPT	1.279040
07/11/2017 15:19:42	SHELL BRITANNIA	CN60EFF	TECHNICAL DELIVERY DEPT	1.348970
06/09/2017 09:19:20	CARDIFF GATE MWSA	CN06BZS	TECHNICAL DELIVERY DEPT	1.268960
16/10/2017 11:47:44	CARDIFF GATE MWSA	CE63GAO	NVQ DEPT	1.269030

14/09/2017 10:06:09	CARDIFF MWSA	GATE	CN53NFC	NVQ DEPT	1.269000
16/10/2017 11:48:25	CARDIFF MWSA	GATE	CN53NFD	NVQ DEPT	1.268990
14/09/2017 10:01:53	CARDIFF MWSA	GATE	CN53NFE	NVQ DEPT	1.268970
16/10/2017 12:07:21	CARDIFF MWSA	GATE	CN53NFE	NVQ DEPT	1.268930
04/10/2017 19:07:59	SARN PARK MWSA		CN53NFG	STATION 8 MAESTEG	1.269000
13/11/2017 09:15:53	RONTEC WEST	CARDIFF	CN53NFG	CN08GDF	1.279050

Recommendation: 11

Priority: 3

All staff be reminded that refuelling at Motorways Services is only acceptable during major operational requirements and that this be kept to a minimum.

- 11.34 It was also noted during the analytical review that for 45 out of the 299 transactions no odometer readings were recorded, 36 of which related to cards allocated to stations. This represents 15 per cent. Whilst it is accepted that reliance is placed on the garage till operative to put the correct odometer number onto the transaction the card user must provide the mileage.

Recommendation: 12

Priority: 3

All stations and fuel card users be reminded to provide the odometer readings to the fuel garage till operative to comply with procedures.

- 11.35 Given the various issues raised in relation to the anomalies identified on the fuel card transaction statements over the last three months it would be prudent to undertake periodic reviews of transactions to ensure compliance with procedures and to identify and investigate any anomalies.

Recommendation: 13

Priority: 2

Periodic reviews of transactions undertaken using fuel cards be undertaken and anomalies investigated and corrective action taken to ensure compliance with procedures.

- 11.36 For all pool car vehicles a Vehicle Log book must be completed to record the dates, details and mileage of all journeys. Each user must print and sign to confirm the mileage used.
- 11.37 A sample of five pool car Vehicle Log books was selected and the following issue identified:

Registration	Date	Findings
CE16 AOU	24/11/2017	No journey mileage, also no drivers name or signature
CN61 ECJ	22/09/2017	Mileage ended 75380 on 20/09/17 and then next usage on 22/09/17 was used for 45 miles and mileage recorded as 75402 hence incorrect mileage. The mileage was corrected on 23/10/17 as part of carryover from page to page. Also no drivers name or signature between 02/05/17 and 22/05/17 but mileage recorded
CE16AOJ		No details completed between 02/06/17 and 19/06/17 mileage as at 02/06/17 was 9953 and mileage on 19/06/17 10718
CU14XGN		No issues found

CU14ODT	?	New unused book found in the vehicle and the previous book could not be located.
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Recommendation: 14 **Priority: 3**

A control and monitoring of the completion of pool car Vehicle Log Books be initiated and anomalies be addressed with the individuals using the vehicles.

11.38 The odometer readings recorded on the Log Books were physically verified to the readings on the vehicle.



South Wales Fire and Rescue Service

Summary Internal Controls Assurance (SICA) Report 2017/18

INTRODUCTION

1. This summary report provides the Audit Committee with an update on the progress of our work at South Wales Fire and Rescue Service as at 9th January 2018.

PROGRESS AGAINST THE 2017/18 ANNUAL PLAN

2. Our progress against the Annual Plan for 2017/18 is set out in Appendix A. The results of these reviews are summarised at Appendix B.

INTERNAL CONTROL FRAMEWORK

3. The key strategic governance, risk management and control matters identified from the review completed since the previous meeting is summarised in figure 1 below. There are no issues arising from the findings to date which would require the annual Head of Audit Opinion to be qualified.

Figure 1 - Key Strategic Governance, Risk Management and Control Matters

Review	High level
Fleet Management - Fuel	<p>There has been no formal ownership of the VecTec fuel management system until recently.</p> <ul style="list-style-type: none"> • Procedures were not up to date. • The VecTec system is not fully set up to request Service Numbers before dispensing fuel. • Odometer readings are not always being entered into the VecTec system by users dispensing fuel. • Periodic reviews of transactions from the VecTec system and from the fuel card statements need to be undertaken. • Numerous transactions of unleaded and diesel fuel at the same time on the same card which need to be investigated.

EMERGING GOVERNANCE, RISK AND INTERNAL CONTROL RELATED ISSUES

4. We have identified no emerging risks which could impact on the overall effectiveness of the governance, risk and internal control framework of the organisation to date.

AUDITS COMPLETED SINCE THE LAST REPORT TO COMMITTEE

5. The table below details of audits completed for 2017/18 since the previous Finance, Audit and Performance Management meeting.

Review	Evaluation	Key Dates			Number of Recommendations			
		Draft issued	Responses Received	Final issued	1	2	3	OE
Fleet Management - Fuel	Limited	21/12/2017	09/01/2018	09/01/2018	1	5	8	4

CHANGES TO THE ANNUAL PLAN 2017/18

6. Management have requested that the review of the Joint Control Centre is not completed. There are no other changes proposed to the Annual Plan at this time.

FRAUDS/IRREGULARITIES

7. We have not been advised of any frauds or irregularities in the period since the last summary report was issued.

LIAISON

8. **Liaison with external audit:** We have ongoing liaison with Wales Audit Office.

PROGRESS ACTIONING PRIORITY 1 RECOMMENDATIONS

9. There was one Priority 1 recommendation (i.e. fundamental control issues on which action should be taken immediately) made in the Fuel – Fleet Management report, progress on the implementation will be reported to the next meeting.

OTHER MATTERS

10. We have issued briefing notes and fraud digests since the last audit committee. These are listed in Appendix B.

RESPONSIBILITY/DISCLAIMER





11. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. The matters raised in this report not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Progress against the Annual Plan for 2017/18

System	Planned Quarter	Days	Revised Quarter	Current Status	Comments
Governance – Performance Management	1	6	2	Final report issued	
ICT – Cyber Security	1	5	2	Final report issued	
HR Management – Absence Management	1	6	2	Final report issued	
Station Visits	2	4	2	Final report issued	
Governance – Strategic Planning	2	6	2	Final report issued	
Risk Management – Anti-Fraud	3	6	3	Final report issued	
Joint Control Centre	3	6	3		Cancelled at the request of management
Fleet Management - Fuel	3/4	6	3	Final report issued	
Key Financial Controls	4	6	4	Fieldwork progress in	Planned start date 3rd January 2018
Contract Management	4	6	4	Fieldwork progress in	Planned start date 3rd January 2018
Follow up	4	3	4		Planned start date 1st February 2018
2017/18 Annual Plan	1	1	1	Final report issued	

System	Planned Quarter	Days	Revised Quarter	Current Status	Comments
Strategic Plan	1	1	1	Final report issued	
2017/18 Annual Report	4	1			
Management, Quality Assurance and Support	1-4	7			

KEY:

	=	To be commenced
	=	Site work commenced
	=	Draft report issued
	=	Final report issued

Briefings on Developments in Governance, Risk and Control

Summary of Recent Client Briefing Notes (CBNs)

TIAA produce regular briefing notes to summarise new developments in Governance, Risk, Control and Counter Fraud which may have an impact on our clients. These are shared with clients and made available through our Online Client Portal. A summary list of those CBNs issued since the last meeting which may be of relevance to South Wales Fire and Rescue Service is given below. Copies of any CBNs are available on request from your local TIAA team.

Date Issued	CBN Ref	Subject	Status	TIAA Comments
08/12/2017	CBN-17042	Local Government - CIPFA Fraud and Corruption Tracker Report 2017	For Possible Action	<p>Councillors and Audit Committee Members to note this report, and consider the level of fraud resilience in place and effectiveness of the organisation's counter fraud activity.</p> <p>Specific issues to reflect upon:</p> <ul style="list-style-type: none"> • Does your Council have a focussed counter fraud strategy in place which is underpinned by a bespoke fraud risk assessment? • Do you have sufficient specialist proactive counter fraud detection and prevention activities? • How does your counter fraud activity measure against the findings of this report?

Date Issued	CBN Ref	Subject	Status	TIAA Comments
06/11/2017	CBN-17035	All - ICO Consultation on EU GDPR Guidance on Contracts and Liabilities between Controllers and Processors	For Possible Action	Audit Committees and Boards/Governing Bodies are advised to consider whether the organisation's GDPR preparations include consideration of what contracts include regarding the responsibilities and liabilities which processors have under GDPR.

REVENUE MONITORING REPORT 2017/18

SUMMARY

The Revenue Monitoring Report provides details of the annual revenue budget and associated information for the year ending 31st March, 2018.

RECOMMENDATION

That the Finance, Audit and Performance Management Committee note and agree the report content.

1. BACKGROUND

- 1.1 This report provides an update of the major changes affecting the revenue budget since the Finance, Audit & Performance Management (FAPM) Committee on 4 December 2017.
- 1.2 Appendix 1 details the annual budget, transactions to date, the forecast outturn position and variance analysis. Appendix 2 charts the budget variances reported at each FAPM Committee in addition to overall year end position.
- 1.3 Projected salary information has been produced in consultation with the People Services Directorate and in conjunction with Heads of Service. Non salary forecasts are a result of budget meetings held with devolved budget holders.

2. ISSUES

- 2.1 Updated revenue projections indicate an overall overspend of £314k, an increase of £520k since previous reporting. This is a resultant of an additional forecast of £322k relating to the employee element of the budget and a further £198k within non employee related budgets.
- 2.2 Since the previous report to FAPM the most significant changes are outlined below:

2.2.1 EMPLOYEE COSTS - £322k decrease in underspend

This consists of an increase within salary costs of £240k along with an increase of £36k within Local Government Pension Scheme (LGPS) Employers contributions.

The increase within salaries is due to a growth in establishment figures. However an overall underspend in year is forecast based

on initial budget setting with latest establishment figures being shown in the table below. In addition, LGPS contributions have increased due to a growth in new members along with revised forecast spend through to March 2018.

There has also been three ill health retirements since last reported and this has led to an additional cost of £44k for the current financial year.

Establishment figures (FTE) as at 30 November 2017

	Strength*	Budgeted Estab
WDS	813	794
RDS (100%)	452.55	533
Control	39.94	47.50
Support Staff	268.85	255.54
YFF	61.80	67.00
Auxiliary Reserve	73.00	80.00

*Actual strength numbers include those on career breaks but not funded staff and secondments to external agencies.

Total Leavers & Joiners April 2017 to November 2017 (Headcount)

	Starters*	Leavers*
Control	0	2
Support Staff	26	13
RDS	61	44
WDS	34	25
YFF Staff	0	2
Auxiliary Reserve	0	4
Total	121	90

* Only details new starter or leavers to the Service and does not relate to additional contracts

2.2.2 PREMISES COSTS - £293k increase in overspend

An increase in repair and maintenance work is the main contribution to the overspend within this area with an increase of £465k in expenditure forecast. This includes a £220k increase in redecoration works across a number of stations including works to showers at Cardiff central and asbestos works at both Roath and Maindee stations. A further £87k for the installation of the Paxton

Net2 swipe card system is due to be undertaken in addition to a further £45k for electrical work that has been carried out at Headquarters and includes installation costs for cookers at a number of stations including Caerphilly, Roath, Duffryn and Aberdare.

Work to external areas, including yard works, is also forecast to increase by £55k this is for works to stations including Abercarn, Tonypandy, Merthyr and also Headquarters.

Following annual maintenance, the costs of boiler repairs has increased by £38k which includes £26k for new boilers at Porthcawl station.

Other areas increased within property include £10k for additional plumbing works and a further £10k for the introduction of bilingual signage.

These costs have been partially offset by savings made within other areas such as £20k within cleaning costs and a further £20k anticipated in gas spend for the year due to energy saving.

A saving of £105k is also forecast within telephone and communications as all original install costs have now been repaid in relation to Wide Area Network charges. The Public Sector Broadband Aggregation (PSBA) has changed the costing model to be more transparent.

2.2.3 SUPPLIES AND SERVICES - £64k decrease in overspend

A saving of £20k is forecast within the Support and Maintenance budget of IT due to a review of agreements held in line with service requirements. In addition agreements required for greater than a one year duration has seen further savings which can also benefit the medium term plan.

A re-alignment of costs forecast for annual insurance premiums has seen a further saving of £48k. This is the result of a review by the insurance broker of the policy held by the service and a corresponding credit due.

2.2.4 TRANSPORT RELATED EXPENSES-£71k increase underspend

Forecast transport costs are lower than budget in re-active budget areas that are reviewed in year. The main factor is a reduction of £50k in the requirements to purchase vehicle parts. In addition a further £12k saving in year against fuel costs is forecast when comparing the trend of expenditure to date for the same period during the previous financial year.

2.2.5 CONTRACTED SERVICES - £28k decrease in underspend

The variation is mainly from a re-allocation of budget savings within other areas of departmental budgets to offset increased costs in this area. In addition income has been received within the Occupational Health budget relating to surgical procedures which is offset by increased expenditure incurred.

3. FINANCIAL IMPLICATIONS

3.1. An overall projected overspend on the revenue budget of £314k.

4. EQUALITY RISK ASSESSMENT

4.1 There are no equality implications resulting directly from this report. Each element of the revenue budget will have undergone equality and diversity risk assessments by the responsible budget holder as part of the budget planning process.

5. RECOMMENDATION

5.1 That the Finance, Audit and Performance Management Committee note and agree the report content.

Contact Officer:	Background Papers:
Geraint Thomas Head of Finance and Procurement	- Revenue and Capital Determination Report - Revenue Budget Working Papers - Budget Holder Reports - Capital Monitoring Report

SOUTH WALES FIRE & RESCUE SERVICE							
BUDGET MONITORING 2017/18						APPENDIX 1	
		Original Budget 2017/18 £	Budget (vired budget) 2017/18 £	Actual at 12.12.17 £	Forecast 31.03.18 £	Over/Under Spend Against Revised Budget	Over/ Under Spend %
Employee Costs							
	Salaries, NI & superann.	53,384,169	53,236,247	35,004,099	52,853,343	382,904	0.5%
		53,384,169	53,236,247	35,004,099	52,853,343	382,904	
	Pensions (ill health)	941,991	941,991	405,697	933,444	8,546	0.0%
	Travel and Subsistence	406,200	406,200	268,213	446,245	-40,045	-0.1%
	Total Employee Costs	54,732,359	54,584,437	35,678,009	54,233,032	351,405	0.5%
	Premises Related Expenses	4,445,100	4,445,400	3,125,569	5,196,115	-750,715	-1.1%
	Training Expenses	1,516,954	1,516,954	302,089	1,497,559	19,395	0.0%
	Supplies & Services	3,445,152	3,446,152	2,962,308	4,049,124	-602,972	-0.9%
	Transport Related Expenses	1,403,802	1,403,802	830,644	1,264,208	139,594	0.2%
	Third Party Payments (Contracted Services)	844,656	991,278	542,467	967,191	24,087	0.0%
	Capital costs / leasing	4,643,389	4,643,389	644,969	4,449,818	193,571	0.3%
	Contingency	250,000	250,000	0	0	250,000	0.4%
	Income	-1,075,226	-1,075,226	-644,734	-1,136,446	61,219	0.1%
	CONTRIBUTION BUDGET 2017/2018	70,206,186	70,206,186	43,441,323	70,520,602	-314,416	-0.4%
Key							
	Overspend						
	Underpend						

APPENDIX 2										
	Original Budget 2017/18 £	Revised Budget (vired budget) 2017/18 £	FAPM Forecast 11.09.17 £	FAPM Forecast 04.12.17 £	FAPM Forecast 03.04.17 £	Variance at FAPM 11.09.17 to Revised Budget	Variance at FAPM 04.12.17 to FAPM 11.09.17	Variance at FAPM 29.01.18 to FAPM 04.12.17	Cumulative Variances against Revised Budget	Summary on variances previously reported*
Employee Costs										* Vacancy underspends Reduction in number of Ill Health Charges than budgeted WG grant funding received in respect of Community Safety posts Increase in mileage claims
Salaries, NI & superann.	53,384,169	53,236,247	52,378,886	52,585,011	52,853,343	857,361	-206,125	-268,332	382,904	** Growth in establishment figures Increase in LGPS members Increase to accommodation and transport claims against 16/17 expenditure trend
	53,384,169	53,236,247	52,378,886	52,585,011	52,853,343	857,361	-206,125	-268,332	382,904	
Pensions (ill health)	941,991	941,991	891,293	889,788	933,444	50,698	1,505	-43,656	8,546	
Travel and Subsistence	406,200	406,200	425,071	436,681	446,245	-18,871	-11,610	-9,564	-40,045	
Total Employee Costs	54,732,359	54,584,437	53,695,250	53,911,480	54,233,032	889,188	-216,230	-321,552	351,405	
Premises Related Expenses	4,445,100	4,445,400	4,961,468	4,903,370	5,196,115	-516,068	58,098	-292,745	-750,715	* Increase in NNDR following revaluation Charges incurred for delayed works from 2016/17 Redecoration work (inc Cardiff, Bridgend and Pontyclun) Increase to appliance bay door repairs and work to external areas ** Energy efficiency savings NNDR credit received in relation to Lanelay Hall Reduction in re-active works than budgeted for grounds maintenance Savings offset by increased boiler works and repairs to drill towers
Training Expenses	1,516,954	1,516,954	1,501,113	1,500,363	1,497,559	15,841	750	2,804	19,395	* Reallocation of budget to Consultancy
Supplies & Services	3,445,152	3,446,152	3,957,947	4,112,872	4,049,124	-511,794	-154,926	63,748	-602,972	* Increase to Operational Equipment Inc. Cardiac Arrest Project and Packex Other Equipment to increase potentially by £209k for overspend against WG funding for HFS £72k previously submitted as part of capital bid Increase to annual insurance premiums ** New recruits have led to increase in uniform costs Other Equip to increase by further £41k in relation to HFS stock overspend £36k relate to non enhancing expenditure as part of Capital budget Further increases in translation costs, subscriptions and printer cartridges
Transport Related Expenses	1,403,802	1,403,802	1,365,781	1,335,196	1,264,208	38,021	30,585	70,988	139,594	* Reduction in forecast lease car costs Savings within fleet budget in re-active areas **Forecast reduction in re-active areas of fleet budget and additional DERV savings
Third Party Payments (contracted services)	844,656	991,278	914,427	938,243	967,191	76,851	-23,816	-28,949	24,087	* Surplus identified at budget setting **Increase in consultancy costs offset by income received Forecast for external audit fees to increase by £9k although this won't be confirmed until March 2018
Capital costs / leasing	4,643,389	4,643,389	4,579,984	4,444,670	4,449,818	63,405	135,313	-5,148	193,571	* Reduction in MRP due to capital programme being lower than anticipated ** Further reduction in MRP External borrowing costs set aside at beginning of year no longer required
Contingency	250,000	250,000	0	0	0	250,000	0	0	250,000	* Contingency approved by members during budget setting
Income	-1,075,226	-1,075,226	-1,121,696	-1,145,246	-1,136,446	46,470	23,550	-8,800	61,219	* Additional income offsetting additional expenditure within non employee areas ** Income offset by increased expenditure within non employee areas such as training and consultancy
CONTRIBUTION BUDGET 2016/2017	70,206,186	70,206,186	69,854,273	70,000,949	70,520,602	351,913	-146,676	-519,653	-314,416	

SOUTH WALES FIRE & RESCUE AUTHORITY
FINANCE, AUDIT & PERFORMANCE
MANAGEMENT COMMITTEE
REPORT OF THE DEPUTY CHIEF OFFICER

AGENDA ITEM NO 7
 29 JANUARY 2017

CAPITAL MONITORING REPORT 2017/18

SUMMARY

The capital monitoring report provides detail of the capital budget, transactions to date and the forecast position as at 31st March 2018.

RECOMMENDATION

That Members note the budget, progress of capital schemes, approve alterations identified in Appendix 1 and note the associated funding streams.

1. BACKGROUND

- 1.1 This report provides an explanation of changes since previous reporting presented at 4 December FAPM. Appendix 1 illustrates 2016/17 budget slippage, the 2017/18 budget, expenditure incurred to date, a forecast 31 March position and budget slippage into 2018/19.
- 1.2 In summary, the total available budget equates to £8.3 million, the forecast outturn and slippage for the year is £4.4 respectively. In summary, since previous reporting the projected spend has further reduced by £600k impacting slippage by the same amount.
- 1.3 Appendix 1 provides a detailed breakdown of the schemes contributing to the aforementioned position together with the necessary financing arrangements. This following provides a narrative update in support of figures detailed in Appendix 1.

2. ISSUES

Property

2.1 Station Refurbishments

2.1.1 Monmouth

The previous forecast has been revised downwards from £100 - £30k with resulting due to competing priorities within the property dept. and their capacity to progress schemes, i.e. Monmouth, New Inn, Barry, BA Complex work and CFBT. Consequently, slippage has increased from £498k - £568k to accommodate continuation of the scheme in the new financial year.

2.1.2 New Inn

A similar outlook is applicable to New Inn and the forecast has been revised from £150k - £65k with a counter effect on slippage of £350k to £435k into 18/19.

2.2 New Builds

2.2.1 Compartment Fire Behaviour Training Facility (CFBT)

The forecast has reduced for 17/18 from £500k to £300k and the slippage into 2017/18 increased from £2.4m to £2.7m

2.3 Planned and Preventative

2.3.1 The forecast has been reduced to £180k as updated costs have been provided in regards to the fuel pump spend. The breakdown is as follows;

- Fuel pump £100k
- Drill yard £80k

2.4 Energy Efficiency Schemes

2.4.1 Following a progress meeting with the Property Team, the previous forecast of £100k has been reduced to £50k for 17/18 and the slippage increased accordingly with the remaining estimated spend of £1,004k to be incurred in 2018/19, as follows;

	No sites	17/18	18/19	Completion
Station LED	40	£50k	£572k	Oct 18
WDS BMS	12		£132k	18/19
HQ Air Conditioning	1		£300k	Oct 18
		£50k	£1004k	

2.5 Vehicle Replacement Programme (VRP)

2.5.1 Aerial Appliance

The Aerial appliances has been delivered with one invoice outstanding for £49k which was not included in the last forecast and such this has increased by the same value.

2.5.2 Water Ladders

There is an additional saving of £22k in this area since previous reporting providing a final outturn of £1,780 million.

2.6 ICT

2.6.1 Business Information Management System (BIMS)

Delivery on this order is complete with final costs equating to £115k, resulting in an under spend of £11k.

2.6.2 HQ Backup Equipment

Spending in this area has been delayed although detailed information as to why is yet to be supplied by the Head of ICT.

2.6.3 Service Desk System

For purposes of this report the forecast spend has been maintained at budget, i.e. £50k although additional information received from the contracting team suggests the final position could be widely different to this.

More detailed information is required from the Head of ICT to determine the detail and final position of this scheme.

2.6.4 HQ Switch Replacement

This project has been delayed due to the company supplying going into liquidation. All PO's being cancelled and a new tender to be completed.

Budget to be slipped into 18/19 of £200k

3 FINANCIAL IMPLICATIONS

- 3.1 Appendix 1 illustrates capital scheme details and is supported by paragraphs 2.1 to 2.7 above. The available budget of £8.3million is overspent when compared to the forecast and slipped forward budget. This position is offset by WASTs' £696k co-location contribution and is illustrated in appendix 1 as an over spend against budget under station refurb and this is subsequently offset by an equal amount of funding identified in the funding analysis. In summary, the over spend against Barry, which is causing a net overall over spend on the capital budget, is funded by WAST.

4. EQUALITY RISK ASSESSMENT

- 4.1 There are no equality implications resulting directly from this report. Each element of the capital programme will have undergone Equality risk assessments by the responsible project lead, prior to the commencement of the scheme.

5. RECOMMENDATION

- 5.1 That Members note the progress of the capital schemes, approve alterations identified in Appendix 1 and note the associated funding streams.

Contact Officer:	Background Papers:
Geraint Thomas Head of Finance & Procurement	Revenue & Capital Budget Determination Report Capital Monitoring working papers 2017/18 Budget Holder Reports

CAPITAL PROGRAMME 2017/18							APPENDIX 1	
	SLIPPAGE B/F 2016/17 £000	2017/18 BUDGET £000	ACTUAL AS AT 13.12.17 £000	COMMITTED AS AT 13.12.17 £000	OUTTURN POSITION 31.03.18 £000	BUDGET UNDER/(OVER) SPEND £000	SLIPPAGE C/F 2018/19 £000	
PROPERTY								
LAND ACQUISITIONS								
PONTYPRIDD	425		0	0	0	0	425	
SOUTH CORNELLY	325	-325	0	0	0	0	0	
STATION REFURBISHMENTS								
MONMOUTH	598	0	0	0	30	0	568	
NEW INN	0	500	3	7	65	0	435	
BARRY (co-location contributions below offset over spend)		204	298	42	900	-696	0	
BA Complex (PPM Budget)		224	153	72	224	0	0	
NEW BUILDS								
CFBT FACILITY CARDIFF GATE (reserve funding below)	499	2,500	54	78	300	0	2,699	
						0	0	
PLANNED & PREVENTATIVE MAINT	470	-103	0	0	180	187	0	
ENERGY EFFICIENCY SCHEMES (reserve funding below)	0	0	0	0	50	-50	0	
	2,317	3,000	509	199	1,749	-559	4,127	
VEHICLES								
AERIAL APPLIANCES	275	0	224	0	273	2	0	
NON-OPERATIONAL 4WD	23	26	23	21	45	4	0	
VANS (LIGHT VEHICLES)	43	155	40	156	196	2	0	
RESCUE BOAT	0	45	0	0	0	0	45	
WATER LADDERS	671	1,150	1,456	0	1,780	41	0	
	1,012	1,376	1,743	177	2,293	50	45	
EQUIPMENT - ORM								
CS EDUCATION VEHICLE	0	33	38	0	38	-5	0	
	0	33	38	0	38	-5	0	
EQUIPMENT - ICT								
BIM SYSTEM	126	0	115	0	115	11	0	
FINANCE/PROCUREMENT SYSTEM	21	0	0	0	0	0	21	
HQ BACKUP EQUIPMENT	45	0	1	3	4	-0	41	
HR/PAYROLL SYSTEM	50	0	0	0	50	0	0	
ICT REPLACEMENT PROGRAMME	0	55	41	0	55	0	0	
SERVICE DESK SYSTEM	50	0	48	15	50	0	0	
STATION SWITCHES	0	0	0	0	0	0	0	
HQ SWITCH REPLACEMENT	0	200	0	150	0	0	200	
	292	255	205	168	274	11	262	
TOTAL	3,621	4,664	2,494	544	4,355	-504	4,434	
FUNDING ANALYSIS								
					BORROWING	3,109		
					CO-LOCATION CONTRIBUTIONS	696		
					REVENUE CONTRIBUTION	200		
					REVENUE RESERVES	350		
						4,355		

REPORT ON HEALTH CHECK OF PERFORMANCE AND STRATEGIC OBJECTIVES FOR QUARTER 3 (1 APRIL TO 31 DECEMBER) 2017/18

SUMMARY

This paper will give assurance to the Members of the Fire & Rescue Authority and Senior Management within South Wales Fire & Rescue Service on progress towards achievement of the Strategic Objectives and performance of the Strategic Performance Indicators for the first three quarters of 2017/18.

RECOMMENDATIONS

That Members review the performance details and statistical data for the first three quarters of 2017/18 contained within this report.

1. BACKGROUND

- 1.1 The Welsh Government requires South Wales Fire & Rescue Service to develop Strategic Plans to identify the direction for the Service and address particular areas for improvement. The Service does this by developing a five year Strategic Plan, implementing actions and measuring indicators to enable the Service to achieve these organisational goals.
- 1.2 In 2016/17 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 a Quarter 3 health check on performance against the Strategic Objectives and Strategic Indicators for 2017/18.

2. ISSUE

- 2.1 For Members' information, the Service has revised the Strategic Plan to include five Strategic Themes going forward, taking into account the Well-Being of Future Generations (Wales) Act 2015, as listed below:

ST01 - We will Reduce Risk

ST02 - We will Engage and Communicate

ST03 - We will Nurture Sustainable Resources

ST04 - We will Embrace Technology

ST05 - We will Strengthen Partnerships

- 2.2 Each of these Strategic Themes have a number of Priority Actions that the Service Planning Framework will be monitoring progress against in 2017/18.

- 2.3 In 2017/18, the Service had five Strategic Themes. Appendix 1 to this report shows our position in securing the achievement of the Improvement Objectives.

- 2.4 In relation to Strategic Theme 1 to "Reduce Risk", there are three Priority Actions linked to delivering against this objective: PA01 - Reduce the number of deliberate fires; PA02 - Obtaining and sharing information where possible with other agencies to reduce risk and improve community wellbeing; PA03 - Exploring and understanding the reasons behind fire related injuries and, in particular, the increase in 2016/17. In relation to PA01 there are six actions that are green, one Amber and zero red. In relation to PA02 there are nine green, eight amber and zero red actions. With regards to PA03 there are four green actions, one amber action and zero red actions. This gives a total of 19 green actions for ST01, with ten amber and zero red actions reported. Therefore the majority were on target at Q3.

- 2.5 In relation to Strategic Theme 2 to "Engage & Communicate", there is one Priority Action linked to delivering against this objective: PA04 - Undertaking engagement to obtain views on service delivery, risk and priorities. There are 15 green actions, three amber and one red. Therefore the majority were on target at Q3.

- 2.6 In relation to Strategic Theme 3 "Nurture Sustainable Resources", there is one Priority Action linked to delivering this objective: PA05 - Ensure that we attract, develop and retain a suitably resilient workforce that

reflects workforce that reflects our communities and is capable of delivering our services. There are 70 linked actions that are green, 23 amber and nine red actions. Therefore the majority were on target at Q3.

- 2.7 In relation to Strategic Theme 4 “Embrace Technology”, there is one Priority Action linked to delivering this objective: PA06 - Ensuring ICT systems and services available to enable efficiency and support service delivery. There are 34 linked actions that are green, 11 amber and zero red. Therefore the majority were on target at Q3.
- 2.8 In relation to Strategic Theme 5 “Strengthen Partnerships”, there is one Priority Action linked to delivering this objective: PA07 - Working with others to be more efficient and effective. There are 35 linked actions that are green, seven amber and five red. Therefore the majority were on target at Q3.
- 2.9 Attached at Appendix 2 is a summary of the Performance Monitoring Report which reviews the first three quarters of 2017/18 performance against agreed targets for the seven National Strategic Performance Indicators. It also includes a summary comment for each indicator. *(Please note that when this report was written on 3 January 2018 there were 222 outstanding IRS incidents, which may cause the figures in the report to change).*
- 2.10 Appendix 2 identifies that three of the indicators are not expected to achieve the target set at the start of the year, and the other four indicators have improved in comparison to the first three quarters of last year and are expected to achieve the target.
- 2.11 The three indicators that are not likely to achieve their target are in relation to Total Fires attended, Other Special Service Calls and the percentage of dwelling fires confined to the room of origin.
- 2.12 Total fires attended have increased by 68 (+1.44%) compared to the first 3 quarters of last year. Grass fires have increased from 773 to 996 (+28.85%) and refuse fires have increased from 1,965 to 2,017 (+2.65%). Refuse fires (2,017) have accounted for 42.12% of all fires attended in April to December and grass fires (996) have accounted for 20.80% of all fires attended in the same period. The 4,789 total fires figure for the year to date is forecast to be 6,062 by the end of the year which will be above the target of 5,900 set at the start of the year.
- 2.13 Other Special Service Calls attended have increased from 1,644 to 1,976 (+20.19%) compared to the first 3 quarters of last year. Medical incidents first responder account for the majority of this increase and have risen from 66 incidents in the first 3 quarters of last year to 316 (+378.79%) this

year. The target set at the start of the year (2,100) is forecast to be exceeded by the end of the year (2,635).

- 2.14 Dwelling fires confined to the room of origin in which they originated are 2.26% lower than the period April to December of last year. There were 478 dwelling fires between 1 April and 31 December 2017 of which 400 were confined to the room of origin (83.68%). This compares to 495 of 576 (85.94%) during the same period last year. The Service is not expected to reach the 86% target set at the start of the year.
- 2.15 Appendix 3 is a Unitary Authority Performance report for the period April 2017 to December 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.

3. EQUALITY RISK ASSESSMENT

- 3.1 This report, the accompanying Appendices and the Targets themselves have no Equality Risk Assessment impact. The Service Performance and Communications 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.

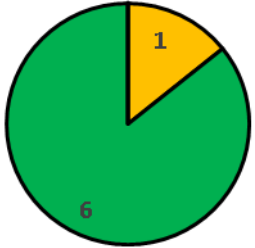
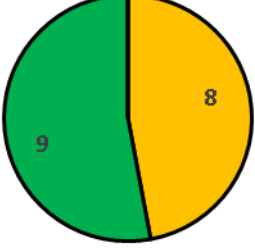
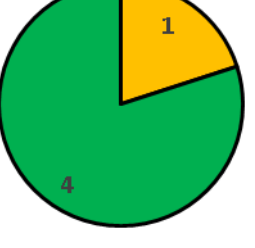
4. RECOMMENDATIONS

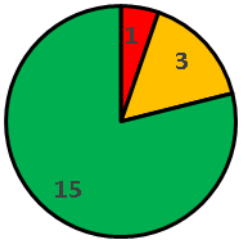
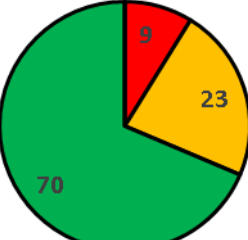
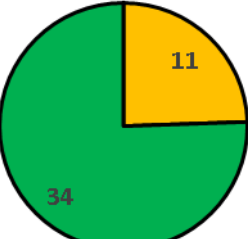
- 4.1 That Members review the performance details and statistical data for the first three quarters of 2017/18 contained within this report.

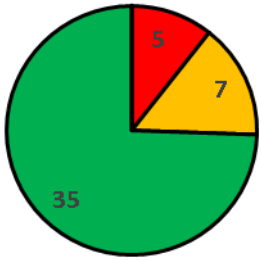
Contact Officer:	Background Papers:
Paul Conway Engagement, Transformation & Performance Officer	<ul style="list-style-type: none"> • Appendix 1 - Position in securing the achievement of the Strategic Objectives • Appendix 2 - Performance Monitoring Report 2017/18 (Q3) • Appendix 3 - Q3 2017/18 Unitary Authority Performance Reporting

Appendix 1

Position in securing the achievement of the Improvement Objectives 2017/2018

Strategic Theme	Priority Action	Updates	Comment
ST1. Reduce Risk.	PA01 - Reduce the number of deliberate fires.	<p data-bbox="1062 373 1160 405">Status</p>  <p data-bbox="991 688 1243 716">■ Red ■ Amber ■ Green</p>	<p data-bbox="1377 352 1834 384">Red – 0, Amber – 1, Green – 6</p> <p data-bbox="1377 390 2778 646">Deliberate fires in quarter 3 have decreased from 1012 in 2016/17 to 919 in 2017/18. This is a decrease of 9%. The numbers for November this year however are the highest figures for 5 years with incidents increasing from 372 in 2016 to 427 (+15%) in 2017. The numbers of deliberate refuse fires have fallen from 695 in quarter 3 last year to 611 (-12%) this year, and deliberate grass fires have also fallen from 74 last year to 59 (-20%) this year. Our work targeting areas with high deliberate vehicle fires has also seen a reduction for Q3 with numbers falling from 138 last year to 119 (-14%) this year. We continue to work with the Police to be proactive in this area.</p>
	PA02 - Obtaining and sharing information where possible with other agencies to reduce risk and improve community wellbeing.	<p data-bbox="1062 772 1160 804">Status</p>  <p data-bbox="991 1087 1243 1115">■ Red ■ Amber ■ Green</p>	<p data-bbox="1377 751 1762 783">Red 0 , Amber 8, Green 9</p> <p data-bbox="1377 821 2778 1077">The service is now a member of the National Fire Chiefs Council Health Co-ordination Committee where all attending FRS's share best practice to improve the health and wellbeing of communities across the UK. The service is currently looking at a number of initiatives that have been successful in other FRS's with a view to run pilot schemes. The service is also currently running a pilot scheme with Gwent Police regarding missing persons. The Public Service Board Wellbeing plans for the Unitary Authority areas are yet to be finalised and are currently out for consultation and it is anticipated they will be available for April 2018.</p>
	PA03 - Exploring and understanding the reasons behind fire related injuries and particular the increase in 2015/2016.	<p data-bbox="1062 1171 1160 1203">Status</p>  <p data-bbox="991 1486 1243 1514">■ Red ■ Amber ■ Green</p>	<p data-bbox="1377 1140 1792 1171">Red – 0, Amber -1, Green 4</p> <p data-bbox="1377 1209 2778 1696">Fire injuries and their causes were discussed in detail at Service delivery meetings during Q3 (the meeting with the Group Managers and Area Managers of Operations was held on 16th October 2017, while a follow up meeting with the Heads of Operations was subsequently held on 23rd of October 2017). In order to review the issue nationally, Q2 data was cut and provided to our partners within the Family Group 4 on 08th November 2017 before a report containing each organisation's performance against the group's key indicators was received by the organisation on 20th November 2017. The indicators relating to fire injuries have since been analysed – South Wales FRS displayed a 28.97% reduction in “Injuries in Primary Fires per 100,000 Population” during Q2 this year compared to the same period last year, which was the greatest reduction witnessed amongst all members of the Family Group. South Wales FRS also witnessed a 32.26% reduction in “Injuries in Accidental Dwelling Fires per 100,000 Population” during Q2 this year compared to the same period last year, which was the third greatest reduction witnessed amongst the Family Group.</p> <p data-bbox="1377 1734 2778 1839">The organisation has also continued to collect further detail of those injured in fires via its ongoing participation in the Lifebid project and through ‘Major and Minor Injury (M37) Case Studies’. The data collected via the Lifebid project will be analysed before the end of 2017/18.</p>

Strategic Theme	Priority Action	Updates	Comment
ST2. Engage & Communicate	PA04 - Undertaking engagement to obtain views on service delivery, risk and priorities.	<p data-bbox="1062 300 1160 327">Status</p>  <p data-bbox="997 617 1228 644">■ Red ■ Amber ■ Green</p>	<p data-bbox="1374 275 1843 302">Red - 1, Amber – 3, Green – 15</p> <p data-bbox="1374 348 2783 680">Engagement activity within the Service is becoming more mainstreamed and there is evidence of this activity being incorporated into business as usual. Head of SP&C has taken on the strategic lead of the Corporate Communications and Engagement group for the Service to ensure a more joined up approach is adopted to all of the Services engagement activity to maximise effect and returns. Engagement work with health establishments in respect of AFA calls is now starting to show returns with our statutory indicators showing a reduction in activity over the first two quarters of 2017/18, amounting to 25% for health bodies. Work with our PSB partners continues to shape the wellbeing plans for our areas. Extensive work has been carried out with other stakeholders in the aftermath of Grenfell both on a national scale and local scale.</p>
ST3. Nurture Sustainable Resources	PA05 - Ensure that we attract, develop and retain a suitably resilient workforce that reflects workforce that reflects our communities and is capable of delivering our services	<p data-bbox="1062 737 1160 764">Status</p>  <p data-bbox="997 1050 1228 1077">■ Red ■ Amber ■ Green</p>	<p data-bbox="1374 711 1872 739">Red – 9, Amber – 23, Green – 70</p> <p data-bbox="1374 785 2783 1220">The on call review continues to make strides to modernise our on call work contracts and recruitment and training packages to meet the needs of our communities and the Service. Improvements to online recruitment processes are being scoped for trial and increased use of social media and other forms of advertising are also being trialled. Female only recruitment sessions have been hosted and the timescale for processing applications through to training course entry is being scrutinised. Investors in People assessments completed and silver award accredited to service. Detailed report received at end of quarter 3 and will be fully considered in quarter 4 with a view to putting in place plans to address improvement areas New middle manager training sessions developed and trialled and feedback currently being considered to refine course content and delivery. New cohorts of welsh language learners have commenced their learning programmes with the service with other learners progressing through to more advanced stages of learning</p>
ST4. Embrace Technology	PA06 - Ensuring ICT systems and services available to enable efficiency and support service delivery.	<p data-bbox="1062 1257 1160 1285">Status</p>  <p data-bbox="997 1577 1228 1604">■ Red ■ Amber ■ Green</p>	<p data-bbox="1374 1232 1828 1260">Red- 0, Amber -11, Green - 34</p> <p data-bbox="1374 1306 2783 1635">Following a period where there was no progress on the CoreHR Project due to a change in CoreHR project manager the company is no engaged and the next phases of the project are being planned. The first phase of the Asset Management System has been configured and is being tested. Progress on the G2D project continues with a new server version being delivered which will need thorough testing as well as continued development of the new Fire Safety System. New web and email gateways have been installed and configured with the process of delivering secure email agreed by the Security Risk Group. A new remote access system for all staff has been configured and is currently being tested. ICT are providing a high volume of technical support on the Joint Control Project for a planned go-live in October 2017.</p>

Strategic Theme	Priority Action	Updates	Comment
ST5. Strengthen Partnerships	PA07 - Working with others to be more efficient and effective	<p data-bbox="1032 300 1160 331">Status</p>  <p data-bbox="991 615 1234 636">■ Red ■ Amber ■ Green</p>	<p data-bbox="1374 279 1855 310">Red – 5, Amber – 7, Green – 35</p> <p data-bbox="1374 352 2789 680">Achieved successful implementation of the Joint Public Service Centre this quarter, with go live dates for SWFRS and MWWFRS both being achieved. Some technical issues still to be completed and work on these is ongoing. Work continues jointly with MWWFRS on implementing the requirements of GDPR for the Service. Work has commenced at Barry FRS on works to facilitate the collaborative occupation of the site with WAST. Discussions and planning continues on other sites where collaborative occupancy is being pursued with WAST and Gwent Police. Work has commenced on preparing for the UKRO championships in 2018 in Cardiff, which will involve a considerable amount of partnership working with numerous organisations, agencies and other services.</p>

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Performance Monitoring Report 2017/2018 (Quarter 1 to 3 - 1st April 2017 to 31st December 2017)

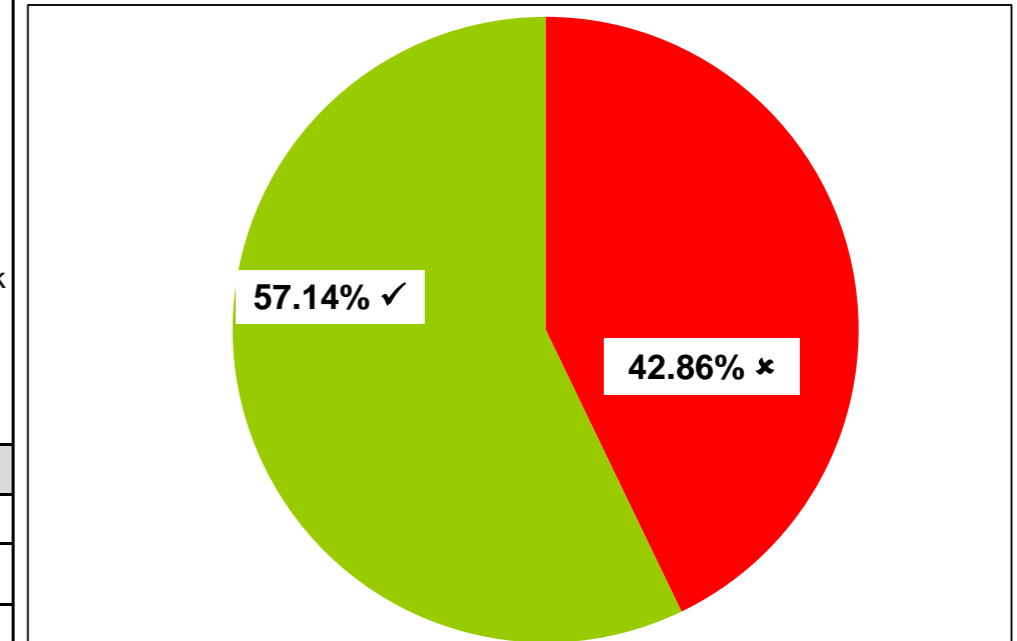
This is the Performance Monitoring Report for the the first 3 quarters of 2017/18. The report highlights the organisation's performance against the Strategic Indicators set by Welsh Government for the period April 2017 to December 2017.

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.

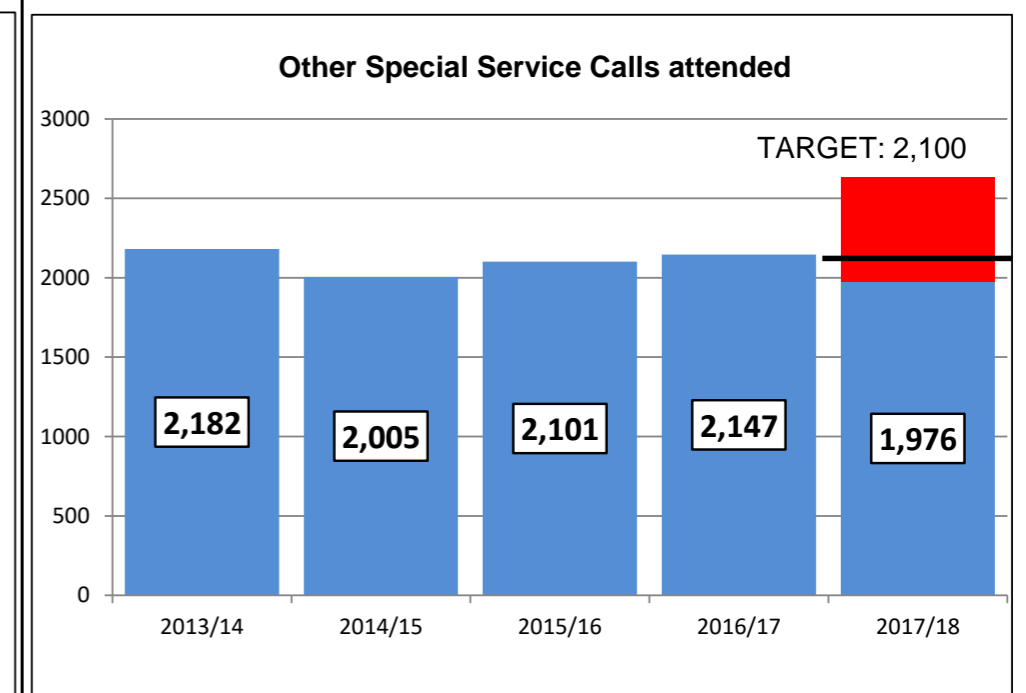
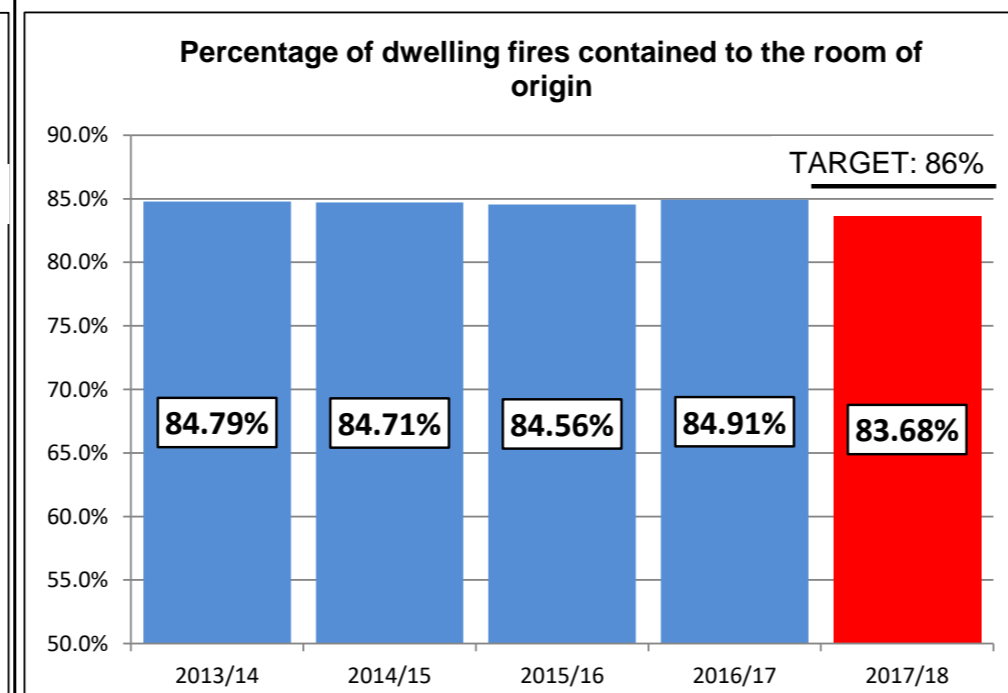
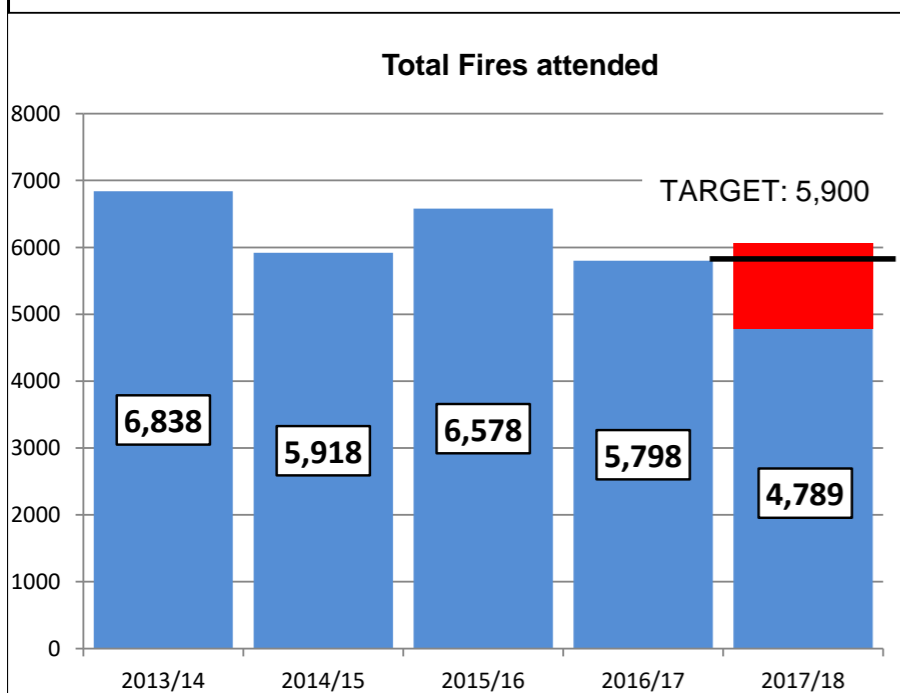
The Service Performance & Communications department co-ordinates and compiles this report on behalf of the Service Delivery Directorate. All information is extracted from updated Directorate quarterly Service Plans and the data sets are maintained and validated by the Statistics and Risk team.

Strategic Indicators 2017/2018 – Performance Q1 to 3



Performance	Indicator Type	Description
✗	Fire Measures	Total fires attended per 10,000 population
✗	Fire Measures	The percentage of dwelling fires which were contained in the room in which they originated.
✗	Fire Measures	Total other special service calls attended per 10,000 population
✓	Deaths and Injuries	Total number of deaths and injuries arising from all fires per 100,000 population
✓	Deaths and Injuries	Total number of deaths and injuries arising from accidental Fires per 100,000.
✓	Fire Measures	Total road traffic collisions attended per 10,000 population
✓	Fire Measures	Total false alarms attended per 10,000 population

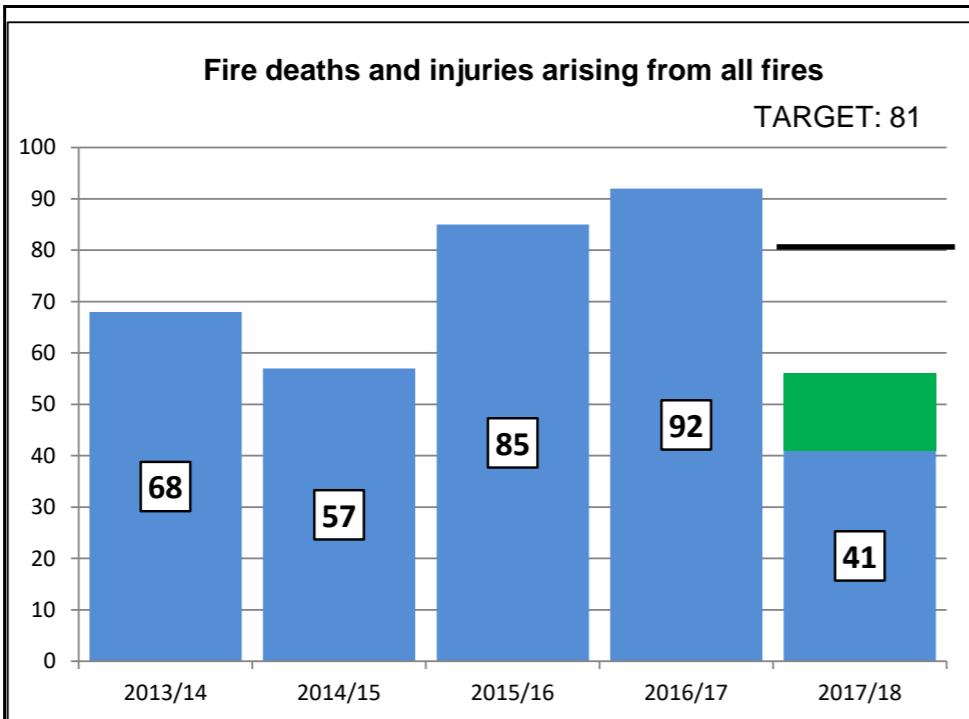
✗	Indicator(s) are not expected to achieve the target. (3)
!	Indicator(s) are improving in comparison to last year but are at risk of not achieving the target (0)
✓	Indicator(s) are expected to achieve the target. (4)



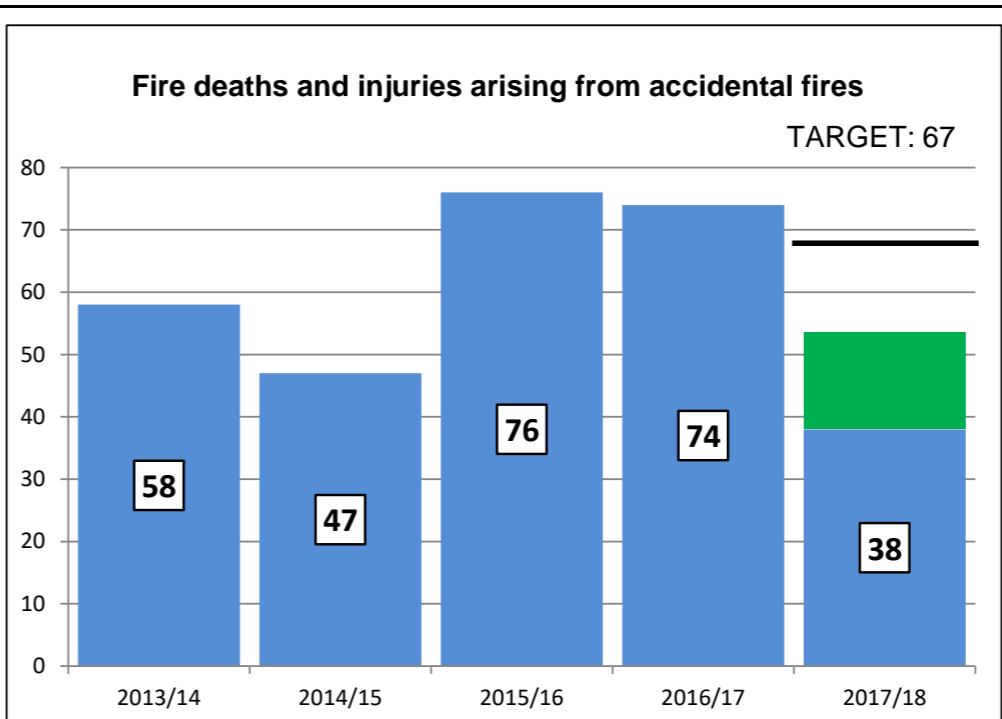
Total fires attended have increased by 68 (+1.44%) compared to the first 3 quarters of last year. Grass fires have increased from 773 to 996 (+28.85%) and refuse fires have increased from 1965 to 2017 (+2.65%). Refuse fires (2,017) have accounted for 42.12% of all fires attended in April to December and grass fires (996) have accounted for 20.80% of all fires attended in the same period. The 4,789 total fires figure for the year to date is forecast to be 6,062 by the end of the year, which will be above the target of 5,900 set at the start of the year.

Dwelling fires confined to the room of origin in which they originated are 2.26% lower than the period April to December of last year. There were 478 dwelling fires between 1st April and 31st December 2017, of which 400 were confined to the room of origin (83.68%). This compares to 495 of 576 during the same period (85.94%) last year. The service is not expected to reach the 86% target set at the start of the year.

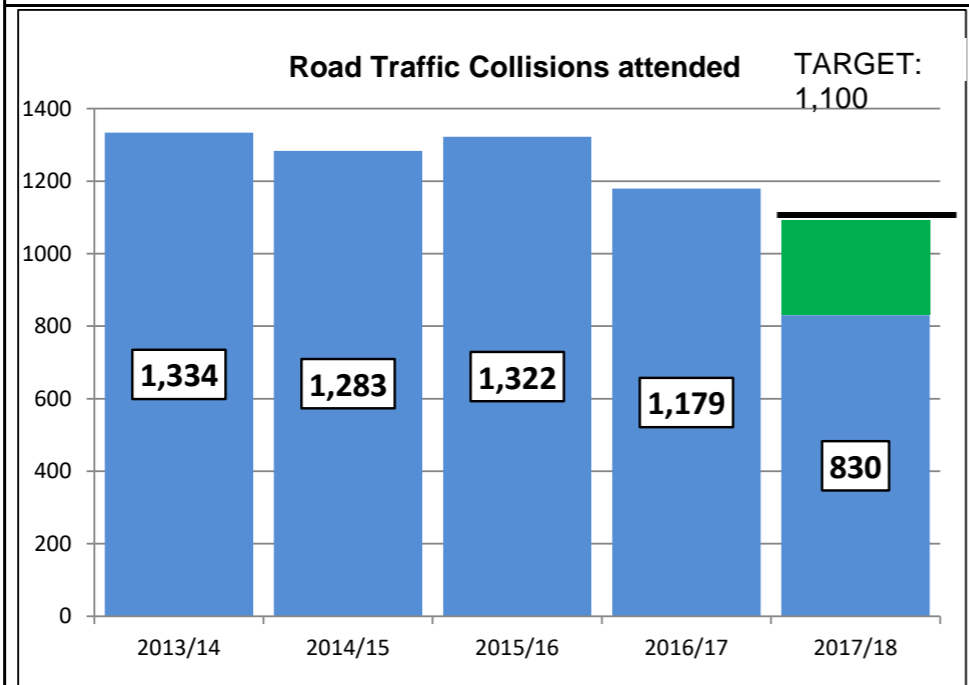
Other Special Service Calls attended have increased from 1,644 to 1,976 (+20.19%) compared to the first 3 quarters of last year. Medical incidents first responder account for the majority of this increase and have risen from 66 incidents in the first 3 quarters of last year to 316 (+378.79%) this year. The target set at the start of the year (2,100) is forecast to be exceeded by the end of the year (2,635).



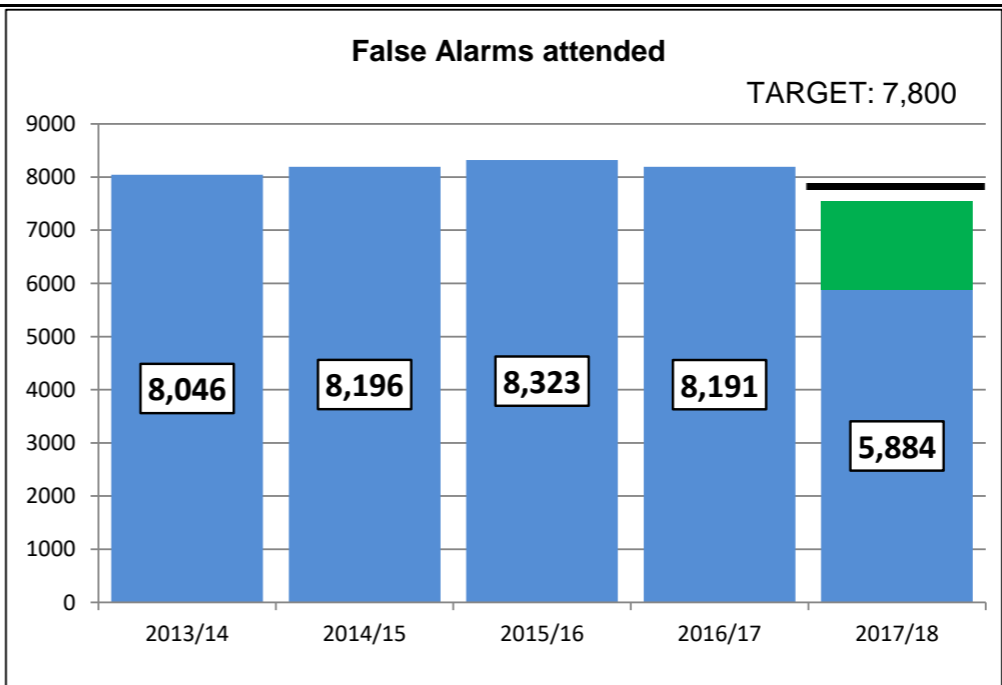
Total fire deaths and injuries have fallen from 67 in the first 3 quarters of last year to 41 this year (-38.81%). Fatalities have reduced from 6 last year to 2 (-66.67%) this year. Serious injuries have fallen from 14 to 7 (-50.00%) and slight injuries have fallen from 47 to 32 (-31.91%) compared to last year. The total so far this year is 41 and is forecast to be 56 by the end of the year, which will be well below the target of 81 set at the start of the year.



Total accidental fire deaths and injuries have fallen from 55 in the first 3 quarters of last year to 38 this year (-30.91%). There has been 2 accidental fatalities during the first 3 quarters of the year, which was the same as last year. Serious injuries have fallen from 10 to 7 (-30.00%) and slight injuries have fallen from 43 to 29 (-32.56%) compared to last year. The total so far this year is 38 and is forecast to be 54 by the end of the year, which will be well below the target of 67 set at the start of the year.



RTCs attended have decreased by 64 (-7.16%) compared to the first 3 quarters of last year. Extrication and release of persons accounted for 150 (18.07%) of 830 total RTCs attended in the first 3 quarters of this year compared to 154 of 894 (17.23%) in the first 3 quarters of last year. The total so far this year is 830, and is forecast to be 1,092 by the end of the year, which will be below the target set of 1,100 and will be the lowest total figure for 5 years.



False Alarms attended have decreased by 649 (-9.93%) compared to the first 3 quarters of last year. False alarms due to apparatus have fallen from 4,331 to 3,616 (-16.51%) compared to last year. Malicious false alarms have fallen from 239 last year to 208 (-12.97%) this year. The 5,884 total false alarm figure for the year to date is forecast to be 7,554 by the end of the year, which will be below the target set at the start of the year of 7,800 and will be the lowest total figure for 5 years.

***** Please note that all figures in this report were extracted on 2nd January 2018 and are therefore provisional and subject to change, following further data collection and quality assurance**

Gwasanaeth Tân ac Achub
De Cymru



South Wales
Fire and Rescue Service

Performance Monitoring Report 2017/2018

April 2017 to December 2017

Q1 to Q3

This is the Performance Monitoring Report for the year 2017/18 and it highlights performance for the period April 2017 to December 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.

The performance indicators that are included in the appendices of this report show 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 Corporate Services 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.

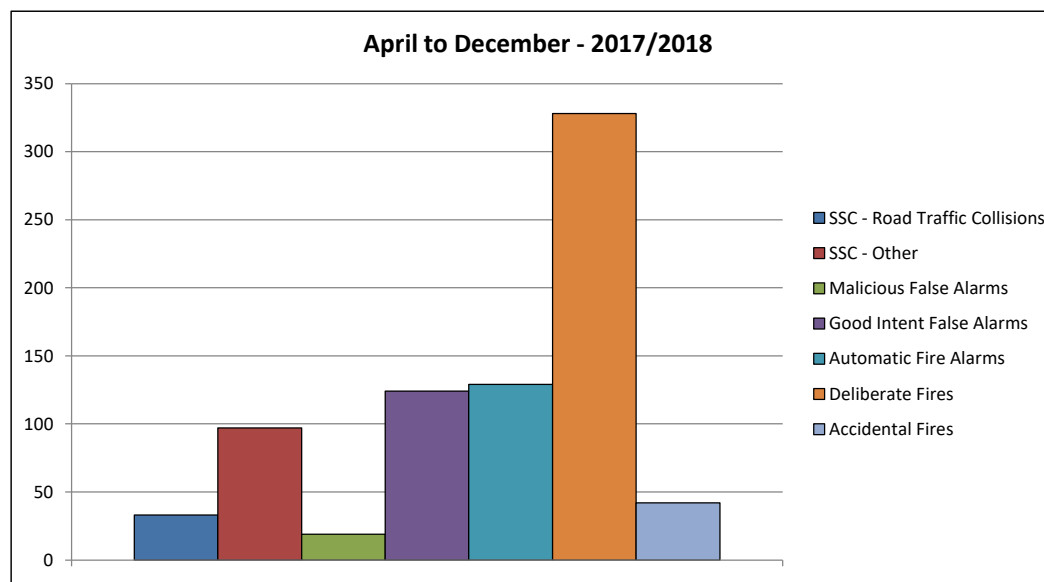
Incident Categories	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	1027	145	100	88	74	74	65	78	104	44				772	333	213	226		- 33
Special Service Calls (SSC)	142	17	14	19	13	13	17	12	15	10				130	50	43	37		+ 4
SSC - Road Traffic Collisions	55	5	5	3	4	1	5	5	3	2				33	13	10	10		- 7
SSC - Other	87	12	9	16	9	12	12	7	12	8				97	37	33	27		+ 11
False Alarms	382	40	31	28	27	31	30	33	34	18				272	99	88	85		- 25
Malicious False Alarms	9	0	2	0	1	4	3	6	3	0				19	2	8	9		+ 7
Good Intent False Alarms	177	25	17	12	18	12	9	9	17	5				124	54	39	31		- 23
Automatic Fire Alarms	196	15	12	16	8	15	18	18	14	13				129	43	41	45		- 9
Fires	503	88	55	41	34	30	18	33	55	16				370	184	82	104		- 12
Deliberate Fires	420	81	47	36	31	25	16	30	49	13				328	164	72	92		+ 2
Accidental Fires	83	7	8	5	3	5	2	3	6	3				42	20	10	12		- 14
All Fatalities + Injuries	3	0	1	0	1	0	0	0	0	0				2	1	1	0		- 1
Accidental Fatalities + Injuries	3	0	0	0	1	0	0	0	0	0				1	0	1	0		- 1

Notes

The total number of incidents attended in Blaenau Gwent during the period April to December of 2017/18 was 54 lower (-6.54%) than the same period last year.

The number of Other Special Service calls attended in Blaenau Gwent during the period April to December of 2017/18 was 38 (+64.41%) higher than the number attended during the same period last year. The 97 so far this year is already above last years total of 87.

The number of deliberate fires attended during the period April to December of 2017/18 was 30 lower (-8.38%) than we attended during the same period of the previous year. Deliberate fires have accounted for 328 of 772 total incidents attended so far this year (42.49%)



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



Bridgend County Borough Council

Performance Monitoring Report 2017/2018

Incident Categories	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	1527	170	172	126	134	116	111	114	93	69				1105	468	361	276		- 134
Special Service Calls (SSC)	318	31	28	26	25	29	24	24	14	18				219	85	78	56		- 53
SSC - Road Traffic Collisions	113	12	4	7	7	10	13	6	4	8				71	23	30	18		- 11
SSC - Other	205	19	24	19	18	19	11	18	10	10				148	62	48	38		- 42
False Alarms	786	62	68	66	70	59	56	51	43	29				504	196	185	123		- 82
Malicious False Alarms	15	4	0	0	1	4	2	1	1	2				15	4	7	4		+ 2
Good Intent False Alarms	236	28	38	25	27	20	14	14	20	8				194	91	61	42		- 21
Automatic Fire Alarms	535	30	30	41	42	35	40	36	22	19				295	101	117	77		- 63
Fires	423	77	76	34	39	28	31	39	36	22				382	187	98	97		+ 1
Deliberate Fires	261	65	61	27	22	19	19	26	30	10				279	153	60	66		+ 16
Accidental Fires	162	12	15	7	17	9	12	13	6	12				103	34	38	31		- 15
All Fatalities + Injuries	5	0	0	1	0	1	0	0	0	0				2	1	1	0		0
Accidental Fatalities + Injuries	2	0	0	1	0	1	0	0	0	0				2	1	1	0		0

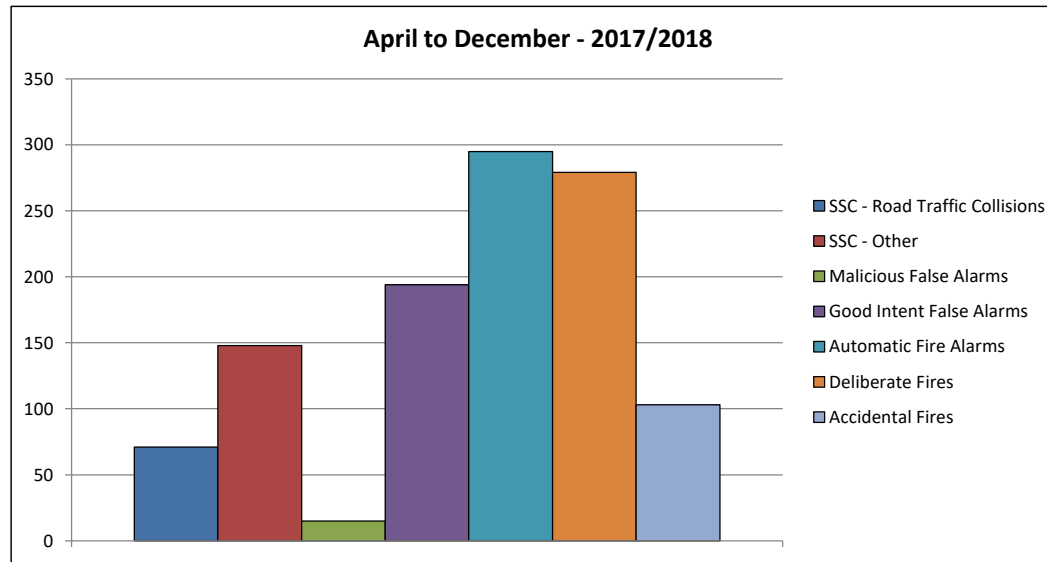
Notes

The total number of incidents attended in Bridgend during the period April to December of 2017/18 was 105 lower than the number attended during the same period of last year (-8.68%).

The number of false alarms attended during the period April to December of 2017/18 has decreased by 134 (-21.00%) compared to the same period last year. The number of automatic fire alarms attended has decreased by 143 (-32.65%) while the number of malicious false alarms has remained the same as last year at 15.

The number of deliberate fires attended for the period April to December of 2017/18 has increased by 80 (+40.20%) compared to last year. The total number of accidental fires has reduced by 21 (-16.94%).

The number of fire fatalities and injuries recorded has decreased from 5 last year in April to December to 2 (-60.0%) this year.



Cyngor Bwrdeistref Sirol



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	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	1738	307	179	170	150	142	114	146	149	77				1434	656	406	372		- 52
Special Service Calls (SSC)	298	29	30	39	28	39	25	27	22	18				257	98	92	67		+ 3
SSC - Road Traffic Collisions	125	11	7	12	6	12	11	14	12	6				91	30	29	32		+ 4
SSC - Other	173	18	23	27	22	27	14	13	10	12				166	68	63	35		- 1
False Alarms	636	79	51	74	57	54	48	60	50	31				504	204	159	141		- 20
Malicious False Alarms	35	5	2	8	2	1	2	3	3	3				29	15	5	9		- 1
Good Intent False Alarms	263	51	30	31	31	26	14	25	30	11				249	112	71	66		+ 7
Automatic Fire Alarms	338	23	19	35	24	27	32	32	16	17				225	77	83	65		- 27
Fires	804	199	98	57	65	49	41	59	77	28				673	354	155	164		- 35
Deliberate Fires	639	183	79	43	53	36	29	44	62	18				547	305	118	124		- 29
Accidental Fires	165	16	19	14	12	13	12	15	15	10				126	49	37	40		- 6
All Fatalities + Injuries	16	4	0	0	1	0	1	0	1	1				8	4	2	2		- 2
Accidental Fatalities + Injuries	14	4	0	0	1	0	1	0	1	1				8	4	2	2		- 2

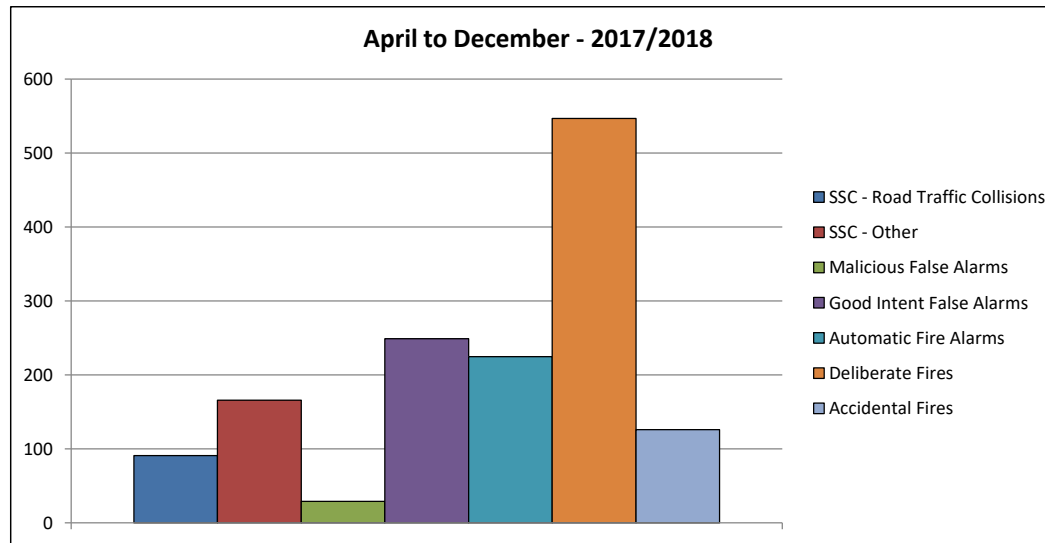
Notes

The total number of incidents attended in Caerphilly during the period April to December of 2017/18 was 61 higher than the number attended during the same period last year (+4.44%) .

The number of fatalities and injuries for the period April to December of 2017/18 has increased to 8 from 5 (+60.00%) for the same period last year.

The number of false alarms attended during the period April to December of 2017/18 decreased by 9 (-1.75%) compared to the same period of last year. The number of automatic fire alarms attended has decreased by 46 (-16.97%).

The number of fires attended during the period April to December of 2017/18 has increased by 42 (+6.66%) compared to the same period last year. Deliberate fires account for 547 of the 1,434 incidents attended in Caerphilly (38.15%).



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	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	4070	415	376	373	383	342	317	372	364	217				3159	1164	1042	953		- 161
Special Service Calls (SSC)	769	69	70	90	79	77	75	86	67	46				659	229	231	199		- 10
SSC - Road Traffic Collisions	235	16	19	11	21	16	18	26	19	15				161	46	55	60		- 12
SSC - Other	534	53	51	79	58	61	57	60	48	31				498	183	176	139		+ 2
False Alarms	2299	181	178	179	198	162	162	180	191	141				1572	538	522	512		- 91
Malicious False Alarms	95	5	9	7	5	6	2	7	5	7				53	21	13	19		- 6
Good Intent False Alarms	550	63	49	62	59	40	39	42	76	44				474	174	138	162		+ 24
Automatic Fire Alarms	1654	113	120	110	134	116	121	131	110	89				1044	343	371	330		- 110
Fires	1002	165	128	104	106	103	80	106	106	30				928	397	289	242		- 60
Deliberate Fires	609	112	95	75	69	65	53	77	77	15				638	282	187	169		- 18
Accidental Fires	393	53	33	29	37	38	27	29	29	15				290	115	102	73		- 42
All Fatalities + Injuries	28	5	2	1	1	1	0	1	4	1				16	8	2	6		- 1
Accidental Fatalities + Injuries	23	5	1	0	1	1	0	1	4	1				14	6	2	6		- 1

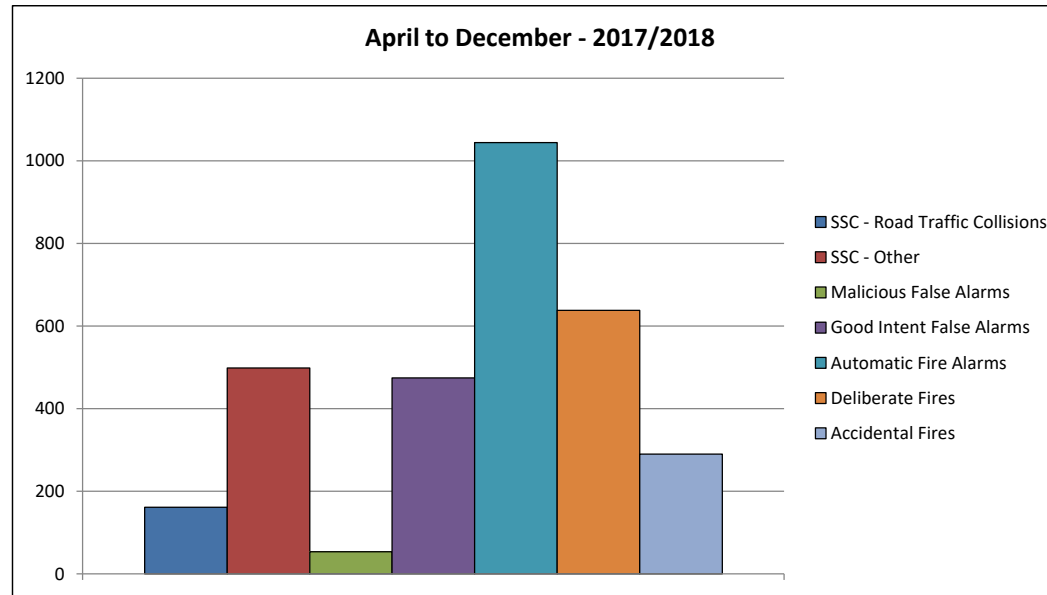
Notes

The total number of incidents attended in Cardiff during the period April to December of 2017/18 was 106 lower (-3.25%) than during the same period of last year.

The number of Other Special Service calls attended during the period April to December of 2017/18 was 58 higher (+9.65%) than the same period last year. The number of Road Traffic Collisions attended decreased by 23 (-12.50%) compared to the same period of last year.

The number of Automatic Fire Alarm calls attended during the period April to December of 2017/18 has decreased by 272 from 1,316 to 1,044 (-20.67%) compared to the same period of last year. These incidents account for 34.19% of all calls attended.

The number of fires attended during the period April to December of 2017/18 has increased by 93 (+11.14%) compared to the same period of last year. Deliberate fires increased by 122 (+23.64%) while accidental fires decreased by 29 (-9.09%).



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	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	765	117	84	65	93	47	51	57	47	32				593	266	191	136		- 54
Special Service Calls (SSC)	142	13	21	20	30	13	19	9	6	10				141	54	62	25		- 12
SSC - Road Traffic Collisions	49	4	4	4	10	5	5	4	2	4				42	12	20	10		- 6
SSC - Other	93	9	17	16	20	8	14	5	4	6				99	42	42	15		- 6
False Alarms	319	34	23	32	32	17	22	33	20	13				226	89	71	66		- 20
Malicious False Alarms	20	3	0	1	0	0	1	1	1	1				8	4	1	3		- 2
Good Intent False Alarms	104	19	12	11	16	5	14	13	10	3				103	42	35	26		0
Automatic Fire Alarms	195	12	11	20	16	12	7	19	9	9				115	43	35	37		- 18
Fires	304	70	40	13	31	17	10	15	21	9				226	123	58	45		- 22
Deliberate Fires	241	60	37	8	22	11	9	8	17	5				177	105	42	30		- 23
Accidental Fires	63	10	3	5	9	6	1	7	4	5				50	18	16	16		+ 2
All Fatalities + Injuries	2	0	0	0	1	0	0	0	0	0				1	0	1	0		- 1
Accidental Fatalities + Injuries	2	0	0	0	1	0	0	0	0	0				1	0	1	0		- 1

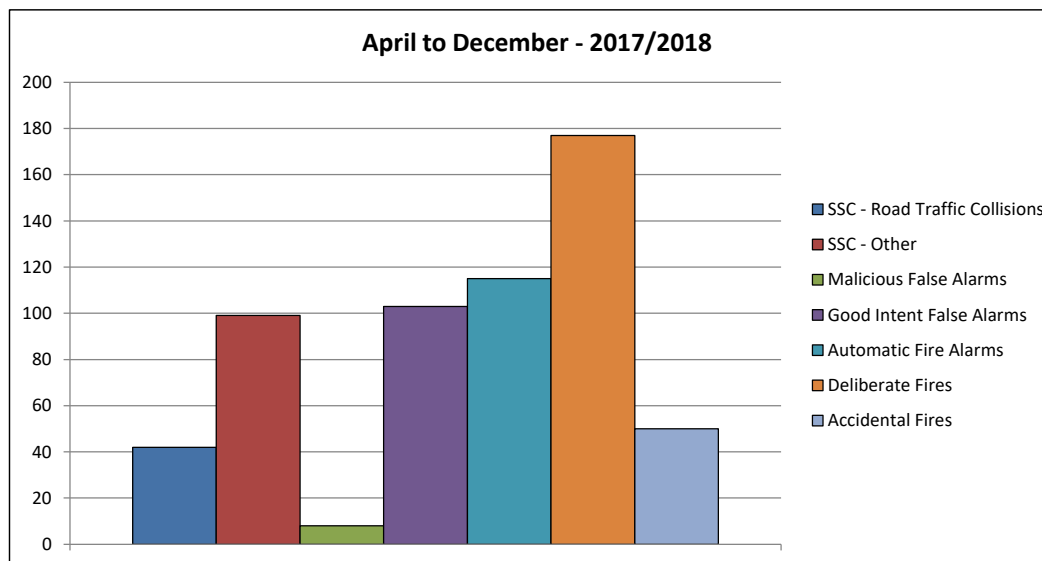
Notes

The total number of incidents attended in Merthyr Tydfil during the period April to December of 2017/18 was 9 lower (-1.50%) than during the same period of last year.

The number of Other Special Service calls attended during the period April to December of 2017/18 was 26 higher (+35.62%) than the number attended during the same period last year.

Accidental fires have increased by 3 (+7.69%) compared to the same period as last year. Deliberate fires account for 177 of the 593 (29.85%) total incidents attended in the period April to December of 2017/18.

Deliberate fires have accounted for 177 of the 593 (29.85%) total incidents attended in the period April to December of 2017/18.



Cyngor Bwrdeistref Sirol
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

Performance Monitoring Report 2017/2018

Incident Categories	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	1043	72	94	75	92	73	81	81	64	39				671	241	246	184		- 79
Special Service Calls (SSC)	278	16	26	21	23	20	19	19	18	10				172	63	62	47		- 11
SSC - Road Traffic Collisions	87	6	12	7	7	4	8	11	11	4				70	25	19	26		+ 9
SSC - Other	191	10	14	14	16	16	11	8	7	6				102	38	43	21		- 20
False Alarms	565	42	49	48	47	36	44	47	32	21				366	139	127	100		- 45
Malicious False Alarms	7	0	2	2	2	0	0	1	0	0				7	4	2	1		- 1
Good Intent False Alarms	113	14	9	8	12	11	13	11	8	3				89	31	36	22		- 4
Automatic Fire Alarms	445	28	38	38	33	25	31	35	23	18				269	104	89	76		- 41
Fires	200	14	19	6	22	17	18	15	14	8				133	39	57	37		- 23
Deliberate Fires	64	3	5	1	10	6	9	6	9	1				50	9	25	16		0
Accidental Fires	136	11	14	5	12	11	9	10	5	7				84	30	32	22		- 22
All Fatalities + Injuries	1	0	0	0	0	0	0	0	0	0				0	0	0	0		0
Accidental Fatalities + Injuries	1	0	0	0	0	0	0	0	0	0				0	0	0	0		0

Notes

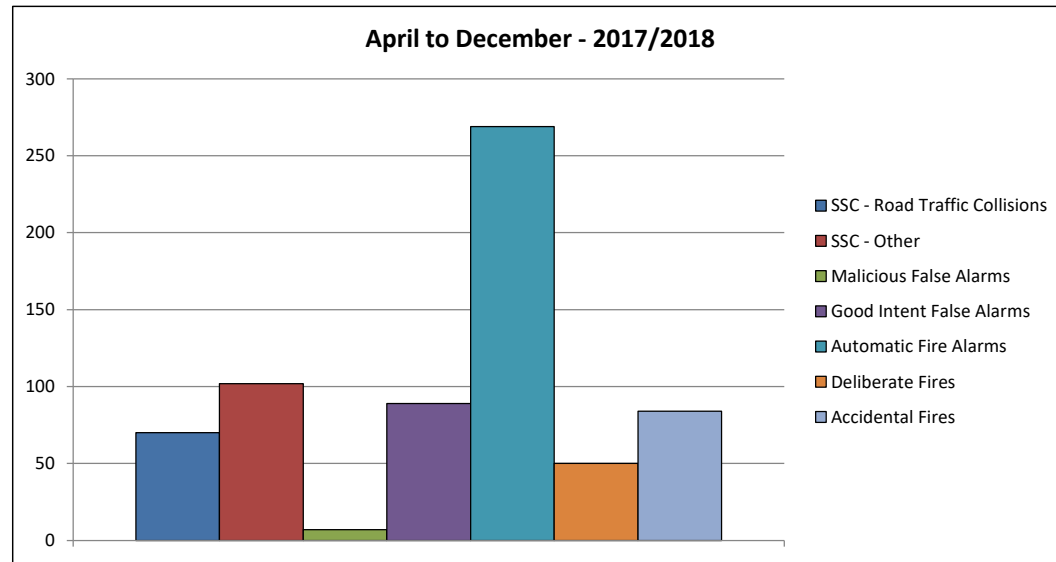
The total number of incidents attended in Monmouthshire during the period April to December of 2017/18 was 158 lower (-19.06%) than during the same period of last year.

The number of false alarms attended during the period April to December of 2017/18 was 95 lower (-20.61%) than last year.

The number of automatic fire alarms attended during the period April to December of 2017/18 was 93 lower (-25.69%) than the number attended last year.

The number of deliberate fires attended during the period April to December of 2017/18 was 7 lower (-12.28%) than the number attended during the same period last year.

269 of the 671 incidents attended in Monmouthshire during the period April to December of 2017/18 were false alarms due to automatic fire alarms (40.09%).



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	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	2268	238	190	209	191	207	186	206	220	150				1797	637	584	576		- 31
Special Service Calls (SSC)	357	34	34	37	33	42	36	37	36	28				317	105	111	101		+ 19
SSC - Road Traffic Collisions	133	7	13	10	9	10	9	17	11	11				97	30	28	39		+ 4
SSC - Other	224	27	21	27	24	32	27	20	25	17				220	75	83	62		+ 15
False Alarms	977	94	81	98	86	94	92	94	77	72				788	273	272	243		- 10
Malicious False Alarms	48	3	2	6	3	5	4	6	1	0				30	11	12	7		- 3
Good Intent False Alarms	277	38	28	24	17	21	23	25	27	24				227	90	61	76		+ 6
Automatic Fire Alarms	652	53	51	68	66	68	65	63	48	47				529	172	199	158		- 15
Fires	934	110	75	74	72	71	58	75	107	50				692	259	201	232		- 40
Deliberate Fires	746	97	55	61	59	61	45	61	94	37				570	213	165	192		- 28
Accidental Fires	188	13	20	13	13	10	13	14	13	11				120	46	36	38		- 14
All Fatalities + Injuries	9	0	0	0	0	1	0	0	0	0				1	0	1	0		- 1
Accidental Fatalities + Injuries	6	0	0	0	0	1	0	0	0	0				1	0	1	0		- 1

Notes

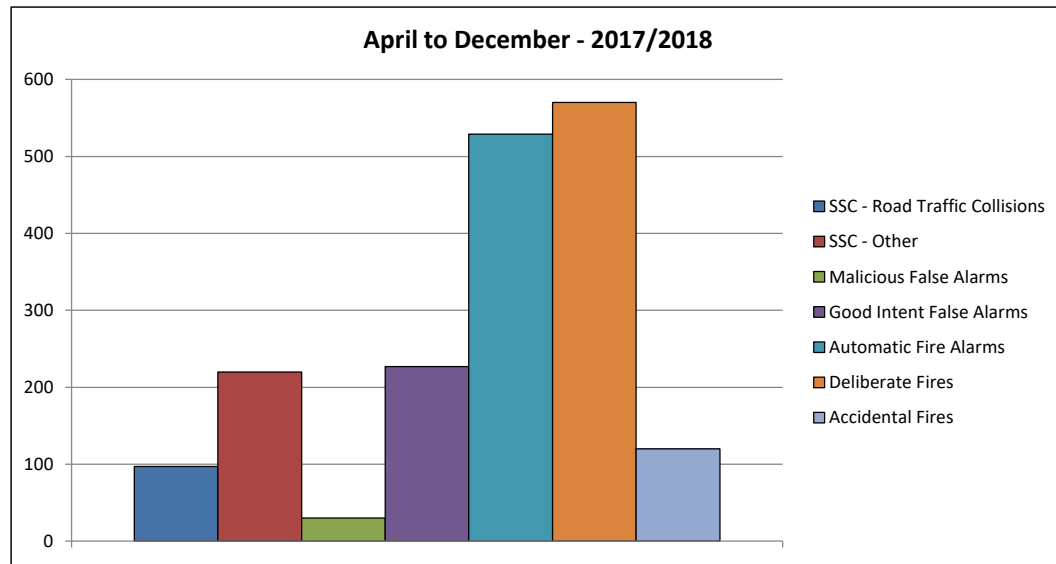
The total number of incidents attended in Newport during the period April to December of 2017/18 was 6 higher (+0.34%) than the same period as last year.

The number of Other Special Service calls attended during the period April to December of 2017/18 was 50 (+29.41%) higher than the number attended during the same period last year.

The number of automatic fire alarms attended during the period April to December of 2017/18 has increased by 33(+6.65%) compared to last year.

The number of deliberate fires attended during the period April to December of 2017/18 has decreased by 52 (-8.36%) compared to last year.

There has been one fire related injury that required a casualty being transported to hospital during the first 3 quarters of this year. There were 9 during the same period last 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	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	2407	377	309	230	208	167	165	169	180	103				1908	916	540	452		- 155
Special Service Calls (SSC)	472	46	60	46	59	53	46	40	33	26				409	152	158	99		- 21
SSC - Road Traffic Collisions	224	20	19	13	18	13	12	12	13	9				129	52	43	34		- 30
SSC - Other	248	26	41	33	41	40	34	28	20	17				280	100	115	65		+ 9
False Alarms	1038	96	87	103	62	71	73	67	72	52				683	286	206	191		- 76
Malicious False Alarms	24	3	3	3	1	2	5	1	3	0				21	9	8	4		- 5
Good Intent False Alarms	409	59	47	46	29	20	30	31	33	22				317	152	79	86		- 13
Automatic Fire Alarms	605	34	37	54	32	49	38	35	35	29				343	125	119	99		- 60
Fires	897	235	162	81	87	43	46	62	75	25				816	478	176	162		- 58
Deliberate Fires	646	215	127	49	62	31	37	43	51	14				629	391	130	108		- 41
Accidental Fires	251	20	35	32	25	12	9	19	25	11				188	87	46	55		- 16
All Fatalities + Injuries	21	0	2	5	0	0	0	1	2	0				10	7	0	3		- 4
Accidental Fatalities + Injuries	19	0	2	5	0	0	0	1	2	0				10	7	0	3		- 4

Notes

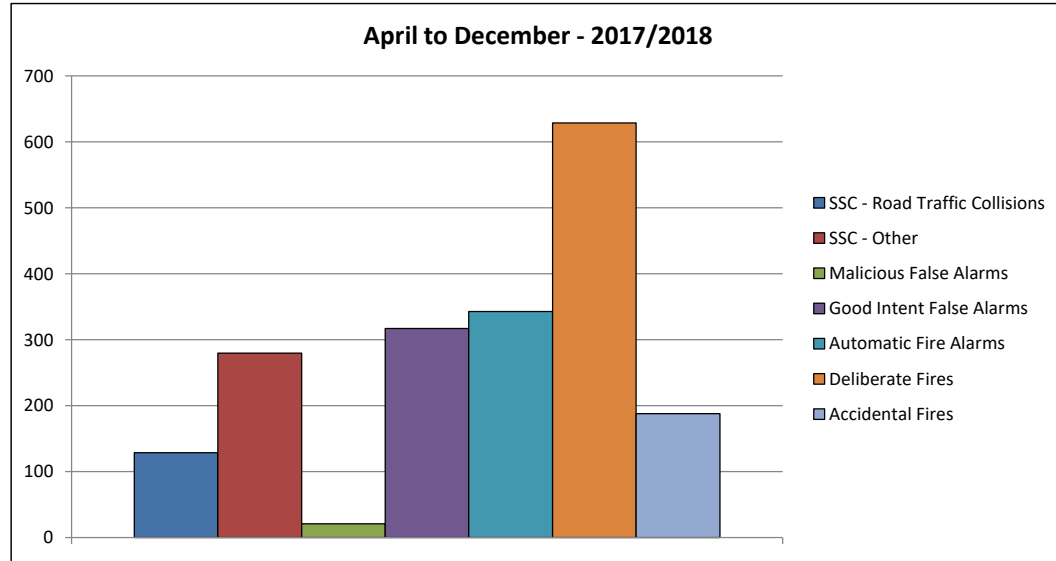
The total number of incidents attended during the period April to December of 2017/18 was 14 higher (+0.74%) than last year.

The number of Other Special Service calls attended during the period April to December of 2017/18 was 105 higher (+60.00%) than the number attended during the same period last year.

The number of automatic fire alarms attended during the period April to December of 2017/18 has decreased by 148 (-30.14%) compared to last year.

The number of deliberate fires attended during the period April to December of 2017/18 has decreased by 107 (-20.54%) compared to last year.

Deliberate fires have accounted for 629 of the 1,908 incidents (32.97%) attended in Rhondda Cynon Taf during the period April to December of 2017/18.



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	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
Total Incidents	1273	133	100	116	96	102	71	84	82	64				848	349	269	230		- 62
Special Service Calls (SSC)	205	23	33	17	21	21	11	14	16	16				172	73	53	46		- 9
SSC - Road Traffic Collisions	61	3	8	4	7	2	2	2	6	6				40	15	11	14		- 1
SSC - Other	144	20	25	13	14	19	9	12	10	10				132	58	42	32		- 8
False Alarms	689	56	40	61	55	51	41	52	34	33				423	157	147	119		- 29
Malicious False Alarms	40	3	1	2	4	1	0	4	0	2				17	6	5	6		- 1
Good Intent False Alarms	165	19	16	12	15	11	12	11	9	8				113	47	38	28		- 1
Automatic Fire Alarms	484	34	23	47	36	39	29	36	25	23				292	104	104	84		- 28
Fires	379	54	27	38	20	30	19	18	32	15				253	119	69	65		- 24
Deliberate Fires	242	34	15	24	15	21	16	15	24	8				172	73	52	47		- 12
Accidental Fires	137	20	12	14	5	9	3	3	8	7				81	46	17	18		- 12
All Fatalities + Injuries	2	0	0	0	0	0	0	0	0	0				0	0	0	0		- 1
Accidental Fatalities + Injuries	2	0	0	0	0	0	0	0	0	0				0	0	0	0		- 1

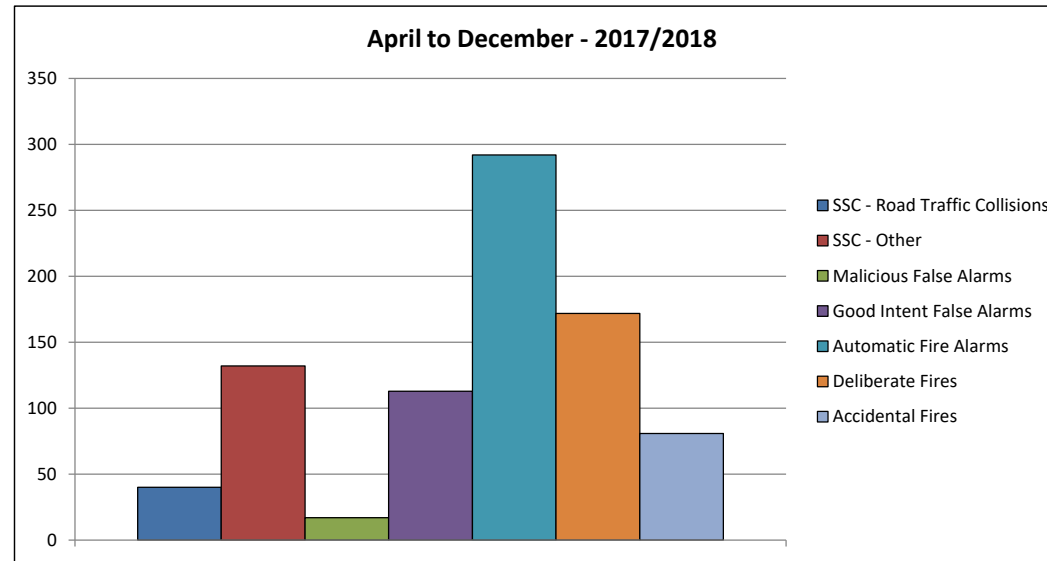
Notes

The total number of incidents attended during the period April to December of 2017/18 was 184 (-17.83%) lower than the number attended during the same period last year.

The number of automatic fire alarms has decreased by 102 (-25.89%) compared to the same period last year but this type of incident still accounts for 292 of the 848 (34.43%) total calls attended.

The number of deliberate fires attended during the period April to December of 2017/18 has decreased by 36 (-17.31%) compared to the same period last year.

There were no fire related deaths or fire related injuries that required a casualty being transported to hospital during the period April to December of 2017/18 of this 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



The Vale of Glamorgan County Borough Council

Incident Categories	2016/2017	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total
Total Incidents	1194	98	107	102	106	99	98	87	83	77				857
Special Service Calls (SSC)	344	21	33	29	32	33	34	25	17	21				245
SSC - Road Traffic Collisions	96	6	8	9	6	12	13	15	5	6				80
SSC - Other	248	15	25	20	26	21	21	10	12	15				165
False Alarms	499	43	43	53	35	43	46	38	40	35				376
Malicious False Alarms	10	1	0	0	1	1	0	0	0	1				4
Good Intent False Alarms	168	22	13	15	11	17	10	9	18	7				122
Automatic Fire Alarms	321	20	30	38	23	25	36	29	22	27				250
Fires	351	34	31	20	39	23	18	24	26	21				236
Deliberate Fires	185	24	24	13	26	14	9	13	15	5				143
Accidental Fires	166	10	7	7	13	9	9	11	11	16				93
All Fatalities + Injuries	5	0	0	0	0	0	0	0	1	0				1
Accidental Fatalities + Injuries	2	0	0	0	0	0	0	0	1	0				1

Q1	Q2	Q3	Q4	Q3 17/18 vs 16/17
307	303	247		- 69
83	99	63		- 45
23	31	26		- 1
60	68	37		- 44
139	124	113		- 12
1	2	1		- 4
50	38	34		- 7
88	84	78		- 1
85	80	71		- 12
61	49	33		- 2
24	31	38		- 10
0	0	1		0
0	0	1		+ 1

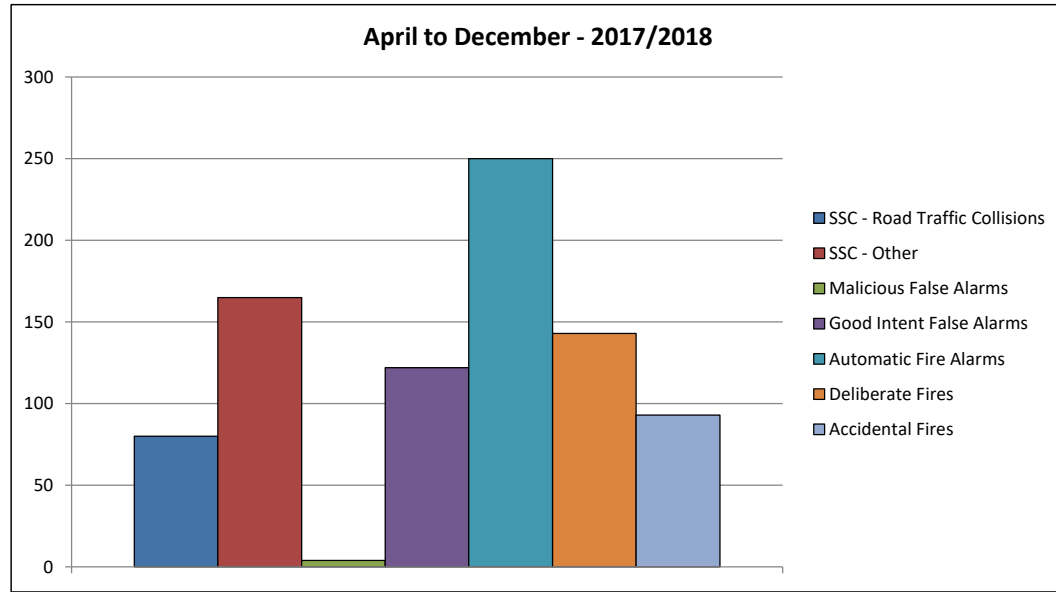
Notes

The total number of incidents attended in The Vale of Glamorgan during the period April to December of 2017/18 was 112 lower (-11.56%) than last year.

The number of automatic fire alarms attended during the period April to December of 2017/18 was 15 lower (-5.66%) than the number attended last year. Attendance at automatic fire alarms (250) have accounted for 29.17% of all incidents attended so far this year.

The number of deliberate fires attended during the period April to December of 2017/18 was 16 incidents lower (-10.06%) than the number attended during the same period of last year.

There has been one fire related injury that required a casualty being transported to hospital during the first 3 quarters of this 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

Raising Awareness - Reducing Risk

SOUTH WALES FIRE & RESCUE AUTHORITY
FINANCE, AUDIT & PERFORMANCE
MANAGEMENT COMMITTEE

AGENDA ITEM NO 9
29 JANUARY 2018

JOINT REPORT OF THE CHAIR OF THE FINANCE, AUDIT &
PERFORMANCE MANAGEMENT COMMITTEE AND THE DEPUTY CHIEF
OFFICER

**DRAFT ANNUAL REPORT ON THE WORK OF THE FINANCE, AUDIT &
PERFORMANCE MANAGEMENT COMMITTEE & ITS WORKING GROUP
DURING 2017/18**

SUMMARY

This report is the draft annual report on the work of the Finance, Audit & Performance Management Committee and its Working Group for the municipal year 2017/18.

RECOMMENDATION

That Members consider the report and make any necessary amendments to its content prior to reporting to the Fire & Rescue Authority as a summary of the workload carried out by the Committee and Working Group during the municipal year.

1. BACKGROUND

- 1.1 This report sets out the annual report of the Committee and its Working Group during the municipal year.

2. ISSUE

- 2.1 As Members will be aware, the Finance, Audit & Performance Management Committee was established to demonstrate the Authority's commitment to the efficient and effective deployment of public resources and the attainment of related performance targets.
- 2.2 The Committee is responsible for the planning and management of the Authority's financial resources including authorising expenditure, virement of funds and donations of equipment or other property. It oversees the financial reporting process and provides a detailed examination of financial performance including the extent that this affects the Authority's exposure to risk and weakens the control environment. The Committee also provides assurance of the adequacy of the risk management framework and associated control environment. Within the scope of the Committee it also assists the Fire & Rescue Authority in policy and strategy development issues relating to Finance, Audit & Performance Management and Good Governance issues.

- 2.3 To discharge its functions the Committee plans its work through a forward work programme. The work of the Committee broadly falls under three distinct categories, namely: financial; policy, audit or development; and scrutiny. For the purposes of this report it is intended that an overview of the work undertaken by the Committee in the 2017/18 municipal year is detailed under each of the sub headings.
- 2.4 This year a large number of new members were appointed to the Fire and Rescue Authority and to this Committee. It was therefore considered that a comprehensive induction and training programme be introduced to allow Members to develop a high level of knowledge about the workings of the Authority to enable them to apply a high level of scrutiny into the work of the Service going forward.
- 2.5 In addition, the Committee is also responsible for the Authority's Finance, Audit & Performance Management Working Group. The Working Group annual report forms part of this report at Appendix 1.

2.6 **Financial**

2.5.1 The Committee is specifically tasked with reviewing and challenging where necessary the Authority's financial statements, interim reports, preliminary projections and related formal statements before clearance by the auditors. Particular attention is paid to:

2.6.1.1 The critical accounting policies and practices and any changes in them.

2.6.1.2 The extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed.

2.6.1.3 The clarity of reports.

2.6.1.4 Significant adjustments resulting from audits.

2.6.1.5 Compliance with accounting standards.

2.6.1.6 Compliance with other legal requirements.

2.6.2 The Committee also monitors the management action in response to issues raised in relation to financial reporting and carries out spending reviews of budgets to enable reviews of current spending policy.

2.6.3 In discharging these functions the Committee has undertaken a large amount of work this year on a variety of financial issues. This work has included the following:

- 2.6.4 Revenue & Capital Monitoring** – The Committee has considered in detail regular monitoring reports in respect of the current financial year's revenue and capital budgets which provide an update of expenditure against the budget for the year. Detailed scrutiny has taken place in respect of variations against budget, and further reports or information have been requested where appropriate to address Members' queries. Detailed questioning has been undertaken in respect of various costings, including recruitment and retention of on-call duty system staff, fleet and transport, procurement and premises energy efficiency costs.
- 2.6.5 Revenue and Capital Outturn** – Members considered the revenue and capital outturn reports for the previous financial year which advise on total revenue and capital expenditure against the respective set budgets following the year end. Members have scrutinised year end variations and have used this information to help understand the budget pressures and to influence budget setting for subsequent years. Members' scrutiny has resulted in greater confidence that recurrent underspends, however small, are being removed from future budgets.
- 2.6.6 Revenue and Capital Budget Setting** – The Committee and its Finance, Asset & Performance Management Working Group have taken a detailed role in assisting in the formulation of the appropriate revenue and capital budgets required to meet the Service's requirements for the next financial year. The work has once again been greatly assisted by a full review of the Authority's Medium Term Financial Plan, which has been updated accordingly. The culmination of this work resulted in the Authority resolving to consult on a slightly increased budget recommendation on the equivalent figure for the current financial year. The Committee considered in detail the representations received by constituent authorities following consultation on the draft budget proposals and were able to assist local authorities in their budget setting again this year by bringing the budget process forward. As a consequence of this detailed deliberation on the budget proposals and particularly the issue of projected pay awards for next year, the Committee subsequently recommended to the Fire & Rescue Authority that there should be a budget increase 1.34% in 2018/19.
- 2.6.7 Wales Audit Office - Audit of Accounting Statements** – The Committee considered the Wales Audit Office report which provides an opinion on the accuracy, adequacy and statutory compliance of the Authority's Statement of Accounts for Members. Members considered in detail the Auditor's Financial Statements Report and Annual Audit Letter and scrutinised and noted the

progress that had been made by the Service in implementing key recommendations from previous audits.

2.6.8 Treasury Management – In September, the Committee considered the Treasury Management annual report which advises on performance against the Treasury Management Policy and Strategy following the financial year end. The report provided Members with an opportunity to scrutinise performance and also to assess any implications for the current strategy and budget setting proposals for the following financial year.

2.6.9 In December, following specific Treasury Management training at a separate Member training session, the Committee considered the Treasury Management mid-term report which outlined performance against the Treasury Strategy from April to September of the current financial year. Detailed scrutiny and questioning took place upon the content of the Strategy and the proposed changes to investment criteria, resulting in recommendations to Fire & Rescue Authority to approve the revised Strategy.

2.6.10 The Committee will consider, scrutinise and approve the Treasury Management Policy, Minimum Revenue Provision Policy and Annual Investment Strategy for 2018/19 in its meeting of April 2018.

2.7 Policy, Audit or Development

2.7.1 The Committee has specific responsibilities in relation to internal control and risk management; internal audit; external audit and inspection; performance management; and the Local Government Measure. In relation to internal control and risk management, the Committee is responsible for reviewing the Authority's procedures for detecting fraud and corruption and whistleblowing, and ensuring that arrangements are in place by which staff may, in confidence, raise concerns about possible improprieties in matters of financial reporting, finance control and any other matters. The Committee also reviews officers and the internal auditor's reports on the effectiveness of the systems for internal financial control, financial reporting and risk management, and monitors the integrity of the Authority's internal financial controls. The Committee is also required to review and approve the Authority's assurance statements, including the annual governance statement, and be satisfied that they properly reflect the risk environment and any actions required to improve it. In addition, Members assess the scope and effectiveness of the systems established to identify,

assess, manage and monitor financial risk, and review and approve the Authority's Corporate Risk Register.

2.7.2 Internal Audit – In relation to internal audit the Committee is required to review and approve the internal audit programme for the Authority and ensure that the internal audit function is adequately resourced. In this respect it receives reports on the results of the internal auditor's work on a periodic basis and receives the annual report of the internal auditor. The Committee reviews and monitors action taken by departments as a result of the internal auditor's findings and recommendations, and monitors and assesses the role and effectiveness of the internal audit function in the overall context of the Authority's risk management system. Where necessary, direct action is to be taken as a consequence of an internal audit report if required.

2.7.3 The previous Committee agreed an annual internal audit programme for 2017/18 at their meeting of 3 April 2017, covering the areas identified below. Since the programme was agreed, the Committee has considered in detail the progress and findings of the relevant audits:

- Governance - Performance Management
- Governance – Strategic Planning
- HR Management – Absence Management
- ICT – Cyber Security
- Risk Management – Anti-Fraud
- Joint Control Centre
- Fleet Management - Fuel
- Contract Management
- Key Financial Controls
- Station Visits
- Audit Follow Up

2.7.4 External Audit – In relation to external audit and inspection, the Committee is responsible for overseeing the Authority's relations with the external auditor. It approves the terms of engagement to the external auditor in respect of auditing inspection services received by the Authority.

2.7.5 The Committee also reviews with the external auditor the findings of their work including any major issues that arise during the course of an audit, key accounting and audits judgements, level of errors identified during the audit, and obtain explanations from managers or auditors as to why certain errors might remain unadjusted. In addition, the Committee reviews and monitors the

actions taken by departments as a result of the external auditor's findings and recommendations and, where necessary, direct action should be taken as a consequence of an external audit report.

- 2.7.6 Members also assess at the end of the audit cycle the effectiveness of the audit process by reviewing whether the auditor has met the agreed audit plan and understanding the reasons for any change (including changes in perceived audit risks and the work undertaken by the external auditors to address those risks); consideration of the robustness and perceptiveness of the auditors in handling of the key accounting and audit judgements; responding to questions from the Committee, and their commentary, where appropriate, on the systems of internal control.
- 2.7.7 The Committee was very pleased to note some of the very positive comments made by the Auditor General about the progress the Service was making in implementing previous recommendations and that the Authority had appropriate arrangements in place for achieving financial resilience.
- 2.7.8 The Committee considered the Wales Audit Office findings in relation to "Review of Asset Management Arrangements." The report showed how the Authority plans, delivers and evaluates its asset management arrangements to meet organisational and public requirements. The Committee noted the findings which outlined key areas and scrutinised improvement proposals for implementation:
- "The Authority has clear and well defined governance arrangements to help the Authority effectively manage its land and building assets so that they are fit for purpose although there is scope to further improve".
 - "Clear governance arrangements and plans help the Authority to deliver its strategic asset management objectives for land and buildings."
 - "Buildings are fit for purpose and well maintained and the Service is exploring opportunities to collaborate and co-locate with other emergency services in the future".
 - The Authority regularly evaluates its investment in land and buildings but little comparison is made to measure progress with similar organisations".

- 2.7.9 The previous Fire & Rescue Authority required that the Committee meets on an annual basis with both internal and external auditors without management present to discuss the audit work of the Authority. Provision is now made for these meetings to take place after every meeting of the Finance, Audit & Performance Management Committee meeting.
- 2.7.10 **Performance Management** – The Committee receives all external reports on the performance of the Authority and considers and recommends to the Fire & Rescue Authority action plans relating to these reports and monitors progress against the approved action plans. In relation to the Wales Programme for Improvement, the Committee reviews, approves and challenges, where necessary, the performance and improvement plan; the operational and non-operational assurance self-assessment when appropriate; the joint risk assessment; and any other periodic reports on performance management of relevant areas of the Service. In addition, the Committee considers comparative studies, including benchmarking and best practice.
- 2.7.11 As a consequence, the Committee has to date considered reports on progress of audit, scheme and circular action updates and also provides detailed scrutiny of the Service's Operational Risk Register. In addition, considerable time has been taken up considering progress against the Statutory Performance Indicators the Service reports against to Welsh Government and its health check of performance against the Priority Actions identified by the Service as being required to be implemented to achieve the five Strategic Themes approved by the Authority in its five year Strategic Plan.

2.8 Scrutiny

- 2.8.1 As it has already been highlighted, the Committee is responsible for the scrutiny function of the Authority and has undertaken a considerable amount of scrutiny throughout the year on a variety of topics. It provides service improvement through regular challenge and scrutiny of reports and assumptions, with some detailed scrutiny provided by the Working Group.
- 2.8.2 The Committee, through its Working Group, undertook detailed scrutiny work in relation to the Authority's Medium Term Financial Strategy and Reserves Strategy and the assumptions that had been made in writing that Strategy.

2.8.3 This year, the scrutiny work of the Committee has continued to adopt a thematic approach, whereby a specific topic or area is examined which will allow the Authority to develop its policies and respond more effectively to local needs.

2.8.4 This year, there has been a focus on the new Wellbeing of Future Generations Act that impacts upon local demand, service delivery and partnership working for the Service. Detailed scrutiny has commenced upon all nine of the Public Service Boards' Wellbeing Plans and proposals that the Authority is a statutory partner of (Rhondda Cynon Taf and Merthyr Tydfil having combined their Public Service Board).

2.8.5 This work has proved challenging in view of the fact that this is the first year that such plans are required by each Public Service Board and there has been no consistent approach or plan style adopted across the board. In addition, original planned timelines have proved problematic to achieve due to additional but separate consultation on the draft plans being required with the Future Generations Commissioner starting after the public consultation had concluded, which was not previously accounted for as a separate timeline. However, the scrutiny is ongoing and the Committee should be in a position to make recommendations to the Fire & Rescue Authority by the required deadlines.

3. RECOMMENDATION

3.1 That Members consider the report and make any necessary amendments to its content prior to reporting to the Fire & Rescue Authority as a summary of the workload carried out by the committee and working group during the municipal year.

Contact Officer:	Background Papers:
Sally Chapman Deputy Chief Officer	<ul style="list-style-type: none"> Appendix 1 – Annual Report of the Finance, Asset & Performance Management Working Group

APPENDIX 1**ANNUAL REPORT OF THE FINANCE, ASSET & PERFORMANCE MANAGEMENT WORKING GROUP****1. PURPOSE OF THE WORKING GROUP**

1.1 As Members will be aware, the Finance, Asset & Performance Management Working Group was established to achieve two purposes:

1.1.1 Firstly, to demonstrate the Authority's commitment to the efficient and effective deployment of public resources and to give assurance that available funding is utilised as efficiently and effectively as possible to protect the level of service offered to the public within the core priorities defined by the Fire & Rescue Authority. This was considered necessary to enable detailed and in depth scrutiny of the Service's operations and its budgets in a manner that was not possible within the time constraints posed within the Committee structure.

1.1.2 Secondly, to demonstrate the Authority's commitment to the efficient and effective management of its assets, and to give assurance that its assets are utilised as efficiently and effectively as possible to ensure that the level of service offered to the public, within the core priorities defined by the Fire & Rescue Authority, is delivered.

1.2 For clarity, it is proposed to deal with each of the functions of the Working Group separately.

2. FINANCIAL RESPONSIBILITIES

2.1 The Working Group is responsible for reviewing and challenging the make-up of the Authority's revenue and capital budget with a view to cost reduction or value enhancement. In carrying out these functions, the Working Group pays particular regard to:

- The clarity of budget headings.
- The statutory requirements of the Authority to deliver a service to the public of South Wales.
- The national commitments of the Authority to deliver a service on strategic issues such as national resilience.

- The relationship of the budget with key corporate documents of the Authority.
 - Carrying out spending reviews of budgets to enable assessments of current spending policy against future financial predictions of the organisation within the Medium Term Financial Strategy.
 - Reviewing past performance of selected budget areas when assessing current and future years' requirements; and
 - Reviewing the budget setting process for revenue and capital budgets for improvements that could be made in future years.
- 2.2 To discharge its functions the Working Group plans its work through a forward work programme which is agreed at the beginning of the year and reviewed at each meeting. The work of the group broadly comprises scrutiny of the Medium Term Financial Strategy and financial projections for the future, scrutiny of budget holders, scrutiny of revenue and capital budget monitoring reports and reports to the Finance, Audit & Performance Management Committee.
- 2.3 As Members will be aware, much of the work of the Working Group is geared towards preparations for striking the revenue and capital budget each year, set in the context of the adopted Strategic Plan, the Medium Term Financial Strategy (MTFS), the approved Budget Strategy and the approved Reserves Strategy. Briefings were received on the budget settlements for Wales and specifically the impact for the Service and a fundamental review and update of the MTFS was undertaken by the Group.
- 2.4 In addition, the following specific areas of work were considered:
- 2.4.1 **Medium Term Financial Strategy**
Members received electronic presentations on the updated determination of the MTFS and were informed of the best, medium and worst case scenarios that had been used in the financial modelling that had been undertaken and were afforded the opportunity to scrutinise the process and scrutinise the implications for the Service of various scenarios.
- 2.4.2 **Reserves Strategy**
Members were updated on the reserves position of the Authority and in accordance with best practice, considered and scrutinised their stance on reserves and agreed a draft reserves strategy for consideration by the Finance, Audit & Performance Management Committee.

2.4.3 **Revenue and Capital Setting 2018/19**

During this process, the Working Group received updates on the main strands of budget production and agreed recommendations for the wider consideration of Members, designed to help balance the 2018/19 budget which was being delivered in a continued period of financial constraint.

2.4.4 The process followed by Members allowed them to apply a robust level of scrutiny by questioning Officers over the process and assumptions made in reaching their conclusions. Members agreed that the budget timetable be brought forward to assist local authorities in their budget setting process.

2.4.5 **Grants Budget Review**

Members considered the implications of the Welsh Government funding in support of various areas of the budget including National Resilience assets currently hosted within the Service, community safety hardware and campaigns and PFI funding.

3. ASSET MANAGEMENT RESPONSIBILITIES

3.1 The Working Group is responsible for reviewing, monitoring and challenging the management of the Authority's assets. In carrying out these functions, the Working Group pays particular regard to:

- The statutory requirements of the Authority to deliver a service to the public of South Wales.
- The statutory requirements of the Authority of running an organisation (including health and safety management).
- The relationship of our assets with key corporate documents of the Authority.
- Carrying out specific reviews of the Authority's performance in the management of its assets.
- To consider and challenge the performance review systems and targets.
- To consider collaborative opportunities for the Authority in the management of its assets.

3.2 As with its financial responsibilities, to discharge its functions effectively, the Working Group plans its work through a forward work programme.

The work of the group broadly comprises scrutiny of the following documents and reports to the Finance, Audit & Performance Management Committee:

- Asset Management Strategy
- Operational Equipment Asset Management Plan
- ICT Management Plan
- Fleet and Vehicles Management Plan
- Personal Issue & Operational Equipment Management Plan

3.3 In addition, the following specific areas of work were considered:

3.3.1 **Review of Property Strategy**

Members received a progress update on each of the following key areas and questioned Officers on specific areas of work:

- Key refurbishments
- Planned maintenance projects
- New builds
- Surplus assets disposal
- Acquisitions
- Capital Programme forecast

3.3.2 **Review of Fleet Strategy**

The Group reviewed the Fleet and Vehicle Strategy through the Fleet Asset Management Plan and noted that the format that the plan was based upon was that recommended by the Chief Fire Officers' Association and with the guidance of the National Issues Committee. The Group scrutinised the various elements of the plan including:

- Vehicle Replacement Programme
- Capital budget
- Revenue budget
- Planned preventative maintenance
- Local performance indicators
- Collaboration and National Issues Committee

3.3.3 **Review of ICT Strategy**

Members noted the work that was currently underway in relation to ICT and some of the key projects that were ongoing across the Service. Consideration was given to the work that was ongoing for the virtual desktop infrastructure project and the joint control project. Following more detailed scrutiny, Members also considered progress of implementing a performance management

system to enhance reporting and deliver efficiencies as agreed by the previous Working Group.

3.3.4 Review of Operational Equipment Asset Management Plan

Members considered the operational equipment asset plan reviewing the inventory and replacement programme with particular scrutiny of notable areas covering the management and replacement of operational assets.

4. WELLBEING PLANS

- 4.1 In conjunction with the FAPM Committee, this has been the first year where detailed scrutiny of the draft Wellbeing Plans has been undertaken. The Wellbeing of Future Generations Act impacts upon local demand, service delivery and partnership working for the Service. Detailed scrutiny has commenced upon all nine of the Public Service Boards' Wellbeing Plans and proposals that the Authority is a statutory partner of (Rhondda Cynon Taf and Merthyr Tydfil having combined their Public Service Board).
- 4.2 This work has proved challenging in view of the fact that this is the first year that such plans are required by each Public Service Board and there has been no consistent approach or plan style adopted across the board. In addition, original planned timelines have proved problematic to achieve due to additional but separate consultation on the draft plans being required with the Future Generations Commissioner starting after the public consultation had concluded, which was not previously accounted for as a separate timeline. However, the scrutiny is ongoing and the Working Group should be in a position to make recommendations to the FAPM Committee by the required deadlines.

5. ADDITIONAL AREAS OF SCRUTINY WORK STILL TO BE UNDERTAKEN

- 5.1 In addition to the work relating to the Authority's finances and assets, the Working Group has still to undertake several other pieces of detailed scrutiny work during the remainder of the municipal year:

5.1.1 Annual Governance Statement

The group will consider the draft Annual Governance Statement and how the Authority has complied with the Code of Corporate Governance. Scrutiny of the evidence to support compliance will be undertaken prior to approval of the statement.

SOUTH WALES FIRE & RESCUE AUTHORITY
FINANCE, AUDIT & PERFORMANCE
MANAGEMENT COMMITTEE
REPORT OF THE DEPUTY CHIEF OFFICER

AGENDA ITEM NO 10
 29 JANUARY 2018

**REPORT ON PROGRESS OF BRIDGEND, BLAENAU GWENT,
 MONMOUTHSHIRE, NEWPORT AND TORFAEN PUBLIC SERVICE
 BOARDS WELL-BEING PLANS**

SUMMARY

The South Wales Fire & Rescue Service is a Statutory Partner on the nine Public Service Boards. This report shows the latest progress of five of the Public Service Boards' Well-being Plans and the potential impact on the Service.

RECOMMENDATION

That Members note the contents of this report and review the recommendations of each plan.

1. BACKGROUND

- 1.1 From 1 April 2016, the Well-being of Future Generations (Wales) Act (WBFGA) 2015 introduced statutory Public Services Boards (PSB) across each local authority area in Wales.
- 1.2 PSBs will work together to improve the social, economic, cultural and environmental well-being of the board's area. The newly formed PSBs consist of four statutory members alongside the relevant local authority:
- Health Board
 - Fire & Rescue Service
 - Natural Resources Wales
 - A range of other partners known as 'Invited Participants'
- 1.3 In line with the Act, each PSB is required to assess the state of well-being across the area as a whole and within its communities to inform the PSB's Well-being Plan. The Plan must be published by April 2018 and should set out a series of well-being objectives identifying the priorities the PSB has agreed for the area in order to contribute to achieving the seven national well-being goals as set out by the Act.

2. ISSUE

- 2.1 Prior to publishing their plan the PSB must consult, for a minimum of 12 weeks, with those people listed below:

- The WBFGA Commissioner
- The PSB's invited participants
- Its other partners
- The local authority's Overview and Scrutiny Committee
- Relevant voluntary sector organisations
- Representatives living and carrying out business in the area
- Trade unions representing working in the area
- Any other persons the board considers.

2.2 Following consultation, the Plan must be approved by the statutory members of the board, the local authority's full council and at senior level meetings of each of the other three statutory members. Once published, the PSB must send a copy of its Local Well-being Plan to Welsh Ministers, the Commissioner, the Auditor General for Wales and the local authority's Overview and Scrutiny Committee.

3. EQUALITY RISK ASSESSMENT

3.1 It is the responsibility of the Service to ensure that an Equality Risk Assessment is carried out for each Well-being Plan.

4. RECOMMENDATION

4.1 That Members note the contents of this report and review the recommendations of each Plan.

Contact Officer:	Background Papers:
Paul Conway Engagement, Transformation and Performance Officer.	Appendices 1 – 5 1. PSB Well-being Plan summary for Bridgend 2. PSB Well-being Plan summary for Blaenau Gwent 3. PSB Well-being Plan summary for Monmouthshire 4. PSB Well-being Plan summary for Newport 5. PSB Well-being Plan summary for Torfaen

APPENDIX 1

PSB Well-being Plan summary for Bridgend

Main Points - Bridgend PSB has 4 Objectives:-

Best Start in Life.	Reduce Social and Economic Inequalities.
Support Communities in Bridgend to be safe and cohesive.	Healthy Choices in a Healthy Environment.

Impact to Community

The Bridgend Well-being plan will ensure that the PSB works together to better understand the different kinds of services that support children and parents in the first 1000 days of life operate and link them together, and to identify gaps and or duplication. The plan will work with members of our communities, in particular equality groups such a disabled people and the LGBT community to better understand what causes tensions. It will develop a joined up approach to junior or pre-apprenticeship programmes that provides an introductory step by helping young people who need additional support to get skills for employment and have a route to progress to apprenticeship. It will also help coordinate our approach to access learning including working skills for adult programmes to tackle in work poverty and low skills levels. It will develop an ICT/Digital skills package for public sector workers. There will also be an understanding of what a circular economy in Bridgend would look like. The plan will explore how we can work together and with others to minimise waste and the use of resources and energy to provide a more sustainable approach for our communities.

Impact to SWFRS

We can assist the Bridgend PSB in achieving many of its Well-being objectives as set out in its Well-being Plan. We are already supporting communities in Bridgend to be safe and cohesive through a number of initiatives at local level. We are working with a number of partner organisations to provide a better way of living and working which would also contribute to the Bridgend plan.

Recommendation for SWFRS to feedback to Consultation

At a local level we continue to form strong partnerships to ensure SWFRS can contribute to the PSBs Well-being Plan. It is recommended that we sign off this Well-being Plan and monitor and support it to ensure its success.

APPENDIX 2

PSB Well-being Plan summary for Blaenau Gwent

Main Points - Blaenau Gwent PSB has 5 Objectives:-

Blaenau Gwent wants everyone to have the best start in life.	Blaenau Gwent wants to forge new pathways to prosperity.
Blaenau Gwent wants safe and friendly communities	Blaenau Gwent wants to encourage people to make healthy lifestyle choices.
Blaenau Gwent wants to look after and protect its natural environments.	

Impact to Community

In a child's first 1000 days (from conception to the second birthday) many cognitive and behavioural outcomes are determined. However, making sure everyone has access to the right services and support, at the right time, is critical if public service organisations are to maximise the opportunities for current and future generations to prosper. Blaenau Gwent wants everyone to have the best start in life and by investing in children, young people and families the Public Services Board's ambition is to significantly improve current and future generations' lives in areas such as health, achievements and personal safety. We will work in partnership to protect, conserve and enhance our natural surrounding areas, by tackling behaviours that adversely affect the environment such as grass fires, illegal off-road vehicle use and fly tipping. Older people currently make up 25% of Blaenau Gwent's population, with this trend set to increase. Whilst smoking levels in Blaenau Gwent have reduced over time they remain too high with 26% of adults smoking compared to 21% in Gwent and 20% in Wales.

Impact to SWFRS

We can contribute to Blaenau Gwent's Well-being plan in a number of ways. 88% of all fires in this PSB are deliberate and therefore much of our time is spent on prevention at all levels through a number of fire prevention initiatives. Our Safe and Well visits can help reduce dwelling fires and also reduce smoking levels in this PSB area.

Recommendation for SWFRS to feedback to Consultation

The Blaenau Gwent PSB Well-being Plan is comprehensive and covers many areas. SWFRS will contribute to this plan in a number of ways. The recommendation is that we sign off this plan and continue to support it with local initiatives that support its success.

APPENDIX 3

PSB Well-being Plan summary for Monmouthshire

Main Points - Monmouthshire PSB has 4 Objectives:-

Well-being Objective - Provide children and young people with the best possible start in life.	Well-being Objective - Protect and enhance the resilience of our natural environment whilst mitigating and adapting to the impact of climate change
Well-being Objective - Respond to the challenges associated with demographic change.	Well-being Objective - Develop opportunities for communities and businesses to be part of an economically thriving and well-connected county.

Impact to Community

This Well-being Plan will enable communities to help themselves by identifying local assets and developing them according to need. It will ensure clear lines of communication between the PSB, Local Government, Town & Community Councils and the community are established. It will develop better connections between services, organisations and community groups, to deliver a more joined up and preventative approach. This will include joining up data, information and systems to allow agencies to have a better understanding of the challenges and be able to spot opportunities. There is also an opportunity to explore the potential to share financial resources and assets to deliver steps that address the well-being plan objectives. It should also identify opportunities for public sector procurement to better support the development of local services and production. The challenges facing our natural environment are many – climate change, development and changing land management practices are all potential threats to our natural resources and ecosystems.

Impact to SWFRS

Social isolation is an issue in many parts of this rural PSB which we can help to deal with through our Safe and Well visits which are targeted at the elderly and most vulnerable. Our front line employees have received Dementia friendly training to understand the needs of the elderly and to ensure accidental dwelling fires are reduced.

Recommendation for SWFRS to feedback to Consultation

SWFRS can positively assist with Monmouth's PSB Well-being objectives. Climate change will increase the risk of flooding and therefore mitigating these affects are important for the whole PSB. It is recommended that SWFRS sign off this plan and continue to look at ways to improve the way we work with partner organisations.

APPENDIX 4

PSB Well-being Plan summary for Newport

Main Points – Newport PSB has 4 Objectives:-

People feel good about living, working, visiting and investing in Newport.	People and communities are friendly, confident and empowered to improve their well-being.
People have skills and opportunities to find suitable work and generate sustainable economic growth.	Newport has healthy, safe and resilient environments.

Impact to Community

This plan will work in partnership to promote the city's considerable benefits as a place to live, work, visit and invest, supporting economic growth and increasing city pride and sense of belonging. It will develop and promote an overarching volunteering programme for Newport to enable people to volunteer and foster community resilience. It will also ensure young people leave school with the support, skills and confidence to successfully enter work, training or education. There are opportunities for schools and businesses to work together to enable young people to have the skills to be ready for work. It is important that this plan identifies and target the crime, antisocial behaviour and challenge negative perceptions that deter people from using green spaces and parks. It will implement a joint sustainable travel plan for all PSB organisations to encourage the use of public transport, walking and cycling.

The plan also states that 10% of the PSB vehicle fleet will be ultra-low/zero emissions within 5 years. This will rise to 50% within 5-10 years and reach 100% within 10-25 years. This will be accompanied by regional schemes impacting on travel choices and air quality. There will also be support for the implementation of the new air quality supplementary planning guidance.

Impact to SWFRS

SWFRS can assist Newport PSB in achieving many of its well-being objectives through its local initiatives. One major impact for SWFRS is the target of 10% reduction in vehicle fleet emissions in the next five years increasing to 50% within 10 years and 100% in 10 years. SWFRS need to look at reducing carbon emissions within its fleet and vehicles which will be challenging. This can be achieved as long as environmental assessments take place before future vehicle purchases and also in that technology has provided a fleet option to achieve this.

Recommendation for SWFRS to feedback to Consultation

SWFRS can contribute to this plan with a number of initiatives .It is recommended that SWFRS sign off this plan and monitor future fleet options.

APPENDIX 5

PSB Well-being Plan summary for Torfaen

Main Points – Torfaen PSB has 7 Objectives:-

Develop a functional, connected network of natural areas that support the current and future well-being needs of local populations.	Prevent or limit the impact of chronic health conditions through supporting healthy lifestyles and enabling people to age well.
Develop adaptation and mitigation responses to the impacts of climate change.	Tackle the inter-generational patterns of poverty and develop economic resilience.
Provide children and young people with the best possible start in life.	Improve local skills through work-force planning, training, apprenticeships, and volunteering opportunities.
Create safe, confident communities and promote community cohesion.	

Impact to Community

In the Torfaen of the future we want people to live in cohesive communities, where they feel safe and are empowered to take responsibility for their own well-being and to play an active part in local services and decisions. Where people will participate in cultural activities and the Welsh language will be embedded into our communities. Future generations of children and young people will have the best start in life and will meet developmental milestones. Our citizens will live long happy, healthy and independent lives and there will no longer be sections of our community living in poverty. People will have the skills and qualifications to access decent work and the local economy will be prosperous with strong links to the regional economy. Our communities and the key infrastructure they rely on will be resilient to the impacts of climate change. Opportunities associated with a changing climate will have been realised e.g. tourism, recreation and agriculture.

Impact to SWFRS

We can assist The Torfaen PSB in achieving a number of its Well-being objectives including creating a safe community. We are currently delivering a range of initiatives such as tackling irresponsible use of green space including grass fires and fly tipping that will support this plan. All of Torfaen's seven objectives will be considered in all future local community plans to ensure we contribute to its long term success. We will need to work with the PSB in understanding the effects of climate risks.

Recommendation for SWFRS to feedback to Consultation

The recommendation is that SWFRS fully support this plan and sign off on it. Local initiatives will be developed to further support the success of this plan.

SOUTH WALES FIRE & RESCUE AUTHORITY
FINANCE AUDIT & PERFORMANCE
MANAGEMENT COMMITTEE
REPORT OF THE ACFO SERVICE DELIVERY

AGENDA ITEM NO 11
 29 JANUARY 2018

UPDATE ON ALL WALES OPERATIONAL ASSURANCE

SUMMARY

This report provides an overview of the All Wales Operational Assurance Process and a summary of SWFRS Self-Assessment.

RECOMMENDATIONS

That members note the contents of this report.

1. BACKGROUND

1.1 The Welsh Fire and Rescue Services have a strong and long standing commitment to sector led improvement. The All Wales Operational Assurance process has been designed so that each Fire & Rescue Authority (FRA) completes a self-assessment of their current operational delivery mechanisms. This is followed by external peer challenge and allows a “whole system” look at how each FRA leads, prioritises and delivers the interrelated functions of prevention, protection, preparedness and response in a way which is rooted in:

- A deeper understanding of Community Risk
- Allocation of resources based on demand as outlined within the Fire & Rescue Service National Framework 2016
- Cognisance of the goals and principles outlined within the Well Being of Future Generations Act 2015
- A high regard for operational good practice, wellbeing and safety of all FRS staff

1.2 The Operational Assurance and Fire Peer Challenge process is designed to:

- Form a structured and consistent basis to drive continuous improvement within the Fire and Rescue Service, and
- Provide elected members on FRA, and Chief Fire Officers, with information that allows them to challenge their operational service delivery, and their organisational effectiveness, to ensure they are efficient, effective and robust.

1.3 The overarching principles of peer challenge remain in that it is an effective way to help FRAs strengthen local accountability and revolutionise the way they evaluate and improve services.

1.4 The Operational Assurance will:

- Assist the FRS to identify its Service's strengths and areas to explore
- Inform the FRS's strategic improvement plans
- Deliver a robust process for assessing operational performance
- Be used as a tool to assist FRS's in the identification and dissemination of notable practice
- Be flexible in design, and simple in delivery
- Highlight areas of improvement and good practice in relation to the Fire & Rescue Service National Framework 2016, and The Well Being of Future Generations Act 2015.

2. ISSUE

2.1 The self-assessment process is a key tool which enables FRSs to evaluate themselves against a set of expectations contained within centrally agreed Key Assessments Areas (KAA).

2.2 The KAAs continue to provide the FRSs with the opportunity to identify strengths and areas for improvement so that actions can be prioritised accordingly.

2.3 The operational Key Assessment Areas (KAA) are:

- **Community Risk Management** – How well is the authority identifying and prioritising the risks faced by the community?
- **Prevention** – How well is the authority delivering its community safety strategy?
- **Protection** – How well is the authority delivering its regulatory fire safety strategy?
- **Preparedness** – How well is the authority meeting its responsibilities for planning and preparing for incidents that could have a significant local or national impact on communities?
- **Response** – How well is the authority delivering its response activities?
- **Health and Safety** – How well is the authority ensuring its responsibilities for health, safety and welfare are met?
- **Training and Development** – How well is the authority ensuring its responsibilities for training, development and assessment of its staff are met?

2.4 There are 4 levels of self-assessment criteria: Developing, Established, Advanced and exemplar of notable practice.

2.5 The evidence provided for the Peer Review team from the self-assessment should be:

- Fair and reasonable
- Clear and concise
- Robust and able to withstand scrutiny

2.6 The self-assessment should be designed to assist the peer review team in the most efficient and effective way by providing evidence as outlined above and providing further evidence such as:

- Hyperlinks / embedded documents to relevant evidence
- Case studies, particularly for areas of notable practice
- Performance against indicators and measures relevant to the evidence
- Evidence demonstrating alignment and good practice with the Well Being of Future Generations Act 2015, and the Fire & Rescue Service National Framework 2016.

2.7 Any financial Implications incurred in relation to Operational Assurance, be it self-assessments and or peer assessments are to be embraced by the respective FRA's as agreed by the CFO's.

2.8 The process places considerable demands on the three FRS's to release suitable qualified staff for the self-assessment and Fire Peer Challenge teams. This may be exacerbated by further austerity measures in Wales over the next few years and any reductions in staffing and budgets. However, this is an opportunity to enhance individual learning for personnel across the three welsh FRS's.

2.9 Next Steps

2.9.1 Following the completion of the self-assessment a peer assessment will be conducted. The identified peer assessment team will review and challenge the self-assessment, supplying feedback to the host FRS on areas that may require further analysis prior to the site visit.

2.9.2 The peer assessment will involve identified personnel from other FRS in Wales visiting the host organisation to conduct the assessment. As part of the assessment, the team will use a process scoring matrix of 1 to 4.

- 1) Being a developing attitude towards the identified activity or process.

- 2) Being an established activity or practice suitably evidenced to the satisfaction of the peer assessment team.
- 3) Being advanced and demonstrated evidenced in depth.
- 4) Being an exemplar of notable practice.

2.10 The main role of peer assessment aims to:

- Provide support and challenge
- Inform improvement planning
- Promote sharing of notable practice across the sector
- Provide assurance for the public and Fire Authorities.

2.11 Timeline

- Set up Peer Assessment Team Visits and structure of team in each FRS – Jan 2018
- Peer Assessment Visits – 1st Feb 2018 – 31st March 2018
- Final reports discussed with FRS – May 2018
- Final report to NIC Ops – Jun 2018.

3. EQUALITY RISK ASSESSMENT

3.1 Not required.

4. RECOMMENDATIONS

4.1 That members note the contents of this report.

Contact Officer:	Background Papers:
Alison Kibblewhite Area Manager Head of Risk Reduction	Operational Assurance – SWFRS Summary of Self-Assessment

**Operational Assurance Summary
South Wales Fire & Rescue Service**

Key Assessment Area	Question	Self-Assessment Outcome
Health & Safety	Does the FRA have clearly defined and effective arrangements to take account of its health, safety and welfare responsibilities?	Advanced
	Do effective management structures and arrangements exist within the FRA to support the development and implementation of health, safety and welfare activities?	Established
	Has the FRA established effective plans, challenging targets, procedures and practices in relation to health and safety?	Advanced
	Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its health, safety and welfare activities?	Established
Response	Has the FRA clearly defined, planned and implemented a response strategy linked to its Strategic Plan?	Advanced
	Does the FRA engage partners and stakeholders effectively in its response activities?	Advanced
	Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its response activities?	Advanced
Protection	Has the FRA clearly defined, planned and implemented a regulatory fire safety strategy linked to its Strategic Plan?	Advanced
	Does the FRA engage partners and stakeholders effectively in its protection activities?	Advanced
	Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its protection activities?	Developing
Prevention	Has the FRA clearly defined, planned and implemented a prevention strategy linked to its Strategic Plan?	Established
	Does the FRA engage partners and stakeholders effectively in its prevention activities?	Advanced
	Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its prevention activities?	Advanced

Preparedness	Does the FRS have clearly defined and effective arrangements for preparedness linked to its Strategic Plan?	Advanced
	Does the FRS engage partners and stakeholders effectively in its arrangements for planning and preparing for operational incidents that could have a significant impact on their communities?	Advanced
	Does the FRS have effective arrangements in place to support incidents of national significance	Advanced
Training & Development	Does the FRA have clearly defined and effective policies to take account of its training, development and assessment responsibilities?	Established
	Do effective management structures and arrangements exist within the FRA to support the development and implementation of training, development and assessment activities?	Established
	Has the FRA established effective plans, challenging targets, procedures and practices in relation to training, development and assessment?	Established
	Does the FRA have a robust process for measuring and evaluating the effectiveness and improving performance of its training and development activities?	Established
Community Risk Management	Does the FRA have an effective Risk Analysis process that reflects the diverse nature of the community and identifies and prioritises those most at risk through its Strategic Plan?	Advanced
	Does the FRA use the outcomes of its risk analysis effectively to plan and successfully implement and deliver prevention, protection, call management, incident support, response, health, safety, training and development activities within its Strategic Plan?	Advanced
	Does the FRA have a robust process for measuring and evaluating the effectiveness, and improving performance of its risk analysis process?	Established

**FORWARD WORK PROGRAMME FOR
FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE 2017/18**

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
As required	Internal Audit Progress Report & Audit Action Updates	To provide an updated position of work performed against the internal audit plan and to highlight any significant issues arising from the internal audit work performed	DCO Contact Officer: Geraint Thomas	
As required	Performance Report	To scrutinise specific issues of performance identified and referred by Fire Authority	DCO Contact Officer: Sally Chapman	
As required	Statistics Report	To scrutinise specific statistics or trends as identified and referred by Fire Authority	ACFO SD Contact Officer: Sarah Watkins	
As required	WAO Reports	To advise Members of the conclusions of WAO Reports and to consider the implications for the Service	DCO Contact Officer: Sally Chapman	
11 Sept 2017	Revenue Outturn	To advise on total revenue expenditure for the year against the set revenue budget following the year end and to explain variations	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
11 Sept 2017	Capital Outturn	To advise on total capital expenditure for the year against the set capital budget following the year end and to explain variations	Treasurer/DCO Contact Officer: Geraint Thomas	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
11 Sept 2017	Statement of Accounts	To advise Members of the content of the Statement	Treasurer Contact Officer: Chris Barton/ Geraint Thomas	Completed
11 Sept 2017	Health Check of Priority Actions and Q1 progress against the Statutory PI's	To scrutinise the issues in relation to each of the Priority Actions and to review what the Service has planned to do to address each issue in the current financial year and review Q1 progress against each of the statutory PI's	DCO Contact Officer: Sarah Watkins	Completed
11 Sept 2017	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
11 Sept 2017	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
11 Sept 2017	Treasury Management Outturn Report	To advise on performance against the treasury management policy and strategy following financial year end	Treasurer Contact Officer: Chris Barton/ Geraint Thomas	Completed
11 Sept 2017	Medium Term Financial Strategy Update; Reserves Strategy & Revenue & Capital Budget Setting Report	To Update Members on the MTFS to inform and influence the 2018/19 budget setting process to meet the Service's requirements for the	Treasurer/DCO Contact Officer: Chris Barton/	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
		following financial year	Geraint Thomas	
4 Dec 2017	Treasury Management Interim Report	To update Members on treasury management activity during the year to date	Treasurer Contact Officer: Chris Barton/ Geraint Thomas	Completed
4 Dec 2017	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
4 Dec 2017	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
4 Dec 2017	Corporate (Operational) Risk Register	To seek Members' views upon the Corporate (Operational) Risk Register	DCO Contact Officer: Sarah Watkins	Completed
4 Dec 2017	Revenue & Capital Budget Setting Report	To assist in determining the appropriate revenue & capital budget required to meet the Service's requirements for the financial year	Treasurer/DCO Contact Officer: Chris Barton/ Geraint Thomas	Completed
4 Dec 2017	Audit & Plan Scheme Updates	To seek Members' views upon the progress of Audit & Plan Scheme Actions	DCO Contact Officer: Sarah Watkins	Completed
4 Dec 2017	Statement of Account Recommendations Update	To Update Members on progress against previous recommendations	Treasurer	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
		made by WAO in Statement of Accounts Reports	Contact Officer: Geraint Thomas	
29 Jan 2018	Revenue & Capital Budget Setting (if required)	To assist in determining the appropriate revenue & capital budget required to meet the Service's requirements for the financial year	Treasurer/DCO Contact Officer: Chris Barton/ Geraint Thomas	On agenda
29 Jan 2018	Health Check of Priority Actions and Q3 progress against the Statutory PI's	To scrutinise the issues in relation to each of the Priority Actions and to review what the Service has planned to do to address each issue in the current financial year and review Q3 progress against each of the statutory PI's	DCO Contact Officer: Sarah Watkins	On agenda
29 Jan 2018	Wellbeing Plans	To scrutinise the Wellbeing Plans of constituent PSB's to establish how these impact upon SWFRS and formulate a report with recommendations to the FRA on implications for SWFRS Wellbeing Plan	DCO Contact Officer: Sarah Watkins	On agenda
29 Jan 2018	Draft annual report of the work of the FAPM Committee and the discharge of the terms of reference of the Finance, Asset & Performance Management Working Group	To consider the draft report on the annual work of the Committee before its submission to the Fire Authority and to ensure the Authority has efficient use of resources and robust procedures in place to ensure and manage this	Chair of FAPM, Chair of Working Group & DCO Contact Officer: Sally Chapman	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
23 April 2018	Treasury Management Strategy	To seek Member approval of the treasury management policy and strategy for the following financial year	Treasurer Contact Officer: Chris Barton/ Geraint Thomas	
23 April 2018	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	
23 April 2018	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	
23 April 2018	Internal Audit Programme	To outline the planned internal audit coverage for the financial year and to seek comment and approval	DCO Contact Officer: Sally Chapman/ Geraint Thomas	
23 April 2018	Internal Audit Annual Report	To provide an opinion on the adequacy and effectiveness of risk management, control and governance processes based on the internal audit work undertaken during the financial year. This will support the statement of internal control.	DCO Contact Officer: Sally Chapman/ Geraint Thomas	
23 April 2018	Audit & Plan Scheme Updates	To seek Members' views upon the progress of Audit & Plan Scheme Actions	DCO Contact Officer: Sarah Watkins	

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
23 April 2018	Scrutiny of Strategic Objectives	To scrutinise progress in relation to achieving the actions planned to address each issue	All Directors	
23 April 2018	Corporate (Operational) Risk Register	To seek Members' views upon the Corporate (Operational) Risk Register	DCO Contact Officer: Sarah Watkins	

Sally Chapman - DCO
 Andy Thomas - ACFO Service Delivery
 Chris Barton - Treasurer

Geraint Thomas - Head of Finance & Procurement
 Andrew Jones – T/Head of Human Resources
 Sarah Watkins - Head of Service Performance & Communications

AGENDA ITEM NO 13

**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 both verbally and in writing declare any personal and/or prejudicial interests 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.

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At the close of the meeting Members will meet with the Wales Audit Office and Internal Auditors to discuss Service progress