

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, 21 September 2020 at 10:30 hours

**VENUE:** To be held on Star leaf, access code: 4066284575

**Please ensure you join the meeting 15 minutes prior to meeting time**

**Any issues please contact  
01443 232000 and ask for Member Services**

### **A G E N D A**

1. Apologies for Absence
2. Declarations of Interest

Members of the Fire & Rescue Authority are reminded of their personal responsibility to 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. Chairperson's Announcements
4. To Receive the Minutes of:
  - Finance Audit & Performance Management Meeting held on 27 July 2020 3
5. Health Check of Priority Actions and Q1 progress against the Statutory PI's 11
6. Revenue Monitoring Report 2020/21 51

7.	Capital Monitoring Report 2020/21	67
8.	2019/20 Annual Treasury Management Review	73
9.	Medium Term Financial Strategy (MTFS), Reserve Strategy and Budget update	79
10.	Audit Wales Involvement Review	105
11.	Audit of the South Wales Fire & Rescue Authority 2020/21 Improvement Plan	123
12.	Forward Work Programme 2020-21	127
13.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	133

Signature of Proper Officer:



## MEMBERSHIP

### Councillors:

M	Colbran	Merthyr Tydfil
M	Spencer	Newport
P	Drake	Vale of Glamorgan
S	Ebrahim	Cardiff
S	Evans	Torfaen
J	Harries	Rhondda Cynon Taff
W	Hodgins	Blaenau Gwent
A	Hussey	Caerphilly
V	Smith	Monmouthshire
D	White	Bridgend

## SOUTH WALES FIRE & RESCUE SERVICE

### MINUTES OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE MEETING HELD ON MONDAY, 27 JULY 2020 AT 10:30HRS VIA STARLEAF

#### 13. PRESENT

Councillor	Arrived	Left	
S Evans (Chair)			Torfaen
P Drake			Vale of Glamorgan
M Colbran			Merthyr Tydfil
D White			Bridgend
V Smith			Monmouthshire
A Hussey			Caerphilly
M Spencer			Newport
J Harries			Rhondda Cynon Taf
W Hodgins		11.24	Blaenau Gwent
T Davies		12:05	Caerphilly
S Ebrahim		12:05	Cardiff

#### APOLOGIES

S Bradwick Rhondda Cynon Taf

**OFFICERS PRESENT:** Mrs S Chapman – Deputy Chief Officer & Monitoring Officer, Mr C Barton – Treasurer, Mr G Thomas – Head of Finance & Procurement, Mr J Evans - Head of Risk Reduction, Mr O Jayne - Head of Business Fire Safety, Ms A Butler – Audit Wales, Mr S Gourlay – TIAA

#### 14. DECLARATIONS OF INTEREST

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

Councillor W Hodgins advised that, as previously mentioned, he is the owner of a transport company that sub contracts to a Service contractor, delivering goods to Cardiff Gate Training Centre, and queried whether this would need to be declared.

The Deputy Chief Officer confirmed that this has now been entered onto the Register of Interests, Councillor Hodgins is not required to declare an interest going forward unless there is a paper on the agenda in relation to or closely related to this issue.

The Chair advised that he is required to report Licencing to the Torfaen PSB, and queried whether he is required to declare an interest.

The Deputy Chief Officer confirmed that as he is acting on behalf of his home authority and not the Fire Authority, he does not need to declare an interest as the Fire Authority is not responsible for licencing.

## **15. CHAIR'S ANNOUNCEMENTS**

There were no announcements from the Chair.

## **16. MINUTES OF PREVIOUS MEETING**

The following minutes were received and accepted as a true record of proceedings, with one minor change to the home authority of Councillor W Hodgins within the attendance.

- Finance, Audit & Performance Management meeting held on 15 June 2020.

The Treasurer wished to note that at Minute No. 07, the Statement of Accounts for 2019/20 were being delayed until September due to COVID and the inability of the public to inspect the documents. He confirmed that the Statement of Accounts is nearly complete, and the ISA260 will be signed off at a subsequent meeting.

## **17. CAPITAL MONITORING REPORT 2020/21**

The Head of Finance & Procurement provided detail of the capital budget, transitions to date and the forecast year end position, also an update of the major changes affecting the capital budget since budget setting.

He added that it would be usual to present the Revenue Monitoring Report at the same time as the Capital Monitoring Report, but due to the ongoing work to the Statement of Accounts the Revenue Monitoring Report will be presented at the September meeting. He confirmed that the Capital Monitoring Report 2020/21 is being presented today as Members are required to make decisions in relation to the capital programme and slippages, as identified in Appendix 1 of the report.

He detailed the capital spending plans for the year and how they differ from the original budget and the slippages relating to water ladders, operational equipment, server and storage replacement and property, particularly the decision to demolish and relocate the drill tower at Pontypridd Fire Station, replacing with a steel tower. It was noted that alternative sites are still being

considered, should Pontypridd Station ever be relocated the drill tower can also be moved. Members were asked to consider the financial increase in this area.

At a request from Councillor V Smith, the Head of Finance and Procurement was able to confirm the water ladders had been purchased via a competitive tender process from a company called Emergency One.

Councillor T Davies queried whether there is an indication of timescales for the completion of the refurbishment of Pontypridd station as he feels it is important for the morale of the staff to complete.

The Head of Finance and Procurement confirmed that Phase 1 is complete (refurbishment to the 1<sup>st</sup> floor), Phase 2 is underway (refurbishment of the 2<sup>nd</sup> floor), and following approval of the budget by Members at this meeting, it is the intention to continue with works whilst the contractors are already on site.

## **RESOLVED THAT**

Members:

- 17.01 noted the progress of the capital schemes,
- 17.02 approved the alternations identified at Appendix 1 and 2
- 17.03 noted the associated funding streams

## **18. INTERNAL AUDIT REPORT**

Mr S Gourlay from TIAA updated Members upon progress being made against the Internal Audit Plan 2020/2021.

The areas of internal audit reviews within the Annual Plan were completed with two final reports being issued:

- **Strategic Control**, for which the review received a substantial level of assurance with no recommendations for improvement made
- **Communications**, for which the review received a substantial level of assurance with only one recommendation for improvement made.

The Summary Internal Controls Assurance (SICA) Report was also presented. This report provided Members with an update on the emerging Governance, Risk and Internal Control related issues and the progress of auditor work at South Wales Fire and Rescue Service as at 14 July 2020. He noted that the period covered by the summary controls assurance report was significantly impacted by the COVID pandemic.

Councillor S Evans queried whether the Service would be prepared in the event of a Cyber Attack. The Deputy Chief Officer confirmed that, once a year a

specialist company is tasked with creating a cyber-attack to test the systems. To date, the attacks have not been successful thus reassuring Members that the right level of protection is in place.

Councillor W Hodgins queried whether suppliers and contractors will now be required to bring their services back in line with procurement services.

The Head of Finance and Procurement confirmed that the Procurement Team have been working through the COVID pandemic, especially in relation to the purchase of PPE supplies. No issues have been encountered with suppliers.

## **RESOLVED THAT**

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

### **19. UPDATE ON COVID-19 FINANCIAL IMPACTS**

As requested at the last meeting, the Head of Finance and Procurement gave an update and breakdown of COVID-19 financial impacts as at 6<sup>th</sup> July 2020. The breakdown summarises revenue spend and budget commitments, but currently excludes capital spending. As costs become clear, they will be included in subsequent reporting.

Costs for salaries and overtime include personnel attending training sessions to support WAST. The Deputy Chief Officer confirmed that a number of personnel were called upon over the weekend to assist with driving for WAST, this is undertaken in their own time. It was noted that military assistance to WAST has now been withdrawn, this may be the reason why fire service personnel are now being called upon. The Deputy Chief Officer confirmed that costs are recouped when personnel are deployed.

Other increased expenditure includes the purchase of cleaning supplies and enhanced cleaning at all sites, as well as the provision of PPE such as face coverings. Also, a large portion of the expenditure relates to ICT equipment and agreements.

He confirmed that monthly submissions are being made to WLGA and Welsh Government with a view to recovering costs. Welsh Government are considering the submissions but have indicated that they will only cover 50% of ICT costs, and have requested that the Authority offset savings from lower activity levels such as less travel, subsistence, etc.

Councillor V Smith advised that whilst she finds Starleaf meetings just as productive as being in a room together, she does require hard copies of the

agenda and reports, and acknowledges that this will need to be considered going forward to align with the commitment to the carbon footprint.

Councillor T Davies advised that 50% of the COVID expenditure budget is a big factor and queried whether costs indicated are the full extent. He also expressed concern that Welsh Government COVID expenditure will be taken from funding already allocated to the Authority.

The Deputy Chief Officer confirmed that there are still costs being incurred, but nowhere near the level they were. Also, some funding has already been received from Welsh Government, and that the 50% funding received for ICT will have longer term benefits post Covid, hence the reduction in recovery rate.

### **RESOLVED:**

Members noted the update and subjective breakdown of COVID-19 financial impacts as at 6<sup>th</sup> July 2020.

## **20. BUSINESS FIRE SAFETY ANNUAL SUMMARY REPORT 2019/20**

The Head of Risk Reduction introduced the Business Fire Safety (BFS) Annual Summary Report 2019/20, advising that the highly qualified and competent staff within BFS provide support for healthcare, schools and businesses and play a key role in readdressing risk in South Wales.

The Head of BFS gave a presentation to Members raising awareness of the role of the BFS Safety department, and how the team contribute to Service Delivery and the Risk Reduction Department. Also covered within the presentation was how and why fire safety regulations have changed over the years, the structure and function of the BFS department and how BFS links to the Strategic Plan 2020/2030 & the Well Being and Future Generations Act 2015

The Head of BFS thanked Members for their unwavering support which has allowed BFS to react positively and quickly.

He advised that The Fire Authority through the BFS Department has responsibility for the enforcement of fire safety legislation in Non-Domestic Properties and it will carry out its fire safety enforcement activities with regard to the provisions of the Regulatory Reform (Fire Safety) Order 2005 ('the FSO'). The Authority will consider prosecution where for example, there is failure to comply with the fire safety duties imposed by the FSO. Effective prosecution forms a legitimate element of the South Wales Fire and Rescue Authority's Strategic Plan 2018 to 2023 to reduce the risk of death and injury in premises by enforcing fire safety law.

He further advised that BFS only report on the one Strategic Indicator: False Alarms Attended per 10,000 population, and one Local Indicator: Fire Alarm due to Apparatus per 1,000 non-domestic properties, with regards to Hospitals, Residential homes, Education premises in essence the non-domestic properties. Statistics are provided to Welsh Government, but there is no way of determining from these whether a difference is being made. BFS are therefore working with the Statistics Team to develop a suite of Performance Indicators to provide BFS with meaningful information in relation to understanding whether risk is being reduced.

Also covered within the presentation was the role of the Compliance Team, when Prohibition, Enforcement and Alternations Notices are applied, and the key results of three prosecutions last year which earned media interest.

He advised that Welsh Government will be issuing a consultation in relation to Building Regulations that will see BFS involved with building regulation at the planning stage, this will obviously increase the workload for the BFS Department.

Other work carried out by BFS includes 'During Performance Inspections' which took place at night within Cardiff, in liaison with the Police and Cardiff City Council inspectors. Of the 24 premises inspected, it was found that 22 had fire safety issues, BFS worked with these to bring them up to standard.

At the request of the Ministry of Defence a peer assessment was carried out, which was very well received, with the Ministry of Defence making changes at their premises.

The 'Sound of the City' event that took place at Cardiff Castle resulted in extensive liaison with the organisers due to the risk assessment being carried out incorrectly by the company they hired who advised on capacity. To prevent a Prohibition Notice being issued, which would have had huge consequences, BFS worked with the organisers which resulted in the event going ahead with control measures in place.

Councillor D White queried the project taking place at Cardiff Central Station. The Head of BFS advised that the project is raising awareness with operational crews of what risks BFS look for, operational crews will then be able to share information.

Councillor W Colbran queried whether audits are followed up. The Head of BFS confirmed that a Schedule of Works is provided to the Manager of the premises, the BFS team then follow up with another visit to ensure works have been carried out.



It was noted that external legal services are provided by Hugh James solicitors, and David Stotesbury, a specialist fire safety barrister in London, who has worked with and represented the Authority for 20 years. Tender processes are followed for the provision of the legal services.

## **RESOLVED THAT**

Members noted the extensive work carried out by the Business Fire Safety Department and thanked the Head of Business Fire Safety for his detailed presentation.

## **21. EMERGENCY SERVICES NETWORK UPDATE**

The Head of Finance and Procurement gave an update on the progress of the Emergency Service Network (ESN) project, as previously requested by Members.

He advised that the strategic aim of the Emergency Services Mobile Communications Programme (ESMCP) is to deliver a much better voice and data service to the Emergency Services, replacing the reliable but limited and aging Airwave system.

EE's roll out of ESN coverage within South Wales is nearing completion and the Service has been capturing covering data for some time to assess the network. Devices have been a barrier, but Samsung have now developed new devices which are being trialled.

The original completion should have happened in 2018, various delays prevented this happening. It is anticipated that Operational Validation will take place 2021-2022 with a National Pilot provisionally ending in mid-2022. There is no formal implementation date for the Service at this time.

## **RESOLVED THAT**

Members noted the content of the report.

## **22. FORWARD WORK PROGRAMME 2020/21**

The Deputy Chief Officer presented the Forward Work Programme.

## **RESOLVED THAT**

Members accepted the Forward Work Programme for 2020/21.

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

There were no items of business that the Chairman deemed urgent (Part 1 or 2)

AGENDA ITEM NO 5

# BUSINESS PLAN ACTIONS REPORT

Health Check

2020/21 Quarter 1

Report Date 27<sup>th</sup> August 2020



Gwasanaeth Tân ac Achub  
De Cymru

South Wales  
Fire and Rescue Service

Produced in

**BMIS**  
Business Management  
Information System

## 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 Themes and performance of the Strategic Performance Indicators for the period 01 April – 30 June 2020.

## 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 Strategic Plan, implementing actions and measuring indicators to enable the Service to achieve these organisational goals.
- 1.2 All departments link 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 Business Management Information System (BMIS), and staff within the Planning, Performance and Risk Team monitor the information and extract reports accordingly.
- 1.4 To further support the performance management framework, 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 monitors the information and extract reports accordingly.
- 1.5 This report will provide Members and Officers with a health check on performance against the Strategic Themes and Strategic Indicators for the period 01 April – 30 June 2020.

## Issue

---

- 2.1 For Members' information going forward, taking into account the Well-Being of Future Generations (Wales) Act 2015, the Service has revised the Strategic Plan to include eight Strategic Themes as listed below:
- ST01 – Keeping you safe
  - ST02 – Responding to your emergency
  - ST03 – Using technology well
  - ST04 – Working with our partners
  - ST05 – Engaging and communicating
  - ST06 – Valuing our people
  - ST07 – Protecting our environment
  - ST08 – Continuing to work effectively
- 2.2 Each of these Strategic Themes has one or more Objectives that the Service has monitored progress against during 01 April – 30 June 2020.
- 2.3 Appendix 1 attached is a summary of the Performance Monitoring Report, which reviews the period 01 April - 30 June 2020 performance against agreed targets for the seven National Strategic Performance Indicators. It also includes a summary comment for each indicator.
- 2.4 Appendix 1 identifies that one indicator has not met their target and performed worse than last year, one indicator has not achieved the target but was within 0-5% of doing so and has performed worse than last year and five indicators are achieving their target.
- 2.5 The one indicator that is not meeting its target and has performed worse than last year is:
1. False Alarms Attended
- 2.6 The one indicator that is not meeting the target but is within 0% to 5% of the target and has performed worse than last year is:
1. % of Dwelling Fires confined to the room of origin
- 2.7 The five indicators that have achieved their targets are:

1. Total Fires Attended
2. Total Road Traffic Collisions Attended
3. Other Special Services Calls Attended
4. Total Deaths and Injuries in Fires
5. Accidental Deaths and Injuries in Fires

2.8 Appendix 2 attached provides some key information about the Service and its performance during the April to June period of 2020/21.

## Equality Risk Assessment

---

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.
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.

## Recommendations

---

- 4.1 That Members review the performance details and statistical data for the period 01 April – 30 June 2020 contained within this report.

## Scorecard

---

The scorecard below lists the number of tasks in progress relating to each Strategic Theme along with a breakdown by RAG status.

ST01 20/21 Keeping you safe				
▲	●	★	Unknowns	Total
4	13	21	0	38
ST02 20/21 Responding to your emergency				
▲	●	★	Unknowns	Total
5	9	16	0	30
ST03 20/21 Using technology well				
▲	●	★	Unknowns	Total
1	13	17	0	31
ST04 20/21 Working with our partners				
▲	●	★	Unknowns	Total
3	13	13	0	29
ST05 20/21 Engaging and communicating				
▲	●	★	Unknowns	Total
5	11	10	0	26
ST06 20/21 Valuing our people				
▲	●	★	Unknowns	Total
2	11	16	0	29
ST07 20/21 Protecting our environment				
▲	●	★	Unknowns	Total
0	10	17	0	27
ST08 20/21 Continuing to work effectively				
▲	●	★	Unknowns	Total
0	14	41	0	55



# Strategic Theme Task Commentary

---

## ST01 – Keeping you safe

### 1.1 Reduce the impact of false alarms on our resources

A new four-stage Unwanted Fire Signals (UFS) guide has been produced providing incident commanders, station commanders and business fire safety (BFS) officers guidance on what action should be taken at every UFS call. The initiative has been rolled out to 43 stations do date. The stages focus on working with businesses and responsible persons to reduce UFS. Stations have taken responsibility for the initial engagement with premises with support from BFS personnel. Trigger points have been put in place which detail what further action is required and by whom.

Station liaison officers have been attached to each unit authority (UA).

All schools have been sent letters with advice on how to prevent and reduce UFS.

Joint Fire Control (JFC) continue to work with the Joint Emergency Services Group (JESG) and South Wales and Gwent Police to manage call challenge and will work with frequent callers when circumstances allow. Safeguarding referrals take place for callers with mental health issues to support their needs.

### 1.2 Reduce the number of fires in the home and understand the behaviours and cause of them

The rollout of enhanced home safety checks has slowed down due to Covid-19, however, the operations department is confident that this will be completed by March 2021.

A project team has been established to roll out enhanced home safety checks with six UA areas already on board and work continuing with the remaining four UAs to identify central points of contact and preferred pathways for referrals. Memoranda of Understanding (MOU) are still awaiting approval and sign off.

Learning Evaluation after the Fire (LEAF) training has been delivered to all current station commanders. New commanders will be captured during training days.

We continue to review the impact of the Dame Hackett review (Buildings & Fire safety) and also the public enquiry from the Grenfell fire. This stream of work, and a competency framework document, was discussed by the Senior Management Team (SMT) during June. The outcome was to develop staff in line with the Hackett review and await further national guidance.

### 1.3 Reduce the number of Road Traffic Collisions

Covid-19 initially prevented our attendance at local communities to deliver road safety presentations. Subsequently we identified that we can deliver the presentation in the open air using Innovative Engineering of Ground Vehicles with Integrated Active Chassis Systems (EVE) vehicle moving forward. We are now in a position to recommence working with our partners and have identified key service locations which are being Covid-19 assessed.

Road Safety Wales links have been continued through the Covid-19 period. We continually analyse road safety collision data to ensure correct interventions. We are developing a mature driver presentation as this is a new target group.

## 1.4 Reduce the number of deliberate fires

Community Safety and Partnerships (CS&P) has modified its approach, due to Covid-19, prioritising focus and attention against a number of continuity objectives.

We have continued to action the All Wales Operation Dawns Glow targeting key areas and our fire crime practitioners have been extremely busy working in multi-agency partnerships at a number of large scale wildfires, providing South Wales Police with intelligence regarding deliberate fire setting which has resulted in police arrests with investigations ongoing.

*Operation Dawns Glow is an all-Wales multi-agency task force supported by a range of partners whose aim is to reduce the uncontrolled environmental destruction and potential threat to lives and property arising from deliberately set grass fires.*

CS&P have developed, in collaboration with Media and Communications, a series of media clips and statements for our social media platforms regarding refuse and grass fires. We have included operational staff in this process and innovated our messaging and engagement approach.

The Refuse Fire Working Group remains active in reducing deliberate refuse fires. A number of multi-agency meetings has taken place regarding hotspot areas of fly tipping in the Shirenewton area. Collaboration is ongoing.

JFC staff have been recording and passing descriptions of deliberate fire setters, as provided by 999 callers, to South Wales and Gwent Police although the police have shown little interest in taking this information during the period of grass fires.

## 1.5 Improve safety in and around water

We are closely linked with Water Safety Wales and provide the Chair, admin support, prevention practitioners and media and communications representation.

Prevention activity now forms part of the water steering group which meets on a regular basis.

Stations have access to water statistics for Community Risk Management Plan (CRMP) inclusion.

We have secured the use of RNLI lesson plans to deliver education in schools. This is a fully accessible suite of resources available for stations to use.

## 1.6 Improve fire safety in buildings in our communities

Although desktop fire safety audits continue, due to Covid-19, progress towards recovery continues with a view to carry out physical audits imminently. The Risk Based Inspection Programme (RBIP) will be revived to ensure resources are targeted to our high risk premises.

The High Rise Steering Group has only met once to date. However, departmental objectives have been set, are being worked on and are recorded on the Business Management Information System (BMIS).

BFS are currently continuing to support LHB's with temporary field hospitals and utilising resources in the most effective way. Although desktop audits continue, progress towards recovery continues with a view to carry out physical fire safety audits imminent. The RBIP will be revived to ensure resources are targeted to our high risk premises.

Discussions have taken place between Operational Intelligence, BFS and Operations in order to deliver outstanding Site Specific Risk Information (SSRI) visits which are proving to be difficult at this time due to lockdown restrictions that have been imposed due to Covid-19.

All station commanders have been written to in order for them to prioritise the SSRI's with the options of:

1. Remove from the SSRI programme if not required.
2. Utilise BFS liaison officers to assist.
3. Utilise a Computer Aided Design (CAD) only option prior to completing an additional Incident Action Plan (IAP) or full SSRI.

## ST02 – Responding to your emergency

### 2.1 Respond effectively when you need us

The current arrangements within JFC for resilience for heightened activity and mass staff losses remain in place and have proved successful during the response to Covid-19. Having teams in place to support Emergency Response (ER) has allowed for a sterile fire control to operate which has supported an evacuation for deep cleaning, last minute sickness absences, Covid-19 isolations and shielding's whilst maintaining full operational capability. The All Wales Resilience arrangements with North Wales Fire and Rescue Service have also supported the resilience arrangements during this time in line with policy.

JFC has also:

- Continued to use life survival guidance during recent incidents. Life survival guidance is reviewed by the JFC training team and the call handling audit process is carried out by the JFC Prevention and Protection team.
- Dealt with a number of water rescues and animal rescues and have used intelligent mobilising and safety advice to prevent people entering the water.
- Used What3Words in conjunction with callers and continues to use intelligent questioning, mobilising and use of enhanced mapping facilities.
- Agreed a go live date for Digital Electronic Incident Transfer (DEIT) and Multi Agency Incident Transfer (MAIT) with Dyfed Powys and Gwent Police in mid-August.
- Prepared for a command and control system upgrade, delayed due to Covid-19, now scheduled for September.
- Investigated the use of 999Eye and access to the National Police Helicopter link.

*What3words is a geocode system for the communication of locations with a resolution of three metres. What3words encodes geographic coordinates into three dictionary words*

*Direct Electronic Incident Transfer (DEIT) is used to send key incident details to other emergency services mobilising systems electronically.*

*Multi Agency Incident Transfer (MAIT) allows emergency services to share electronic incident records.*

*999Eye launched by Capita in collaboration with West Midlands Fire Service, is the first-ever smartphone solution that enables 999 callers, with compatible devices, to securely send live footage or images of incidents to JFC.*

Level 1-4 command assessments have been developed in line with National Occupational Standards (NOS) and will ensure all incident commanders meet the required operational competency standard.

A 'special appliance' review is currently active and exploring incident command unit resilience, water bowser locations and on call special appliance provisions.

## 2.2 Do all we can to make sure that our On Call Duty System (OCDS) is available

In order to support OCDS establishments with recruitment and attraction plans we ensure each OCDS establishment formulates a local recruitment and attraction plan. This will be further supported by a structured recruitment planner targeting establishments by priority. Local plans and recruitment activities will be monitored on a quarterly basis.

The Retained Management Team (RMT), Human Resources (HR) and Media & Communications have reset the focus of recruitment in line with local need and Skills for Justice (SFJ) candidate numbers. An action plan has identified priorities and all teams will be engaging on a local level led by station need.

*Skills for Justice is a not-for-profit organisation committed to the development of an improved and sustainable workforce across the UK's Justice, Fire and Rescue, Local Government and Armed Forces sectors.*

An OCDS future planning dashboard is being developed. Crew skillset, availability forecast and absence forecast pages have been built using RAPPEL and HR records. A gap analysis and data validation is to be discussed in the next meeting which is scheduled for late July / early August.

*RAPPEL is software for the identification of personnel availability and skill sets.*

HR and Statistics are working together to monitor recruitment and retention data to ensure that recruitment activities are focussed in the right areas. Robust reviews of leavers, to identify trends, along with the exploration of new contracts to provide staff flexibility and assist availability are being consulted on and formulated.

We are seeking to improve the training pathway from initial recruitment to competent OCDS Firefighter. The RMT has obtained approval from SMT to create a Task and Finish group reviewing the current SFJ pathway and providing options/recommendations for change and improvement to be delivered to SMT October 2020.

## 2.3 Train our firefighters to respond to current and future risks in our communities

Two initial Wholetime Duty System (WDS) courses of 12 students each will be delivered in August and September. This overlap of courses has been created to deliver 24 new recruits to the Operations department by 23 October and 20 November. OCDS initial course will run during July, September and November and will have maximum attendance for efficiency.

Exercise planning is progressing well for two large scale exercises scheduled for summer and autumn 2020.

It is intended that Exercise Quarry Challenge 20 will become the default exercise for Ops Assurance providing validation for:

- Command & Control for multi sector incidents.
- Technical Rescue (rope and water).
- Urban Search and Rescue (USAR) integration into Incident Command System (ICS) led incidents.
- Operational Discretion utilising core skills for a life risk situation.

It is intended that Exercise Ivor 20 is utilised as the Service / Brigade scale exercise for the Ops Department annual assurance exercise. The aim is to facilitate a Major Incident exercise based around a HAZMAT incident on rail rolling stock that escalates to a mass casualty incident involving a passenger train.

Planned objectives will include:

- Joint Emergency Services Interoperability Principles (JESIP)
- Multi Agency Working
- ICS L2– 4
- Hazardous Materials (HAZMAT) Standard Operating Procedures (SOPs)
- Rail Incident SOPs
- Breathing Apparatus (BA) Procedures
- Immediate Emergency Care (IEC) procedures

Full station audits, suspended due to Covid-19), are recommencing on the 20 July. The audit process will review the core skills of operational personnel as well as the operational preparedness of the station.

## ST03 – Using technology well

### 3.1 Use the most suitable technology and equipment to improve our services

Training and Development are currently incorporating new technology onto our existing BA courses including:

- Dräger BA board simulators which can be used to create various scenarios.
- Training crews on the use of fire escape hoods.
- Running a trial of smoke blockers in Cardiff and Newport.

*Smoke blockers, made out of heat resistant fabric, can be installed quickly into a door or entrance opening using a tension lever. The door to the affected area can then be opened so firefighters can enter the room behind for their operations without the spread of smoke and heat in the building. Escape routes for the residents and retreat ways for the fire fighters can then be kept smoke-free.*  
<https://www.youtube.com/watch?v=PS-zl49ooU8>

Work continues on the delivery of SSRI format on new Mobile Data Terminals (MDTs) and to explore the use of Satnav and smartphones on appliances.

A working group has been convened to explore the requirement for an integrated video capture network in the Service. The group has presented its findings to SMT in order to ascertain the Service strategic posture and the General Data Protection Regulation (GDPR) risk that this poses without a robust mitigation strategy.

Work continues building the annual and monthly station audit modules within BMIS. Once this is complete it is intended to load the Community Risk Management Plans (CRMPs) for each station onto BMIS, as the station audit method/template will be used to collate and report on evidence from the CRMP activity.

Work is progressing with regards to utilising BMIS to monitor compliance with the Welsh Language Standard.

HR have set up a Digital Solutions group to establish a clear strategy covering three key areas:

1. Using CoreHR to its maximum potential thus enabling self-service across a range of HR activities.
2. Improving the methods of making information readily available to staff.
3. Maximising the letter to account for and speed up transactional activities.

Good progress is being made with CoreHR recruitment implementation. Liaising with Media and Communications in relation to website requirements. Meeting with CoreHR Project middle of July to set date for launch and advice on how to link in with a CoreHR consultant.

We are seeking to arrange a split of the CoreHR function from our partners, Mid and West Wales FRS, which once completed, will allow us to progress this rollout in a more effective manner.

Attendance management are currently reviewing how BMIS can support records. There has been a significant delay because of Covid-19.

The Health and Safety 24/7 system is now live and working well. Work on promoting this will continue to ensure it's utilised to its potential by end users.

The 24/7 ticket is now being utilised to log Data Protection related tasks (such as internal advice, document reviews etc.), often undertaken by the Data Protection Officer. This now gives a clearer overview of tasks and assists with time and resource management, whilst also making advice issued easier to locate. Further developments to follow over time as required.

The tender process was successfully completed and the new Vuelio media monitoring platform has been implemented, training undertaken and is being used by the Media and Communications team.

*Vuelio displays the impact of content across all social, print and online media sources, including newspapers, magazines, trade and industry publications, television, radio, news websites, blogs and social sites. It also enables us to stay on top of coverage that matters to us: we deliver more than 2 million stories to our customers daily—so you'll always know what's being said about your brand, competitors and industry.*

Multi department discussions held, plan identified and new assets purchased for the reprographics studio. Some assets received and being implemented Awaiting delivery of other items hampered by Covid-19.

### 3.2 Review the standard and use of technology and equipment across the Service

Work is progressing to update the current fleet system with a new server being built by the ICT department. Following its completion Tranman will require access to the current system to transfer and build new tiles. We will then test in the trial mode before the system goes live.

*Tranman: fleet management software that supports organisations to more effectively manage processes and reduce costs through improved information management and more efficient data capture. E.g. enhance workshop productivity, minimise vehicle downtime for repairs, improve accident and risk management, and improve fuel usage controls.*

ICT are formulating a project plan to start work on the new Intranet. Consultation days are planned with departments / teams and the ICT Trainer will be visiting stations to ascertain what is important to them and get their feedback. Once the plan is formalised dates for migration, implementation and testing will be agreed.

A review has commenced to identify which employees have access to the different types of BMIS briefing books and pages. New groups are to be identified and created to streamline the process. Redundant groups will also be removed. A general login will be introduced for staff currently not on BMIS to access pages via the read only licence that the service has purchased. This has already commenced with members of BFS.

## ST04 – Working with our partners

### 4.1 Work with our Public Service Boards (PSBs) to support our communities.

We remain fully committed to our PSB's. Meetings have, however, been placed on hold due to Covid-19 but should now recommence as we move towards the new normal.

We are engaged with our PSB partners to identify a safe landscape to deliver our community safety, prevention and protection outputs although this may take some time.

We are exploring the potential benefit of mapping our 2020/21 business plan tasks to PSB objectives 1-9. Tasks supporting “Strategic Theme 1 - Keeping you Safe” have been mapped as a trial and we await feedback prior to progressing this with the remaining seven themes.

#### 4.2 Work with our partners to deliver our services where they are needed

The JFC continues to work closely with South Wales Police whilst taking into account Covid-19 social distancing and safety measures. Developments with other agencies within the Joint Public Service Centre (JPSC) have not been possible during this time but this will improve during the recovery as Services return to the building.

Training delivery at Cardiff Gate Training and Development Centre (CGTDC) has worked very well during Covid-19 restraints. Although the centre is currently working at 50% occupancy on a daily basis, all safety critical training is being delivered with Babcock support.

Close working with Local Health Boards (LHBs) continues to ensure suitable information exchange between parties and support during these times.

The tri service data sharing project has not been progressed during Q1 as the group has been unable to meet as a result of Covid-19. Terms of Reference (ToR) and a Memorandum of Understanding (MoU) are yet to be signed. Some work streams had been identified and discussions between the data analysts from each of the organisations are ongoing.

#### 4.3 Review and evaluate our existing partnerships

Covid-19 has had a major effect on BFS partnerships with SA Brain, Liberty Living and Castle Leisure who have all complied with government guidelines and are currently not operating. As restrictions are lifted, BFS will engage with our hospitality sector partners to provide guidance and best practice regarding fire safety precautions. This will ensure our partners can operate in an effective and safe manner.

Meetings are to be held with all our partners to review the effectiveness of Primary Authority Scheme (PAS) partnerships to identify how these can be best developed for all parties.

*The aim of the PAS is for FRS’ to develop effective partnerships with businesses in order to achieve a national consistency in delivering fire safety advice and regulatory activities.*

The partnership with Care and Healthcare (CHC) providers has resulted in excellent relationships have been established with CHC’s members and SWFRS. This has resulted in us providing advice regarding replacement of fire doors, fire alarm systems and suitable evacuation strategies for premises.

Going forward we will maintain regular contact with the Office of Product Safety and Standards (OPSS) regarding identifying suitable potential partners and the development of existing PASs.

*The OPSS runs the regulatory system for product safety and standards in the UK. Its purpose is to make regulation work, protect people and help businesses understand their obligations.*

We are continuing to review our contractual partnership arrangements in terms of legal, health and pensions by reviewing performance in terms of Key Performance Indicators, Service Level Agreements etc. to ensure appropriate assurance and governance requirements are met.

## ST05 – Engaging and communicating

### 5.1 Deliver on the recommendations of the Investors in People report

The Investors in People (IIP) Interim Report indicated significant improvement in key areas arising from the November 2019 IIP Report. The full health check has been rescheduled from October 2020 to early 2021.

Leader engagement has continued, taking Covid-19 into consideration, via differing media and at all levels.

- Face to face Principal Officer visits to station and duty system specific = 32
- Face to face and video conference UA station commander briefs conducted by GM-B's = 49
- GM-B watch based face to face over directorate = 94
- Station Commanders meeting led by Ops Management = 1
- Station Commander watch based briefings and Junior Officer meetings = Weekly

Media and Communications have completed the internal engagement plan and it is awaiting sign off.

Plans are now in place for our first virtual SHOUT forum which will take place on 1 July. Staff are now actively using the online forum page.

### 5.2 Involve our communities and make sure they have their say in what we do

Pre-consultation on the plans for 2021/2022 were held during July/August. 101 responses were received which were analysed for content and presented to Heads of Service and the Deputy Chief Officer. Heads of Service meetings to devise the plan for 2021/2022 plan are due to be held in September and feedback on their production will be provided to Staff and Stakeholders as part of the Annual Improvement Plan and its consultation.

Work is underway to review the members on the stakeholder register to ensure a wide representation of the communities we serve is present. This review will include matching members of the register to the unitary authorities and discussing with the PSBs on ways to enhance our engagement during public consultations

We continue to improve the use of social media across operations, in particular by stations, to share good news stories, community safety messaging and embedding stations into their local community.

Plans are underway with a view to delivering a virtual annual Service event due to Covid-19 restrictions.

Media and Communications have had to be inventive about the way it delivers risk reduction information and has successfully engaged station based colleagues in creating digital and remote content plus virtual tours. This will continue.

The planned forum with building leads to improve how we consult and engage has been postponed due to Covid-19. A meeting with all Local Authority Building Control Officers will take place at a later date.

### 5.3 Help keep our communities safe through safety education and attending community events

No community events were attended during Q1 due to Covid-19.

Working with our education establishments to deliver KS1-4 is on hold due to Covid-19. New methods of delivery are being discussed.



BFS teams continue to work proactively through the Covid-19 period to support our communities and businesses to recover from disruption. Web-site and audit programme developed to ensure increased levels of support available and to ensure fire safety awareness and compliance remains as a priority.

A sub group, consisting of members of all three Welsh FRS, has been set up to review the use of augmented reality and virtual reality to deliver our risk reduction education activities and put together a delivery plan including costs and viability. Initial contact with other FRS's has been conducted to ascertain what emerging items are available. A video already produced by Cheshire FRS has been shared with the sub group.

The Momentum Programme up and running, although due to Covid 19 pandemic no courses completed this year although as things progress and improve the Momentum Programme will be reinvigorated.

*We have been assisting survivors of domestic abuse since 2009, identifying those at risk and providing valuable home safety advice. In October 2017, we started the 'Momentum Project', which is unique as it involves the whole family, from young children to adults. It is designed to help build confidence and allow families to make new friends and learn new things. The parent activities include self-care, mindfulness and wellbeing. The young people learn firefighting skills and the discipline that is expected on the drill yard.*

Cadet Branch activities have been suspended until further notice due to Covid-19 restrictions.

## **ST06 – Valuing our people**

### **6.1 Attract a workforce that reflects and represents our communities**

A review of the previous WDS campaign has been undertaken and key learning points identified. Will be initiating further campaign in the coming months and will use all available resources to ensure that we reach all communities and maximise opportunity for all groups.

The Diversity Officer and the Learning and Development Team are developing a line manager training package for diversity.

### **6.2 Develop our people by identifying training and development opportunities**

All three Welsh FRS' are working together to align National Operational Guidance (NOG) with training delivered and service policy.

Road Traffic Collision (RTC) training packages are being updated. Two packages have been rewritten and published. Work is being undertaken by the road risk users group.

Water Rescue, Large Animal Rescue, and Rope Rescue training packages have been reviewed and updated.

An assessments phase for all incident commanders has been developed and currently being delivered remotely via video conference.

Operational Discretion training has been delivered to all tactical managers.

Community Safety (CS) day duty staff have met the requirement to maintain operational competency during this Covid-19 affected period via the theoretical training programme on PDRPro and attending courses at CGTDC.

The criteria for competency standards for BFS personnel who respond to Building Regulations and Planning consultations regarding complex buildings with fire engineered solutions has yet to be determined by the NFCC. However, in anticipation of the changes, all BFS officers within the Future Developments Team will attend the Xact Level 5 course in the near future. Further work to meet the competency standards will be carried out once the competency standards have been determined.

*The Xact Level 5 qualification is aimed at building control officers, approved inspectors, fire engineers, fire safety auditors, inspectors, risk assessors, managers, surveyors and fire safety professionals. It enhances previous experience in applying fire safety guidance such as Approved Document B and BS 9999 fire safety in the design, management and use of buildings.*

Some data protection training has been cancelled due to COVID-19 however guidance is on demand via email, phone and video conference. Plans and preparation have started around releasing a series of security related guidance topics during Q2.

Health, Safety and Wellbeing (HSW) are progressing well with the Risk Assessment development stage of the H&S strategy document: The RA training pack is complete and has been rolled out to current Station Commanders, JFC and Occupational Health Unit (OHU). Further rollout continues. New RA template has been devised, consulted on and the Health and Safety Guidance Note (HSGN) has been updated.

### 6.3 Support our people to feel well, healthy and happy at work

All preparatory work on fire stations, to facilitate Fire Fit, has been completed.

Additional wellbeing training for watch based junior officers is being programmed into Station Manager/Junior Officer training days.

There has been no progress, due to Covid-19, with regards to implementing the employee wellbeing delivery plan by working towards and implementing the Corporate Health Standard. Meetings are scheduled for Q2 to progress wellbeing initiatives.

## ST07 – Protecting our environment

### 7.1 Reduce our usage of single use materials

All staff have been issued with personal issue water bottles.

### 7.2 Explore the use of electric vehicles

In order to improve our carbon footprint and sustainability in terms of environmental considerations we have taken delivery of six new Kia Nero hybrid vehicles. We are currently fitting blue lights, sirens and Airwave radio equipment to these vehicles.

An order has also been placed for three fully electric vans that are due for delivery in October 2020.

Work is ongoing to identify organisations that can provide an electric vehicle charging infrastructure and to investigate potential grants which may be available for this.

### 7.3 Reduce our energy use and our carbon footprint

Latest available technologies are being utilised on new projects to reduce carbon emissions and associated costs.

Monitoring the carbon footprint of pool vehicles, in order to help assess the beneficial impact of new electric powered vehicles on the environment, is planned once the new tranman system is implemented.

A project team has been set up and data of all waste streams incoming and outgoing from the organisation are being recorded.

As result of Covid-19 stock deliveries to fire stations have reduced from two runs per week to one and, to date, has had no impact on stations. We will continue to monitor the impact on station in conjunction with the Operations Department and explore the feasibility of this becoming a permanent change and reducing our carbon footprint.

Work continues to increase the number of watch based instructors in winch and crane operation and instructors' courses have been programmed. Each Rescue Tender (RT) crane station now has a station based instructor who will run operator training from station rather than CGTDC. This will reduce specialist appliance movements due to training courses and, as a consequence, reduce our carbon footprint.

#### 7.4 Consider how our activities impact on the environment

We are maximising the use of video conferencing, e.g. The All Wales HR meetings, which used to entail all three Welsh FRS' travelling to Newtown, have been successfully conducted solely via video link in recent months and the HR & Equalities meetings have been via video conference. Further opportunities are anticipated.

All CS face to face campaigns scheduled for Q1 one have been suspended, due to Covid-19, and replaced with modified campaigns. Where possible we are exploring social media as an alternative to leaflets and paper based education as we strive to continue to reduce waste.

CS are exploring virtual education and have successfully launched our Home Safety Self-assessment toolkit, created a bespoke cooking safety web page and conducted a virtual cooking safety campaign.

CS has provided bilingual, branded, with a targeted campaign message (increase in cooking fires through unattended cooking), recyclable cotton shoppers to community hubs supporting the vulnerable with food parcels.

CS has asked Procurement to review and feedback on the ability to weight suppliers on the current framework on their environmental contribution and asked if the framework covers this aspect.

We continue to monitor, review and evaluate the Compartment Fire Behaviour Training (CFBT) environmental efficiency including any accidental carbonaceous releases from the building. Following any release all measures are then taken to identify and rectify the cause. Currently monitoring the use of oriented strand boards (OSB) to minimise the number of sheets per burn which reduces the impact on the environment. Liquefied Petroleum Gas (LPG) usage is being monitored by property services to determine an annual cost.

## ST08 – Continuing to work effectively

### 8.1 Be clear and publically accountable

The People Plan 2020-23 is now in final draft and due to be formally introduced along with the revised People Services Intranet pages during quarter two.

The job evaluation review of corporate staff, aimed at ensuring pay equality and address any equal pay and gender pay gaps has been suspended in view of Covid-19. Actions are underway to re-instate the project.

The Firefighters' Pension Schemes (FPS) Scheme Advisory Board (SAB) are due to meet on 24 July when the main topic will be the High Court judgement on tapering arrangements for members of the scheme.

The review of the Incident Recording System (IRS) quality assurance process has been slower than expected due to other priorities however it is still achievable by the due date. During quarter one the IRS guidance for false alarms has been reviewed and updated particularly around AFAs and false alarms with good intent. Reviewed the process we use to request changes to the Vision system with the aim of making it easier for JFC to manage.

The Assurance Metrics project continues to progress with presentations made to SMT in April and June which provided updates on the Assets and General sections of the Metrics. A further update to SMT is scheduled for July 16th which will focus on the measures under the theme of Prevention. The dashboard is live and available for use by SMT and work in quarter two will focus on updating existing content before moving onto the Protection measures.

The scoping, planning and creation of surveys has been transferred to the Statistics and Risk team so that our statistical analysts can advise those looking to create surveys on how to devise and structure questions in order to generate data that can be effectively triangulated in order to provide robust intelligence. The team has already created a number of surveys for a variety of customers, ensuring that a consistent approach is applied to all Service surveys where possible. Discussions around creating a “consultation calendar” are underway, which would allow the team to plan the creation, dissemination and analysis of surveys in advance and will reduce the amount of surveys published concurrently.

### 8.2 Maximise value for money

Regular meetings are taking place between Operations and Training to ensure that we are maximising course capacity where possible. Due to Covid-19 we currently have unprecedented availability of personnel to attend course for which we do anticipate a drop off at some point in the future. Watching brief at the moment but no issues anticipated.

A technician has recently been appointed to manage the CFBT facility at CGTDC. A maintenance contract is now in place for key elements such as LION maintenance etc. An annual review will take place to establish on cost managing the facility against projected costs of a 3rd party maintenance arrangement.

*LION is the world's largest provider of fire and safety training tools and full-scale, multidisciplinary firefighter training complexes.*

Further development of Fleet and Engineering assurance metrics will commence after completion of the tranman install.

The response to Covid-19 and measures in place during this time have enabled both South Wales Police and JFC Managers to revisit practices and procedures around the JPSC which will inform the ongoing restructure review.

### 8.3 Develop for a new normal way of working

Business Impact Assessments (BIAs) have been carried out and initial fire station and department RAs have been completed and are readily available to staff. Re-assessments are to be carried out quarterly.

Clear guidance has been issued to all staff and all appropriate guidance has been implemented and adhered to across the workplace. Appropriate signage and tool kits including guidance have been issued to all sites, reinforced through service updates and regular team briefings.

The number of visits to premises by contractors and visitors has been minimised and social distancing has been maintained when goods enter or leave premises. RAs and documents are in place with heads of service and line managers for external visitors and protocols are in place at reception. RAs are shared and all visitors made fully aware of expectations before visiting premises.

Three face coverings / masks and guidance have been issued to all staff.

Current Personal Protective Equipment (PPE) has been reviewed against Public Health Wales (PHW), World Health Organisation (WHO) guidance. The National Fire Chiefs' Council (NFCC) produced documentation which has been produced and communicated with all operational staff. Constant review with RAs is in place.

A review of all departmental work at HQ has been completed by line managers and rotas introduced to support social distancing and enhanced hygiene.

ICT has been utilised to reduce face to face meetings, e.g. video conferencing, increased bandwidth to enable more concurrent remote working.

**THIS PAGE IS INTENTIONALLY BLANK**



# PERFORMANCE MONITORING REPORT

Appendix 1

2020/21 Report Date 18th August 2020



Gwasanaeth Tân ac Achub  
De Cymru  
South Wales  
Fire and Rescue Service

Produced in  
**BMIS**  
Business Management  
Information System

## Introduction

---

The Performance Monitoring Report for 2020/21 highlights performance for the period 01 April 2020 to 30 June 2020. The report includes:

1. Strategic Indicator Performance Summary.....Page 3
2. Strategic Indicator Performance Comments.....Pages 4-7
3. Analysis of incident activity levels by Unitary Authority Area (UAA).....Pages 8-15

The performance indicators included show six 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.

### Changes to Working Practices due to Covid 19 - Quarter 1

South Wales Fire and Rescue Service and in particular Community Safety has continued to support communities through the pandemic by looking at new ways of working and delivering Home Safety Checks (HSC) by means of a modified HSC, which is conducted over the telephone to give safety advice while avoiding/limiting contact with the household in line with current guidance.

Depending on the information gathered from the individual, equipment has been either delivered to the doorstep with appropriate literature/guidance or a Community Safety Practitioner attends site and completes the more complex needs of individuals. Community Safety practitioners have utilised the transferable skills throughout the department to meet the needs of communities throughout this difficult period and worked across a wide and diverse range of community safety activities.

The Covid pandemic has also prevented us from delivering many of our education and youth prevention programs such as Foundation Phase and Key stage 2 main stream education, road safety talks, Youth prevention activities such as the phoenix program and Crimes and Consequences and our Fire cadets have also been put on hold. Staff



have been redirected from areas of youth and education to assist with the successful new revised home safety process. As a result the service has been able to carry out 1,130 home safety checks. 185 were refused and at 149 addresses we were unable to contact the occupier.

With the easing of restrictions we have been able to recommence education and planning for youth intervention in a new Covid compliant format. Towards the end of quarter 1 we have delivered valuable road safety prevention messages with our partners in the Police and local authority to local communities. We have also been able to run a revised Phoenix program to change the behavior of young people in the Gwent region.

New restrictions have meant revisiting all our programs and our teams are working on identifying and trialing different ways of working. We are planning on the safe return of Fire Cadets in September, along with recommencing some form of schools education and community engagement.

For safety reasons the Business Fire Safety department has been unable to carry out audits to premises, except to those that were deemed to be high risk i.e. after fire assessments and premises that have an alleged high risk due to livelihood or life risk. The department have completed some audits to premises remotely and will start to recommence more activity as lockdown eases.

Due to the pandemic and continued support to other agencies work by stations on 2020/21 CRMPs (Community Risk Management Plans) has been put on hold and will continue in the foreseeable future.

Noticeable differences to the type of incidents that the service has attended in quarter 1 has been the increase in assisting other agencies, in particular assistance to the Police/Ambulance. Assistance to all other agencies has increased from 65 incidents last year to 84 incidents this year in quarter 1, an increase of 29%. Assistance to the Police/Ambulance has increased from 40 incidents last year in quarter 1 to 68 incidents this year, an increase of 70%.

The service has also experienced an increase in attendance to bariatric patients with incidents rising from 16 last year in quarter 1 to 37 incidents this year, an increase of 131%. Attendance by crews to suicide or attempted suicide has also risen sharply during quarter 1 with 20 incidents compared to 10 last year. A 100% increase.

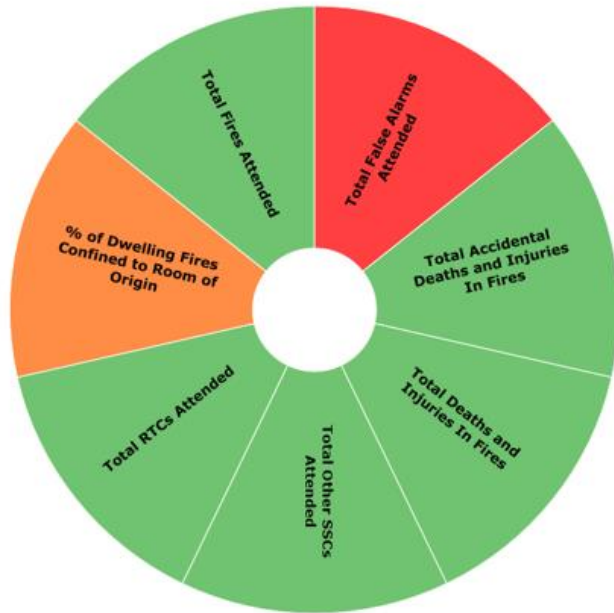
The Service Performance & Communications department co-ordinates and compiles this report on behalf of the Service Delivery Directorate. All information is extracted from updated Directorate quarterly Service Plans and the data sets are maintained and validated by the Statistics and Risk team and is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

We are continually seeking to improve this report and welcome comments on additional information or other changes that you would like to see, please feel free to contact Neil Herniman on 01443 232775 or Jon Carter 01443 232347 to discuss.

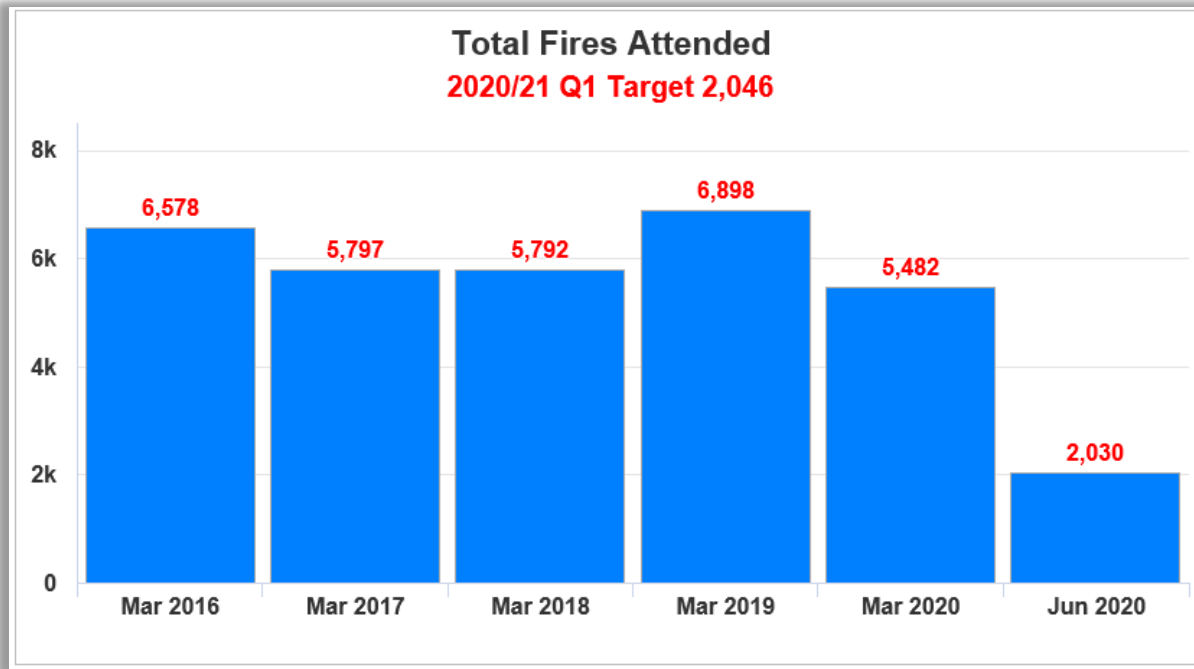
## Strategic Indicators 2020/21 – Performance Q1

The sunburst below displays the progress of each Strategic Indicator based on its performance against the target set.

Performance Key	★ Better than or equal to target	● Up to 5% above target	▲ Over 5% from target
-----------------	----------------------------------	-------------------------	-----------------------

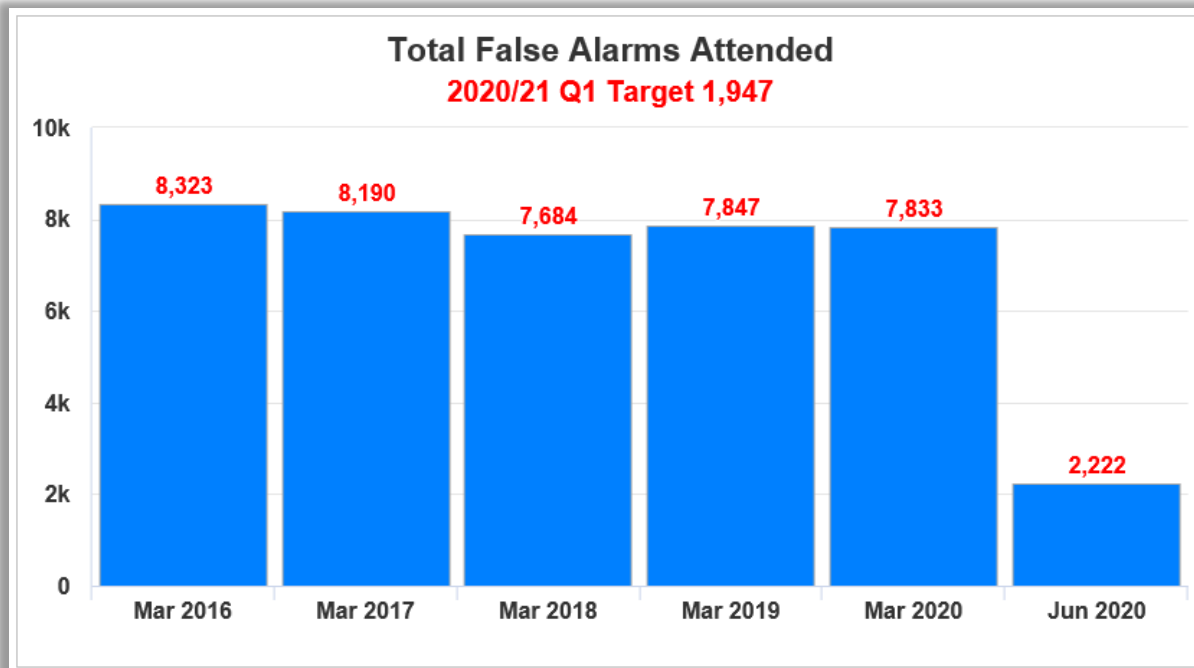


	Q1 Actual	Q1 Target	Q1 2020/21	Q1 2019/20
Total Fires Attended	2,030	2,046	★	1,973
Total RTCs Attended	118	242	★	251
Total False Alarms Attended	2,222	1,947	▲	2,000
Total Other SSCs Attended	448	544	★	517
% of Dwelling Fires Confined to Room of Origin	81.60%	85.00%	●	83.24%
Total Deaths and Injuries in Fires	12	20	★	16
Total Accidental Deaths and Injuries in Fires	10	18	★	13



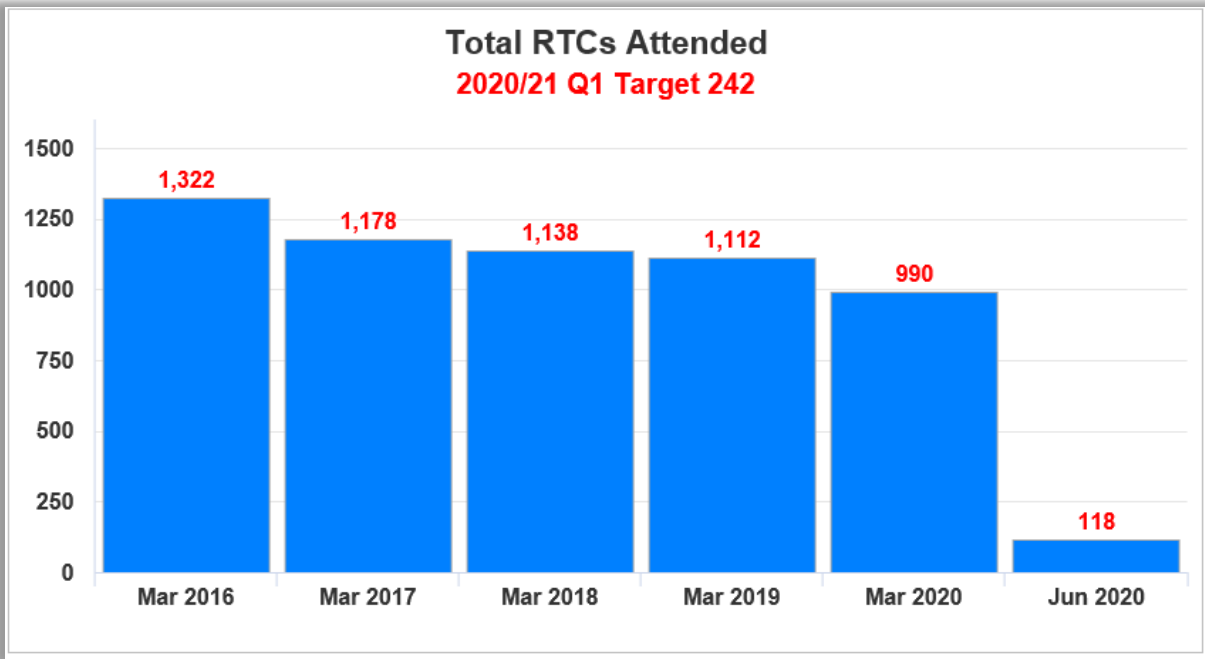
#### 2020/21 Q1 Performance V 2019/20

- Total fires ↑ 57 (3%)
- 1% below the Q1 target of 2,046
- Grass fires ↑ 4%, refuse ↑ 11%
- ADFs ↓ 13%, vehicle fires ↓ 13%
- Deliberate fires ↓ 9 (1%)
- Deliberate fires accounted for 74% of all fires.
- The Vale of Glamorgan (125 fires) were 32% above their Q1 target of 95.
- Blaenau Gwent (129) were 27% below their Q1 target of 176.

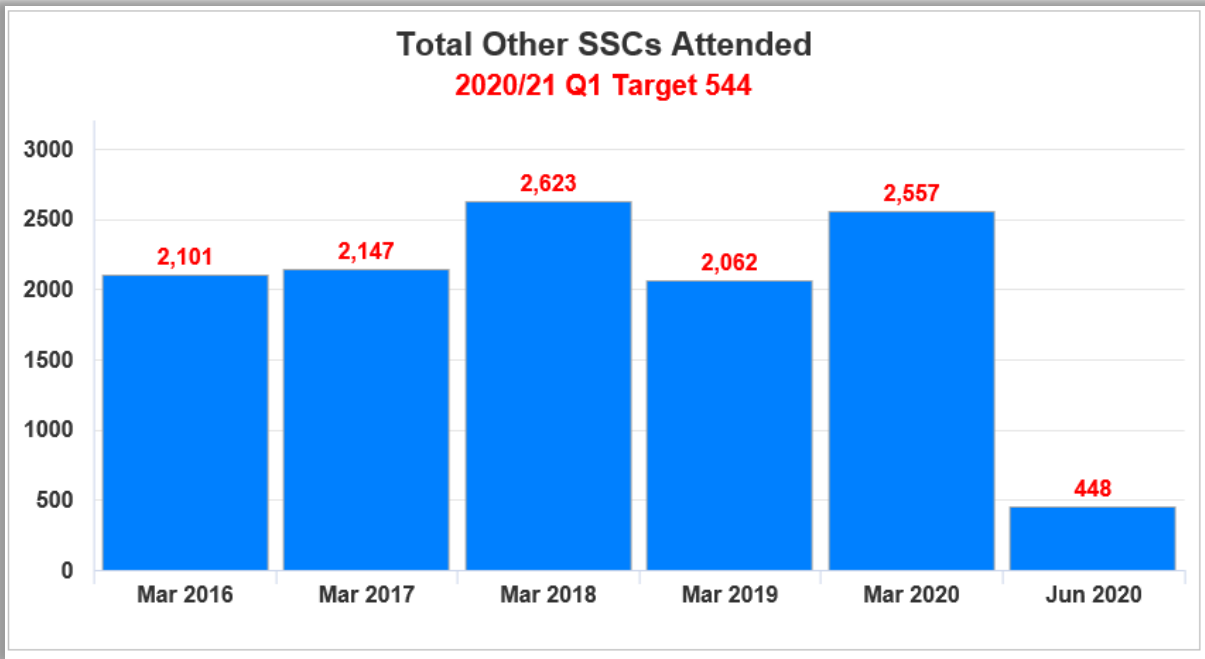


#### 2020/21 Q1 Performance V 2019/20

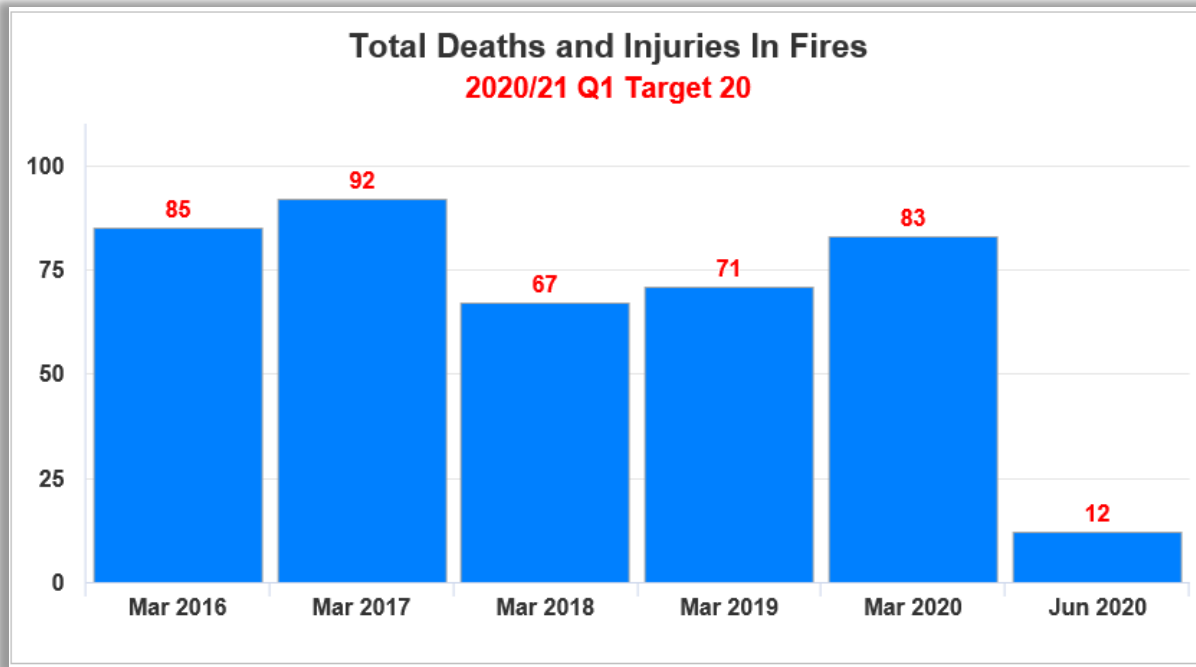
- False Alarms ↑ 222 (11%)
- 14% above the target of 1,947
- False Alarm Good Intent ↑ 46%
- False alarm due to apparatus ↓ 18%
- False Alarm Malicious ↓ 31%
- Residential homes ↓ 28%
- Hospitals ↓ 25%
- Appliances in attendance at hospitals ↓ 36%, residential homes ↓ 25%



- ### 2020/21 Q1 Performance V 2019/20
- Total RTCs ↓ 133 (53%)
  - Lowest Q1 numbers for 5 years.
  - 51% below the target of 242.
  - Extrications/release of persons ↓ 133 from 251 to 118.
  - % of extrications/release of persons ↑ from 18% of all RTCs in Q1 last year to 22% this year.
  - June (13) saw particularly high numbers of extrications and release of persons spread out across the service area.

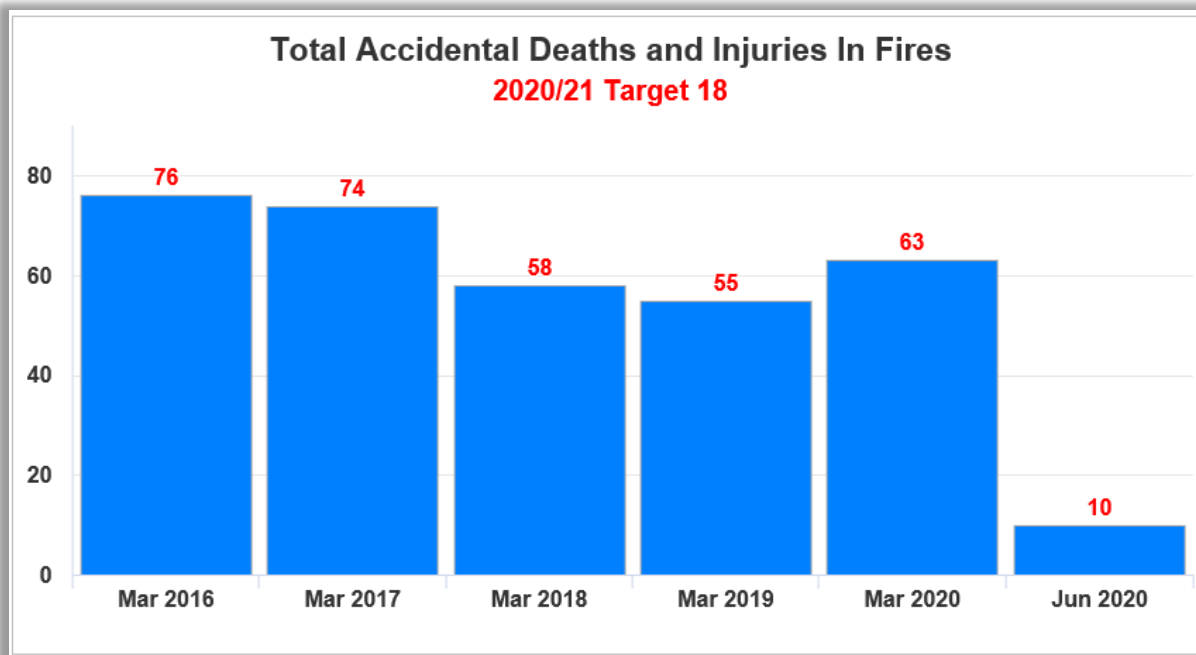


- ### 2020/21 Q1 Performance V 2019/20
- Other SSCs ↓ 69 (13%)
  - 18% below the target of 2,048
  - Effecting entry ↓ 61%
  - Animal assistance ↓ 41%
  - Suicide/attempts (10 to 20) ↑ 100% - 10 of which were in May.
  - Removal of objects from people ↑ 28%
  - Assisting other agencies ↑ 29%
  - Cardiff UA had the highest number of incidents with 99.



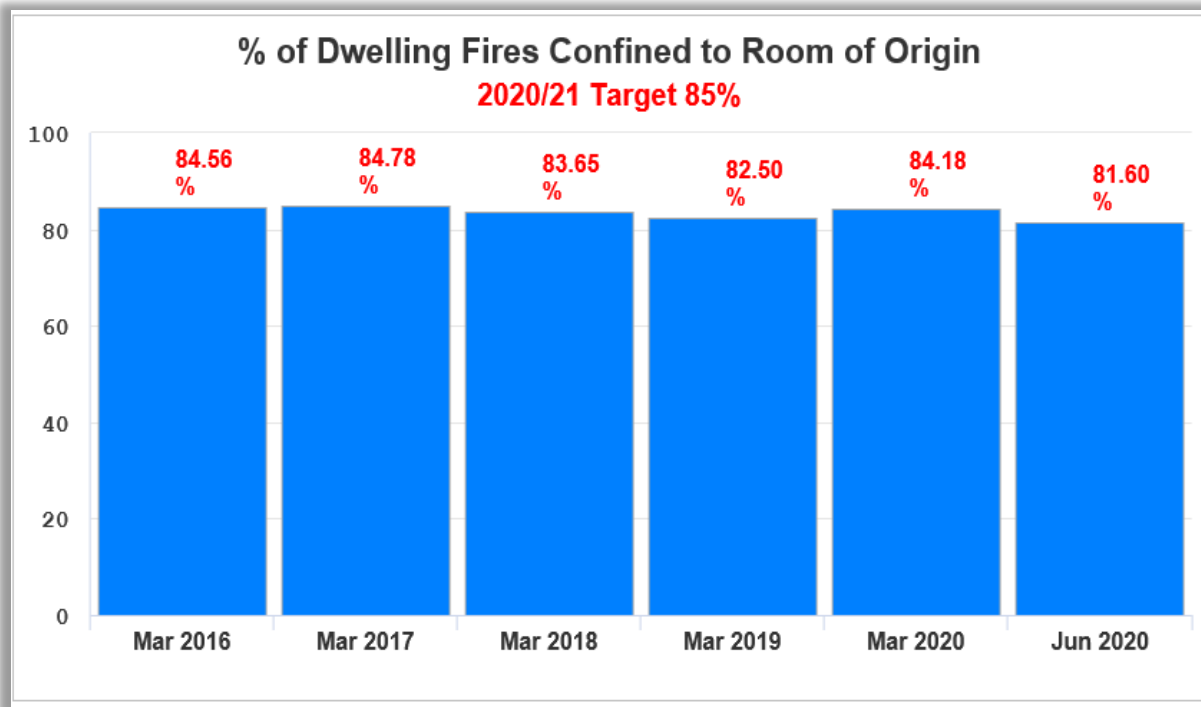
#### 2020/21 Q1 Performance V 2019/20

- Fatalities and injuries ↓ 25%.
- 8 below the Q1 target of 20.
- 5 fatalities from fires compared to 3 last year.
- 3 of these were in accidental dwelling fires, 2 were deliberate.
- Serious injuries ↓ from 3 to 0
- Slight injuries ↓ 30% (10 to 7)
- 2 of the fatalities were caused by cooking, aged 82 and 93. The other fatality was caused by an electrical fault, person aged 57.



#### 2020/21 Q1 Performance V 2019/20

- Accidental fatalities and Injuries ↓ 23% (13 to 10)
- 8 below the Q1 target of 18
- 3 accidental dwelling fatalities - aged 57, 82 and 93.
- Accidental serious injuries ↓ from 3 to 0
- Accidental slight injuries ↓ 13% (8 to 7)
- June 2020 - lowest accidental deaths and injuries in 5 years.



### 2020/21 Q1 Performance V 2019/20

- 131 of 161 dwelling fires have been confined to the room of origin (82%).
- This is up slightly below last year and is 3% below the target set of 85%.
- Cardiff UA had the highest actual numbers with 37 of the 44 fires (84%) confined to the room of origin.
- Monmouthshire UA had the lowest percentage with 4 of the 6 (67%) confined to the room of origin.



Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	858	98	98	69										265				265	228	37	16%	▲
Special Service Call	148	8	5	14										27				27	31	-4	-13%	★
Total RTCs Attended	40	0	0	1										1				1	9	-8	-89%	★
Total Other SSCs Attended	108	8	5	13										26				26	22	4	18%	▲
Total False Alarms Attended	353	42	44	23										109				109	83	26	31%	▲
Malicious False Alarms	8	0	6	1										7				7	0	7	100%	▲
Good Intent False Alarm	175	33	26	17										76				76	58	18	31%	▲
Automatic False Alarms	170	9	12	5										26				26	25	1	4%	●
Total Fires Attended	357	48	49	32										129				129	114	15	13%	▲
Deliberate Fire	281	36	39	27										102				102	94	8	9%	▲
Deliberate grass fires attended	51	17	13	4										34				34	30	4	13%	▲
Deliberate refuse fires attended	167	15	18	17										50				50	48	2	4%	●
Accidental Fire	76	12	10	5										27				27	20	7	35%	▲
Accidental Dwelling Fires Attended	31	2	1	0										3				3	5	-2	-40%	★
Total Deaths and Injuries In Fires	2	1	0	0										1				1	0	1	100%	▲
Total Accidental Deaths and Injuries In Fires	2	1	0	0										1				1	0	1	100%	▲

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 40% compared to Q1 last year. The number of incidents have decreased from 5 to 3. There were 2 incidents in April and 1 in May. 2 of the incidents were caused by combustible articles too close to the heat source and the other was caused by a bonfire going out of control. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. Sadly there was 1 fatality in April, a male aged 82 which was caused by combustible articles too close to the heat source. The number of Road traffic collisions attended has decreased by 8 (89%) with crews attending only 1 incident between April and June. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate grass fires have increased by 13% and deliberate refuse fires have increased by 4%. Automatic false alarms have increased by 4% (25 to 26) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has also been a rise in malicious false alarms this quarter with 7 incidents. 6 of these were in May and were as a result of malicious calls to grass fires (5) and a dwelling fire. There was also a 31% increase in Good intent False Alarms with refuse (36 calls) and grass fires (18 calls) accounting for the majority of this increase.





Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	1,540	183	162	125										470				470	483	-13	-3%	★
Special Service Call	296	14	18	21										53				53	71	-18	-25%	★
Total RTCs Attended	90	7	5	5										17				17	22	-5	-23%	★
Total Other SSCs Attended	206	7	13	16										36				36	49	-13	-27%	★
Total False Alarms Attended	694	76	67	68										211				211	190	21	11%	▲
Malicious False Alarms	24	0	3	0										3				3	7	-4	-57%	★
Good Intent False Alarm	316	51	47	43										141				141	92	49	53%	▲
Automatic False Alarms	354	25	17	25										67				67	91	-24	-26%	★
Total Fires Attended	549	93	77	36										206				206	221	-15	-7%	★
Deliberate Fire	374	72	59	27										158				158	175	-17	-10%	★
Deliberate grass fires attended	136	42	22	10										74				74	108	-34	-31%	★
Deliberate refuse fires attended	169	26	32	15										73				73	53	20	38%	▲
Accidental Fire	175	21	18	9										48				48	46	2	4%	●
Accidental Dwelling Fires Attended	65	3	6	2										11				11	16	-5	-31%	★
Total Deaths and Injuries In Fires	8	0	1	0										1				1	1	0	0%	★
Total Accidental Deaths and Injuries In Fires	7	0	1	0										1				1	1	0	0%	★

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 31% compared to Q1 last year. The number of incidents have decreased from 16 to 11. There were 3 incidents in April, 6 in May and 2 in June. 5 (45%) of the 11 incidents were caused by cooking. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. Sadly there was 1 fatality in May, a female aged 93 where the fire was caused by cooking. Attendance to Other special service calls has fallen from 49 last year to 36 this year (-27%). The biggest decrease was attendance at effecting entry which reduced from 11 last year in Q1 to 1 incident this year. Sadly crews attended 1 suicide attempt in Q1. The number of Road traffic collisions attended has decreased by 5 (23%) with crews attending 17 incidents between April and June. The majority of these incidents (13) were making the scene/vehicle safe. Only 1 extrication took place by crews during quarter 1. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have increased by 38% compared to Q1 last year. Deliberate grass fires however have decreased by 31%. Automatic false alarms have decreased by 26% (91 to 67) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has also been a decrease in malicious false alarms this quarter with 3 incidents compared to 7 last year. There was a 53% increase in Good intent False Alarms with refuse (50 calls) and grass fires (26 calls) accounting for the majority of this increase.



Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	1,797	203	200	139										542				542	548	-6	-1%	★
Special Service Call	331	16	10	14										40				40	63	-23	-37%	★
Total RTCs Attended	115	4	1	4										9				9	28	-19	-68%	★
Total Other SSCs Attended	216	12	9	10										31				31	35	-4	-11%	★
Total False Alarms Attended	681	79	90	54										223				223	167	56	34%	▲
Malicious False Alarms	25	0	1	0										1				1	11	-10	-91%	★
Good Intent False Alarm	349	65	63	38										166				166	108	58	54%	▲
Automatic False Alarms	307	14	26	16										56				56	48	8	17%	▲
Total Fires Attended	785	108	100	71										279				279	318	-39	-12%	★
Deliberate Fire	590	91	73	53										217				217	270	-53	-20%	★
Deliberate grass fires attended	185	54	33	18										105				105	144	-39	-27%	★
Deliberate refuse fires attended	294	27	33	32										92				92	97	-5	-5%	★
Accidental Fire	195	17	27	18										62				62	48	14	29%	▲
Accidental Dwelling Fires Attended	70	3	4	7										14				14	11	3	27%	▲
Total Deaths and Injuries In Fires	7	0	0	1										1				1	2	-1	-50%	★
Total Accidental Deaths and Injuries In Fires	6	0	0	1										1				1	2	-1	-50%	★

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 27% compared to Q1 last year. The number of incidents have increased from 11 to 14. There were 3 incidents in April, 4 in May and 7 in June. 6 (43%) of the 14 incidents were caused by cooking. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. Sadly there was 1 slight injury in June, a female aged 37 fell asleep whilst cooking and was carried out of the property by crews. Attendance to Other special service calls has fallen from 35 last year to 31 this year (-11%). The biggest decrease was attendance where we assisted other agencies from 8 to 6 and at effecting entry which reduced from 4 to 2. Sadly crews attended 2 suicides/attempts in Q1. The number of Road traffic collisions attended has decreased by 19 (68%) with crews attending 9 incidents between April and June. The majority of these incidents (5) were making the scene/vehicle safe. Only 1 extrication took place by crews during quarter 1. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have decreased by 5% compared to Q1 last year. Deliberate grass fires have decreased by 27%. Automatic false alarms have increased by 17% (48 to 56) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has been a decrease in malicious false alarms this quarter with 1 incident compared to 11 last year. There was a 54% increase in Good intent False Alarms with refuse (35 calls) and grass fires (40 calls) accounting for the majority of this increase.



Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	3,789	283	320	259										862				862	990	-128	-13%	★
Special Service Call	829	52	37	42										131				131	209	-78	-37%	★
Total RTCs Attended	196	14	6	12										32				32	50	-18	-36%	★
Total Other SSCs Attended	633	38	31	30										99				99	159	-60	-38%	★
Total False Alarms Attended	1,996	141	141	131										413				413	468	-55	-12%	★
Malicious False Alarms	69	2	5	4										11				11	17	-6	-35%	★
Good Intent False Alarm	669	75	62	57										194				194	183	11	6%	▲
Automatic False Alarms	1,258	64	74	70										208				208	268	-60	-22%	★
Total Fires Attended	964	90	142	86										318				318	313	5	2%	●
Deliberate Fire	635	57	92	51										200				200	214	-14	-7%	★
Deliberate grass fires attended	101	10	36	12										58				58	54	4	7%	▲
Deliberate refuse fires attended	410	34	44	36										114				114	128	-14	-11%	★
Accidental Fire	329	33	50	35										118				118	99	19	19%	▲
Accidental Dwelling Fires Attended	155	16	16	11										43				43	47	-4	-9%	★
Total Deaths and Injuries In Fires	31	1	2	1										4				4	8	-4	-50%	★
Total Accidental Deaths and Injuries In Fires	23	1	2	1										4				4	7	-3	-43%	★

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 9% compared to Q1 last year. The number of incidents have decreased from 47 to 43. There were 16 incidents in April, 16 in May and 11 in June. 14 (33%) of the 43 incidents were caused by cooking. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. Sadly there were 4 slight injuries from fires in Q1. 1 injury was caused by cooking, 1 was faulty fuel supplies, 1 was smoking and the other was combustibles too close to the heat source. Attendance to Other special service calls has fallen from 159 last year to 99 this year (-38%). The biggest decrease was effecting entry which reduced from 24 incidents to 11 (-54%). Attendance where we assisted other agencies increased from 12 to 19 (58%). Sadly crews attended 5 suicides/attempts in Q1. The number of Road traffic collisions attended has decreased by 18 (36%) with crews attending 32 incidents between April and June. The majority of these incidents (16) were making the scene/vehicle safe. 7 extrications/release of persons took place by crews during quarter 1 which is 1 more than last year. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have decreased by 11% compared to Q1 last year. Deliberate grass fires have increased by 7%. Automatic false alarms have decreased by 22% (268 to 208) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has been a decrease of 35% in malicious false alarms this quarter with 11 incidents compared to 17 last year. There was a 6% increase in Good intent False Alarms with refuse (40 calls) and grass fires (29 calls) accounting for the majority of this increase. Good intent calls to dwellings saw a drop of 29% from last year although they did account for 67 of the callouts.



Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	769	127	77	56										260				260	220	40	18%	▲
Special Service Call	166	8	5	13										26				26	33	-7	-21%	★
Total RTCs Attended	48	1	1	4										6				6	9	-3	-33%	★
Total Other SSCs Attended	118	7	4	9										20				20	24	-4	-17%	★
Total False Alarms Attended	327	42	28	19										89				89	82	7	9%	▲
Malicious False Alarms	4	1	2	0										3				3	1	2	200%	▲
Good Intent False Alarm	107	27	13	10										50				50	32	18	56%	▲
Automatic False Alarms	216	14	13	9										36				36	49	-13	-27%	★
Total Fires Attended	276	77	44	24										145				145	105	40	38%	▲
Deliberate Fire	201	67	33	20										120				120	87	33	38%	▲
Deliberate grass fires attended	64	45	17	3										65				65	38	27	71%	▲
Deliberate refuse fires attended	99	16	12	14										42				42	39	3	8%	▲
Accidental Fire	75	10	11	4										25				25	18	7	39%	▲
Accidental Dwelling Fires Attended	35	4	3	0										7				7	8	-1	-13%	★
Total Deaths and Injuries In Fires	3	0	0	0										0				0	0	0	0%	★
Total Accidental Deaths and Injuries In Fires	3	0	0	0										0				0	0	0	0%	★

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 13% compared to Q1 last year. The number of incidents have decreased from 8 to 7. There were 4 incidents in April, 3 in May and no incidents in June. 4 (57%) of the 7 incidents were caused by cooking. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There were no deaths or injuries from fires in Q1 which is the same as last year in Q1. Attendance to Other special service calls has fallen from 24 last year to 20 this year (-17%). The biggest decrease was lift release which reduced from 6 to 0. Attendance where we assisted other agencies decreased from 9 to 4 (56%). Sadly crews attended 1 suicides/attempts in Q1. The number of Road traffic collisions attended has decreased by 3 (33%) with crews attending 6 incidents between April and June. The majority of these incidents (4) were making the scene/vehicle safe. 2 extrications/release of persons took place by crews during quarter 1 which is 1 less than last year. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have increased by 8% compared to Q1 last year. Deliberate grass fires have increased by 71%. Automatic false alarms have decreased by 27% (49 to 36) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has been an increase in malicious false alarms this quarter with 3 incidents compared to 1 last year. There was a 56% increase in Good intent False Alarms with refuse (16 calls) and grass fires (10 calls) accounting for the majority of this increase. Good intent calls to dwellings saw an increase of 80% from last year accounting for 9 of the 50 callouts.



Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	958	65	73	81										219				219	213	6	3%	●
Special Service Call	271	7	10	18										35				35	40	-5	-13%	★
Total RTCs Attended	70	2	3	9										14				14	17	-3	-18%	★
Total Other SSCs Attended	201	5	7	9										21				21	23	-2	-9%	★
Total False Alarms Attended	495	46	37	48										131				131	125	6	5%	●
Malicious False Alarms	5	1	2	2										5				5	2	3	150%	▲
Good Intent False Alarm	133	20	12	18										50				50	35	15	43%	▲
Automatic False Alarms	357	25	23	28										76				76	88	-12	-14%	★
Total Fires Attended	192	12	26	15										53				53	48	5	10%	▲
Deliberate Fire	70	5	11	10										26				26	16	10	63%	▲
Deliberate grass fires attended	22	1	9	0										10				10	3	7	233%	▲
Deliberate refuse fires attended	24	1	0	9										10				10	5	5	100%	▲
Accidental Fire	122	7	15	5										27				27	32	-5	-16%	★
Accidental Dwelling Fires Attended	35	1	5	0										6				6	9	-3	-33%	★
Total Deaths and Injuries In Fires	2	0	1	0										1				1	1	0	0%	★
Total Accidental Deaths and Injuries In Fires	2	0	1	0										1				1	1	0	0%	★

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 33% compared to Q1 last year. The number of incidents have decreased from 9 to 6. There was 1 incident in April, 5 in May and no incidents in June. 3 (50%) of the 6 incidents were caused by cooking. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There was 1 fatality from fire in Q1 which is 1 more than last year. The fatality was a 57 year old female and the fire was caused by a fault in the fridge freezer. Attendance to Other special service calls has fallen from 23 last year to 21 this year (-9%). The biggest decrease was assistance to animals with numbers falling from 6 to 1. Attendance where we assisted other agencies decreased from 3 to 2 (33%). Sadly crews attended 2 suicides/attempts in Q1. The number of Road traffic collisions attended has decreased by 3 (18%) with crews attending 14 incidents between April and June. The majority of these incidents (8) were making the scene/vehicle safe. 4 extractions/release of persons took place by crews during quarter 1 which is 3 more than last year. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have increased from 5 to 10 (100%) compared to Q1 last year. Deliberate grass fires have increased from 3 to 10 (233%). Automatic false alarms have decreased by 14% (88 to 76) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has been an increase in malicious false alarms this quarter with 5 incidents compared to 2 last year. There was a 43% increase in Good intent False Alarms with refuse (11 calls) and grass fires (5 calls) accounting for the majority of this increase. Good intent calls to dwellings saw an increase of 36% from last year accounting for 19 of the 50 callouts.



## Newport City Council



Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	2,273	185	193	154										532				532	607	-75	-12%	★
Special Service Call	376	19	29	15										63				63	68	-5	-7%	★
Total RTCs Attended	97	5	1	2										8				8	22	-14	-64%	★
Total Other SSCs Attended	279	14	28	13										55				55	46	9	20%	▲
Total False Alarms Attended	1,103	97	92	89										278				278	295	-17	-6%	★
Malicious False Alarms	61	1	1	2										4				4	21	-17	-81%	★
Good Intent False Alarm	390	57	52	37										146				146	99	47	47%	▲
Automatic False Alarms	652	39	39	50										128				128	175	-47	-27%	★
Total Fires Attended	794	69	72	50										191				191	244	-53	-22%	★
Deliberate Fire	615	58	52	40										150				150	198	-48	-24%	★
Deliberate grass fires attended	95	12	8	7										27				27	59	-32	-54%	★
Deliberate refuse fires attended	369	43	30	23										96				96	103	-7	-7%	★
Accidental Fire	179	11	20	10										41				41	46	-5	-11%	★
Accidental Dwelling Fires Attended	77	5	7	4										16				16	19	-3	-16%	★
Total Deaths and Injuries In Fires	7	0	0	0										0				0	1	-1	-100%	★
Total Accidental Deaths and Injuries In Fires	6	0	0	0										0				0	0	0	0%	★

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 16% compared to Q1 last year. The number of incidents have decreased from 19 to 16. There were 5 incidents in April, 7 in May and 4 incidents in June. 8 (50%) of the 16 incidents were caused by cooking. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There were no fatalities or injuries from fire in Q1 which is 1 less than last year. Attendance to Other special service calls has increased from 46 last year to 55 this year (20%). The biggest decrease was effecting entry with numbers falling from 10 to 2 (-80%). Attendance where we assisted other agencies increased from 8 to 9 (13%). Sadly crews attended 4 suicides/attempts in Q1 compared to 2 last year. The number of Road traffic collisions attended has decreased by 14 (64%) with crews attending 8 incidents between April and June. The majority of these incidents (5) were making the scene/vehicle safe. 2 extrications/release of persons took place by crews during quarter 1 which is 2 less than last year. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have decreased from 103 to 96 (7%) compared to Q1 last year. Deliberate grass fires have also decreased from 59 to 27 (54%). Automatic false alarms have decreased by 27% (175 to 128) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has been a big decrease in malicious false alarms this quarter with 4 incidents compared to 21 last year. There was a 47% increase in Good intent False Alarms with refuse (51 calls) and grass fires (21 calls) accounting for the majority of this increase. Good intent calls to dwellings saw an increase of 36% compared to last year accounting for 38 of the 147 callouts.



Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	2,537	394	372	252										1,018				1,018	795	223	28%	▲
Special Service Call	596	21	42	38										101				101	116	-15	-13%	★
Total RTCs Attended	183	3	11	10										24				24	50	-26	-52%	★
Total Other SSCs Attended	413	18	31	28										77				77	66	11	17%	▲
Total False Alarms Attended	1,001	162	147	122										431				431	273	158	58%	▲
Malicious False Alarms	9	5	1	2										8				8	1	7	700%	▲
Good Intent False Alarm	516	122	104	79										305				305	172	133	77%	▲
Automatic False Alarms	476	35	42	41										118				118	100	18	18%	▲
Total Fires Attended	940	211	183	92										486				486	406	80	20%	▲
Deliberate Fire	687	175	139	69										383				383	330	53	16%	▲
Deliberate grass fires attended	268	117	81	32										230				230	182	48	26%	▲
Deliberate refuse fires attended	310	50	49	30										129				129	118	11	9%	▲
Accidental Fire	253	36	44	23										103				103	76	27	36%	▲
Accidental Dwelling Fires Attended	110	12	14	6										32				32	30	2	7%	▲
Total Deaths and Injuries In Fires	15	2	0	0										2				2	2	0	0%	★
Total Accidental Deaths and Injuries In Fires	8	1	0	0										1				1	2	-1	-50%	★

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 7% compared to Q1 last year. The number of incidents have decreased from 30 to 32. There were 12 incidents in April, 14 in May and 6 incidents in June. 14 (44%) of the 32 incidents were caused by cooking. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There was 1 fire fatality, a male aged 43 and 1 slight injury, a 23 year old female, caused by cooking in Q1. Attendance to Other special service calls has increased from 66 last year to 77 this year (17%). The biggest increase was assisting other agencies with numbers rising from 4 to 16 (300%). Attendance to incidents where we have effected entry/exit decreased from 12 to 2 (-83%). Sadly crews attended 2 suicides/attempts in Q1 compared to 1 last year. The number of Road traffic collisions attended has decreased by 26 (52%) with crews attending 24 incidents between April and June. The majority of these incidents (9) were making the scene/vehicle safe. 8 extrications/release of persons took place by crews during quarter 1 which is 5 less than last year. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have increased from 118 to 129 (9%) compared to Q1 last year. Deliberate grass fires have also increased from 182 to 230 (26%). Automatic false alarms have increased by 18% (100 to 118) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has been a big increase in malicious false alarms this quarter with 8 incidents compared to 1 last year. There was a 77% increase in Good intent False Alarms with refuse (101 calls) and grass fires (80 calls) accounting for the majority of this increase. Good intent calls to dwellings saw an increase of 38% compared to last year accounting for 55 of the 307 callouts.



Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY %		
Total Incidents	1,152	95	103	93										291				291	335	-44	-13%	★
Special Service Call	202	7	9	10										26				26	62	-36	-58%	★
Total RTCs Attended	53	1	1	1										3				3	17	-14	-82%	★
Total Other SSCs Attended	149	6	8	9										23				23	45	-22	-49%	★
Total False Alarms Attended	609	56	54	57										167				167	164	3	2%	🟡
Malicious False Alarms	14	0	0	0										0				0	3	-3	-100%	★
Good Intent False Alarm	228	36	38	31										105				105	63	42	67%	▲
Automatic False Alarms	367	20	16	26										62				62	98	-36	-37%	★
Total Fires Attended	341	32	40	26										98				98	109	-11	-10%	★
Deliberate Fire	209	27	29	20										76				76	83	-7	-8%	★
Deliberate grass fires attended	46	11	16	12										39				39	32	7	22%	▲
Deliberate refuse fires attended	121	14	8	7										29				29	37	-8	-22%	★
Accidental Fire	132	5	11	6										22				22	26	-4	-15%	★
Accidental Dwelling Fires Attended	43	2	2	2										6				6	7	-1	-14%	★
Total Deaths and Injuries In Fires	4	1	0	0										1				1	1	0	0%	★
Total Accidental Deaths and Injuries In Fires	2	1	0	0										1				1	0	1	100%	▲

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 14% compared to Q1 last year. The number of incidents have decreased from 7 to 6. There were 2 incidents in April, May and June. 2 of the 6 incidents were caused by faulty fuel supplies, 2 by a fault in equipment or appliance, 1 by cooking and the other by combustible articles too close to the heat source. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There was 1 slight injury in Q1, a female aged 76 caused by an electrical short circuit. Attendance to Other special service calls has decreased from 45 last year to 23 this year (49%). The biggest decrease was animal assistance incidents with numbers falling from 8 to 1. Attendance to incidents where we have effected entry/exit also decreased from 8 to 1. Sadly crews attended 1 suicide/attempt which was the same as last year. The number of Road traffic collisions attended has decreased by 14 (82%) with crews attending 3 incidents between April and June. The majority of these incidents (2) were making the scene/vehicle safe. 1 extrication/release of persons took place by crews during quarter 1 which is 4 less than last year. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have decreased from 37 to 29 (22%) compared to Q1 last year. Deliberate grass fires have increased from 32 to 39 (22%). Automatic false alarms have decreased by 37% (98 to 62) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There has been a decrease in malicious false alarms this quarter with 0 incidents compared to 3 last year. There was a 67% increase in Good intent False Alarms with refuse (39 calls) and grass fires (11 calls) accounting for the majority of this increase. Good intent calls to dwellings saw an increase of 23% compared to last year accounting for 32 of the 107 callouts.





Incident Categories	Apr 2019 - Mar 2020	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1	Last Year Q1	Q1 YoY	Q1 YoY %	
Total Incidents	1,190	137	116	106										359				359	323	36	11%	▲
Special Service Call	332	15	25	24										64				64	75	-11	-15%	☆
Total RTCs Attended	98	1	2	1										4				4	27	-23	-85%	☆
Total Other SSCs Attended	234	14	23	23										60				60	48	12	25%	▲
Total False Alarms Attended	574	65	53	52										170				170	153	17	11%	▲
Malicious False Alarms	8	1	0	0										1				1	0	1	100%	▲
Good Intent False Alarm	234	42	33	26										101				101	79	22	28%	▲
Automatic False Alarms	332	22	20	26										68				68	74	-6	-8%	☆
Total Fires Attended	284	57	38	30										125				125	95	30	32%	▲
Deliberate Fire	145	35	25	16										76				76	50	26	52%	▲
Deliberate grass fires attended	27	9	11	2										22				22	12	10	83%	▲
Deliberate refuse fires attended	80	23	10	13										46				46	27	19	70%	▲
Accidental Fire	139	22	13	14										49				49	45	4	9%	▲
Accidental Dwelling Fires Attended	59	5	2	5										12				12	19	-7	-37%	☆
Total Deaths and Injuries In Fires	4	0	1	0										1				1	0	1	100%	▲
Total Accidental Deaths and Injuries In Fires	4	0	0	0										0				0	0	0	0%	☆

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 37% compared to Q1 last year. The number of incidents have decreased from 19 to 12. There were 5 incidents in April, 2 in May and 5 in June. 3 of the 12 incidents were caused by faulty fuel supplies, 3 by a fault in equipment or appliance, 2 by cooking and 4 were other causes. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There was 1 fatality in Q1, a female aged 91 the cause of which is still under Fire Investigation. Attendance to Other special service calls has increased from 48 last year to 60 this year (25%). The biggest increase was assistance to other agencies with numbers rising from 5 to 8 (60%). Attendance to incidents where we removed objects from people has also increased from 3 to 6 (100%). Sadly crews attended 2 suicide/attempt which was 2 more than last year. The number of Road traffic collisions attended has decreased by 23 (-85%) with crews attending 4 incidents between April and June. 2 of these incidents were making the scene/vehicle safe and 2 were stand by no action. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents when it is safe to do so. Deliberate refuse fires have increased from 27 to 46 (70%) compared to Q1 last year. Deliberate grass fires have increased from 12 to 22 (83%). Automatic false alarms have decreased by 8% (74 to 68) compared to Q1 last year. Crews, when in it is safe to do so, will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. There was a 28% increase in Good intent False Alarms with refuse (23 calls) and grass fires (17 calls) accounting for the majority of this increase. Good intent calls to dwellings was the same as last year accounting for 37 of the 101 callouts.

**This page is intentionally blank**

## **REVENUE MONITORING REPORT 2020/21**

### **SUMMARY**

The Revenue Monitoring Report provides details of the annual revenue budget and associated information for the year ending 31 March 2021.

### **RECOMMENDATION**

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

## **1. BACKGROUND**

- 1.1 The revenue budget for 2020/21 was approved by the Fire and Rescue Authority on 10<sup>th</sup> February, 2020 and this report presents the changes since.
- 1.2 Appendix 1 details the original budget, a revised budget to reflect authorised virements, transactions to date i.e. Actuals, the forecast position and variance analysis, i.e. the over or under spend on the revised budget.
- 1.3 The reserve statement in Appendix 2 presents the potential year end movements and position.

## **2. ISSUES**

- 2.1 There is a projected £779k overspend which comprises of a £859k over spend on the employee budget which is offset by an underspend of £80k against non- employee related spending.
- 2.2 The most significant changes since budget setting are outlined below:

### **2.2.1 EMPLOYEE COSTS - £859k overspend**

Employee costs are forecast to overspend by £619k and is the result of both unfunded project related costs and supernumery staff.

Pension costs are anticipated to overspend by £194k and consists of £141k within Firefighter Pension Fund (FFPF) costs and a further £53k against the Local Government Pension Scheme (LGPS). These are mainly attributable to employer contributions in relation to new members to the schemes since budget setting.

Further ill health pension costs of £91k are projected to reflect additional ill health retirements since budget setting. It is worth noting that any other ill health retirements that occur before the end of the year will impact on the position further.

Travel and subsistence costs have seen a reduction of £46k due to the impact of Covid-19 and is offsetting part of the increase identified. This is the result of a reduction in mileage and accommodation claims that have been made during the first quarter of the financial year.

The latest establishment figures are shown below:

#### **Establishment figures (FTE) as at July 2020**

	<b>Strength</b>	<b>Budgeted</b>
WDS	785.50	792.00
RDS (100%)	392.10	426.40
Control	40.50	36.50
Support Staff	267.43	271.00
YFF	66.63	85.00
Auxiliary Reserve	81.00	84.00

#### **Leavers & Joiners April 2020 to July 2020**

	<b>Starters</b>	<b>Leavers</b>
Control	0	1
Support Staff	1	2
RDS	30	14
WDS	0	18
YFF Staff	0	0
Auxiliary Reserve	0	2
Volunteers	1	0
<b>Total</b>	<b>32</b>	<b>37</b>

\*Includes new starters or leavers to the service, not additional contracts

#### **2.2.2 PREMISES COSTS - £278k underspend**

Charges for National Non-Domestic Rates (NNDR) is forecast to be £247k less than initially budgeted. This is the main underspend in this area along with a further £36k saving anticipated in relation to Wide Area Network (WAN) charges. This is based on the level of works anticipated to be completed during the financial year being less than budgeted.

#### **2.2.3 TRAINING - £11k overspend**

The Private Finance Initiative (PFI) annual charge against revenue has forecast to increase by £29k since budget setting however this is partially offset by a decrease in forecast spend in training areas.

#### **2.2.4 SUPPLIES AND SERVICES - £582k overspend**

There are under and over spends contributing to the above and the following outlines the major variances.

Other equipment is forecast to overspend by £217k for Home Fire Safety equipment to maintain activity levels in this area as previously supported by the Fire and Rescue Authority. This is outlined in greater detail in the grant monitoring report (Appendix 4).

An additional £334k has been incurred to date during 20/21 due to the impact of Covid-19 on the service. This includes £190k on IT purchases to cover both equipment and licences to support a change in working practices during the pandemic. A further £144k has been incurred in relation to the purchase of additional Personal Protective Equipment (PPE) required across the service.

Support and maintenance charges for command and control systems are set to overspend by £71k and this is due to annual charges that were previously part of capital projects now being regarded as revenue charges. Moving forward, these charges will be included in the budget setting process for future years.

£34k was initially budgeted as part of the managed service contract for helmet care however this work is being undertaken in-house and the saving is offsetting part of the additional charges identified above.

#### **2.2.5 TRANSPORT - £21k overspend**

An increase to the vehicle lease scheme has seen transport costs increase. This includes the £36k net impact on the revenue budget which represents the change in the scheme agreements presented to Fire Authority on 13<sup>th</sup> July, 2020, for the remainder of the financial year. A saving within fuel costs, during the first quarter of the year, has partly offset these additional charges.

#### **2.2.6 CAPITAL COSTS - £220k underspend**

The biggest impact is in Minimum Revenue Provision (MRP) charges which have decreased by £225k due to planned capital projects now slipping into 2021/22 as detailed in the Capital Monitoring report.

#### **2.2.7 INCOME - £198k additional income**

£220k additional funding has been received from Welsh Government in relation to the increased spend incurred by the service due to Covid-19. This relates to the period 1<sup>st</sup> March to 30<sup>th</sup>

June, 2020, and is the main factor for the additional income. Any further funding received, along with any additional increase in expenditure will be reported throughout the year.

### 3. FINANCIAL IMPLICATIONS

- 3.1 An overall projected overspend on the revenue budget equating to £779k.

### 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.

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

<b>SOUTH WALES FIRE &amp; RESCUE SERVICE</b>							<b>APPENDIX 1</b>	
<b>BUDGET MONITORING 2020/21</b>								
		<b>Original Budget 2020/21 £</b>	<b>Revised Budget (vired budget) 2020/21</b>	<b>Actual at 11.08.20 £</b>	<b>Forecast at 31.03.21 £</b>	<b>Over/Under Spend Against Revised</b>	<b>Over/ Under Spend %</b>	
<b>Employee Costs</b>								
	Salaries, NI & superann.	59,523,373	59,523,373	19,820,530	60,337,082	-813,709	-1.1%	
	Pensions (ill health)	909,134	909,134	282,297	1,000,275	-91,141	-0.1%	
	Travel and Subsistence	462,000	462,000	72,735	416,483	45,517	0.1%	
<b>Total Employee Costs</b>		<b>60,894,507</b>	<b>60,894,507</b>	<b>20,175,562</b>	<b>61,753,840</b>	<b>-859,333</b>	<b>-1.1%</b>	
<b>Premises Related Expenses</b>		5,563,897	5,563,897	1,234,074	5,286,365	277,532	0.4%	
<b>Training Expenses</b>		1,482,236	1,482,236	29,057	1,492,888	-10,651	0.0%	
<b>Supplies &amp; Services</b>		4,109,480	4,106,480	2,320,449	4,688,959	-582,479	-0.8%	
<b>Transport Related Expenses</b>		1,405,846	1,405,846	418,067	1,426,524	-20,678	0.0%	
<b>Third Party Payments (Contracted Services)</b>		851,816	854,816	66,236	856,818	-2,002	0.0%	
<b>Capital costs / leasing</b>		4,834,101	4,834,101	213,530	4,613,885	220,216	0.3%	
<b>Contingency</b>		0	0	0	0	0	0.0%	
<b>Total Expenditure</b>		<b>79,141,883</b>	<b>79,141,883</b>	<b>24,456,976</b>	<b>80,119,279</b>	<b>-977,396</b>	<b>-1.3%</b>	
<b>Income</b>								
	Employee Related	-3,003,034	-3,003,034	-14,243	-3,006,581	3,547	0.0%	
	Lease Car Contributions	-167,500	-167,500	-62,856	-187,620	20,120	0.0%	
	Co-Location Re-imburement	0	0	0	0	0	0.0%	
	Covid-19 Funding (WG)	0	0	0	-220,423	220,423	0.3%	
	Other Income	-1,091,552	-1,091,552	-221,329	-1,045,712	-45,840	-0.1%	
<b>Total Income</b>		<b>-4,262,086</b>	<b>-4,262,086</b>	<b>-298,428</b>	<b>-4,460,336</b>	<b>198,249</b>	<b>0.3%</b>	
<b>CONTRIBUTION BUDGET 2020/2021</b>		<b>74,879,797</b>	<b>74,879,797</b>	<b>24,158,548</b>	<b>75,658,943</b>	<b>-779,146</b>	<b>-1.0%</b>	
<b>Key</b>								
		Overspend						
		Underspend						

**THIS PAGE IS INTENTIONALLY BLANK**



					APPENDIX 2
Reserve	Purpose and Control	Balance at year start	Transfers in and (out)	Balance at year end	Variations arising between budgeted and actual levels of reserves
<b>General</b>	To cover general financial risks including council funding, grants, inflation and interest.	-3,000,000	0	-3,000,000	
<b>Managed under spends</b>	To meet costs associated with rolling programmes of expenditure incomplete at year end. Controlled via routine budget monitoring procedures.	-49,157	5,512	-43,646	Spending against carry forward requests within revenue
<b>Change Management</b>	Costs of change arising from 'Shaping our 'Future' programme, investment in change projects to improve service and / or reduce spend.	-4,868,982	779,146	-4,089,836	Forecast revenue overspend
<b>CFBT Reserve</b>	This reserve has been set up to fund capital investment activities in this facility which is to be housed at Cardiff Gate.	-128,036	0	-128,036	
<b>PFI Equalisation</b>	To meet future costs of the Training Centre PFI project	-3,798,607	117,157	-3,681,450	Current figures which may change slightly with indexation
<b>Capital Receipts</b>	To meet costs of the capital programme. Reserve applied as receipts are generated	-74,363	-43,919	-118,282	£20k received so far in 20/21. Full year estimate based on annual average.
<b>Joint Control Lease Reserve</b>	To meet the lease costs over an eight year period (from 2017/18)	-500,000	100,000	-400,000	Annual Joint Control lease costs
<b>TOTAL</b>		<b>-12,419,146</b>	<b>957,896</b>	<b>-11,461,250</b>	

**THIS PAGE IS INTENTIONALLY BLANK**

**SOUTH WALES FIRE & RESCUE SERVICE**  
**Total Covid-19 spend to 31st July, 2020**

**APPENDIX 3**

	<b>Actual at 31.07.20 £</b>	<b>GRNI at 31.07.20 £</b>	<b>Total at 31.07.20 £</b>
<b>Employee Costs</b>			
Salaries, NI & superann.	69,809	0	69,809
Travel and Subsistence	733	0	733
<b>Total Employee Costs</b>	<b>70,542</b>	<b>0</b>	<b>70,542</b>
<b>Premises Related Expenses</b>	85,735	651	86,386
<b>Training Expenses</b>	6,650	0	6,650
<b>Supplies &amp; Services</b>	203,040	15,336	218,376
<b>Transport Related Expenses</b>	0	0	0
<b>Third Party Payments (Contracted Services)</b>	0	0	0
<b>Capital costs / leasing</b>	0	0	0
<b>Contingency</b>	0	0	0
<b>Total Expenditure</b>	<b>365,968</b>	<b>15,987</b>	<b>381,954</b>
<b>Income</b>			
Covid-19 Funding (WG) to June	0	-220,423	-220,423
<b>Total Income</b>	<b>0</b>	<b>-220,423</b>	<b>-220,423</b>
<i>*ICT costs can only be claimed at 50%</i>			
<i>Above costs are reported within the budget outturn / monitoring report</i>			

**THIS PAGE IS INTENTIONALLY BLANK**

## Appendix 4 - GRANT MONITORING REPORT 2020/21

### 1. BACKGROUND

1.1 This report presents the grant position for the 2020/21 financial year. Information on initial grant awards paired with the forecast spending will provide members with the cost of running the various grant funded initiatives in addition to the impact over spending has on the revenue and capital budgets.

#### 1.1.1 FIRE CRIME

Fire Crime is a Community Safety initiative funded by Welsh Government. The grant funds the cost of a Police secondment, the lease of three vehicles, salary and education costs. The team take part in patrolling high-risk areas of fire crime to deliver safety advice particularly focusing on Operation Bang which covers Halloween and Bonfire Night, and also Operation Dawns Glaw which concentrates on the lead-up to and over the Easter period. Bernie pantomimes are run to educate school children about the risk of and preventing of grass fires.

#### 1.1.2 HFS STOCK

Welsh Government provide grant funding towards the provision of Home Fire Safety stock to the homes of South Wales. Assessments and referrals are made, particularly aiming to provide safety measures to vulnerable people and items of HFS stock are fitted according to individual needs. Items provided include smoke alarms, fire retardant bedding, heat detectors and other life-saving equipment.

#### 1.1.3 YOUTH

Youth combines both the Phoenix and Crimes & Consequences department and is also funded by Welsh Government. The Youth initiative is centred on encouraging teamwork, raising self-motivation, developing communication skills and achieving positive outcomes. The purpose of each department:

- Phoenix – provides an opportunity for both primary and secondary schools, colleges, alternative education agencies and pupil referral units to refer young people to a five day interactive course to learn about the FRS; who we are, what we do and how we engage with the communities we serve.

- Crimes & Consequences – aimed at young people who may be on the cusp of offending or at risk of re-offending, this initiative aims to engage and educate in the dangers of arson, car crime and anti-social behaviour.

#### 1.1.4 **MOMENTUM**

Momentum is an initiative aimed at victims of Domestic Violence to attend sessions where families in a similar situation are able to feel comfortable, make new friends and build confidence in a safe environment. A grant from Welsh Government allows the Community Safety team to run two courses throughout the year. As part of the grant an Occupational Therapist is seconded from Aneurin Bevan and carries out work on an All Wales basis.

#### 1.1.5 **ANTI-SOCIAL BEHAVIOUR**

The Office of Police and Crime Commissioner for Gwent provide a grant to fund an Anti-Social Behaviour and Deliberate Fire Reduction Practitioner with an aim to improve community safety within the Gwent area. The post holder works with young people who may be at risk of being involved in offences, and the outcomes expected to be achieved include a reduction in crime and anti-social behaviour, improve community wellbeing and educating individuals to be able to make positive choices.

#### 1.1.6 **NATIONAL RESILIENCE**

Funding for National Resilience is received from Welsh Government and covers a variety of areas including Mass Decontamination and HVP training, specialist training such as confined space and USAR timber shoring, and the long term maintenance capability of NR vehicles.

#### 1.1.7 **MTA**

The grant funding from Welsh Government for Marauding Terrorist Attack (MTA) allows the delivery of extensive training to individuals with the outcome of ensuring an efficient response to a possible MTA incident within Wales.

#### 1.1.8 **USAR**

Welsh Government funding enables specific training requirements to be met which ensures Wales have a specialist USAR team with the ability to respond to a range of incidents including missing persons, wildfire, flooding, major fires and rescues from height/water.

### 1.1.9 NATIONAL RESILIENCE CAPITAL

Capital funding has been received in 20/21 for the following:

- **LCD 3.3 Detection Units** - These are the latest LCD models which will ensure the detection of any contaminants which have the potential to cause harm. They will increase the speed at which decisions are made at an incident which will improve and enhance public safety.
- **Upgrade/relocation of USAR property** - There are two options being explored; replace the existing structure at Whitchurch or relocate and upgrade the facilities at Pontyclun station. The current facilities are in extensive need of repair and are no longer fit for purpose.

## 2. ISSUES

2.1 Since grants were awarded there have been a number of changes to individual projects as summarised below:

### 2.1.1 HFS STOCK - £217k forecast overspend

Although actual costs are relatively low in the 1<sup>st</sup> quarter of 20/21, it is the intention that once restrictions due to Covid-19 are eased the number of HFS checks will be increased to ensure assessments and referrals are revisited and home fire safety stock will be provided to those who require it.

As these are unprecedented times, the forecasts will be reanalysed over the next three months to ensure they are a true reflection of what can be realistically achieved due to the current situation.

Albeit not guaranteed, for several years additional 'in-year' funding has become available from Welsh Government which has covered any overspends in HFS stock.

### 2.1.2 ANTI-SOCIAL BEHAVIOUR - £1k forecast overspend

A grant of £7k was awarded for the 1<sup>st</sup> quarter of 20/21 to fund the salary costs of the post holder but this has resulted in a £1k shortfall. However, the Police and Crime Commissioner for Gwent has recently asked for Community Safety to submit an application for continuation of funding until March 2021. A response is yet to be received.

### 3. FINANCIAL IMPLICATIONS

Overall there is a projected overspend on grants equating to £218k. Financing over spends from respective revenue and capital budgets can be undertaken to address the shortfall and there is also scope to utilise underspends from our Welsh Fire counterparts for a large part of the over spend (although not all), although this carries a risk that these may not materialise. Realistic grant monitoring information is required to be shared by all three Welsh services to ascertain whether this can be achieved.

### 4. RECOMMENDATIONS

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

<b>Contact Officer:</b>	<b>Background Papers:</b>
Geraint Thomas Head of Finance and Procurement	Revenue and capital monitoring reports Grant register Welsh Government grant award letters



## Appendix 5

### SOUTH WALES FIRE & RESCUE SERVICE REVENUE GRANT REPORTING 2020/21

		FIRE CRIME	HFS STOCK	YOUTH	MOMENTUM	ANTI- SOCIAL BEHAVIOUR	NATIONAL RESILIENCE	MTA	USAR
<b>Revenue</b>									
<b>Budget</b>		107,748	223,400	111,355	70,000	7,000	863,509	143,288	368,310
<b>Employee Costs</b>	Forecast	97,660	0	89,652	60,000	8,102	307,223	89,288	351,031
<b>Training Expenses</b>	Forecast	0	0	3,000	0	0	80,393	0	0
<b>Supplies &amp; Services</b>	Forecast	0	440,000	11,203	10,000	0	471,638	54,000	16,179
<b>Transport Related Expenses</b>	Forecast	10,088	0	7,500	0	0	4,255	0	1,100
<b>Income</b>	Forecast	-107,748	-223,400	-111,355	-70,000	-7,000	-863,509	-143,288	-368,310
<b>(Under)/Overspend</b>	Forecast	0	216,600	0	0	1,102	0	0	0

### SOUTH WALES FIRE & RESCUE SERVICE CAPITAL GRANT REPORTING 2020/21

	Capital	NATIONAL RESILIENCE
<b>Budget</b>		927,500
<b>Equipment</b>		
<i>LCD Detection Units</i>	Forecast	320,000
<b>Property</b>		
<i>USAR upgrade/relocation</i>	Forecast	607,500
<b>Income</b>	Forecast	-927,500
<b>(Under)/Overspend</b>	Forecast	0

**THIS PAGE IS INTENTIONALLY BLANK**

## **CAPITAL MONITORING REPORT 2020/21**

### **SUMMARY**

The capital monitoring report provides detail of the capital budget, transactions to date and the forecast year end position.

### **RECOMMENDATION**

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

## **1. BACKGROUND**

- 1.1 This report provides an update of the major changes affecting the capital budget since last reported at FAPM on July 27<sup>th</sup> 2020.
- 1.2 Appendix 1 illustrates budget information for all approved capital investment plans for the current financial year. Longer timelines are the norm for capital investment activities and completion of capital schemes. Timelines for build, delivery and testing stages can result in budgets been phased over more than one financial year and this is referred to as slippage.
- 1.3 In summary, Appendix 1 presents the total budget (2019/20 slippage + 2020/21) for 2020/21 as £7.9 million and the forecast outturn and slippage as £6.3 million and £2.1 million respectively. A detailed analysis of schemes supports these totals and a funding analysis provides information on how we intend to finance the investment.
- 1.4 The following provides a narrative explanation in support of appendix 1.

## **2. ISSUES**

### **2.1 Property**

- 2.1.1 The overall forecast spend and slippage on property schemes are £2 and £1.2 million respectively. An anticipated over spend on Pontypridd Station refurbishment has arisen due to the decision to

demolish and relocate the drill tower. An additional £100k budget has been approved to cover this change.

A number of schemes have slipped into 2021/22, some are the result of delays associated with potential co-locations with NHS/WAST and the impact COVID-19 has had on this work. There is no change to the overspend since last reporting.

#### 2.1.2 New Inn

The acquisition has slipped into next year since last reported due to COVID-19 related delays. Forecasted spend for this year is now all associated with fees.

#### 2.1.3 Planned & Preventative

This budget bid was intended to fund roof repairs at Cardiff Central but following inconclusive surveys the budget was previously slipped into next year. Due to the end of the contract period for lease pool cars, the intention is to replace with electric vehicles. Therefore it is intended to allocate £70k of this to the costs of installing electric charging infrastructure at Headquarters and at 2 strategically located stations. Further roll out of infrastructure to all sites will be undertaken over the next 2-3 years.

### 2.2 **Vehicle Replacement Programme (VRP)**

2.2.1 Forecast spend and slippage are £1.5m and £500k respectively, with a small, net over spend of £15k, largely related to an unbudgeted purchase i.e. prime mover, which is offset by grant funding. There is no change to the forecast since last reported.

### 2.3 **Operational Equipment**

2.3.1 Forecast spending is £3.2m with a resultant overspend of £401k. This comprises Helmets £30k, Gloves £9k, Multimedia £35k, server equipment £7k and LCD Detection Unit £320k. This is largely offset by the £320k grant funding to be received for the LCD Detection Unit.

#### 2.3.2 Patient Management System

This project has been postponed due to COVID-19 and the full budget has been slipped into 2021/22.

### 3 FINANCIAL IMPLICATIONS

- 3.1 Appendix 1 illustrates capital spending plans for the year and how this differs from the original budget set. The above paragraphs 2.1 to 2.3 provide explanation of variances that have arisen.

Overall the capital budget is over spent by £516k and is partly offset by grants of £343k and a small under spend of £8k on the mini bus. This is analysed as follows;

	Over/Under Spend	Additional Funding	Report Variances
PONTYPRIDD	-100		-100
MINIBUS	8		8
HELMETS	-30		-30
GLOVES	-9		-9
MULTIMEDIA	-35		-35
SERVER & STORAGE REPLACEMENT	-7		-7
PRIME MOVER (grant funded)	-23	23	0
LDC DETECTION UNIT (grant funded)	-320	320	0
<b>TOTAL</b>	<b>-516</b>	<b>343</b>	<b>-173</b>

### 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 budget and progress of capital schemes, approve alterations identified in appendix 1 and associated movements in funding streams are approved.

Contact Officer:	Background Papers:
Geraint Thomas Head of Finance & Procurement	Revenue & Capital Budget Capital Monitoring working papers 2019/20 Budget Holder Reports

**THIS PAGE IS INTENTIONALLY BLANK**

CAPITAL PROGRAMME 2020/21								APPENDIX 1
	Project Total €000	SLIPPAGE B/F 2019/20 €000	2020/21 BUDGET €000	ACTUAL AS AT 05.08.2020 €000	COMMITTED AS AT 05.08.20 €000	OUTTURN POSITION 31.03.21 €000	BUDGET UNDER/OV ER SPEND €000	SLIPPAGE C/F 2021/22 €000
<b>PROPERTY</b>								
<i>STATION REFURBISHMENTS</i>								
PONTYFRIDD	1,000	672	0	86	488	772	-100	0
MONMOUTH (co-location scheme)	600	597	0	0	0	10	0	587
PENARTH	1,600	0	100	0	0	0	0	100
COWBRIDGE (co-location scheme)	530	0	30	0	0	0	0	30
NEW INN	2,000	497	0	0	0	50	0	447
TONYPANDY	800	247	482	0	18	729	0	0
MAINDEE	300	0	300	0	0	10	0	290
PLANNED & PREVENTATIVE MAINT	150	0	150	0	0	70	0	80
	<b>6,980</b>	<b>2,013</b>	<b>1,062</b>	<b>86</b>	<b>505</b>	<b>1,641</b>	<b>-100</b>	<b>1,534</b>
<b>VEHICLES</b>								
OPERATIONAL 4WD	243	243	0	185	58	243	0	0
TRUCK (SLIDE DECK / CRANE)	150	150	0	0	0	150	0	0
WATER LADDERS	464	0	464	0	0	0	0	464
RESCUE TENDERS	705	235	470	0	0	705	0	0
RECOVERY UNIT	115	115	0	0	0	115	0	0
VANICOPS ESTATE CAR	155	155	0	112	63	155	0	0
RESCUE BOAT	45	45	0	0	0	45	0	0
MINIBUS	56	0	56	0	48	48	8	0
PRIME MOVER (grant funded)	0	0	0	0	23	23	-23	0
	<b>1,933</b>	<b>943</b>	<b>990</b>	<b>297</b>	<b>192</b>	<b>1,484</b>	<b>-15</b>	<b>464</b>
<b>EQUIPMENT &amp; ICT</b>								
HELMETS	242	242	0	0	0	272	-30	0
RADIOS AND BATTERIES	435	5	0	5	0	5	0	0
STRUCTURAL KIT	1,850	0	1,850	0	0	1,850	0	0
THERMAL IMAGING CAMERA	252	0	252	0	0	252	0	0
GLOVES	36	0	36	0	0	45	-9	0
WIRELESS LAN CONTROLLERS	80	0	80	0	0	80	0	0
GPS REPEATERS ON ALL STATIONS	45	0	45	0	0	45	0	0
PATIENT MANAGEMENT SYSTEM	60	0	60	0	0	0	0	60
TRANMAN UPGRADE	52	0	52	26	0	52	0	0
INFRASTRUCTURE MANAGEMENT	50	43	0	1	1	43	0	0
MICROSOFT 365	40	40	0	0	0	40	0	0
MULTIMEDIA	120	120	0	75	51	155	-35	0
SERVER & STORAGE REPLACEMENT	100	0	50	57	0	57	-7	0
LCD DETECTION UNIT (grant funded)	320	0	0	0	0	320	-320	0
	<b>3,682</b>	<b>450</b>	<b>2,425</b>	<b>162</b>	<b>52</b>	<b>3,216</b>	<b>-401</b>	<b>60</b>
<b>TOTAL</b>	<b>12,595</b>	<b>3,406</b>	<b>4,477</b>	<b>545</b>	<b>749</b>	<b>6,341</b>	<b>-516</b>	<b>2,058</b>
<b>FUNDING ANALYSIS</b>								
BORROWING						5,798		
CO-LOCATION CONTRIBUTIONS						0		
REVENUE CONTRIBUTION						200		
REVENUE RESERVES						0		
CAPITAL GRANT						343		
CAPITAL RECEIPTS						0		
						<b>6,341</b>		

**THIS PAGE IS INTENTIONALLY BLANK**



## **2019/20 ANNUAL TREASURY MANAGEMENT REVIEW**

### **SUMMARY**

To consider the results of treasury management activities for the year ending 31 March 2020, in accordance with the Authority's approved Treasury Management Strategy.

### **RECOMMENDATION**

This committee recommend that the Fire & Rescue Authority note the annual treasury management review for 2019/20 and approve the actual 2019/20 prudential and treasury indicators set therein.

## **1. BACKGROUND**

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

## **2. ISSUE**

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

2.2 The Authority receives annual bank deposits in the region of £90 million throughout any one year. In general, monthly bank payments can total as much as 8 million and are dependant on various factors. The timing of these cash flows can be uncertain and as such, it is imperative that the flow of cash in and out of Authority bank accounts is managed to support budget strategies and minimise risk.

2.3 The Authority contracts with 2 banking providers, i.e. Lloyds and Natwest. The main banking contract was awarded to Lloyds in February 2020 following a tender process after our contract with Barclays came to an end. We currently Natwest provide a contingency service to manage funds surplus to the counter party limits set by Members within the strategy, i.e. £10 million.

### 3. FINANCIAL IMPLICATIONS

#### 3.1 Borrowing Outturn

The Authority maintains a competitive, average debt book rate of approx 4%. The current borrowing strategy is to utilise the Authority's cash reserves in the first instance and to undertake external borrowing for long term investment. During the year, long term borrowing reduced as a result of debt repayments and there were no new loans as cash inflows came from maturing investments. There was no debt restructuring undertaking in 2019/20.

#### 3.2 Investment Outturn

Per the above, external investments have decreased during the year to negate the requirement for borrowing. This strategy has worked well in maintaining low borrowing costs as the first port of call for capital investment cash is maturing investments. Investment returns have also exceeded the budget for the year.

### 4. EQUALITY RISK ASSESSMENT

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

### 5. RECOMMENDATION

5.1 This committee recommend that the Fire & Rescue Authority note the annual treasury management review for 2019/20 and approve the actual prudential and treasury indicators set therein.

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

## **APPENDIX 1**

# Annual Treasury Management Review 2019/20

## 1. Introduction

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2019/20. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2019/20 the minimum reporting requirements were that the full Authority should receive the following reports:

- an annual treasury strategy in advance of the year (11 February 2019 Fire Authority )
- a mid-year (minimum) treasury update report (10 February Fire Authority 2020)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

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

This Authority confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Finance Audit & Performance Management (FAPM) Committee before they were reported to the full Authority. Member training on treasury management issues was undertaken should be undertaken at each Members 'home authority'.

## 2. The Authority's Capital Expenditure and Financing

The Authority undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Authority's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

£000's	2018/19 Actual	2019/20 Budget	2019/20 Actual
<b>Capital expenditure</b>	<b>4,667</b>	<b>9,707</b>	<b>6,638</b>
Financed in year	3,826	2,273	4,450
<b>Unfinanced capital expenditure</b>	<b>841</b>	<b>7,434</b>	<b>2,188</b>

### 3. The Authority's Overall Borrowing Need

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

**Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Authority should ensure that its gross external borrowing does not, except in the short term, exceed the total of the CFR in the preceding year (2018/19) plus the estimates of any additional capital financing requirement for the current (2019/20) and next two financial years. This essentially means that the Authority is not borrowing to support revenue expenditure. This indicator allows the Authority some flexibility to borrow in advance of its immediate capital needs in 2019/20. The table below highlights the Authority's gross borrowing position against the CFR. The Authority has complied with this prudential indicator.

£000's	31 March 2019 Actual	31 March 2020 Budget	31 March 2020 Actual
CFR	42,185	45,042	41,465
Gross borrowing position	37,592	34,762	31,168
Under funding of CFR	4,593	10,280	10,297

**The authorised limit** - the authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Authority does not have the power to borrow above this level. The table below demonstrates that during 2019/20 the Authority has maintained gross borrowing within its authorised limit.

**The operational boundary** – the operational boundary is the expected borrowing position of the Authority during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

**Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

	2019/20 £000's
Authorised limit	51,000
Maximum gross borrowing position during the year	31,168
Operational boundary	48,000
Financing costs as a proportion of net revenue stream budget/actual	6.04%/5.73%

### 4. Treasury Position as at 31 March 2020

At the beginning and the end of 2019/20 the Authority's treasury, (excluding borrowing by PFI and finance leases), position was as follows:

<b>DEBT PORTFOLIO</b>	<b>31 March 2019 Principal</b>	<b>Rate/ Return</b>	<b>31 March 2020 Principal</b>	<b>Rate/ Return</b>
Fixed rate funding:				
-PWLB	£29,939m		£26,443m	
-other	£1,048m		£0,035m	
<b>Total debt</b>	<b>£30,987</b>	<b>4.29%</b>	<b>£26,478</b>	<b>4.37%</b>
<b>CFR</b>	<b>£42,185</b>		<b>£41,465</b>	
<b>Over / (under) borrowing</b>	<b>£11,198m</b>		<b>£14,951m</b>	
<b>Total investments</b>	<b>£6,186m</b>		<b>£0m</b>	
<b>Net debt</b>	<b>£24,801</b>		<b>£26,478</b>	

**THIS PAGE IS INTENTIONALLY BLANK**

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
FINANCE, AUDIT & PERFORMANCE  
MANAGEMENT COMMITTEE  
REPORT OF THE TREASURER

AGENDA ITEM NO 9  
21 SEPTEMBER 2020

**MEDIUM TERM FINANCIAL STRATEGY (MTFS), RESERVE STRATEGY  
AND BUDGET UPDATE**

**SUMMARY**

The report includes an update of the Medium-Term Financial Strategy and Reserve Strategy of the Authority together with an update on the Revenue Budget for 2021/22.

**RECOMMENDATION**

That the Committee agrees the report content as the basis of its financial planning framework for consideration by the Fire Authority

**1. BACKGROUND**

- 1.1 The Authority operates a Medium-Term Financial Strategy (MTFS) which provides a backdrop to the planning of resource allocation and spending. This report updates the current MTFS (Appendix 1) and Reserves Strategy and discusses the immediate challenges facing the Authority in setting its budget for next financial year and any planning assumptions into the next decade.
- 1.2 The Fire Authority will consider the updated strategies at its meeting on 28 September 2020.

**2. ISSUES**

- 2.1 Last year's Welsh Government budget set a new trend in resources for local government in Wales. This marked a change to the previous decade of austerity that had resulted in significant spending constraint on local authority services including Fire and Rescue Service budgets. The Welsh Local Government Settlement saw an increase in resources for unitary councils of 4.3% and a minimum increase for any council of 3%. Councils fund Fire & Rescue Services via payments from their revenue budgets.
- 2.2 For the previous 10 years or so, the public sector has seen significant cutbacks in spending and this Fire Authority has sought to reflect that restraint in its approved budget. The MTFS includes historical data on spending and budget reductions within the Service throughout this period.
- 2.3 The whole face of public services has been changed by the recent Covid19 pandemic and budgets and resources at all levels of government have been altered out of all recognition from the norm. UK debt rose to over £2

trillion recently, the highest ever debt recorded. Spending packages announced by the Government to deal with the economic fallout from the pandemic have been at unprecedented levels. The impact on all public sector bodies has been enormous both in terms of spending pressures and loss of revenue.

- 2.4 The Fire Authority has maintained its services throughout the pandemic but incurred around £0.5m to date in additional costs with funding support from the Welsh Government meeting most of this cost.
- 2.5 Brexit continues in the background, but its impact is unknown and may anyway pale into insignificance in the short term now.
- 2.6 No firm forward financial plans have been released by central government whether nationally or regionally in the wake of the current crisis and forward planning with any accurate assessment of external factors is very challenging if not impossible.
- 2.7 It is not anticipated that the review of governance and funding undertaken by Welsh Government will significantly change the structure, activities and funding of Fire Authorities in the near future.
- 2.8 The MTFs attached at Appendix 1, identifies the operational context in which the financial management of the Authority takes place currently and sets out the challenges, risks and responses which are relevant in the short to medium term where this is possible.
- 2.9 The MTFs can only plan on the basis of knowns or reasonably informed assessments and accordingly, no attempt has been made to forward project resources beyond next year. If new announcements on funding are released, a review of the MTFs will be required.

### **3 LOCAL GOVERNMENT SETTLEMENT 2021/22**

- 3.1 There was no indicative level given for the 2020/21 local government settlement. In the current financial year, Welsh Government gave Councils 4.3% extra resources in a step change settlement. Councils again responded with calls for more and continued the trend of increases in Council Tax which now accounts for around one quarter of their net spending.
- 3.2 In previous years, the Fire Authority has been informed of the consistent pattern of increases in local taxation which assists in budget setting for



Council Services which includes fire and rescue services. Council tax yield has typically increased by an average of around between 4% and 5%.

#### **4 SPECIFIC BUDGET PLANNING CONSIDERATIONS**

- 4.1 The Fire Authority approved a revised staffing structure in September 2018 and this now forms the basis of the revenue budget.
- 4.2 In terms of the employee budget of the Authority, pay inflation is the biggest single factor at play. There is ongoing dialogue with representative bodies for grey book (uniformed) staff and whilst there is likely to be a continued commitment to an underlying inflationary pay increase (2% offered in 2020/21), the pay and conditions and the widening role of the firefighter remain unresolved.
- 4.3 In terms of 2021/22 inflationary pressures, the most significant is likely to be pay awards. 2% seems to have become the norm for public sector now following a large number of years with zero or 1% increases. The impact of a 2% award is around £1.0m per annum for both grey and green book staff. The recent settlement for Chief Officers at 2.75% could be a precursor to higher demands in future years.
- 4.4 The Authority has for some time been working on increasing availability in on call stations by generating better recruitment and retention profiles. During the pandemic, it has been possible to increase the resources available in this area and if this can be maintained, appropriate funding will need to be allocated to this.
- 4.5 Firefighter pensions continue to be a bone of contention with recent legal cases which the Government lost in respect of the tapering arrangements generating uncertainty in the costs and nature of the schemes going forward. At this time, a consultation on the remedy for the discrimination identified is ongoing. Until the final design of the new “2022” Firefighters’ pension scheme and the detail of the remedy for the period between 2015 and 2022 is known, costs will remain uncertain.
- 4.6 It is likely that the fallout from the cases affecting firefighters may also affect the LGPS in due course.
- 4.7 Welsh Government currently continue to fund the pension schemes to a significant degree and any change to this funding remains a significant risk. To the extent that pension costs fall to be met locally, higher underlying payroll costs are reflecting in proportionately higher employer’s contributions.

- 4.8 The Covid19 pandemic interrupted many streams of work including the carrying out of the approved Job Evaluation Programme for Green Book posts. Whilst it is not anticipated that this work will increase staffing budgets, until it is complete, this also remains a risk area for spending.
- 4.9 Generally, the Authority has managed out inflationary increases to non-staff budgets for a number of years and it is likely that this tack will again be taken but this time supported by savings identified within the revenue budget. A side effect of Covid19 has been to radically change the mode of operation of non-response related activity. This includes for example, energy costs, travel and accommodation where new methods of working including from home and with technology such as video conferencing have reduced costs. One of the most significant investments required next year is likely to be in the core Microsoft licensing arrangements of the authority which could increase costs by around £400k per annum.
- 4.10 Where specific inflationary impacts are unavoidable e.g. business rates, these are factored into budget projections. The Service also builds in the impact of capital financing costs arising from its capital programme.
- 4.11 Based on the first review of pressures within the revenue budget, the contribution budget for 2021/22 could increase as follows

Pay, Pensions & Allowances	3.0%
Premises	2.2%
Training	2.0%
Supplies and Services	12.5%
Transport Costs	2.0%
Contracted Services	3.0%
Capital Costs and Leasing	5.1%
<b>Overall Increase</b>	<b>4.3%</b>

- 4.12 As mentioned above, work will continue to identify the potential savings to offset this upward pressure wherever possible.

## 5. BUDGET TIMETABLE

- 5.1 The Authority has in recent years sought to set its revenue budget requirement at the December meeting of the Fire & Rescue Authority with a consultation period prior to that meeting. This was seen as advantageous to the constituent councils in terms of their budget planning cycles.

- 5.2 For the last two years, there were a number of factors which conspired against the Authority in achieving this goal. 2020 has been anything but a normal year but the Authority should continue to hold to this ambition.
- 5.3 Welsh Government usually sets its budget in early October with draft local government settlements available in October however, it is uncertain what the impact of the Covid19 will bring to this process.
- 5.4 As always, it is appropriate for the Fire & Rescue Authority to consider its budget setting timetable for 2021/22.
- 5.5 In order to work towards an early approval, the following meetings will consider relevant information. If the Fire Authority were not able to consider the budget at its December 2020 meeting, the programme below includes contingency for a February setting.

Date	Meeting	Consideration
21 Sep 2020	FAPM Committee	This meeting
28 Sep 2020	Fire & Rescue Authority	MTFS and Reserves Strategy
12 Oct 2020	FAPM Scrutiny	Revenue Budget Preparation and Assumptions
23 Nov 2020	FAPM Committee	Revenue Budget Consultation
23 Nov 2020 – 14 Dec 2020	Consultation Period	
14 Dec 2020	Fire & Rescue Authority	Consultation Feedback & Revenue Budget Approval (provisional date)
14 Dec 2020 – 18 Jan 2021	Consultation Period	
18 Jan 2021	FAPM Scrutiny	Draft Revenue Budget and Consultation Feedback
8 Feb 2021	Fire & Rescue Authority	Consultation Feedback & Revenue Budget Approval

## 6. RESERVES STRATEGY

6.1 The Strategy set out by the Fire Authority was aimed at ensuring that

- all known and quantifiable liabilities were funded within its reserves and provisions

- there was sufficient general reserve to avoid any in year call on constituent council budgets from unforeseen financial risks
- the Authority maintained a flexible investment reserve to facilitate change within the organisation without the need to resort to substantial and inconsistent calls on annual budget contributions.

6.2 The Authority has previously stated that it will not use reserves to effectively operate a budget deficit as this is not a sustainable plan of action. This policy has been successful with the Service maintaining downward pressure on budgets and delivering underspends in most financial years. These underspends have allowed the Authority to create and utilise the 'invest to save' reserve.

6.3 As a result of the 'Faster Closure of Accounts' initiative, the Authority is in a position to confirm its Reserves position at 31<sup>st</sup> March 2020. There is a reduction of £3m over the year mainly due to the planned financing of the Cardiff Gate CFBT facility and a number of invest to save schemes.

<b>Reserve</b>	<b>Balance at 31/03/20 £000</b>	<b>Purpose</b>
General Reserves	3,000	General financial resilience
Change Management Reserve	4,869	To fund projects aimed at efficiency, service improvement and change
PFI Equalisation Reserve	3,799	To balance out timing difference in grants and costs of the PFI Training Centre project at Cardiff Gate
Managed Under Spend Reserve	49	To meet costs of ongoing projects falling into the next financial year
Joint Control Lease Reserve	500	To finance the contribution to the Joint Control Facility in Bridgend
CFBT Facility	128	To finance the building of the new facility at Cardiff Gate
<b>Total Revenue Reserves</b>	<b>12,345</b>	

## 7. FINANCIAL IMPLICATIONS

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

## 8. EQUALITY RISK ASSESSMENT

8.1 There are no equality implications resulting directly from this report. Each significant change in the Authority's budgets will undergo equality and

diversity risk assessment by the responsible budget holder as part of the budget planning process.

## 9. RECOMMENDATION

- 9.1 That the Committee agrees the report content as the basis of its financial planning framework for consideration by the Fire Authority.

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

**THIS PAGE IS INTENTIONALLY BLANK**

## Appendix 1

### Medium Term Financial Strategy 2020/21 – 2021/22

September 2020

#### Contents

About SWFRS .....	3
Service and Incident Profile .....	3
Strategic Plan .....	3
Key Achievements.....	4
Financial Context.....	4
The UK Context .....	4
Wales.....	5
Unitary Authority Funding .....	5
Current Cost & Budget Structure.....	5
Revenue Budget.....	5
SWFRS Revenue funding.....	6
Forecast Cost Changes .....	7
Inflation.....	7
Pay.....	7
Pensions .....	8
Service Demand .....	8
Capital Financing Costs (Debt repayments and interest) .....	8
Specific Projects .....	9
Forecast Funding Changes .....	9
National Funding Changes .....	9
Welsh Local Authority Settlement Funding Assessment .....	9
Grants and other Funding Streams.....	10
Projected Spend v Resources Assumptions.....	11
Medium Term Financial Plan .....	12
Finance and Efficiencies.....	12
Fire Cover Reviews.....	12
Shaping our Future Programme.....	13
Accounting Measures .....	13

Reserves Policy.....	13
General Reserves .....	13
Earmarked Reserves .....	13
Treasury Management Strategy .....	14
Asset Management Plan .....	15
Capital Programme .....	15
Collaboration.....	16
National Issues Committee and Welsh Government (NIC).....	16
Partnership with other ‘blue light’ services.....	16
Partnership with local authorities and the third sector.....	17
Workforce Strategy .....	17
Risk Management .....	17
Risk Management Framework.....	17
Financial Risks .....	17



## About SWFRS

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

### Service and Incident Profile

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

The Service operates out of an HQ, Training Centre, joint control facility and 47 Fire Stations some of which are permanently crewed and others crewed by on-call firefighters. The Service has over 300 operational vehicles including fire appliances, off road vehicles, light vehicles and boats. The service takes around 35,000 emergency calls per year, responding to around 17,000 incidents of which a third are fires. Of these fires, around 70% are deliberate. Besides fires, the Service also responds to road traffic collisions, flooding and water rescues, animal rescues, medical emergencies and environmental incidents.

The Service proactively seeks to reduce risk mainly by prevention through annual early intervention, education and engagement activities. Approximately 20,000 home fire safety checks are undertaken and 50,000 children and young people are met face to face as part of educational and engagement events. As a result of this activity, the Service has been successful in significantly reducing the number of fires over recent years.

### Strategic Plan

South Wales Fire and Rescue Service's vision is set out in our strategic plan for 2020-30. This Medium-Term Financial Strategy underpins that vision.

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

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

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

Key Strategic Theme	Activity
Keeping you Safe	Raise your awareness of risks through education and information, to protect you from harm.
Responding to your Emergency	Respond quickly and effectively when you need us.
Protecting our Environment	Make sure that we are always planning and working in a way that helps sustain the planet for our future generations.
Working with our Partners	Work with our partners to design services that are delivered and targeted based on a joint understanding of risk, to deliver on our shared outcomes.

Key Strategic Theme	Activity
Engaging and Communicating	Talk to and involve our communities and people so that we can deliver our services to effectively meet your needs.
Valuing our People	Support a diverse workforce that represents your community, is well trained and motivated to deliver our service.
Using Technology Well	Continually look to use the right technology where it can improve our service to you.
Continuing to Work Effectively	Make sure that our service provides value for money and that we are clear about how we are performing.

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

**During 2020, the whole nature of public services and public sector finance has undergone a paradigm shift resulting from the Covid19 pandemic. Whilst it is clear that the Government has sought to utilise public sector spending and borrowing as a means to deal with the crisis and to ease the economic impact of it, there is no clear picture yet emerging of how this situation will translate into future spending and resourcing plans.**

**Against this background, this MTFS has not been extended forward at this point as it is practically impossible to assess the likely resources available to fund local authority services in Wales or indeed any other public service. The MTFS will be revisited as and when significant Government announcements are made.**

### Key Achievements

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

### Financial Context

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

### The UK Context

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

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

The latest spending review of the UK Government set out parameters for public spending over the medium term. Whilst there have been some signals that austerity is easing, particularly in respect of pay awards and the latest local government settlement in Wales, there is little optimism to believe that this is a move away from the overall downward pressure on spending especially in the light of the current economic crisis.

Significant uncertainty remains about the short and long term financial effects of “Brexit” and the prospect of a “no deal Brexit” continues to heighten concerns over the economy.

## Wales

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

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

With no Comprehensive Spending Review now taking place in the autumn of 2019, it was anticipated that departmental budgets would remain significantly unchanged however, announcements of additional spending pre Covid19 resulted in a larger settlement for Wales in 20/21. The budget agreed by Welsh Government impacts the funding of unitary authorities (which in turn meet the costs of Fire and Rescue Services) together with community safety and other sector specific initiatives which are directly funded through specific grants and contributions.

Welsh Government has now obtained the powers to vary income tax. This MTFS does not assume that these powers will be used to increase revenue and therefore funding.

## Unitary Authority Funding

Unitary authorities contribute to the Fire & Rescue Service budget and in consequence, their funding settlement is relevant to the Service. In recent years, the trend in reducing public expenditure has resulted in downward pressure in the un-hypothecated grant resources distributed to unitary authorities. This trend was reversed somewhat in 20/21 with an overall 4.3% settlement uplift for councils but with no further indicative budgets beyond the current year.

## Current Cost & Budget Structure

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

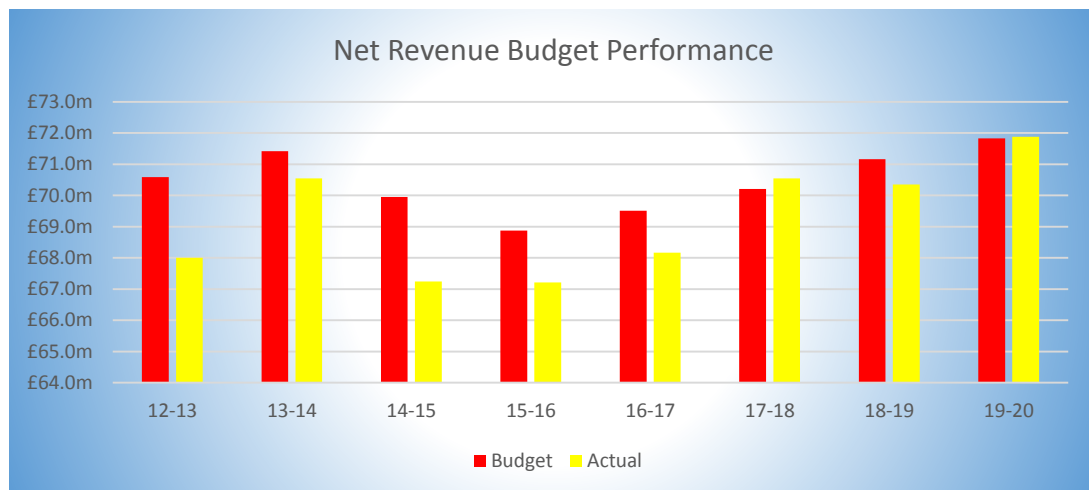
### Revenue Budget

The Service’s net annual revenue budget in 2020/21 is around £74.9m, the equivalent of less than £50 for each resident of South Wales. It equates to 0.5% of the total public service spending in Wales each year.

The table below shows the breakdown of the annual budget in 2020/21

	<b>£000</b>
Employees	49,509
Indirect Employee costs	11,386
Premises	5,564
Training	1,482
Supplies & Services	4,109
Transport	1,406
Contracted Services	852
Capital Financing	4,834
<b>Gross Budget</b>	<b>79,142</b>
Income	-4,262
<b>Net Budget</b>	<b>74,8</b>

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



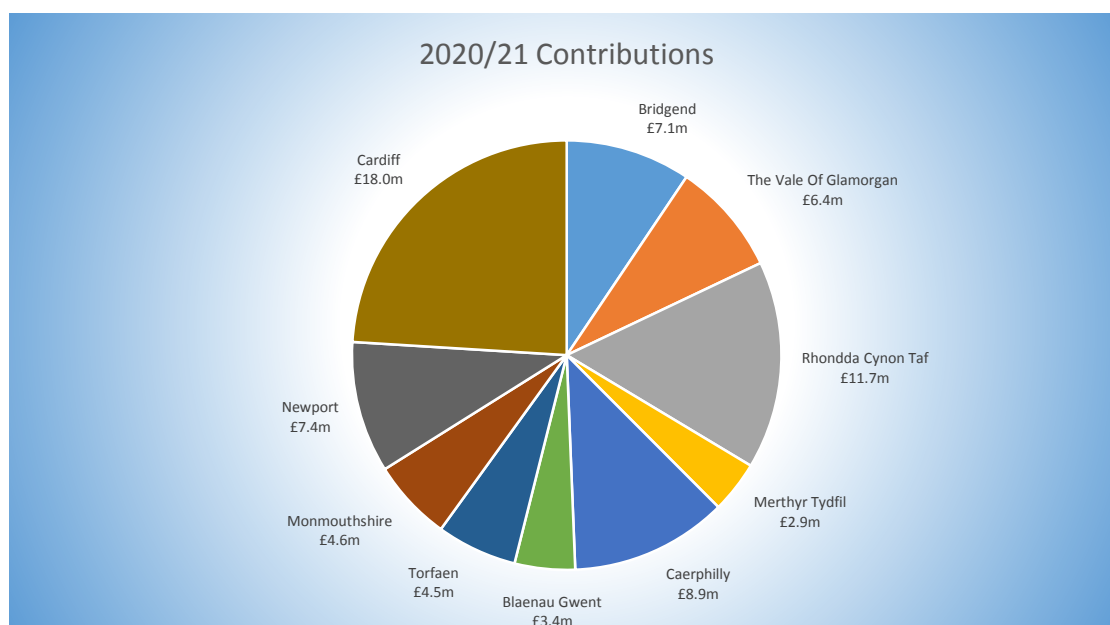
The Service has proactively managed to stay within its budget every year despite numerous challenges to its operations including a sustained period of industrial action. Surpluses generated from the revenue budget are utilised to invest in Service Improvement, asset renewal and efficiency projects which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

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

### SWFRS Revenue funding

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

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



The Welsh Government has undertaken a review into the governance and funding of fire authorities in Wales. If this review changes the structure, composition or funding of fire authorities, it could significantly impact the MTFS as drafted.

During 2019, HM Treasury amended the SCAPE rates used to underpin Pension Fund Valuations. As a result of this exercise, a significant increase in employer's pension contributions occurred. In Wales, specific grant funding of over £3m was provided to the Authority to meet these costs.

Pension funding for Firefighters continues to be a national issue with several recent court cases lost by the Government likely to increase costs in the medium to long term.

## Forecast Cost Changes

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

### Inflation

The financial strategy includes inflation where this is a contractual obligation but assumes that the majority of other spending is cash-limited. The exceptions include items where prices are generally more volatile than CPI such as vehicle fuel, energy costs and insurance premiums where specific allowances are made. Total inflation of around £0.5m per annum is assumed between with an anticipated 2% rise in fees and charges built in.

### Pay

The Authority is part of the collective bargaining arrangements for 'grey book' (fire fighters) and 'green book' (non-uniformed) employees and therefore implements respective national pay awards as part of its pay policy arrangements. The Authority abides by the statutory Minimum and Living Wage legislation. The cost of pay inflation (including related pension overheads) is assumed to be around £1.6m per annum. This is currently assessed with reference to the public sector pay settlements achieved of around 2.75% per annum. The wider role of firefighters is still subject to ongoing discussion with representative bodies and the outcome of this activity could impact pay levels. The MTFS assumes that such costs agreed on a national basis would be accompanied with funding. This situation will be monitored on an ongoing basis.

## Pensions

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

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

- The LGPS employers' pension contribution rate is currently 15.2% of gross pensionable pay.
- The FFPS employers' pension contribution rates vary as there are three schemes in operation. Rates are currently between 11% and 21% of gross pensionable pay. The strategy assumes that Welsh Government will continue to fund any scheme deficit over and above the employee and employer contributions and that it will continue to fund the SCAPE costs which arose in 2019/20.

The cost of firefighters' pensions is in a state of flux currently with the government having lost legal cases around the tapering transitions from the 1992 to the 2015 scheme. Until a solution becomes clear, it is not possible to quantify the impact on the Service's base budget.

## Service Demand

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

According to Welsh Government statistical modelling, the population of South Wales has grown by around 6.5% in 10 years and growth forecasts are assumed to continue at a steady rate. This rate includes disproportionate increases in certain at risk groups such as the elderly. As demographics change, the need for fire cover and other rescue services change.

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

Demographic trends towards and ageing population with more people living alone and with life limiting health conditions are likely to increase demand on services.

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

## Capital Financing Costs (Debt repayments and interest)

The strategy includes an increase in the Authority's estimated capital financing costs of £0.3m reflecting the approved capital programme. This programme together with the Treasury

Management Strategy of the Authority determines the principal debt repayments and interest costs which will fall on the revenue budget. The programme includes a range of investments aimed at maintaining, renewing and supplementing the Authority's assets to achieve its strategic objectives. Affordability is a key component of the capital programme.

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

### Specific Projects

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

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

The infrastructure of the Service is heavily dependent on suitable Microsoft licencing arrangements to support its operational and back office capability. Next year, the Service will be reconfiguring its ICT arrangements and this will bring a significant requirement for investment in this area. It is estimated currently that costs could increase by as much as £0.4m per annum.

### Forecast Funding Changes

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

#### National Funding Changes

The Government's policy direction has shown a long-term trend of reduction in public spending but there was a reverse in this trend in the current 20/21 budget year. That said, the scale of the recent increase is small in the context of the two major economic challenges facing the country i.e. Covid19 and Brexit.

It is almost impossible to make meaningful assumptions beyond the steady state position given the unprecedented level of change in the country's financial position. In one scenario, continued reinvestment to drive economic development and to meet public service demands could be forecast, in another, an even more prolonged period of public sector austerity to reduce the hitherto unseen levels of government borrowing.

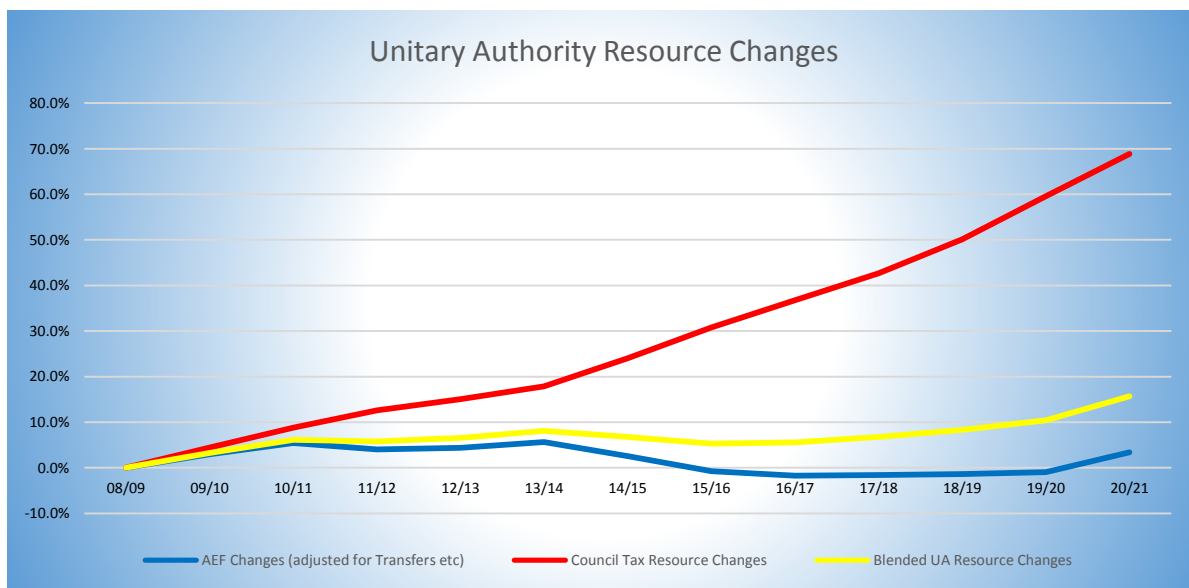
#### Welsh Local Authority Settlement Funding Assessment

The outcome of the budget decisions of Welsh Government in terms of health, social care and education will be major determining factors given the relative size of those budgets. In 2020/21, the Welsh Government was able to divert resources to local authorities for the first time in a decade.

Aside from external funding from Welsh Government, Unitary authorities also have revenue raising powers through council tax which they can use to fund local services. The Office of Budget

Responsibility forecasts 4% increase in council tax revenues which mirrors the increases seen over the austerity period in South Wales.

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



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

	2021/22
Best Case	+1.00%
Worst Case	-1.00%

Beyond 2020/21 there are no projections on which to base assumptions around funding. Previous practice has been to assume a nominal change in settlement in respect of such periods.

### Grants and other Funding Streams

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

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

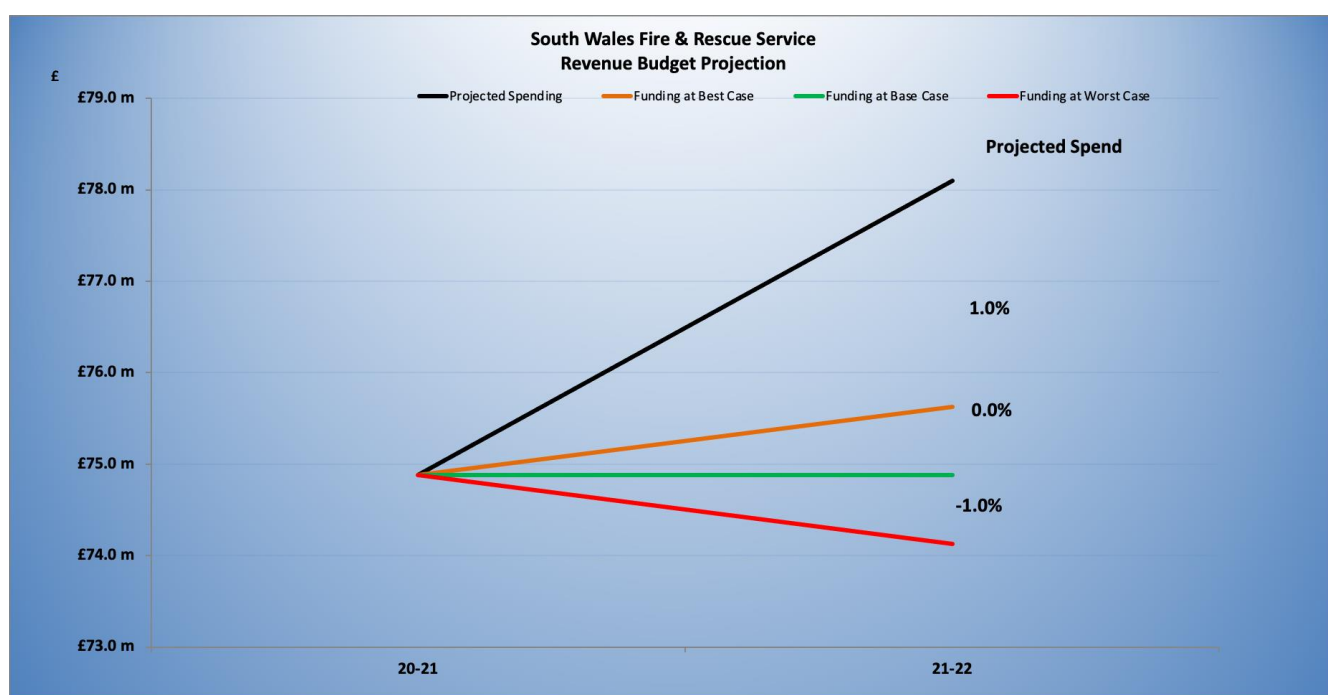
Grant	2020/21 £'000	Received from	Forecast Basis
COMMUNITY SAFETY	518	WG	Continue - cash flat profile
COMMUNITY SAFETY	26	GWENT POLICE / NRW	Continue - cash flat profile
NATIONAL RESILIENCE/USAR	1,315	WG	Continue - cash flat profile
FIRELINK	632	WG	Continue - cash flat profile short term until ESMCP implemented



PENSION TOP UP GRANT	9,602	WG	Continue – excess funding required met in full by WG
PFI	1,043	WG	Pre-defined grant profile
PENSION SCAPE COSTS	2,852	WG	Continue – based on ongoing real costs
<b>TOTAL FUNDING 20/21</b>	<b>15,988</b>		

## Projected Spend v Resources Assumptions

The graph below sets out the Service's estimated budget. It includes a range of resources based around the assumptions included in the plan.



	20-21	21-22	Deficit	
Projected Spending	£74.9 m	£78.1 m		
Best Case		£75.6 m	£2.5 m	3.5%
Base Case	£74.9 m	£74.9 m	£3.2 m	4.6%
Worst Case		£74.1 m	£4.0 m	5.7%

If local government resources were restricted to -1%, the worst case deficit position would be £4.0m (5.7%). This assumes of course that the Authority would only request funding in accordance with the assessed worst case local authority settlement. In practice, the Authority has to request the resources it requires to fund its services regardless of settlements. That said, the Authority has always striven to take account of the climate of public sector budgets in which it operates and to reduce the burden on its constituent councils wherever possible.

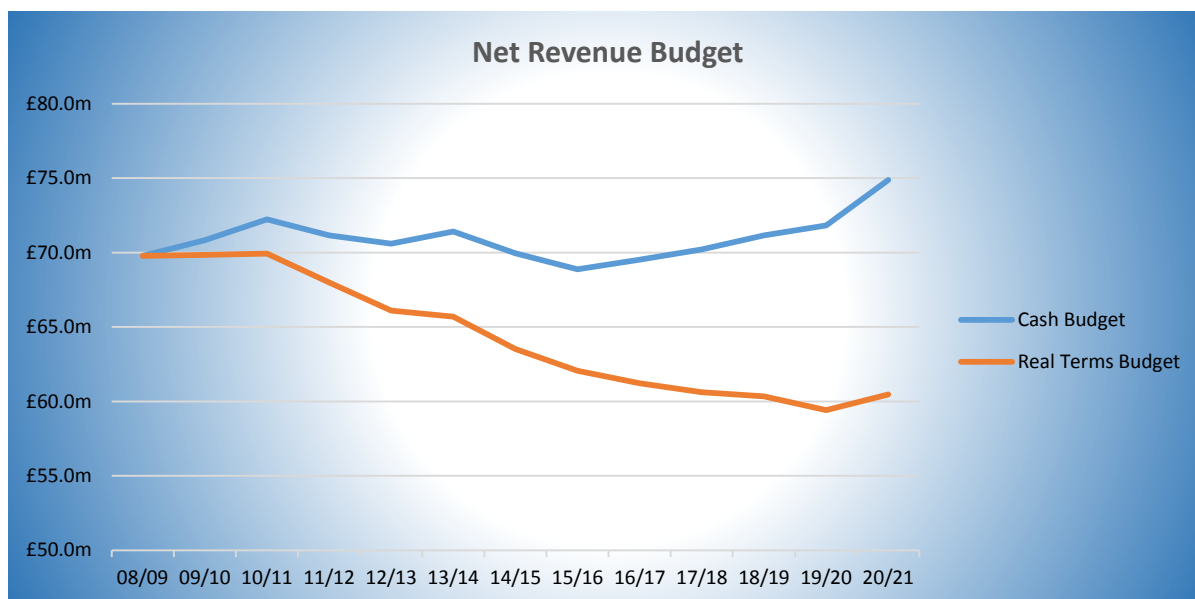
Welsh Government funding of the ongoing costs of firefighter pensions is critical to financial position of the Fire Authority and constituent councils as is any continued response to the Covid19 crisis.

## Medium Term Financial Plan

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

### Finance and Efficiencies

Since the commencement of the current economic downturn in 2008/09, the Authority has delivered approximately £15m real terms budget reduction. The chart below shows the trend in the revenue budget. It represents an estimated real terms reduction of around 20% in 12 years



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

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

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

### Fire Cover Reviews

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

## Shaping our Future Programme

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

## Accounting Measures

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

## Reserves Policy

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

## General Reserves

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

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

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

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

## Earmarked Reserves

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

<b>Reserve (Subject to audit)</b>	<b>Balance at 31/03/20 £000</b>	<b>Purpose</b>
General Reserves	3,000	General financial resilience
Change Management Reserve	4,869	To fund projects aimed at efficiency, service improvement and change
Compartment Fire Behaviour Training (CFBT) Reserve	128	To fund the training facility at Cardiff Gate
PFI Equalisation Reserve	3,799	To balance out timing difference in grants and costs of the PFI Training Centre project at Cardiff Gate
Managed Under Spend Reserve	49	To meet costs of ongoing projects falling into the next financial year
Joint Control Lease Reserve	500	To finance the contribution to the Joint Control Facility in Bridgend
<b>Total Revenue Reserves</b>	<b>12,345</b>	

## Treasury Management Strategy

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

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

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

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

The Authority's Capital Financing Requirement is the measure of its need to borrow to fund its capital requirements. This is forecast at £45.5m at March 2021 with external borrowing being estimated at £31.5m. The difference of £14m represents internal borrowing and the exposure of the Authority to increasing interest rates should it need to borrow externally. This exposure is forecast to rise to £19m by March 2023.

Exposure to increasing interest rates is mitigated by having a portfolio of external loans at fixed rates maturing over a range of short, medium and long dates. The profile of the Authority's debt maturity provides certainty over borrowing costs with around 40% maturing after 10 years or more.

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

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

## Asset Management Plan

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

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

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

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

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

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

## Capital Programme

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

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

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

## Collaboration

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

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

### National Issues Committee and Welsh Government (NIC)

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

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

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

### Partnership with other 'blue light' services

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

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

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

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

### Partnership with local authorities and the third sector

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

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

### Workforce Strategy

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

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

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

### Risk Management

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

#### Risk Management Framework

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

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

#### Financial Risks

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

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

Key specific financial risks within the Strategy and Plan include:

- The national economy and public finances
- The level of interest rates and the cost of borrowing
- Variations in Inflation assumptions - 1% of pay equals £0.6m and 1% of price equals £0.2m
- Failure to deliver or late delivery of budget savings
- Project delays
- Withdrawal of key funding streams by Government
- The cost of pensions



## **Review of Involvement – South Wales Fire and Rescue Authority**

Audit year: 2019-20

Date issued: April 2020

Document reference: 1842A2020-21



This document has been prepared as part of work performed in accordance with statutory functions.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales, Audit Wales and, where applicable, the appointed auditor are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to Audit Wales at [infoofficer@audit.wales](mailto:infoofficer@audit.wales).

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

Mae'r ddogfen hon hefyd ar gael yn Gymraeg. This document is also available in Welsh.

The team who delivered the work comprised Matthew Brushett and Steve Frank.

# Contents

The Authority has a generally good approach to involvement with partners and communities but needs to improve its impact by evaluating current approaches to strengthen future activity.

Summary report

The Well-being of Future Generations Act 2015	4
Involvement	5
Scope of our audit	6
Our findings	6
Proposals for improvement	12
Appendices	
Appendix 1 – examples of involvement approaches in UK Fire and Rescue Authorities	16

# Summary report

## The Well-being of Future Generations Act 2015

- 1 The Well-being of Future Generations Act (the 'Act') requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. The Act also puts in place a 'sustainable development principle' which tells those public bodies covered by the Act how to go about meeting their duty.
- 2 Public bodies need to make sure that when making their decisions they consider the impact they could have on people living their lives in Wales both now and in the future. There are five things that public bodies need to think about to show that they have applied the sustainable development principle. These are set out in **Exhibit 1**. Following these ways of working will help public bodies to work together better, avoid repeating past mistakes and tackle some of the long-term challenges facing Wales.

### Exhibit 1 – the sustainable development principle and the five ways of working



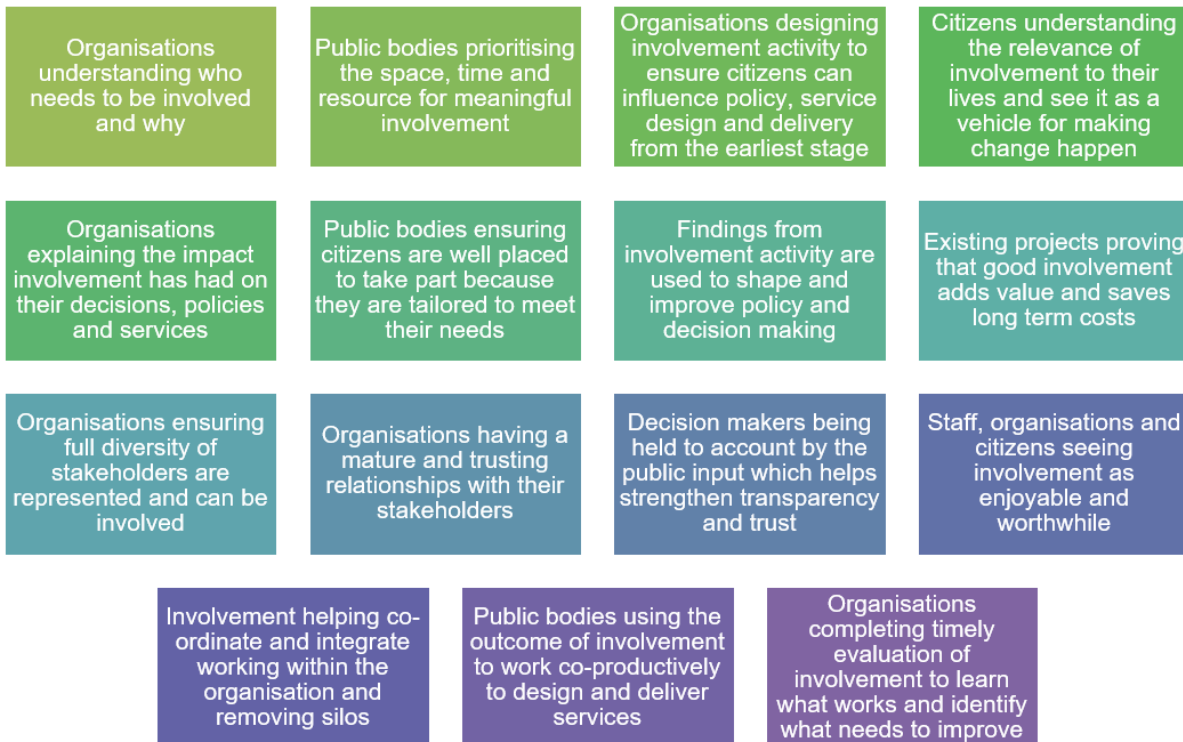
Source: Well-being of Future Generations (Wales) Act 2015 – [The Essentials](#)

## Involvement

- 3 Involvement is about having rich and meaningful conversations with the people in their community, finding out what matters to them, and reflecting that in the decisions that Authorities take. Involvement requires organisations to be open to influence from citizens and stakeholders, moving to a culture of ‘working with’ rather than ‘doing to’. In contrast to consultation, involvement approaches work with people at earlier stages, such as helping to identify issues and potential solutions, and being supported to remain involved right throughout design, implementation and evaluation processes.
- 4 Drawing on our most recent feedback presentation considered to the Fire and Rescue Authority’s (the ‘Authority’) Executive Panel on 9 September 2019, the Future Generations Commissioner for Wales’ [Journey Checker](#) and the [National Principles for Public Engagement in Wales](#) developed by Participation Cymru, **Exhibit 2** summarises the characteristics of an organisation with an effective approach to involvement.

### Exhibit 2 – the characteristics of a public body which has an effective approach to involvement

Effective involvement is embodied by...



- 5 Authorities should therefore set their agenda by listening to people, meaningfully involving them throughout the decision-making process, and being open to real change as a result. It is vital that activities and mechanisms for involving people are appropriately planned, monitored and reported, so they can be developed, challenged or championed. Ensuring that staff and organisations have the necessary skills, structures as well as time and resources to involve the public effectively is vital. This ensures that public services in Wales reflect what is important to the public and their needs, rather than what we may traditionally think works best.

## Scope of our audit

- 6 Given the challenges for public bodies in embodying the sustainable development principle, we have on behalf of the Auditor General for Wales reviewed the Authority's approach and management of involving stakeholders when proposing service and policy changes, and in the design of activities. We undertook a more detailed look at how the Authority is involving stakeholders in developing the new Strategic Equality Plan 2020-25 and in planning public engagement events such as fire station open days, the United Kingdom Rescue Organisation (UKRO) event in 2018 and Emergency Services event in 2019.

## Our findings

- 7 Overall, we have concluded that **the Authority has a generally good approach to involvement with partners and communities but needs to improve its impact by evaluating current approaches to strengthen future activity**. We came to this conclusion because we found the following.

### **The Authority has an effective approach in engaging staff and partners in its equality and diversity work but could do more to embed learning and strengthen its focus on impact**

- 8 The Authority has adopted a clear strategic policy on communications, consultation and engagement – known as Corporate Policy 4. This policy is now fully integrated into the Authority's Strategic Plan theme/wellbeing Objective 3: Engage and Communicate. Progress on the 22 supporting actions relating to involvement are reported via the Business Management Information System (BMIS). The Authority is increasing its use and monitoring of social media which is now being used as an engagement tool.
- 9 The Authority has formed a Consultation and Engagement Group (CEG) which acts as an engagement forum and a learning hub to strengthen its corporate approach to involvement can be enhanced. Its first task is to develop and maintain

an Engagement Toolkit, to enable and support those within the wider organisation to undertake engagement activity in a consistent manner.

- 10 The Authority knows who to involve in developing policy work and has integrated its four partner stakeholder registers into one. The single register has been assessed and mapped alongside the latest lists of Public Services Board (PSB) stakeholders. The Authority now has 384 identified stakeholders, and this forms a regular online forum that is used to inform and consult on a range of policies and safety information. A wider range of stakeholders are now involved including all housing providers, and a single point of contact for all councils has been agreed.
- 11 The Authority has a number of positive examples on involvement activity with staff, partners and citizens. For example:
- involving 2000 frontline staff in policy changes and undertaking station level engagement events. Recent improvements include the use of two way remote cloud based video conferencing which helps staff in more remote locations attend meetings.
  - using the results of evaluation of three years of work on its crimes and consequences project, and work with schools, scouts, and universities and involving 3,400 young people in developing both the measures in Child Poverty Strategy 2019-2022 and in the Strategic Equality Plan 2020-25.
  - opening of a community engagement hub at Malpas fire station, a space for collaboration with partners and engagement with young people.
  - targeting prevention activities to those that are vulnerable using historic incidents and information from partners and learning from previous Safe and Well visits. This information is run through the Authority's vulnerability risk matrix known as RIDGE to ensure the Authority is providing safety advice to those that need it most.
  - employing two dedicated engagement officers who actively engage and involve known vulnerable people and their representative groups in consultations and undertaking early involvement work with key partners including Stonewall and Mind Cymru to shape its strategic approach and accompanying actions. This resulted in a better understanding of the needs and rights of those who share protected characteristics.
  - actively working with local authorities, charities, health bodies, and other organisations to combine resources to integrate involvement activity and reduce 'consultation fatigue'. Examples include joint consultation on area plans and other public bodies signposting the Authority's online consultation on its Strategic Equality Plan 2020-25 to gain interest.
  - pre-consultation that led to the Authority's annual improvement objectives being created. This pre-consultation along with Senior Management Team planning days led to the creation of longer-term Strategic Objectives and annual improvement objectives for 2020-21 being formed. These were then

consulted on during the formal 12-week consultation including the design of the Authority's Safer Together Survey.

- the Authority's Safer Together Survey was designed to seek the opinions of staff, the public and stakeholders about what it can do to improve the Service over the longer term. It identified what key changes the Authority should make along with areas it should focus less attention on. The Authority received 132 responses. This resulted in a much stronger corporate focus on climate change and prevention of refuse fires.

- 12 Better involvement of staff and supervisors in equality and diversity work is resulting in improvements to operational training and recruitment. For example, firefighters are more informed about dealing with casualties from black and minority ethnic backgrounds, and the learning needs of staff with autism are better considered.
- 13 Complaints, comments, media coverage and postings on social media are evaluated by the Authority and learning points shared internally. Frequent complaint issues are reviewed and used to shape and deliver training on issues such as driving safely in rural areas and consideration of pets in emergencies.
- 14 Better involvement of service users and digital content experts is resulting in more relevant communications. The Authority's Website and corporate Facebook page is now more of an interactive community resource and is not just about information giving. The Service's Facebook page currently has 22,000 followers and the Service's Twitter account has over 26,000 followers thanks to the proactive way the Authority uses social media.
- 15 The FRAs Combined Impact Risk Assessment 2019 integrates the equality impact assessment and considers long term and involvement issues including 'evidence that you have involved interested parties and stakeholders especially those representing the protected characteristics'. This assessment identifies who it needs to involve in developing policies, making changes and improving services.
- 16 Welsh language is more effectively promoted with Welsh pages on the Authority website receiving 36,842 hits from 22,358 visitors. Welsh Language courses are offered to all employees on an annual basis and 118 employees have Welsh Language Skills above level 4 and an additional 29 staff have enrolled on Welsh language courses during this year.
- 17 The Authority is using feedback and is making good use of plain language, other languages, and 'easy read' versions of policies and information. Staff visit other Fire and Rescue Authorities such as West Midlands and Staffordshire to learn about good practices elsewhere on equality, community involvement, and staff training. As a result, the Authority is well placed to deliver further improvement.
- 18 Defining 'people' to involve with is challenging because involvement is not just about the people who live in the Authority area, the businesses which work in the Authority area and key local Authority partners but also the wider population. Consequently, the Authority needs to consider people who travel to and through the Authority area.



- 19 However, despite the good quality evaluation of the recent Safer Together project the Authority recognises there is more scope to feedback learning from involvement and share this with partners and the public by creating a 'You Said, We Did' summary. For example, the key findings from website testing and learning from complaints and commendations. We also think there is scope to involve young people and partners in the design and content of the website and in social media communication to extend reach and impact.
- 20 The Authority has many performance measures on involvement, but these are mostly focused on judging inputs and outputs not impact and outcomes. For example, 22 out of 25 of the BMIS actions are numerical outputs and do not relate to how to demonstrate the impact of communication, consultation, engagement and involvement. Actions could include how they felt before and then after being asked or informed.

## **The Authority delivers and coordinates with partners a wide range of important local, regional and national community events**

- 21 The Authority has a well-co-ordinated programme of station open days linked to national and local safety and community events such as White Ribbon<sup>1</sup>, International Days<sup>2</sup>, road safety, and co-ordinated across Public Service Board areas. In addition, the Authority hosts a series of events and involves partners in joint community safety campaigns. The Authority's social media activity and website is a good showcase for these events. The website community events tab takes users to the social media pages and lists various community events with tagged safety advice which is a good way of reinforcing prevention messages.
- 22 Community events are integrating elements of involvement, behaviour change and prevention activity. The 2019 evaluation of engagement activities at the United Kingdom Rescue Organisations (UKRO) event finds a good variety of engagement activities including 'Happy or Not' terminals. These terminals enabled the collection of public feedback to designated questions through engaging with a highly visible touch-button display of four different smiley faces of different colours. There were 1,590 responses recorded by the seven terminals during the three-day period. As a result, those people who participated felt better informed and involved.
- 23 In September 2019 South Wales Fire and Rescue Service, South Wales Police and the Welsh Ambulance Services NHS Trust joined together to host their very first 999 Weekend at Cardiff Bay. The event coincided with the 50th anniversary

<sup>1</sup> White Ribbon Campaign, <https://www.whiteribbon.org.uk/>

<sup>2</sup> United Nations International Days, <https://www.un.org/en/sections/observances/international-days/index.html>

celebrations of South Wales Police, and saw a full programme of family activity, demonstrations and displays staged at the water side venue.

- 24 UKRO in 2018 and Emergency Services Weekend December 2019 events used as a tool to engage on the corporate plan and policy work. Over 20,000 visitors visited UKRO in Cardiff Bay and 18,000 to the 999 emergency services weekend. Over 1,300 and 400 consultation responses were received respectively. As a result, the new strategic corporate plan 2020-25 has stronger emphasis on environmental issues as a result of UKRO engagement.
- 25 Learning from hosting community events has shaped the information the Authority provides to others. A good range of community safety and self-help guides for event organisers are available on the Authority website including guidance on maintaining business continuity, a guide to making premises safe from fire, event organisers checklists, and fire safety measures for semi-permanent tented structures. Training and safety visits are also available by the community safety team. As a result, there has been a dramatic reduction in emergency calls on bonfire night in the first quarter of 2019-20 and no serious fires at events.

### **The Authority is increasing its capabilities in some key areas but needs to integrate its approaches to ensure it can deliver its long-term aspirations**

- 26 The Authority is increasing its capacity and capabilities in involvement, communications, and data analysis. Communicating with Confidence training and online education games and resources are of notable practice. The games and school resources were developed in close collaboration with local schools and tested by students. Future involvement projects include developing a learning data capture hub where all staff can add information and learning about involvement activity. Better performance data analytics and a database on survey design is also planned.
- 27 We see clear progress with our areas for improvement from last year's audit - in formalising and mapping collaborations, integrating involvement activity, and rationalising policies. Improving the strategic approach to collaborations is progressing and exit strategies are in place for each key partnership. Data sharing with public bodies is improving. For example, data sharing protocols are in place with NHS Wales and energy companies to identify people over 65 years old and living in circumstances that make them vulnerable.
- 28 However, less progress is being made on:
- long-term workforce planning; and
  - evaluation of road safety activity.
- 29 The Authority has scope to link things such as on call firefighter recruitment, volunteer recruitment and leadership development to long-term aspirations, and also to link asset management to the work of other partners.

- 30 However, despite working closely with black and ethnic minority (BME) business owners and diverse community organisations to increase recruitment from BME communities, the Authority does not consistently enable all those who may want to contribute to policy development to do so. In particular through different languages. It needs to do more to widen its appeal and encourage people from more economically or socially deprived areas, including those who may be on low or no incomes, to get involved.
- 31 Consequently, the Authority recognises it could do more to involve hard-to-reach groups, it needs to be able to demonstrate its consideration of whether and how it involves community groups such as those outlined above. Working through representative groups across the local area and the wider South Wales region will help the Authority find an efficient way to engage with overarching representative groups which can provide insight and challenge on the effectiveness of current approaches to involvement with hard-to-reach groups.

## Proposals for improvement

- 32 Rather than list proposals for improvement we have produced a self-assessment for the Authority's staff and members to use in identifying the strengths and weaknesses of its current approach to involvement. This self-assessment can be used at both a corporate strategic level but also on individual projects to judge how well the Authority is doing and where change is needed to ensure involvement is mainstreamed and made sustainable. We expect the Authority to use this tool to evaluate its current performance and to identify how it can improve its work.

### Exhibit 3: self-assessment

Action	We do this well on every occasion and do not need to improve our approach at all	We do this well some of the time but there are opportunities to improve our approach	We are not good at this and need to improve our approach
We have a strategic approach and corporate framework for involvement which directs activity			
We understand who needs to be involved and why			
We prioritise the space, time and resources for meaningful involvement			
We have designed our involvement activity to ensure that citizens and partners can influence our policies and plans			

Action	We do this well on every occasion and do not need to improve our approach at all	We do this well some of the time but there are opportunities to improve our approach	We are not good at this and need to improve our approach
We have designed our involvement activity to ensure that citizens and partners can influence how we design and deliver services			
We have made clear to citizens and partners how their involvement will help improve their lives			
We have made clear to citizens and partners how their involvement with us will result in change happening			
We explain the impact involvement has had on our decisions, policies and services			
We tailor our approach to involvement to ensure all citizens and partners can take part			
We use the findings from involvement activity to shape and improve policy and decision making			
We can demonstrate that our approach to involvement saves money and avoids duplication with the similar activities carried out by our partners			

Action	We do this well on every occasion and do not need to improve our approach at all	We do this well some of the time but there are opportunities to improve our approach	We are not good at this and need to improve our approach
Our approach to involvement allows our partners to hold us to account for the decisions we make			
Our approach to involvement allows citizens to hold us to account for the decisions we make			
Our approach to involvement is enjoyable and worthwhile			
Our approach to involvement helps us to integrate our work to avoid silos			
We use the outcome of our involvement to work co-productively to design and deliver services			
We undertake timely evaluation of involvement to learn what works			
We undertake timely evaluation of involvement to identify what needs to improve			



# Appendix 1

## Examples of involvement approaches in UK Fire and Rescue Authorities

Other fire and rescue authorities in the UK are involving their stakeholders strategically and where this works well, they tend to do this regularly and collaboratively.

In 2019 the Scottish Fire and Rescue Service published an independent analysis of the responses to the 'Your Service, Your Voice' consultation<sup>3</sup> about the transformation of the service and closer operational integration with the Scottish Ambulance Service. Overall the exercise generated in 1563 responses, the majority of which were from individuals, plus 32 public service partners, and 85 other organisations. Methods included a well-planned series of 'warm up' public information exercises explaining what the service does and how the public will benefit from change. Three years' worth of consultation findings and complaints were also reviewed to find any trends. Consideration of people living in different areas and with protected characteristics was also considered, and representative groups were involved at early stage to design the exercise. A key finding is that a sustained focus on prevention is the best way of protecting individuals. However, the exercise also finds that whilst staff are open to change, the public are more sceptical and see proposals as propping up shortfalls in other public services.

East Sussex Fire and Rescue Authority conducts regular engagement activity rather than 'one off' set piece consultations. An annual calendar of engagement activity is shared with partners and activity is co-ordinated and integrated with others where possible. Ideas and proposals are regularly tested through the Authority's Online forum and in dedicated community safety sessions of the county council led Citizen panel. All "Ask the Fire Authority" sessions, open days, and roadshows in the area have a theme based on a corporate objective and results are reviewed independently by a regional reference panel of experts, plus the local Police and Crime Commissioner. Regular surveys are carried out on themes rather than policies. A series of Consultation Principles are set out on the Authorities website<sup>4</sup>.

West Yorkshire Fire and Rescue Authority regularly engages with its communities to give them the opportunity to say what they want from the Authority. West Yorkshire engages early before they develop plans, sharing data and intelligence with partners on designing involvement activity. The Authority also targets underrepresented groups such Travellers, and its involvement work is integrated into its inclusion and diversity activity. The Authority carries out regular online surveys and evaluations on the quality of service; satisfaction, complaints; school visits; Safe & Well visits; and changes to fire cover. The Authority finds that people may not know enough about the wider role of the fire and rescue service. This makes it difficult for stakeholders to comment about something they know little about. In response the Authority has produced an interactive online guide and video about the services provided by the Authority<sup>5</sup>. Results of public consultation and what changes as a result is published online.

<sup>3</sup> Scottish Fire and Rescue Service, Your service Your voice, <https://firescotland.citizenspace.com/sfrs-communications/your-service-your-voice/>

<sup>4</sup> East Sussex Fire and Rescue Service, Getting involved, [www.esfrs.org/contact-us/getting-involved/](http://www.esfrs.org/contact-us/getting-involved/)

<sup>5</sup> West Yorkshire Fire and Rescue Service, Customer Service Guide, [www.wyfs.co.uk/wp-content/uploads/2018/10/CS-NFG023-CustomerServiceGuide-1.pdf](http://www.wyfs.co.uk/wp-content/uploads/2018/10/CS-NFG023-CustomerServiceGuide-1.pdf)







Audit Wales

24 Cathedral Road

Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: [info@audit.wales](mailto:info@audit.wales)

Website: [www.audit.wales](http://www.audit.wales)

We welcome correspondence and telephone calls in Welsh and English.  
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

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

AGENDA ITEM NO 11  
21 SEPTEMBER 2020

**AUDIT OF THE SOUTH WALES FIRE & RESCUE AUTHORITY 2020/21  
IMPROVEMENT PLAN**

**SUMMARY**

This report advises Members of the issue of the Certificate of Compliance for the audit of the Authority's 2020/21 Improvement Plan (incorporated within the Strategic Plan 2020-2030).

**RECOMMENDATIONS**

That Members note the issue of the Certificate of Compliance for the audit of the Authority's 2020/21 Improvement Plan which is incorporated into its Strategic Plan 2020-2030.

**1. BACKGROUND**

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

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

**2. ISSUE**

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

2.2 A copy of the Certificate of Compliance for the audit of the Authority's 2020/21 Improvement Plan as issued by the Auditor General is attached as Appendix 1 to this report and concludes that the Authority has effectively discharged its relevant statutory duty in this regard.

### 3. RECOMMENDATION

- 3.1 That Members note the issue of the Certificate of Compliance for the audit of the Authority's 2020/21 Improvement Plan which is incorporated into its Strategic Plan 2020-2030.

<b>Contact Officer:</b> Sally Chapman Deputy Chief Officer	<b>Background Papers:</b> Audit Wales Improvement Plan Certificate of Compliance 2020/21
--	--

**Reference:** 2029A2020-21

**Date issued:** September 2020

## Audit of South Wales Fire and Rescue Authority's 2020-21 Improvement Plan

### Certificate

I certify that, following publication in 2020, I have audited South Wales Fire and Rescue Authority's (the Authority) Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

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

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

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

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

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

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

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

## Scope of the Improvement Plan audit

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

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

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



**Adrian Crompton**  
**Auditor General for Wales**

CC: Julie James MS, Minister for Housing and Local Government  
Nick Selwyn, Manager

**FORWARD WORK PROGRAMME FOR  
FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE 2020/21**

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
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	On agenda
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	
15 June 2020	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
15 June 2020	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

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
15 June 2020	Draft Statement of Accounts	To advise Members of the content of the Draft Statement	Treasurer  Contact Officer: Chris Barton/ Geraint Thomas	Completed
<del>27 July 2020</del> 21 Sept 2020	Statement of Accounts (Revenue and Capital) for 2019/20 budget	To seek Members' approval for publication of the Statement of Accounts.	Treasurer  Contact Officer: Geraint Thomas	On agenda
27 July 2020	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO  Contact Officer: Geraint Thomas	Completed
27 July 2020	Update on COVID-19 Expenditure	To provide an update on the revenue spend and budget commitments to date.	Treasurer  Contact Officer: Geraint Thomas	Completed
21 Sept 2020	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	On agenda
21 Sept 2020	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO  Contact Officer:	On agenda



Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
			Geraint Thomas	
21 Sept 2020	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO  Contact Officer: Geraint Thomas	On agenda
21 Sept 2020	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	On agenda
21 Sept 2020	Medium Term Financial Strategy Update, Reserves Strategy and Revenue & Capital Budget Setting Report	To update Members on the MTFS to inform and influence the 2021/22 budget setting process to meet the Service's requirements for the following financial year	Treasurer/DCO  Contact Officer: Chris Barton/ Geraint Thomas	On agenda
21 Sept 2020	Audit Wales Involvement Review	To present to Members the conclusion of the Audit Review	DCO  Contact Officer: Sally Chapman	On agenda
23 Nov 2020	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO  Contact Officer: Geraint Thomas	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
23 Nov 2020	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO  Contact Officer: Geraint Thomas	
23 Nov 2020	Revenue & Capital Budget Setting Update 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	
23 Nov 2020	Audit & Plan Scheme Updates	To seek Members' views upon the progress of Audit & Plan Scheme Actions	DCO  Contact Officer: Sarah Watkins	
23 Nov 2020	Treasury Management Interim Report	To update Members on treasury management activity during the year to date	Treasurer  Contact Officer: Chris Barton/ Geraint Thomas	
15 March 2021	Treasury Management Strategy Report	To secure Members' approval to the adoption of the Treasury Management Strategy 2021/22	Treasurer  Contact Officer: Chris Barton/ Geraint Thomas	
15 March 2021	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	DCO  Contact Officer: Sarah Watkins	

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
		against each of the statutory PI's		
15 March 2021	Draft Annual Report of the Work of the FAPM Committee and the Discharge of the Terms of Reference of the Finance, Asset & Performance Management Scrutiny 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 Scrutiny Group & DCO  Contact Officer: Sally Chapman	
15 March 2021	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO  Contact Officer: Geraint Thomas	
15 March 2021	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO  Contact Officer: Geraint Thomas	
15 March 2021	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	
15 March 2021	Internal Audit Annual Report	To provide an opinion on the adequacy and effectiveness of risk management,	DCO	

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
		control and governance processes based on the internal audit work undertaken during the financial year. This will support the statement of internal control.	Contact Officer: Sally Chapman/ Geraint Thomas	
15 March 2021	Corporate (Strategic) Risk Register	To seek Members' views upon the Corporate (Operational) Risk Register	DCO  Contact Officer: Sarah Watkins	
15 March 2021	Register of Gifts and Hospitality	To advise Members of gifts and hospitality accepted and declined by Members and Officers during the year	DCO  Contact Officer: Sally Chapman	

Sally Chapman - DCO  
Dewi Rose - ACFO Service Delivery  
Chris Barton - Treasurer

Geraint Thomas - Head of Finance & Procurement  
Andrew Jones - Head of Human Resources  
Sarah Watkins - Head of Corporate Support

## AGENDA ITEM NO 13

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

**THIS PAGE IS INTENTIONALLY BLANK**

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. Chairperson's Announcements
4. To Receive the Minutes of:
  - Finance Audit & Performance Management Meeting held on 27 July 2020 3
5. Health Check of Priority Actions and Q1 progress against the Statutory PI's 11
6. Revenue Monitoring Report 2020/21 51
7. Capital Monitoring Report 2020/21 67
8. 2019/20 Annual Treasury Management Review 73
9. Medium Term Financial Strategy (MTFS), Reserve Strategy and Budget update 79
10. Audit Wales Involvement Review 105
11. Audit of the South Wales Fire & Rescue Authority 2020/21 Improvement Plan 123
12. Forward Work Programme 2020-21 127
13. To consider any items of business that the Chairperson deems urgent (Part 1 or 2) 133