

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

FIRE & RESCUE AUTHORITY SUMMONS

SOUTH WALES FIRE & RESCUE AUTHORITY

You are required to attend a meeting of the Scrutiny Committee to be held on:

Monday, 4 September 2023 at 1030 hours

**In person at South Wales Fire & Rescue Service Headquarters,
Forest View Business Park, Llantrisant, CF72 8LX**

or

Remotely via Microsoft Teams - Access Code: <https://bit.ly/Scrutiny-04-09-23>

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

3. Chairperson's Announcements
4. To receive the minutes of;

- Scrutiny Group held on 17 April 2023

REPORTS FOR DECISION

- | | | |
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| 5. | Capital Outturn Report 2022/23 | 9 |
| 6. | Revenue Outturn Report 2022/23 | 21 |
| 7. | Medium Term Financial Strategy and Revenue Budget Update Report | 37 |
| 8. | Overview of Fire Authority and Committee Work Programmes for the 2023/24 municipal year | 67 |

REPORTS FOR INFORMATION

- | | | |
|-----|---|-----|
| 9. | Consultation response activity by the service | 93 |
| 10. | Forward Work Programme for Scrutiny Group 2023/2024 | 101 |
| 11. | To consider any items of business that the Chairperson deems urgent (Part 1 or 2) | 107 |

Signature of Monitoring Officer:



MEMBERSHIP

Councillors:

| | | |
|------|---|---------|
| Cllr | A | Best |
| Cllr | K | Carr |
| Cllr | C | Elsbury |
| Cllr | M | Hughes |
| Cllr | A | Hussey |
| Cllr | C | Wright |
| Cllr | T | Watkins |

SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE SCRUTINY GROUP MEETING HELD ON MONDAY 17 APRIL 2023 AT 1000 HRS IN MEETING ROOM 8 OR REMOTELY VIA TEAMS

37. PRESENT:

| Councillor | Left | Authority |
|------------------|------|------------|
| M Hughes (Chair) | | Bridgend |
| K Carr | | Cardiff |
| A Hussey | | Caerphilly |
| D Naughton | | Cardiff |
| T Watkins | | Newport |

APOLOGIES:

| | |
|-----------|--------------------|
| A Best | Torfaen |
| C Elsbury | Caerphilly |
| H Jakeway | Chief Fire Officer |

OFFICERS PRESENT:- ACO G Thomas – Monitoring Officer & Director of Corporate Services, Mrs S Watkins – Deputy Monitoring Officer & Head of Corporate Support, ACO A Reed – Director of People Services, ACFO D Rose – Director of Service Delivery, Temp ACFO G Davies – Director of Technical Services, AM D Loader – Head of Operations, Temp AM C Hadfield – Head of Risk Reduction, Mr C Barton – Treasurer, Ms Lisa Mullan - Temp Head of Finance, Mr W Thomas – Head of Service Performance & Communications, Dr Mark Kerbey – Member of Standards Committee (Observer)

The Chair extended a special warm welcome to Dr M Kerbey, Member of the Standards Committee, who was in attendance as an observer.

38. DECLARATIONS OF INTEREST

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

39. CHAIR'S ANNOUNCEMENTS

There were no Chair's announcements to record.

40. MINUTES OF PREVIOUS MEETINGS

The minutes of the Scrutiny Group meeting held on 6 March, 2023, were received and accepted as a true record of proceedings.

41. REPORTS FOR DECISION

41.1. ANNUAL REPORT OF DIRECTORS

The Monitoring Officer informed Members that the presented inaugural report provided an overview from each Director on specific outcomes, issues, and areas of focus from their respective Directorate.

RESOLVED THAT

- 41.1.1 Following a lengthy question and answer session, Members agreed to note the contents of the Annual Directors Reports and the key areas summarised by the individual Directors.
- 41.1.2 Following a request by Members, Officers agreed to consider facilitating a visit to the Occupational Health Unit and JPSC.
- 41.1.3 Following discussion on the style and layout of the individual reports, following a request by Members, Officers agreed to shorten the reports to 2 to 3 pages long and to consider including pen pictures, etc.

Each Director also took the opportunity to record their thanks to all their individual team members for their help and support throughout the last year.

Members thanked Officers for their comprehensive reports.

41.2. ANNUAL REPORT ON THE WORK OF MEMBER CHAMPIONS

The Monitoring Officer informed Members that the presented inaugural annual report provided an overview of the activity and involvement of appointed Member Champions, as elected at the Annual General Meeting in June 2022.

RESOLVED THAT

- 41.2.1 Members agreed to note the contents of the Members Champion reports presented by individual Officers, which included updates on departmental priorities and workstreams.
- 41.2.2 Following a request by Members, Officers agreed to invite each of the Member Champions to personally present their reports to the Scrutiny Group at the end of each Municipal Year.

Officers took the opportunity to thank the individual Member Champions for their valuable help and support throughout the year.

The ACFO Service Delivery withdrew from the meeting at 11:25 hrs.

41.3 INITIAL DRAFT ANNUAL GOVERNANCE STATEMENT 2022/23

The Head of Corporate Support presented a report which brought Members attention to the initial draft of the Annual Governance Statement to be included with the 2022/23 Statement of Accounts.

RESOLVED THAT

Following consideration of the draft Annual Governance Statement, Members confirmed that they did not wish to make any amendments and agreed its content.

41.4 DRAFT ANNUAL REPORT ON DISCHARGE OF TERMS OF REFERENCE OF THE SCRUTINY GROUP

The Deputy Monitoring Officer informed Members that the presented paper was the draft annual report on the work of the Scrutiny Group for the Municipal Year 2022/2023.

RESOLVED THAT

- 41.4.1 Following consideration of the report, Members approved its content as a summary of the workload carried out by the Scrutiny Group, prior to presenting to the Fire & Rescue Authority.
- 41.4.2 Following an update from Officers, Members agreed to note that the Scrutiny Group would be formalised into a more robust structure from a Working Group into a Scrutiny Committee in the new Municipal Year.

42. REPORTS FOR INFORMATION

42.1 FUTURE TRENDS

The Head of Service Performance & Communications presented a report which provided Members with an assessment of the future of Wales, specifically the administrative area of South Wales Fire & Rescue Service where possible, as a means to identify some of the challenges and opportunities the Service was likely to face.

RESOLVED THAT

- 42.1.1 Following lengthy discussion on the Wellbeing Future Generation (Wales) Act and the 5 Ways of Working, as well as drawing on expertise from other areas and challenges, Members agreed to note the Future Trends information which would assist in future planning and resource decision making.
- 42.1.2 Members agreed to note that reporting on Future Trends would continue to be monitored and regularly updated.

The ACO People Services withdrew from the meeting at 12:00 hrs.

42.2 FLOOD WATER STRATEGY

The Head of Risk Reduction provided Members with an electronic presentation and verbal report on the Service's Flood Water Strategy 2021-2026.

RESOLVED THAT

Members thanked Officers for the informative presentation and agreed to note the verbal update.

42.3. CONSULTATION RESPONSES

The Head of Corporate Support provided Members with a brief overview of the Service's current process for responding to Consultations to Welsh Government and other organisations.

RESOLVED THAT

Following discussion, Members agreed to note that in future they would view the Consultation responses on a regular basis throughout the year and provide feedback before submission.

43. FORWARD WORK PROGRAMME FOR 2022/2023

The Monitoring Officer provided Members with the Forward Work Programme for 2022/2023.

RESOLVED THAT

Members agreed to note that the Forward Work Programme for 2022/2023 was now complete.

The Monitoring Officer took the opportunity to thank Members for their continued support throughout the year.

44. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIR DEEMS URGENT (PART 1 OR 2)

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

The Chair closed the meeting by thanking Members and Officers for their informative reports and invaluable contribution.

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 5
4 SEPTEMBER 2023

SCRUTINY COMMITTEE

REPORT OF ASSISTANT CHIEF OFFICER CORPORATE SERVICES

CAPITAL OUTTURN REPORT 2022/23**THIS REPORT IS FOR DECISION**

REPORT APPROVED BY ASSISTANT CHIEF OFFICER CORPORATE SERVICES

REPORT PRESENTED BY TEMP HEAD OF FINANCE, PROCUREMENT & PROPERTY

SUMMARY

The following report provides the capital outturn position for the year ended 31 March 2023, the financing arrangements and the budget slippage required to complete capital schemes in 2023/24.

RECOMMENDATION

The capital outturn and associated funding for 2022/23 is noted.

1. BACKGROUND

- 1.1. Monitoring reports have been presented to this committee throughout the financial year to provide budget monitoring information to members for oversight and scrutiny. The latest report presented to the 13th March 2023 committee meeting.
- 1.2 Appendix 1 illustrates budget information for all approved capital investment plans. In summary, appendix 1 presents the total budget, (2021/22 slippage + 2022/23 budget) the outturn, budget over spend and slippage as £12 million, £7.9 million, £1.9 million and £6.1 million respectively. A detailed narrative below, supports this position and the funding analysis provides information on how we intend to finance the investment.
- 1.3 Expenditure on capital schemes has reduced since previous reporting from £9.5 to £7.9 million which is a reduction of £1.6 million. The majority of this i.e. £820k relates to the Vehicle Replacement Programme (VRP),

with smaller reductions in Equipment £320k, ICT £30k and Property schemes £459k respectively.

- 1.4 Appendix 2 details grant funded initiatives and the impact this has on the capital budget and associated funding streams.
- 1.5 The following provides a narrative explanation in support of appendix 1.

2. ISSUES

- 2.1. Appendix 1 details the level of capital expenditure approved by Members for the year. This is compared to the actual cost of capital investment and the resulting variance detailing an over/under spend position.
- 2.2. The table below illustrates the budgeted and actual capital expenditure and the funding mechanisms supporting this:-

| Capital Expenditure | Budget £'000 | Actual £'000 | Variance £'000 |
|------------------------------|-------------------------|-------------------------|---------------------------|
| Approved capital spend | 5,574 | 3,910 | 1,664 |
| 21/22 Budget slippage | 6,447 | 3,947 | 2,500 |
| Total budget 2022/23 | 12,021 | 7,857 | 4,164 |
| | | | |
| Capital Financing | | | |
| Borrowing | 11,821 | 6,208 | 5,613 |
| Revenue contribution | 200 | 200 | 0 |
| Revenue Reserves | 0 | 0 | 0 |
| Grant Funded | 0 | 1,425 | -1,425 |
| Capital Receipts | 0 | 24 | -24 |
| Total funding 2022/23 | 12,021 | 7,857 | 4,164 |

- 2.3. The overall underspend on the budget is £4,164k and is analysed as follows:-
 - £1,674k overspend
 - £5,838k in budget slippage into 2022/23

If approved, budget slippage will be carried into 2023/24 to complete capital projects.

2.4 Property

- 2.4.1 The final outturn is £459k less than previously forecast. This is the result of changes in a number of areas, the most significant are in

the Whitchurch (£113k), and Pontyclun (£100k) headings. Variances comprise the following;

| | |
|-------------------------|-------------|
| MONMOUTH | -48 |
| PONTYPRIDD | -14 |
| TONYPANDY | -3 |
| NEW INN | 11 |
| PONTYCLUN | -100 |
| WHITCHURCH | -113 |
| ON-CALL STATION PROJECT | -22 |
| PLANNED & PREVENTATIVE | -65 |
| SOLAR PV HQ | -8 |
| EV CHARGERS | -13 |
| BOILER WORKS | -23 |
| EQUALITY & DIVERSITY | -62 |
| TOTAL | -459 |

2.4.2 Pontyclun

A number of elements were planned to commence in 2022/23 in preparation for refurbishment works to begin in 2024/25. These include design and enabling works to free up space in the drill yard amongst other works.

It was also anticipated that the demolition of the training building which has not been in use for a number of years would take place in 2022/23 however this did not progress as we are still awaiting the planning permission for the demolition. This is expected to be delayed until 2024.

2.4.3 Monmouth

Project plans and designs have been drawn up and circulated. Once the scheme is costed a decision will be made with our co-location partners with the aim to progress in 2023/24.

2.4.4 Whitchurch

At the time of writing the previous monitoring report, the Service were waiting to receive the final account, including negotiating fees caused by delays during the project. This has now been received and is lower than the previous forecast by £113k.

2.4.5 On-call Station Project

Construction work commenced on Pontycymer in January and is progressing well. The timescale for completion is estimated to be October 2023. This is our blueprint station and work on Treorchy and Gilfach Goch will begin in 2023, with the remaining 6 stations to follow.

2.4.6 Planned & Preventative

This heading covered a number of projects this year including the roof replacement at Maesteg fire station and the installation of the new fire alarm system at HQ, both of which were completed during the year.

The tower works project saw Whitchurch tower replaced in January 2023 and work progressing on Treorchy tower. The remaining budget has slipped into 2023/24, with Treorchy reaching completion in May 2023, and Roath scheduled to be completed in the coming months.

2.4.7 Boiler Works

Having completed the boiler works at Merthyr, Barry and Cwmbran stations, £23k of retention has been accrued to be paid in 2023/24 which is the difference since the last monitoring report.

2.4.8 Equality & Diversity

This project commenced towards the end of the financial year and was an unbudgeted item with an aim to address equality and diversity issues on stations. Work has started on Roath station and there is an approved budget of £400k to complete work at others stations in 2023/24.

2.5 Vehicle Replacement Programme (VRP)

The outturn position for vehicles is £820k less than previously forecast. This variance is as follows;

| | |
|----------------------|-------------|
| WATER LADDERS | -779 |
| VANS/OPS ESTATE CARS | -41 |
| TOTAL | -820 |

2.5.1 Water Ladders

The budget for 7 water ladders has been slipped into 2023/24 as delivery didn't take place before March 31st. Delivery has since taken place in April 2023 which brings the VRP up to date.

2.5.2 Vans/Ops Estate Cars

Delivery of 9 vans took place prior to year end however one has slipped into 2023/24.

2.6 Equipment

2.6.1 The outturn has decreased by £320k, due to the below projects;

| | |
|--|-------------|
| RESCUE TENDER EQUIPMENT | -375 |
| BREATHING APPARATUS | 5 |
| DIM BIOLOGICAL & EXPLOSIVE DETECTION EQUIPMENT (Grant) | 50 |
| | -320 |

2.6.2 Rescue Tender Equipment

Delivery of the remaining equipment was not taken prior to March 31st and has therefore slipped into 2023/24.

2.6.3 DIM Biological & Explosive Detection Equipment (Grant)

This grant funded project has seen an increase in expenditure since the last forecast due to an additional purchase of radiation detectors which were ordered and delivered prior to year end.

2.7 ICT

2.7.1 The outturn has decreased by £30k, as follows;

| | |
|-------------------------------|------------|
| WIRELESS LAN CONTROLLERS | -26k |
| VOICE GATEWAYS REPLACEMENT | -1 |
| CORE SWITCH REPLACEMENT | -1 |
| SERVERS & STORAGE REPLACEMENT | 1 |
| WIRELESS ACCESS POINTS | -2 |
| COMMAND VIDEO WALL | -1 |
| TOTAL | -30 |

2.7.2 Wireless LAN Controllers

The remaining budget for this project has been slipped into 2023/24 due to delivery not taken place prior to March 31st 2023.

3. FINANCIAL IMPLICATIONS

3.1. Appendix 1 illustrates capital scheme details and is supported by paragraphs 2.1 to 2.7 above.

Overall the capital budget has a net over spend of £1.9m and is offset by grants of £1.4m. The remaining difference of £509k is managed by using under spends of £37k in the first instance followed by consideration of reserve and revenue budget contributions.

This is analysed as follows;

| | Overspends | Underspends | Additional Funding | Variances |
|--|---------------|-------------|--------------------|-------------|
| PONTYPRIDD | | 14 | | 14 |
| TONYPANDY | | 3 | | 3 |
| WHITCHURCH / USAR (Grant) | -989 | | 989 | 0 |
| ON-CALL STATION PROJECT (partial Grant) | | 12 | 12 | 24 |
| SOLAR PV HQ | -10 | | | -10 |
| EV CHARGERS (Grant) | -156 | | 156 | 0 |
| BOILER WORKS | -189 | | | -189 |
| EQUALITY & DIVERSITY | -46 | | | -46 |
| RESCUE TENDERS | -193 | | | -193 |
| LADDERS | | 1 | | 1 |
| DIM ELECTRIC LIGHT VEHICLE (Grant) | -102 | | 102 | 0 |
| WET WEATHER GEAR | -14 | | | -14 |
| BA COMPRESSOR | -22 | | | -22 |
| BREATHING APPARATUS | -5 | | | -5 |
| DIM BIOLOGICAL & EXPLOSIVE DETECTION EQUIPMENT (Grant) | -165 | | 165 | 0 |
| GPS REPEATERS ON ALL STATIONS | | 5 | | 5 |
| THIN CLIENT REPLACEMENT | -3 | | | -3 |
| VOICE GATEWAYS REPLACEMENT | -6 | | | -6 |
| HQ INNER FIREWALLS REPLACEMENT | -21 | | | -21 |
| WIRELESS ACCESS POINTS | | 2 | | 2 |
| COMMAND VIDEO WALL | -49 | | | -49 |
| TOTAL | -1,970 | 37 | 1,424 | -509 |

3.2. Community and Environment

| | |
|---|----|
| Equality, Diversity and Inclusion | No |
| Welsh Language | No |
| Well-Being Of Future Generations (Wales) Act | No |
| Socio Economic Duty | No |
| Sustainability / Environment / Carbon Reduction | No |
| Safeguarding | No |
| Consultation and Communications | No |
| Consultation with Representative Bodies | No |
| Impact Assessment | No |

3.3. Regulatory, Strategy and Policy

| | |
|------------------------------|-----|
| Legal | No |
| Financial | Yes |
| Procurement | No |
| Corporate Risk | No |
| Information Management | No |
| Data Protection / Privacy | No |
| Health, Safety and Wellbeing | No |
| Governance & Audit | No |
| Service Policy | No |
| National Policy | No |

3.4. Resources, Assets and Delivery

| | |
|---|-----|
| Human Resources and People Development | No |
| Assets and Resources (Property/Fleet/ICT/Equipment) | No |
| Service Delivery | No |
| Procurement | No |
| Budget Revenue/Capital | Yes |

4. RECOMMENDATION

4.1 The capital outturn and associated funding for 2022/23 is noted.

| | | |
|----------------------------|--|---|
| Contact Officer: | Lisa Mullan Temp Head of Finance, Property & Procurement | |
| Background Papers | Date | Source / Contact |
| Capital Monitoring Reports | 2022/23 | Temp Head of Finance, Property & Procurement |
| Revenue Monitoring Reports | 2022/23 | Temp Head of Finance, Property & Procurement |

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CAPITAL OUTTURN 2022/23

Appendix 1

| CAPITAL PROGRAMME 2022/23 | | | | | | | APPENDIX 1 | | |
|---|-----------------------|---------------------------------|---------------------------|-------------------------------------|-------------------------------------|---|---|---------------------------------|--|
| | Project Total £000 | SLIPPAGE B/F 2021/22 £000 | 2022/23 BUDGET £000 | ACTUAL AS AT 31.03.23 £000 | COMMITTED AS AT 31.03.23 £000 | OUTTURN POSITION 31.03.23 £000 | BUDGET UNDER/ OVER SPEND £000 | SLIPPAGE C/F 2023/24 £000 | |
| PROPERTY | | | | | | | | | |
| STATION REFURBISHMENTS | | | | | | | | | |
| MONMOUTH (co-location scheme) | 600 | 350 | 0 | 12 | 0 | 12 | 0 | 338 | |
| PONTYPRIDD | 1,000 | 0 | 0 | -14 | 0 | -14 | 14 | 0 | |
| TONYPANDY | 800 | 0 | 0 | -3 | 0 | -3 | 3 | 0 | |
| NEW INN | 3,800 | 1,960 | 0 | 111 | 0 | 111 | 0 | 1,848 | |
| PONTYCLUN | 1,100 | 10 | 0 | 0 | 0 | 0 | 0 | 10 | |
| PENARTH | 3,250 | 0 | 25 | 0 | 0 | 0 | 0 | 25 | |
| WHITCHURCH / USAR (Grant) | 1,040 | 0 | 0 | 989 | 0 | 989 | -989 | 0 | |
| ON-CALL STATION PROJECT (partial Grant) | 1,850 | 0 | 1,500 | 278 | 0 | 278 | 12 | 1,210 | |
| PLANNED & PREVENTATIVE MAINT | 0 | 187 | 450 | 580 | 0 | 580 | 0 | 58 | |
| SOLAR PV HQ | 300 | 0 | 0 | 10 | 0 | 10 | -10 | 0 | |
| EV CHARGERS (Grant) | 169 | 0 | 0 | 156 | 0 | 156 | -156 | 0 | |
| BOILER WORKS | 200 | 0 | 0 | 189 | 0 | 189 | -189 | 0 | |
| EQUALITY & DIVERSITY | 0 | 0 | 0 | 46 | 0 | 46 | -46 | 0 | |
| | 14,109 | 2,507 | 1,975 | 2,355 | 0 | 2,355 | -1,361 | 3,490 | |
| VEHICLES | | | | | | | | | |
| TRUCK (SLIDE DECK / CRANE) | 150 | 150 | 0 | 0 | 0 | 0 | 0 | 150 | |
| WATER LADDERS | 3,719 | 1,934 | 1,785 | 2,022 | 0 | 2,022 | 0 | 1,697 | |
| RESCUE TENDERS | 705 | 705 | 0 | 898 | 0 | 898 | -193 | 0 | |
| VAN/OPS ESTATE CAR | 454 | 299 | 155 | 381 | 0 | 381 | 0 | 73 | |
| LIGHT UTILITY 4WD | 240 | 0 | 240 | 0 | 0 | 0 | 0 | 240 | |
| NON OP 4WD | 26 | 0 | 26 | 0 | 0 | 0 | 0 | 26 | |
| LADDERS | 108 | 0 | 108 | 107 | 0 | 107 | 1 | 0 | |
| DIM ELECTRIC LIGHT VEHICLE (Grant) | 75 | 0 | 0 | 102 | 0 | 102 | -102 | 0 | |
| | 5,477 | 3,088 | 2,314 | 3,510 | 0 | 3,510 | -294 | 2,186 | |
| EQUIPMENT | | | | | | | | | |
| RTC CUTTING/RESCUE TENDER EQUIPM | 300 | 494 | 795 | 1,049 | 0 | 1,049 | 0 | 240 | |
| WET WEATHER GEAR | 100 | 100 | 0 | 114 | 0 | 114 | -14 | 0 | |
| BA COMPRESSOR | 22 | 0 | 0 | 22 | 0 | 22 | -22 | 0 | |
| BREATHING APPARATUS | 900 | 0 | 0 | 5 | 0 | 5 | -5 | 0 | |
| DIM BIOLOGICAL & EXPLOSIVE DETECTION EQUIPMENT (Grant) | 185 | 0 | 0 | 165 | 0 | 165 | -165 | 0 | |
| | 1,507 | 594 | 795 | 1,355 | 0 | 1,355 | -206 | 240 | |
| ICT | | | | | | | | | |
| WIRELESS LAN CONTROLLERS | 80 | 26 | 0 | 0 | 0 | 0 | 0 | 26 | |
| GPS REPEATERS ON ALL STATIONS | 45 | 5 | 0 | 0 | 0 | 0 | 5 | 0 | |
| THIN CLIENT REPLACEMENT | 250 | 47 | 0 | 50 | 0 | 50 | -3 | 0 | |
| END USER COMPUTER REPLACEMENT | 450 | 0 | 150 | 150 | 0 | 150 | 0 | 0 | |
| VOICE GATEWAYS REPLACEMENT | 20 | 20 | 0 | 26 | 0 | 26 | -6 | 0 | |
| HQ INNER FIREWALLS REPLACEMENT | 30 | 30 | 0 | 51 | 0 | 51 | -21 | 0 | |
| CORE SWITCH REPLACEMENT | 130 | 130 | 0 | 8 | 0 | 8 | 0 | 123 | |
| SERVERS AND STORAGE REPLACEMENT | 150 | 0 | 150 | 123 | 0 | 123 | 0 | 27 | |
| SERVER SOFTWARE UPGRADE | 150 | 0 | 150 | 143 | 0 | 143 | 0 | 7 | |
| WIRELESS ACCESS POINTS | 40 | 0 | 40 | 38 | 0 | 38 | 2 | 0 | |
| COMMAND VIDEO WALL | 50 | 0 | 0 | 49 | 0 | 49 | -49 | 0 | |
| | 1,395 | 258 | 490 | 637 | 0 | 637 | -72 | 182 | |
| TOTAL | 22,488 | 6,447 | 5,574 | 7,858 | 0 | 7,857 | -1,933 | 6,099 | |
| FUNDING ANALYSIS | | | | | | | | | |
| | | | | | | BORROWING | 6,209 | | |
| | | | | | | CO-LOCATION CONTRIBUTIONS | 0 | | |
| | | | | | | REVENUE CONTRIBUTION | 200 | | |
| | | | | | | REVENUE RESERVES | 0 | | |
| | | | | | | CAPITAL GRANT | 1,424 | | |
| | | | | | | CAPITAL RECEIPTS | 24 | | |
| | | | | | | 7,857 | | | |

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GRANT MONITORING 2022/23 – CAPITAL
Appendix 2

| | CAPITAL |
|--|------------|
| <u>Vehicles</u> | |
| <i>NR - DIM Light Electric Vehicle</i> | 102,371 |
| <u>Equipment</u> | |
| <i>NR - DIM Biological & Explosive Detection Equipment</i> | 165,254 |
| <u>Property</u> | |
| <i>USAR property development</i> | 989,422 |
| <i>EV Chargers</i> | 155,881 |
| <i>Solar PV HQ</i> | 0 |
| <i>Low Carbon Heat Development</i> | 12,000 |
| Income | -1,382,625 |
| Additional Income | -42,303 |
| <u>(Under)/Overspend</u> | -0 |

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6
4 SEPTEMBER 2023

SCRUTINY COMMITTEE

REPORT OF ASSISTANT CHIEF OFFICER CORPORATE SERVICES

REVENUE OUTTURN REPORT 2022/23**THIS REPORT IS FOR DECISION**REPORT APPROVED BY ASSISTANT CHIEF OFFICER CORPORATE
SERVICESREPORT PRESENTED BY TEMP HEAD OF FINANCE, PROCUREMENT &
PROPERTY**SUMMARY**

Subject to the external audit process, this report outlines the revenue outturn position for the financial year end 2022/23 and resultant impact on reserves.

RECOMMENDATIONS

The outturn position and consequent transfer to usable reserves of the revenue surplus, is received and noted.

1. BACKGROUND

- 1.1 The objective of this report is to present Members with a summary of the revenue outturn for the year ending 31 March 2023 whilst noting that the statutory accounts are subject to external audit and to this end, a final position will not be definite until the audit process is complete.
- 1.2 Appendix 1 details the annual budget, summary transactions and variance analysis, i.e., over / underspend against budget.
- 1.3 Appendix 2 charts the outturn position and variances reported at each FAPM committee.
- 1.4 The reserve statement at Appendix 3 presents the year end movements and position.
- 1.5 Appendices 4 and 5 detail grant funded initiatives and the impact on revenue budgets. All grant related transactions have been incorporated into the revenue outturn position to present a full financial picture.

2. ISSUE / PROPOSAL

- 2.1 Monitoring reports throughout the year reported an overspend to FAPM committee. However, since 13 March FAPM, the final outturn position is an underspend of £105k.
- 2.2 The overall underspend comprises a £2.563 million overspend against employee budgets, £481k underspend on non-employee budgets, £1.628 million additional income and a further £559k of grant funding since initial budget setting.
- 2.3 The following narrative highlights the most significant changes since previous reporting.

2.3.1 EMPLOYEE COSTS - £215k increase in overspend

Salary costs have increased by £85k which includes an increase to pension of costs of £64k than previous forecast. This is due to actual contributions payable following the agreed pay award, and back pay, for grey book staff along with new members.

Travel and subsistence costs have seen an increase of £55k which is attributable to accommodation costs associated with training for planned industrial action.

Additional ill health retirement costs of £69k have also been incurred in the final outturn position.

2.3.2 PREMISES COSTS - £87k increase in underspend

A few planned repairs and maintenance projects were unable to complete before 31st March due to contractor delays and weather conditions. These will be completed during 2023/24 and is the main contributor with a £67k underspend in this area.

In consequence of business rate appeals, undertaken in 2017, £1.2 million was previously reported as being income to be receipted. Whereas, during 2022/23 there was a reduction of £41k in actual NNDR charges for the year with the remainder of the appeals being received as income.

A reduction in security charges of £11k due to a change in provider along with reduced mobile phone charges of £12k contribute to the increased underspend being reported along with £16k of externally funded related spend being carried forward into 2023/24.

These savings have been offset by an overall increase of £43k in energy costs due to rising energy costs than when the budget was initially submitted. In addition, cleaning costs increased by £20k due

to wage inflation payable to the contractor and additional cleaning services on some sites.

2.3.3 TRAINING COSTS - £46k decrease in underspend

Training costs increased due to external funding initiatives and an increase in National Resilience training courses. This has been offset by additional grant income received and is as detailed in appendices 4 and 5.

2.3.4 SUPPLIES AND SERVICES - £371k increase in underspend

Several areas have reported underspends of varying degrees of significance as follows.

Equipment costs were £115k less than anticipated and this is attributable to supplier delays for the purchase of flash hoods. A £97k carry forward budget has been approved to fund this expenditure in 2023/24.

Uniform costs were £95k less than previously forecast due to both the amount of stock adjustments for kit received from both retirees and leavers within the year along with recruitment numbers for the last quarter being less than forecast.

£92k underspend of planned IT project work is attributable to a reduction of Support and Maintenance costs. This relates to planned charges for 2022/23 not to be incurred until 2023/24 along with a few licences no longer required.

Hydrant repair costs decreased by £38k as the amount of work completed before the end of the year was less than forecast.

Licensing costs of £17k were not spend due to several licences no longer required and Approved Driver Instructor (ADI) registration costs not required until April 2023.

These underspends along with a £52k reduction against planned purchases of furniture, are contributable to the underspend in this area. Offsetting this is an increase in spend against foam of £43k because of the change over from obsolete foam stocks held to new stock, to ensure compliance.

2.3.5 TRANSPORT SERVICES - £52k increase in overspend

Increased fuel costs impacted 22/23 along with the end of year stock adjustment to account for the value of fuel held across the service with both resulting in an additional £46k.

2.3.6 **CONTRACTED SERVICES - £44k decrease in overspend**

Consultancy costs are dependent on the requirement and reduced by £30k from those previously forecast.

Civil contingency vacancies, along with previously forecast costs being grant funded within NWFRS saw a further reduction of £34k.

Delays in treatments on the NHS resulted in more surgical procedures being supported and resulted in an increase of £20k in this area, offsetting the reductions above.

2.3.7 **CAPITAL COSTS - £116k increase in underspend**

There has been a reduction in the Minimum Revenue Provision (MRP) because of less capital projects completed in 2022/23 and is detailed in the capital outturn report.

2.3.8 **INCOME - £88k additional**

This is due to additional grant funding of £89k since previous reporting with a full breakdown provided in appendix 4.

3. IMPLICATIONS

The unaudited net revenue budget surplus of £105k will be transferred to useable reserves.

3.1 **Community and Environment**

| | |
|---|----|
| Equality, Diversity and Inclusion | No |
| Welsh Language | No |
| Well-Being Of Future Generations (Wales) Act | No |
| Socio Economic Duty | No |
| Sustainability / Environment / Carbon Reduction | No |
| Safeguarding | No |
| Consultation and Communications | No |
| Consultation with Representative Bodies | No |
| Impact Assessment | No |

3.2 **Regulatory, Strategy and Policy**

| | |
|---------------------------|-----|
| Legal | No |
| Financial | Yes |
| Procurement | No |
| Corporate Risk | No |
| Information Management | No |
| Data Protection / Privacy | No |

| | |
|------------------------------|-----|
| Health, Safety and Wellbeing | No |
| Governance & Audit | Yes |
| Service Policy | No |
| National Policy | No |

3.3 Resources, Assets and Delivery

| | |
|---|-----|
| Human Resources and People Development | No |
| Assets and Resources (Property/Fleet/ICT/Equipment) | No |
| Service Delivery | No |
| Procurement | No |
| Budget Revenue/Capital | Yes |

4 EVALUATION & CONCLUSIONS

- 4.1 The £105k underspend is a result of a £82 million spend set against a £79.3 million net revenue budget and £2.8 million of external funding.

5 RECOMMENDATIONS

- 5.1 The outturn position and consequent transfer to usable reserves of the revenue surplus, is received and noted.

| | | |
|----------------------------|--|---|
| Contact Officer: | Lisa Mullan Temp Head of Finance, Property & Procurement | |
| Background Papers | Date | Source / Contact |
| Capital Outturn Report | 2022/23 | Temp Head of Finance, Property & Procurement |
| Revenue Monitoring Reports | 2022/23 | Temp Head of Finance, Property & Procurement |

| Appendices | |
|-------------------|---|
| Appendix 1 | Revenue Outturn 2022/23 (24.07.2023) |
| Appendix 2 | Revenue Variances to Outturn 2022/23 (24.07.2023) |
| Appendix 3 | Reserve Statement 2022/23 (24.07.2023) |
| Appendix 4 | Grant Outturn Report 2022/23 (24.07.2023) |
| Appendix 5 | Grant Outturn Report 2022/23 – Table (24.07.2023) |

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REVENUE OUTTURN 2022/23
Appendix 1
Revenue Outturn 2022/23 (24.07.2023)

| SOUTH WALES FIRE & RESCUE SERVICE | | | | | | | | | |
|---|--|---------------------------------|--|--|--------------------------------------|----------------------------------|-------------------------------------|---|------------------------|
| BUDGET OUTTURN 2022/23 | | | | | | | | | |
| | | Original Budget 2022/23 £ | Revised Budget (vired budget) 2022/23 £ | Original Revenue Grant 2022/23 £ | Total Revenue Budget 2022/23 £ | Actual Spend at 31.03.23 £ | Revenue Outturn at 31.03.23 £ | Over/Under Spend Against Revised Budget £ | Over/ Under Spend % |
| Employee Costs | | | | | | | | | |
| Salaries, NI & superann. | | 62,247,239 | 62,247,239 | 937,612 | 63,184,850 | 64,538,802 | 65,535,621 | -2,350,771 | -3.0% |
| Pensions (ill health) | | 849,601 | 849,601 | 0 | 849,601 | 982,308 | 982,308 | -132,707 | -0.2% |
| Travel and Subsistence | | 385,000 | 385,000 | 0 | 385,000 | 439,756 | 464,321 | -79,321 | -0.1% |
| Total Employee Costs | | 63,481,840 | 63,481,840 | 937,612 | 64,419,452 | 65,960,866 | 66,982,250 | -2,562,798 | -3.2% |
| Premises Related Expenses | | 5,654,123 | 5,671,808 | 20,016 | 5,691,824 | 5,638,341 | 5,642,318 | 49,505 | 0.1% |
| Training Expenses | | 1,771,002 | 1,760,972 | 99,917 | 1,860,889 | 1,535,246 | 1,668,254 | 192,635 | 0.2% |
| Supplies & Services | | 5,336,442 | 5,333,380 | 1,015,635 | 6,349,016 | 5,002,489 | 6,247,352 | 101,664 | 0.1% |
| Transport Related Expenses | | 1,477,793 | 1,477,793 | 98,568 | 1,576,361 | 1,551,668 | 1,600,951 | -24,590 | 0.0% |
| Third Party Payments (Contracted Services) | | 941,296 | 936,704 | 65,794 | 1,002,498 | 1,073,458 | 1,159,239 | -156,741 | -0.2% |
| Capital costs / leasing | | 4,874,253 | 4,874,253 | 0 | 4,874,253 | 4,555,810 | 4,555,810 | 318,442 | 0.4% |
| Contingency | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Total Expenditure | | 83,536,749 | 83,536,749 | 2,237,542 | 85,774,291 | 85,317,878 | 87,856,175 | -2,081,884 | -2.6% |
| Income | | | | | | | | | |
| Employee Related | | -3,108,266 | -3,108,266 | 0 | -3,108,266 | -3,207,448 | -3,207,448 | 99,183 | 0.1% |
| Lease Car Contributions | | -100,500 | -100,500 | 0 | -100,500 | -99,767 | -99,767 | -733 | 0.0% |
| Co-Location Re-imbursement | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Other Income | | -1,023,926 | -1,023,926 | 0 | -1,023,926 | -2,553,856 | -2,553,856 | 1,529,930 | 1.9% |
| Total Income | | -4,232,692 | -4,232,692 | 0 | -4,232,692 | -5,861,071 | -5,861,071 | 1,628,380 | 2.1% |
| NET BUDGET / FORECAST 2022/23 | | 79,304,057 | 79,304,057 | 2,237,542 | 81,541,599 | 79,456,806 | 81,995,104 | -453,504 | -0.6% |
| Local Authority Contributions | | -79,304,057 | -79,304,057 | 0 | -79,304,057 | -79,304,057 | -79,304,057 | 0 | 0.0% |
| External Funding (WG) | | 0 | 0 | -2,237,542 | -2,237,542 | -2,793,108 | -2,796,384 | 558,842 | 0.7% |
| OVERALL REVENUE OVER / UNDERSPEND | | | | | | | 105,337 | | |
| Key | | | | | | | | | |
| Overspend | | | | | | | | | |
| Underspend | | | | | | | | | |

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REVENUE OUTTURN 2022/23 Appendix 2 Revenue Variances to Outturn 2022/23 (24.07.2023)

| SOUTH WALES FIRE & RESCUE SERVICE | | | | | | | | | | | | | |
|---|---------------------------|---|--|--------------------------|--------------------------|--------------------------|--------------------|---|--|--|--------------------------------------|---|---|
| REVENUE BUDGET OUTTURN 2022/23 | | | | | | | | | | | | | |
| | Original Budget 2022/23 £ | Revised Budget (vired budget) 2022/23 £ | Original Revenue Grant Funding 2022/23 £ | FAPM Forecast 10.10.22 £ | FAPM Forecast 05.12.22 £ | FAPM Forecast 13.03.23 £ | Outturn 31.03.23 £ | Variance at FAPM 10.10.22 to Revised Budget | Variance at FAPM 05.12.22 to FAPM 10.10.22 | Variance at FAPM 13.03.23 to FAPM 05.12.22 | Variance at Outturn to FAPM 13.03.23 | Cumulative Variances against Revised Budget | Summary on variances previously reported* |
| Employee Costs | | | | | | | | | | | | | |
| Salaries, NI & superann. | 62,247,239 | 62,247,239 | 937,612 | 64,071,394 | 64,942,684 | 65,450,315 | 65,535,621 | -886,543 | -871,290 | -507,631 | -85,306 | -2,350,771 | * Pay awards increased on average to 5% against 1.5% budgeted Variances in strength in establishment against budgeted |
| | 62,247,239 | 62,247,239 | 937,612 | 64,071,394 | 64,942,684 | 65,450,315 | 65,535,621 | -886,543 | -871,290 | -507,631 | -85,306 | -2,350,771 | ** Pay award confirmed for green book staff at £1,925 Pay awards mirrored in pension forecasts |
| Pensions (ill health) | 849,601 | 849,601 | 0 | 900,502 | 904,879 | 904,708 | 982,308 | -50,901 | -4,377 | 171 | -77,600 | -132,707 | *** Increase in forecast for Grey Book staff to 7% |
| Travel and Subsistence | 385,000 | 385,000 | 0 | 432,324 | 425,717 | 411,752 | 464,321 | -47,324 | 6,607 | 13,964 | -52,569 | -79,321 | |
| Total Employee Costs | 63,481,840 | 63,481,840 | 937,612 | 65,404,220 | 66,273,280 | 66,766,776 | 66,982,250 | -984,768 | -869,060 | -493,496 | -215,474 | -2,562,798 | |
| Premises Related Expenses | 5,654,123 | 5,671,808 | 20,016 | 5,689,115 | 5,676,065 | 5,728,863 | 5,642,318 | -14,976 | 13,050 | -52,798 | 86,544 | 31,821 | * Increasing Firelink costs offset by overbudgeted NNDR charges ** Reduction in telecommunication costs than forecast *** Increase in premise costs due to inflation in utilities and cleaning services |
| Training Expenses | 1,771,002 | 1,760,972 | 99,917 | 1,883,687 | 1,785,475 | 1,622,684 | 1,668,254 | -19,807 | 98,212 | 162,791 | -45,570 | 195,626 | * H&S IOSH courses to be met from carry forward reserves ** Reallocation of budget to Supplies & Services / Contracted Services *** Includes training not going ahead as planned due to change in focus and courses postponed to 23/24 |
| Supplies & Services | 5,336,442 | 5,333,380 | 1,015,635 | 6,478,363 | 6,550,594 | 6,618,140 | 6,247,352 | -119,246 | -72,230 | -67,546 | 370,788 | 111,765 | * Operational equipment initially submitted as part of capital submission External Funding overspends ** Reduction in spend than budgeted offset by increase in IT and Support & Maintenance charges. In addition to managed care uniform costs for Auxiliary Reserves *** Increase in grant expenditure offset by income |
| Transport Related Expenses | 1,477,793 | 1,477,793 | 98,568 | 1,586,196 | 1,559,973 | 1,548,727 | 1,600,951 | -9,836 | 26,224 | 11,246 | -52,225 | -24,590 | * Reduction in External Funding charges offset by an increase in revenue fuel costs forecast. |
| Third Party Payments (contracted services) | 941,296 | 936,704 | 65,794 | 1,095,470 | 1,170,485 | 1,203,033 | 1,159,239 | -88,380 | -75,016 | -32,547 | 43,794 | -152,149 | * Increase in Securitas contract for providing resilience as part of IA planning ** Increase in External Funding charge in addition to annual pension SLA *** Increase to Consultancy charges |
| Capital costs / leasing | 4,874,253 | 4,874,253 | 0 | 4,749,934 | 4,738,250 | 4,671,514 | 4,555,810 | 124,319 | 11,684 | 66,735 | 115,704 | 318,442 | * Reduction in MRP forecast in line with capital reporting |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Income (including Grant Income) | -4,232,692 | -4,232,692 | -2,237,542 | -6,647,701 | -7,217,709 | -8,569,929 | -8,657,455 | 177,467 | 570,008 | 1,352,220 | 87,526 | 2,187,221 | * Increase in bank interest rates along with updated collaboration calculations with MWWFRS ** Additional grant funding, further increase to due to Bank Interest rates in addition to legal re-imbursments |
| CONTRIBUTION BUDGET 2022/2023 | 79,304,057 | 79,304,057 | 0 | 80,239,284 | 80,536,412 | 79,589,807 | 79,198,720 | -935,227 | -297,128 | 946,605 | 391,087 | 105,337 | |

| | |
|------------|------------|
| Key | |
| | Overspend |
| | Underspend |

* Comments for the latest FAPM will be included in detail in the report attached

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REVENUE OUTTURN 2022/23
Appendix 3
Reserve Statement 2022/23 (24.07.2023)

| 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 |
|--|--|-----------------------|------------------------|---------------------|---|
| General | To cover general financial risks including council funding, grants, inflation and interest. | -3,000,000 | 0 | -3,000,000 | Capital receipts used on capital expenditure |
| Managed under spends | To meet costs associated with rolling programmes of expenditure incomplete at year end. Controlled via routine budget monitoring procedures. | -114,906 | 71,260 | -141,021 | Spending against carry forward requests within revenue |
| | | | -97,375 | | 2022/23 carry forward budget requests |
| Change Management | Costs of change arising from 'Shaping our 'Future' programme, investment in change projects to improve service and / or reduce spend. | -10,255,147 | 97,375 | -3,094,370 | Carry forward reserves transferred from Managed Under Spends |
| | | | -276,597 | | Revenue underspend and transfer of annual joint control lease costs |
| | | | 7,340,000 | | Transfer to newly established earmarked reserves |
| Cultural Review | To meet costs across the service as part of the Independent Cultural Review process. | 0 | -340,000 | -340,000 | Transferred from Change Management Reserve |
| Carbon Reduction | Costs to achieve aims set out in the Carbon Delivery Plan 2020-2030. | 0 | -3,000,000 | -3,000,000 | Transferred from Change Management Reserve |
| Equality, Diversity & Inclusion | Costs to support the framework to promote in-house equality, diversity and good practice. | 0 | -2,000,000 | -2,000,000 | Transferred from Change Management Reserve |
| Equipment Renewals | To level out cost variances in the required annual provisions for replacement. | 0 | -2,000,000 | -2,000,000 | Transferred from Change Management Reserve |
| PFI Equalisation | To meet future costs of the Training Centre PFI project | -3,503,807 | 312,184 | -3,191,623 | Final figures for 22.23 |
| Capital Receipts | To meet costs of the capital programme. Reserve applied as receipts are generated | 0 | 24,100 | 0 | Capital receipts used on capital expenditure |
| | | | -24,100 | | Fleet disposal and sale of land during 22.23 |
| Joint Control Lease Reserve | To meet the lease costs over an eight year period (from 2017/18) | -300,000 | 100,000 | -200,000 | Annual Joint Control lease costs |
| | TOTAL | -17,173,860 | 206,846 | -16,967,013 | |

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REVENUE OUTTURN 2022/23
Appendix 4
Grant Outturn Report 2022/23 (24.07.2023)

1. BACKGROUND

This report presents an update of the major changes and final outturn position of grant funding since the last FAPM report in March 2023.

2. ISSUES

- 2.1** During 2022/23 spends across all grants totalled £2.538 million and income received was £2.796 million resulting in a net underspend of £258k being transferred to the overall revenue outturn position.

Summarised below are the areas contributable to the overall underspend:

- Fire Crime - £9k overspend
- HFS Stock - £66.5k overspend
- FF Apprentices - £350k underspend
- AFAN Project - £1.5k overspend
- Hafod - £15k overspend

All other grants were fully claimed in their entirety.

Since the last reporting period there have been several changes to individual projects as summarised below:

2.1.1 FIRE CRIME - £9k increase in overspend

Due to reduced patrols being required during Operation Arid, overtime claims were less than forecasted, decreasing the budget by £15.5k. To offset this decrease in spends, training courses at a value of £12.5k were claimed for as part of the grant.

An increase in vehicle related expenses was a result of lease costs being paid at year end which increased the budget by £9k.

The amount of funding claimed reduced by £3k, making the overall overspend in Fire Crime £9k.

2.1.2 HFS STOCK - £23k increase in overspend

Due to ongoing demand for HFS Stock through requests and referrals, spends increased by £37k. Further grant funding of £14k was made available due to an All Wales underspend, resulting in a net effect of £23k increase in overspend.

2.1.3 ANTI-SOCIAL BEHAVIOUR - £3.7k decrease in overspend

The Anti-Social behaviour position has been vacant for a period due to the postholder leaving the CS department to commence a WDS role. The impact on the budget has seen a reduction in employee costs of £8k and a reduction in grant funding of £4.3k, resulting in a net underspend of £3.7k.

2.1.4 FF APPRENTICES - £350k increase in underspend

Grant funding has been offset against revenue funded salaries to reduce the service's salary costs by £350k, to aid the learning and development of trainee firefighters.

2.1.5 HAFOD SECONDMENT - £15k increase in overspend

Funding for the Sustainability Graduate was awarded by Hafod for 50% salary costs with remaining salary costs to be met from the service. These costs result in the additional £15k.

2.1.6 £89.3k – Additional income

Since last reported there has been additional income of £89.3k, contributable to this figure are the increases and decreases as summarised below:

- Fire Crime – 3.1k decrease
- HFS stock – 14k increase
- Youth - £7k increase
- Momentum - £9.6k decrease
- Anti-Social Behaviour – £4.3k decrease
- National Resilience - £24.9k increase
- MTA – £21.6k increase
- USAR – £14.9k increase
- FBU secondment - £2.3k increase
- NRW secondment - £19.9k decrease
- Merseyside FRS secondment - £2.8k decrease
- Circular Economy - £16.2k decrease
- FF Apprentices - £48.6k increase
- Cyber training - £0.6k decrease
- Hafod Secondment - £12.5k increase

4. FINANCIAL IMPLICATIONS

Expenditure and income have been included in the revenue outturn report with the overall net underspend across all grant funding being £258k.

REVENUE OUTTURN 2022/23
Appendix 5
Grant Outturn Report 2022/23 – Table (24.07.2023)

| SOUTH WALES FIRE & RESCUE SERVICE REVENUE GRANT REPORTING 2022/23 | | | | | | | | | | | | |
|--|-------------------|--------------------|--------------------|-------------------|--------------------------|------------------------|--------------------|--------------------|-------------------|---------------|-------------------|-------------------|
| | FIRE CRIME | HFS STOCK | YOUTH | MOMENTUM | ANTI SOCIAL BEHAVIOUR | NATIONAL RESILIENCE | MTA | USAR | FBU | JESG | NRW | MERSEYSIDE FRS |
| Employee Costs | | | | | | | | | | | | |
| Salaries, NI & superann. | 23,513.92 | 0.00 | 112,149.87 | 0.00 | 31,484.52 | 320,454.48 | 59,837.51 | 259,334.38 | 46,798.28 | 0.00 | 21,466.23 | 69,413.34 |
| Travel & Subs | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 17,222.17 | 2,983.78 | 1,010.25 | 0.00 | 113.17 | 0.00 | 622.46 |
| Premises Related Expenses | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.40 | 0.00 | 0.00 | 0.00 | 0.00 |
| Training Expenses | 12,465.00 | 0.00 | 0.00 | 0.00 | 0.00 | 119,741.68 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Supplies & Services | 0.00 | 415,720.06 | 7,958.00 | 0.00 | 0.00 | 593,380.79 | 198,751.42 | 27,074.71 | 0.00 | 0.00 | 148.00 | 851.14 |
| Transport Related Expenses | 19,012.76 | 0.00 | 8,310.66 | 0.00 | 0.00 | 7,206.04 | 3,191.27 | 7,801.06 | 0.00 | 0.00 | 0.00 | 3,761.82 |
| Third Party Payments (Contracted Services) | 21,977.13 | 0.00 | 0.00 | 60,387.55 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Expenditure | 76,968.81 | 415,720.06 | 128,418.53 | 60,387.55 | 31,484.52 | 1,058,005.16 | 264,763.98 | 295,222.80 | 46,798.28 | 113.17 | 21,614.23 | 74,648.76 |
| Other/Additional Income | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | -26,393.74 | 0.00 | -6,497.87 | 0.00 | 0.00 | 0.00 | 0.00 |
| Grant Income | -67,797.69 | -349,186.20 | -128,348.65 | -60,387.55 | -31,484.52 | -1,031,611.42 | -264,763.98 | -288,724.93 | -46,798.28 | 0.00 | -21,614.23 | -74,648.76 |
| (Under)/Overspend to be transferred to Revenue | 9,171.12 | 66,533.86 | 69.88 | 0.00 | 0.00 | 0.00 | 0.00 | -0.00 | 0.00 | 113.17 | 0.00 | 0.00 |

| | MERSEYSIDE FRS | CIRCULAR ECONOMY | WAST VOLS | FF APPRENT | CYBER TRAINING | AFAN PROJECT | NFCC | ANEURIN BEVAN UHB | CARDIFF & VALE UHB | WALES & WEST UTILITIES | HAFOD | Total |
|---|-------------------|---------------------|----------------|--------------------|-------------------|------------------|-------------------|-------------------------|-----------------------|------------------------------|-------------------|----------------------|
| Employee Costs | | | | | | | | | | | | |
| Salaries, NI & superann. | 69,413.34 | 0.00 | 183.47 | 0.00 | 0.00 | 1,698.46 | 21,447.94 | 384.21 | 1,447.90 | 0.00 | 0.00 | 969,614.51 |
| Travel & Subs | 622.46 | 0.00 | 0.00 | 0.00 | 0.00 | 2,335.21 | 0.00 | 0.00 | 0.00 | 0.00 | 277.91 | 24,564.95 |
| Premises Related Expenses | 0.00 | 3,813.72 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3,816.12 |
| Training Expenses | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 132,206.68 |
| Supplies & Services | 851.14 | 0.00 | 0.00 | 0.00 | 0.00 | 442.64 | 0.00 | 0.00 | 0.00 | 5,000.00 | 0.00 | 1,249,326.76 |
| Transport Related Expenses | 3,761.82 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 49,283.61 |
| Third Party Payments (Contracted Services) | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 27,204.92 | 109,569.60 |
| Total Expenditure | 74,648.76 | 3,813.72 | 183.47 | 0.00 | 0.00 | 4,476.31 | 21,447.94 | 384.21 | 1,447.90 | 5,000.00 | 27,482.83 | 2,538,382.23 |
| Other/Additional Income | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | -32,891.61 |
| Grant Income | -74,648.76 | -3,813.72 | -183.47 | -350,396.86 | 0.00 | -2,923.75 | -21,447.94 | -386.20 | -1,447.90 | -5,000.00 | -12,526.14 | -2,763,492.19 |
| (Under)/Overspend to be transferred to Revenue | 0.00 | 0.00 | 0.00 | -350,396.86 | 0.00 | 1,552.56 | 0.00 | -1.99 | -0.00 | 0.00 | 14,956.69 | -258,001.57 |

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7
4 SEPTEMBER 2023

SCRUTINY COMMITTEE

REPORT OF THE TREASURER

**MEDIUM TERM FINANCIAL STRATEGY AND REVENUE BUDGET UPDATE
REPORT****THIS REPORT IS FOR DECISION**REPORT APPROVED BY TREASURER
PRESENTING OFFICER TREASURER**SUMMARY**

This report presents the updated Medium-Term Financial Strategy for 2022/23 to 2026/27 for approval. It includes budget projections based on the Authority's plans and strategies informed by the general financial and operational environment in which services are provided.

The Strategy indicates that the Authority's cost base will continue to increase over the currently approved budget in response to the general inflationary pressures in the UK economy. These cost pressures are compounded by unforeseen under-provision in the current financial year. This will present a challenge to the Fire Authority and potentially to our funding councils next year.

The Strategy is drawn up in the light of rapidly changing economic projections and few firm resource commitments beyond the current year. This background introduces significant financial risks to the Strategy. Whilst it is tempting to consider the information in this report a worst-case scenario, this is far from reality given the current volatility in the UK economy and public finances.

The Finance, Audit and Performance Management Committee considers the MTFs each year throughout its budget planning cycle. The Scrutiny Committee is invited to comment on the Strategy prior to this consideration.

RECOMMENDATIONS

1. That Members consider the Strategy and associated financial challenges in light of the information and projections contained within it and provide any comments to the FAPM Committee for consideration.

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 MTFS (Appendix 1) and associated planning assumptions and discusses the immediate challenges facing the Authority both in terms of its currently approved budget and its budget setting for next financial year.
- 1.2 The Authority follows appropriate Codes of Practice in managing its finances including the maintenance of an MTFS underpinned by its Treasury Management Strategy. The Authority's latest external audit report confirms that its governance, reporting and financial management arrangements are appropriate and functioning well.
- 1.3 The uncertainty arising from the recent Covid19 pandemic and other factors such as Brexit have presented significant challenges to the Fire Authority and the wider public sector. These challenges have been successfully negotiated by the Service.
- 1.4 More recent challenges exist in terms of the current inflationary crisis throughout the UK and World economies. This continues to bear on all public sector organisations through higher costs of goods and services but mainly through higher wage demands. The Bank of England has continued to increase interest rates to stifle demand and thus reduce inflation.
- 1.5 As a public sector body with a substantial workforce, these inflationary cost pressures bear heavily on our budget. One of the key decisions for the Authority will be to accurately estimate pay inflation for next year and beyond.
- 1.6 Few firm forward financial plans have been released by central government whether nationally or regionally in the wake of the current cost of living crisis. Forward planning with any accurate assessment of external factors is therefore very challenging.
- 1.7 Welsh Government released its settlement for local government for 2023/24 earlier this year. Indications from Welsh Government are that the next budget round will be challenging and that no new resources are expected from Westminster.
- 1.8 The MTFS can only plan based on knowns or reasonably informed assessments and accordingly, no attempt has been made to forward project resources beyond simple benchmarks. In the same way, the cost base of the Authority is given context in the risk section of the MTFS.

- 1.9 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.
- 1.10 There is an ongoing discussion with Welsh Government regarding the broadening of the role of firefighters but currently, no clear parameters exist to base assumptions on.

2. ISSUE / PROPOSAL

- 2.1 The MTFs has been constructed to provide a framework for financial planning and set the basis for annual budget setting. The MTFs considers resource availability and costs.

2.2 LOCAL GOVERNMENT SETTLEMENT

2.2.1 In recent years, the Welsh Government has started to increase resources within the local government settlement. Last year, Welsh Government gave Councils in South Wales an unprecedented 10% growth in resources and this trend continued with an increased settlement in 2023/24.

2.2.2 Welsh Government indicated in its settlement that resources in Wales could increase by 3.1% for 2024/25. This is generally regarded to be significantly less than the cost pressures faced by local government.

2.2.3 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 between 4% and 5%. Councils continue the long-term trend of increases in Council Tax. Council Tax still accounts for around one quarter of their net revenue to fund services.

2.3 WELSH GOVERNMENT FUNDING

2.3.1 The Authority relies on several streams of Welsh Government funding to support its budget. As in previous years, no forward commitment has been given to support these key income streams. Pension costs, national initiatives such as National Resilience and community safety activities all rely heavily on this cash and this lack of long-term commitment represents a risk. Including pensions and PFI grant, the funding amounts to around £20m per annum.

- 2.3.2 In the current year, Welsh Government terminated its support for FireLink (the Airwave emergency communications system) resulting in a withdrawal of £600k of funding citing the case that such costs were part of the operational service delivery of the Authority. They also transferred pensions (SCAPE) grant into the general local government settlement. There is a wider initiative underway within central government to reduce specific grants to reduce administration costs. Whether this will further impact grant funding for Fire in 2024/25 is not known.
- 2.3.3 In most years, Welsh Government provides a cash flat grant profile. This of course represents real terms cuts as costs increase. Likely pay inflation in 2024/25 will again erode the value of those grants which remain.
- 2.3.4 Recent announcements by the First Minister have indicated that there will be a very challenging financial environment in Wales next year with a quoted £900m shortfall in Welsh public finances.

2.4 **BASE BUDGET CONSIDERATIONS**

- 2.4.1 There are two fundamental issues with the base budget going forward. Firstly, there is under-provision within the current year arising from unforeseen inflationary pressures. Secondly, there is continued inflationary pressure in 2024/25 on top of planned expenditure requirements contained within budget submissions for the coming financial year. Each of these factors is outlined in the following paragraphs.
- 2.4.2 The most significant part of the Authority's budget is employee costs representing around 75% of spend. The previous MTFS was drawn up based on long term average pay awards of 1.5% per annum however, this assumption was varied in the short term to reflect the extraordinary levels of inflation being witnessed in the UK economy. The Authority has faced a turbulent period in its budget setting resulting mainly from inflation. In setting the 2023/24 budget it was necessary to estimate pay awards for the 2022/23 year and the 2023/24 as pay negotiations were still ongoing.
- 2.4.3 Recent green book (support staff) pay settlements represented an increase of around 7%. Whilst inflation is now falling, trade unions have been pushing for continued pay awards at or near inflation rates to make up for the impact of the 'cost of living' crisis. The Authority's current year budget will be under significant additional pressure. The 2023/24 budget was based on a 3% provision and currently offers of around 7% are again being discussed. The

difference in likely pay inflation in the current year amounts to around £400k.

- 2.4.4 Grey book (uniformed staff) costs also increased substantially following acceptance of a two year pay award. Whilst this offers certainty for the current year, the 5% eventually paid exceeded the 3% provision resulting in increased costs of up to £900k.
- 2.4.5 On top of the potential under-provision of £1.3m, pay inflation for 2024/25 again must be estimated in this uncertain economic climate. 1.5% already seems too optimistic and a 3% provision has been modelled in the MTFS for the coming year. At full establishment and with no contributions from reserves, this amounts to around £2.8m. Whilst inflation rates have started to fall in the UK, the speed with which they will come down is uncertain and risk remains in these estimates.
- 2.4.6 In total therefore, the base pay budget would increase by some £4.1m or around 6% year on year. Pay inflation is assumed to fall back to 2% and 1.5% in future years.
- 2.4.7 Each year, the employee budget is built up based on the full establishment as approved by the Fire Authority. In approving the budget last year, staff savings were assumed from a combination of vacancy provisions and reserve funding. This will need to be reassessed and could be repeated in 2024/25 as part of a package of budget reductions.
- 2.4.8 Further pressures and complications exist in the employee budget due to a variety of legal actions ongoing regarding the Firefighters' Pension Fund. Successful national legal challenges resulted in firefighters being given the option to return to their legacy pension schemes resulting in potentially higher costs and / or compensation. Due to the complexity of the cases involved and the time taken to frame new legislation, it is difficult to accurately assess any impact on the Fire Authority. New legislation is anticipated in October 2023 which will start to bring clarity to the situation. This is however further compounded by a second buy back exercise for on-call firefighters and an ongoing pension scheme valuation which is attempting to assess the impact of the resolution of these cases.
- 2.4.9 The Premises budget is once again under pressure from inflationary increases mainly in energy costs. When setting the budget for the current year, estimates were made on unit costs for both gas and electricity however, these have been surpassed and have created a significant in year budget pressure of £800k. Contracts linked to RPI

are subject to significant increases from the prevailing inflationary conditions in the economy and the budget for Premises is modelled to increase by £900k or 18% next year.

- 2.4.10 ICT costs are increasing by RPI in licences and support fees (£300k). Essential operational equipment is included in next year's budget (£350k) however, in accordance with the budget plan last year, some of these costs could be funded from Reserves. Other supplies budgets reflect inflationary increases or reductions according to planned activities but where inflation is applied, we anticipate higher increases than normal resulting from current RPI levels. The Authority's insurance cover was re-tendered and costs came in lower than anticipated resulting in savings (£200k). Overall, Supplies costs are expected to increase by around £900k or 14% next year.
- 2.4.11 Transport costs continue to be targeted for reductions by reducing vehicle movements and reducing the use of fossil fuels across the fleet. The introduction of electric vehicles and cleaner diesel vehicles will underpin this trend however, fossil fuel costs are still increasing. There is an in-year budget pressure of £80k for fuel and overall, the budget is expected to increase by £110k or 7% next year.
- 2.4.12 Review of the current contracted services budget shows increases of £337k or 29%. This is a result of both RPI inflation and growth e.g. External Audit Fees.
- 2.4.13 Capital financing costs are historically assumed to increase annually at 4%pa reflecting the approved capital programme (with cost inflation built in). The overall exposure to these costs is monitored through the Authority's Treasury Management Strategy. Recent interest rate rises do not directly impact the Authority's budget as much of its debt is long term however, there is a general upward pressure on interest costs as maturing loans are replaced. There are opportunities to increase returns on invested cash, but this will depend on the Treasury Management policy from year to year. Generally, the avoidance of borrowing is still more cost effective than investing.
- 2.4.14 In setting the final budget, the Authority takes a prudent view of its capital programme completion rate which in the past has shown an aspirational trend. For the purposes of the MTFs, a reassessment of both the Minimum Revenue Provision (MRP) and borrowing costs / income based on completion of the currently approved capital

programme would result in an increase year on year of £563k or 11%.

2.5 BUDGET PROJECTIONS

2.5.1 The MTFS currently shows an increase in budget next year of 7.82%. This headline figure would prove extremely challenging for our funding partners given the wider pressures on Welsh public finances that have been signalled.

2.5.2 The Authority works with North Wales FRS and Mid & Wales FRS to arrive at broadly consistent planning assumptions. All three FRSs are also working with the WLGA to communicate to Welsh Government the scale of cost pressures across Wales for this and next year. Initial information shows a similar pattern of in year inflationary pressures and continued unavoidable growth in 2024/25.

2.5.3 The December meeting of the Fire Authority will consider recommendations from the FAPM Committee and Scrutiny Committee and will consult with constituent councils prior to a probable decision in February 2024.

3. IMPLICATIONS

3.1 Community and Environment

| | |
|---|-----|
| Equality, Diversity and Inclusion | No |
| Welsh Language | No |
| Well-Being Of Future Generations (Wales) Act | No |
| Socio Economic Duty | No |
| Sustainability / Environment / Carbon Reduction | Yes |
| Safeguarding | No |
| Consultation and Communications | Yes |
| Consultation with Representative Bodies | No |
| Impact Assessment | No |

3.1.1 The MTFS includes assumptions of savings derived from Carbon Reduction initiatives.

3.1.2 The MTFS includes budget projections that will form the basis of consultation with the ten constituent authorities.

3.2 Regulatory, Strategy and Policy

| | |
|------------------------------|-----|
| Legal | No |
| Financial | Yes |
| Procurement | No |
| Corporate Risk | No |
| Information Management | No |
| Data Protection / Privacy | No |
| Health, Safety and Wellbeing | No |
| Governance & Audit | No |
| Service Policy | No |
| National Policy | No |

3.2.1 The MTFs includes detailed plans of the Authorities finances and is prepared in compliance with several regulatory Codes of Practice.

3.3 Resources, Assets and Delivery

| | |
|---|-----|
| Human Resources and People Development | No |
| Assets and Resources (Property/Fleet/ICT/Equipment) | No |
| Service Delivery | No |
| Procurement | No |
| Budget Revenue/Capital | Yes |

3.3.1 The MTFs forms the basis of the revenue and capital budget planning for the coming financial year.

4 EVALUATION & CONCLUSIONS

4.1 The MTFs attached at Appendix 1 includes projections that result in annual increases in budget as follows. Members should note the significant health warnings regarding the projections in the MTFs at this time.

| Financial Year | Increase in Budget |
|----------------|--------------------|
| 24/25 | 7.8% |
| 25/26 | 1.8% |
| 26/27 | 1.4% |

4.2 The MTFs will be revisited annually and updated as more information becomes available. Further reports on the detail of next year's budget will be presented to the FAPM Committee at future meetings.

5 RECOMMENDATIONS

- 5.1 That Members consider the Strategy and associated financial challenges in light of the information and projections contained within it and provide any comments to the FAPM Committee for consideration.

| | | | |
|--------------------------|--|---------------------------|-------------------------|
| Contact Officer: | | Chris Barton Treasurer | |
| | | | |
| Background Papers | | Date | Source / Contact |
| None | | | |
| Appendices | | | |
| Appendix 1 | Medium Term Financial Strategy 22/23 – 26/27 | | |

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MEDIUM TERM FINANCIAL STRATEGY, RESERVE STRATEGY AND REVENUE BUDGET UPDATE REPORT

Appendix 1

Medium Term Financial Strategy 2022/23 – 2026/27

September 2023

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 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

| Strategic Theme | Proposed Objectives |
|--|--|
| Keeping you Safe | <ul style="list-style-type: none"> • Reducing the impact of false alarms on our resources • Reducing the number of fires in the home and understanding the behaviours and causes of them • Reducing the number of road traffic collisions • Reducing the number of deliberate fires • Improving safety in and around water • Improving fire safety in buildings in our communities |
| Responding to your Emergency | <ul style="list-style-type: none"> • Responding effectively when you need us • Doing all we can to make sure that our on-call crews are available • Training our personnel to respond to current and future risks in our communities |
| Valuing our People | <ul style="list-style-type: none"> • Attracting a workforce that reflects and represents our communities. • Developing our people by identifying training and development opportunities • Supporting our people to feel well, healthy and happy at work • Delivering on the recommendations of the Investors in People report • Encouraging and supporting a bilingual culture across the Service |
| Using Technology Well | <ul style="list-style-type: none"> • Using the most suitable technology and equipment to improve our services • Reviewing the standard and use of technology and equipment across the Service |
| Working with our Partners | <ul style="list-style-type: none"> • Working with Public Service Boards to support our communities • Working with our partners to deliver our services where they are needed • Reviewing and evaluating our existing partnerships |
| Involving and Communicating | <ul style="list-style-type: none"> • Involving our communities and making sure they have their say in what we do • Helping keep our communities safe through safety education and attending community events |
| Protecting and Enhancing our Environment | <ul style="list-style-type: none"> • Reducing the usage of single use materials • Expanding the use of electric vehicles • Reducing our energy use and our carbon footprint • Considering how our activities impact on the environment • Reducing the amount of waste we produce |
| Continuing to Work Effectively | <ul style="list-style-type: none"> • Being clear and publicly accountable • Maximising value for money while improving our Service • Developing new ways of working |

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.

In the past two years, the nature of public services and public sector finance has undergone a paradigm shift resulting from the Covid19 pandemic. Whilst it is clear the Government has sought to utilise public sector spending and borrowing, 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. The impact of global conflict has caused a significant change to the cost base of public sector organisations in the same manner it has for members of the communities we serve.

The emergent threat of climate change not only shapes the way in which the Service conducts its business but also the responses and challenges which the Service is likely to have to meet to protect the population of South Wales. Against this background of urgent change, the MTFS can at best only estimate the likely costs and resources available to fund services in Wales over the coming years. 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 environment and this strategic plan is written in this context. However, the Service cannot accurately predict or influence the factors at play at any precise time and therefore plans based on the best information available to it.

The International Monetary Fund had judged that the outlook for growth was improved in advanced economies however, uncertainty around the global outlook is heightened at present, associated with the ongoing war in Ukraine and political tensions in the rest of the world. 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, but these have all been surpassed by the response to the Covid pandemic and the inflationary pressures that followed the war in Ukraine. Whilst there have been some signals that austerity is easing, there is little optimism to believe that this is a move away from the overall downward pressure on spending especially given the massive increase in government borrowing in the last two years.

Significant uncertainty remains about the short and long-term financial effects of "Brexit" even though apparent deals have now been secured for the short to medium term.

The recent cost of living crisis has introduced another level of uncertainty over government finances with no clear picture yet about its resolution.

Wales

Overall spending limits set in Westminster determine the Barnett Formula consequential for resources in Wales each year.

With no Comprehensive Spending Review having taken place in the last two years, there are no forward indicators for spending. Announcements of additional spending pre Covid19 resulted in a largely positive financial settlement for Wales but these increases are now being eroded by inflation. 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. Announcements by Welsh Government in 2023 have signalled a significant shortfall in resources at an all Wales level.

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 the last few years and 2022/23 saw an unprecedented double digit increase in funding. Announcements regarding the overall Welsh budget were included in the current year settlement together with a return to some indicative budgets but with no guarantees.

Current Cost & Budget Structure

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

Revenue Budget

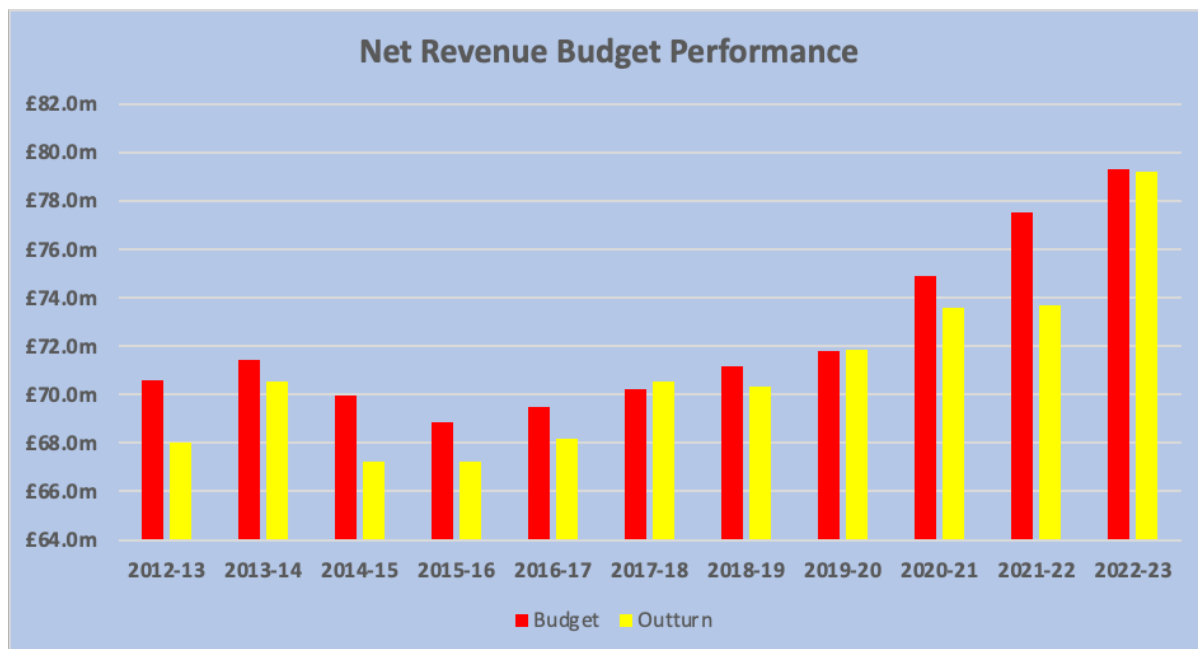
The Service's net annual revenue budget in 2023/24 is around £89.4m, the equivalent of £58 for each resident of South Wales. It equates to around 0.5% of the total public service spending in Wales each year.

The table below shows the breakdown of the annual budget in 2023/24

| | £000 |
|-------------------------|-------------|
| Employees | 55,927 |
| Indirect Employee costs | 12,777 |
| Premises | 6,337 |
| Training | 1,776 |
| Supplies & Services | 5,755 |
| Transport | 1,619 |
| Contracted Services | 1,152 |
| Capital Financing | 5.069 |

| | |
|---------------------|---------------|
| Gross Budget | 90,412 |
| Income | -1,037 |
| Net Budget | 89,375 |

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

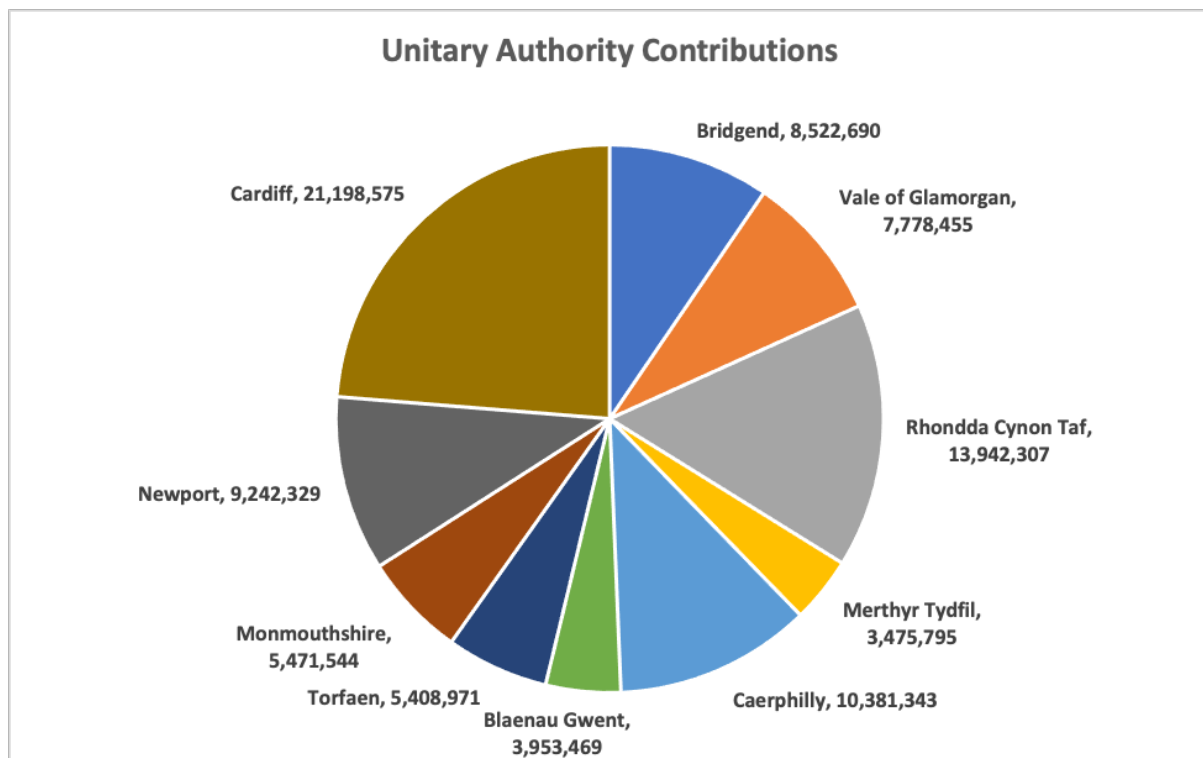


The Service has proactively managed to stay within its budgets and has a history of good financial management despite numerous challenges to its operations including a sustained period of industrial action. Surpluses generated from the revenue budget are utilised to invest in Service Improvement, asset 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 well managed with underspending particularly in the on-call firefighter category. This partly stems from an ongoing struggle to recruit, train and retain enough 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 councils within their area. The Fire and Rescue Service determines its budget requirement and notifies each constituent council of its contribution which are proportionately split based on population. The current distribution of funding in South Wales is show below.



The Welsh Government recently undertook a review into the governance and funding of fire authorities in Wales. To date this review has not resulted in any significant proposals to change the structure, composition or funding of fire authorities. Should any legislative change be forthcoming, it could significantly impact this MTFS as drafted.

During 2019, HM Treasury amended the SCAPE rate used to underpin public sector 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. With the current shift in UK economic activity, there is a further prospect of rate changes with similar consequential financial impacts. The Scape Grant funding was transferred to the local government settlement in 2023/24 which has cut the direct link between the incidence of costs and the grant. It is assumed that any further Scape funding would now follow a similar path via the constituent councils' Revenue Support Grant.

The Fire Fighter' Pension Fund (FFPS) 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. The resolution to these cases and the future shape of the FFPS is an ongoing process.

Forecast Cost Changes

There are several 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 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 non-pay inflation of around £0.5m per annum is assumed in a 'normal' year however, the current RPI rate on specific items such as energy, fuel and external supplier contracts will continue to remain volatile. This said, the MTFs assumes falls from the highs currently being experienced.

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 usually assumed to be around £1.2m per annum. This is currently assessed with reference to long term pay settlements of around 1.5% per annum.

As a result of significant increases in RPI, the annual increase in budgeted employee costs has been larger in recent years. Inflationary pressure could be as high as £4.1m in 24/25 resulting from under-provision in the current year. The MTFs Assumes that pay inflation will return to normal levels in the medium term. 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 from Welsh Government. This situation will be monitored on an ongoing basis.

Pensions

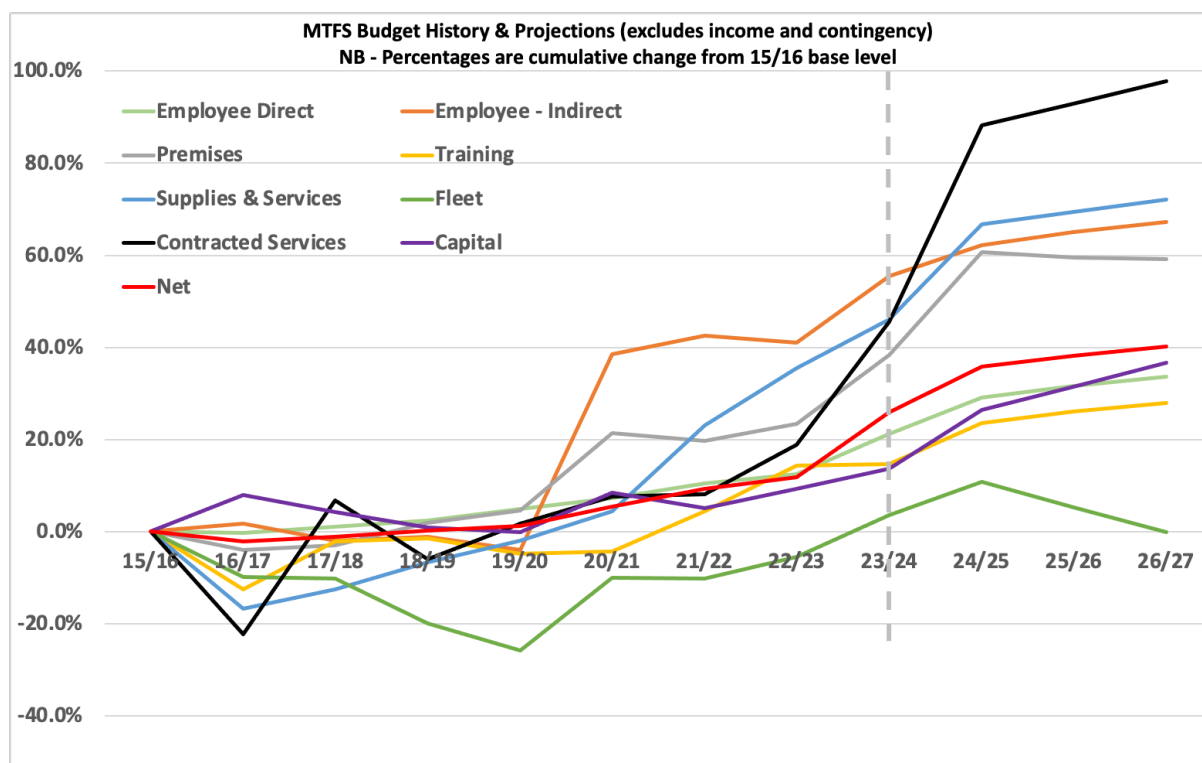
The Authority operates two pension schemes for the benefit of its employees and makes employer contributions to each. Uniformed staff are eligible to join the national Fire Fighters' Pension Scheme (FFPS) and non-uniformed employees are eligible to join the Local Government Pension Scheme (LGPS). The 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 26.6% and 29.3% 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 SCAPE costs arising from national Government changes.

The cost of the FFPS 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. A solution is now emerging following Government proposals, but it is unclear what the impact on the Service's base budget will be into the future.

The MTFs demonstrates the volatility of different elements of the budget in response to inflation and Service changes.



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 because 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. The recent heightened concerns around climate change are likely to accelerate the need for investment in specific service areas.

Capital Financing Costs (Debt repayments and interest)

The strategy includes an increase in the Authority's estimated capital financing costs of around £1m reflecting the approved capital programme. The capital financing budget remains around 6% of the net revenue budget representing a 'normal' range for a Service of this type. 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 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. Last year Welsh Government cut all funding related to the cost of the existing network in Wales. This equated 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 MTFs correctly projected the removal of the grant aid albeit not as quickly as it happened. Delays in this project are resulting in increased costs of the existing FireLink solution and accordingly, provision is included to meet these costs.

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 pre-Covid has shown a long-term trend of reduction in public spending but there was a reverse in this trend in the last three budget years.

That said, the scale of the recent increase is small in the context of the major economic challenge arising from Covid19.

The Russian invasion of Ukraine has resulted in a further level of uncertainty and the resulting cost of living crisis will impact government spending plans.

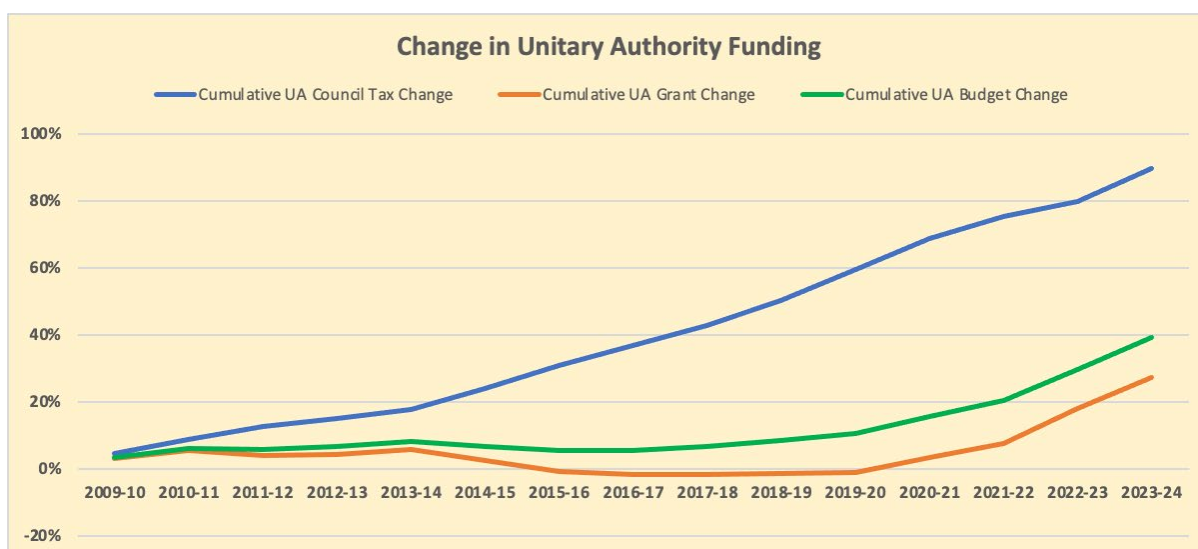
It is almost impossible to make meaningful assumptions beyond the steady state position given the unprecedented level of change in the country's financial position. In one scenario, continued reinvestment to drive economic development and to meet public service demands could be forecast, in another, 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 the last two years, 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. This increase was lower in 22/23 mainly due to the unprecedented increase in levels of council grant announced by Welsh Government. Increases are likely to return to their previous stable level.



Beyond 2023/24 projections are solely based on indicative Welsh Government budget announcements.

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.

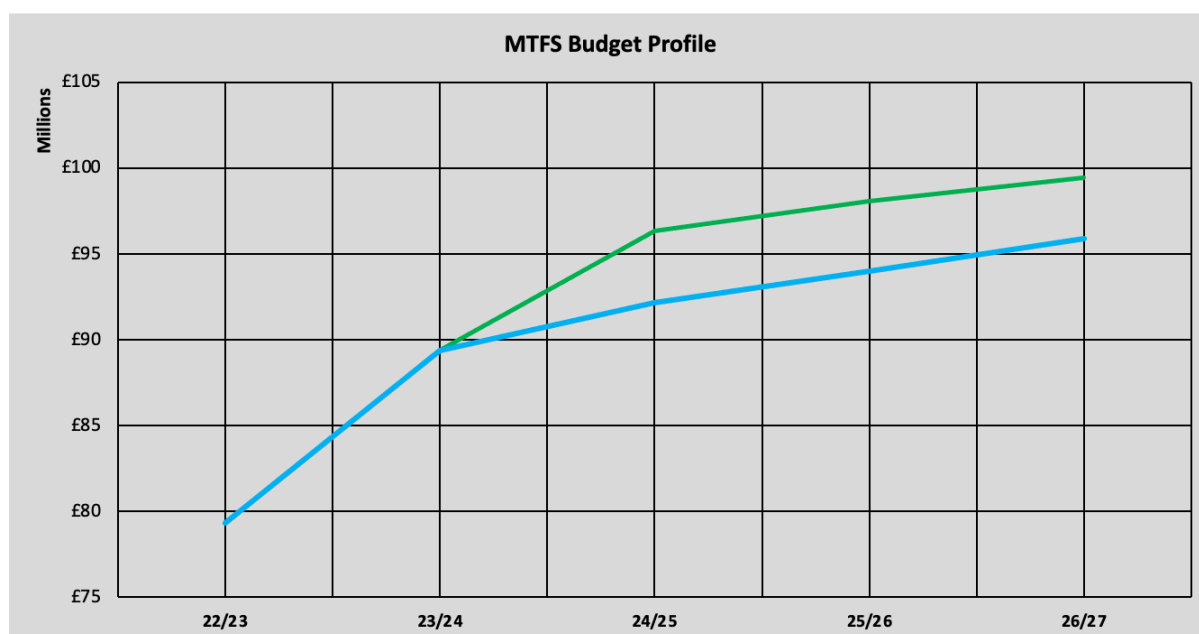
Given the trend and commentary to date on grant funding, it is reasonable to assume that these funding sources may be further withdrawn over the medium to longer term however, in advance of any announcements, it would be wrong to assume such reductions yet. The table below outlines the revenue grants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

Grants are currently received as follows:

| Grant | 2023/24 £'000 | Received from | Forecast Basis |
|------------------------------|------------------|------------------|--|
| COMMUNITY SAFETY | 324 | Various | Continue - cash flat profile |
| NATIONAL RESILIENCE/USAR/MTA | 1,353 | WG | Continue - cash flat profile |
| PENSION TOP UP GRANT | 17,165 | WG | Continue – excess funding required met in full by WG |
| PFI | 926 | WG | Pre-defined grant profile |
| TOTAL FUNDING 23/24 | 19,768 | | |

Projected Spend v Resources Assumptions

The graph below sets out the Service's estimated budget profile. It includes for illustration purposes, projections of resource availability at the Welsh Government indicative levels or +2% where there are none.



If local government resources were restricted to the levels of the Welsh Government announcement, the worst-case position would be a shortfall in funding of around £3.6m per annum by the end of the plan term. The most obvious factor in this projection is the necessity for central government to solve the funding problem arising from the 'cost of living' crisis now driving local authority spending. This assumes of course that the Service would only request funding in accordance with the assessed worst case local authority settlement. In practice, the Service must request the resources it requires to fund its operations regardless of settlements. That said, the Service 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.

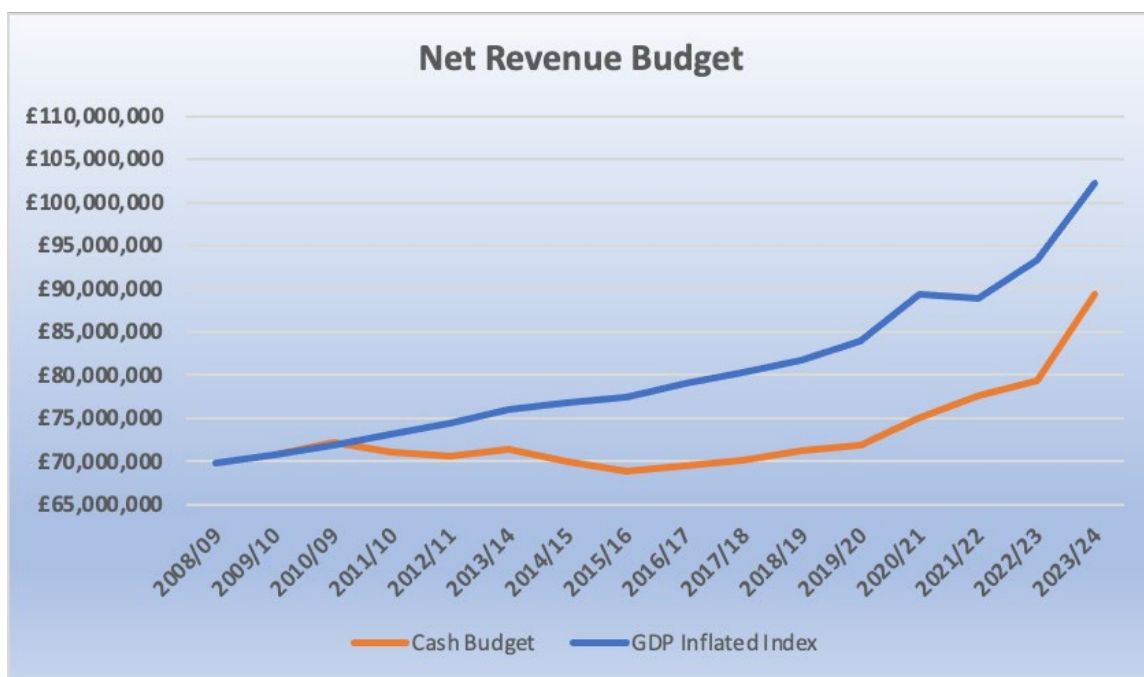
Welsh Government funding of the ongoing costs of firefighter pensions and the currently grant funded initiatives is critical to financial position of the Fire Authority.

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 £13m real terms budget reduction. The chart below shows the trend in the revenue budget. It represents an estimated real terms reduction of around 14% in 15 years.



The Authority has taken several 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, several 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. The next planned move is to relocate and replace the New Inn station in Torfaen.

Shaping our Future Programme

The Authority devoted resources to reviewing parts of the organisation to identify improvements and efficiencies. Whilst not formally operating under this name in future, 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.

Sustainability & Carbon Reduction

The Authority has recognised the need to respond to Climate Change both in service provision but also to minimise its own impact on the environment and climate. The formalisation of a strategy to address these issues has been completed and action plans and projects are now being developed and implemented. The aim is to reduce the Service's carbon footprint whilst at the same time delivering economic benefits through cost savings. The MTFS includes assumptions of financial savings generated by this activity particularly in energy costs, transport and supplies.

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 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 and is in accordance with the CIPFA Financial Management Code.

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.

The use of reserves to balance the budget is only sustainable in the short term and the MTFs should not rely on continued use of reserves as a funding solution.

| Reserve | Balance at 31/03/23 £000 | Purpose |
|--------------------------------|-------------------------------------|---|
| General Reserves | 3,000 | General financial resilience |
| Change Management Reserve | 3,094 | To fund projects aimed at efficiency, service improvement and change |
| Cultural Review | 340 | To meet the costs of the ongoing culture review |
| Carbon Reduction | 3,000 | To meet project costs |
| Equality Diversity & Inclusion | 2,000 | To meet project costs |
| Equipment Renewals | 2,000 | To meet equipment renewal costs |
| PFI Equalisation Reserve | 3,192 | To balance out timing difference in grants and costs of the PFI Training Centre project at Cardiff Gate |
| Managed Under Spend Reserve | 141 | To meet costs of ongoing projects falling into the next financial year |
| Joint Control Lease Reserve | 200 | To finance the contribution to the Joint Control Facility in Bridgend |
| Total Revenue Reserves | 16,967 | |

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 £46.5m at March 2023 with external borrowing being estimated at £30.4. The difference of £16m represents internal borrowing and the exposure of the Authority to increasing interest rates should it need to borrow externally. This exposure is forecast to remain constant to March 2025.

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 38% 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, to assist us in delivering our service to the public, we also hold many 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.).

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 several 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 accordingly 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 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 1,800 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.

The Service has recently implemented its new Job Evaluation Scheme for Green Book staff which provides a sound basis for future assessments of salary levels.

The Service has obtained Investors in People (IIP) accreditation and has also achieved a new award focusing on staff wellbeing. The Service has received a Gold People Award and a Silver Wellbeing Award for its supportive culture, passion to improve and develop, focus on wellbeing and a commitment to protecting the communities of South Wales.

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 consider 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

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8
4 SEPTEMBER 2023

SCRUTINY COMMITTEE

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

**OVERVIEW OF FIRE AUTHORITY AND COMMITTEE WORK PROGRAMMES
FOR THE 2023/24 MUNICIPAL YEAR****THIS REPORT IS FOR DECISION**REPORTED APPROVED BY DIRECTOR OF CORPORATE SERVICES
REPORTED PRESENTED BY SARAH WATKINS, HEAD OF CORPORATE
SUPPORT**SUMMARY**

The purpose of this report is to enable the Scrutiny Committee to identify the areas of scrutiny that it wishes to pursue for the 2023/24 municipal year.

RECOMMENDATIONS

That the Committee review the attached Forward Work Programmes for each body of the Authority and identify those areas of scrutiny that the Committee wishes to review in the 2023/24 municipal year.

1. BACKGROUND

- 1.1 The South Wales Fire & Rescue Fire & Rescue Authority has appointed the Scrutiny Committee set out to discharge the functions conferred by section 21 of the Local Government Act 2000.
- 1.2 The Scrutiny Committee has a specific responsibility within its terms of reference (TORs) to review and/or scrutinise decisions made, or actions taken in connection with the discharge of any of the Fire & Rescue Authority's functions whether by the Authority or its committees.
- 1.3 Within the TORs of the Committee there are details identifying the requirements of the Committee to apply scrutiny under the following specific functions:
 - Policy Development and Review
 - Scrutiny
 - Finance
 - Performance

- 1.4 The purpose of this report is to provide the Scrutiny Committee with oversight of the Forward Work Programmes of the bodies of the Authority to enable the Committee to determine its Forward Work Programme for scrutiny under its specific functions.

2. ISSUE/PROPOSAL

- 2.1 In order for the Scrutiny Committee to determine the programme for scrutiny for the municipal year 2023/24, the Committee is provided with the Forward Work Programmes for all the bodies of the Authority in the appendices to this report.
- 2.2 It is proposed that the Committee review the attached Forward Work Programmes for each body of the Authority and identify those areas of scrutiny that the committee wishes to review in the 2023/24 municipal year.

3. IMPLICATIONS

- 3.1 The process of the Scrutiny Committee reviewing the Forward Work Programmes and identifying any reports or decisions made by those bodies to be scrutinised will enable the community and environment, regulatory, strategy and policy and resources, assets and delivery topics below to be reviewed, challenged, and also assured.

3.2 Community and Environment

| | |
|---|-----|
| Equality, Diversity and Inclusion | Yes |
| Welsh Language | Yes |
| Well-Being Of Future Generations (Wales) Act | Yes |
| Socio Economic Duty | Yes |
| Sustainability / Environment / Carbon Reduction | Yes |
| Safeguarding | Yes |
| Consultation and Communications | Yes |
| Consultation with Representative Bodies | Yes |
| Impact Assessment | Yes |

- 3.2.1 By virtue of the scrutiny function of the Committee, the appropriate elements above of community and environment implications will be reviewed and considered.

3.3 Regulatory, Strategy and Policy

| | |
|------------------------------|-----|
| Legal | Yes |
| Financial | Yes |
| Procurement | Yes |
| Corporate Risk | Yes |
| Information Management | Yes |
| Data Protection / Privacy | Yes |
| Health, Safety and Wellbeing | Yes |
| Governance & Audit | Yes |
| Service Policy | Yes |
| National Policy | Yes |

3.3.1 By virtue of the scrutiny function of the Committee, the appropriate regulatory, strategy and policy elements above will be reviewed and considered.

3.4 Resources, Assets and Delivery

| | |
|---|-----|
| Human Resources and People Development | Yes |
| Assets and Resources (Property/Fleet/ICT/Equipment) | Yes |
| Service Delivery | Yes |
| Procurement | Yes |
| Budget Revenue/Capital | Yes |

3.4.1 By virtue of the scrutiny function of the Committee, the resources, assets and delivery elements as detailed above will be reviewed and considered.

4. RECOMMENDATIONS

4.1 That the Committee review the attached Forward Work Programmes for each body of the Authority and identify those areas of scrutiny that the Committee wishes to review in the 2023/24 municipal year.

| | |
|-------------------------|--|
| Contact Officer: | Sarah Watkins Head of Corporate Support |
|-------------------------|--|

| Background Papers: | Date | Source/Contact |
|---------------------------|-------------|-----------------------|
| None | | |

| Appendices | |
|-------------------|--|
| Appendix 1 | Forward Work Programme for Fire & Rescue Authority 2023/24 |
| Appendix 2 | Forward Work Programme for HR & Equalities Committee 2023/24 |

| | |
|------------|--|
| Appendix 3 | Forward Work Programme for Finance, Audit & Performance Management Committee 2023/24 |
| Appendix 4 | Forward Work Programme for Local Pension Board 2023/24 |
| Appendix 5 | Forward Work Programme for Standards Committee 2023/24 |

Appendix 1

FORWARD WORK PROGRAMME FOR FIRE & RESCUE AUTHORITY 2023/24 - Updated 26.05.23

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|-------------------------|--|---|-------------------------|---|
| 17 July 2023 | Use of Delegated Powers | To seek endorsement for the use of officer delegations for the award of contracts following tender exercises. | D | ACO CS Contact Officer: Geraint Thomas |
| 17 July 2023 | Manchester Arena Public Inquiry Vol 2 – Emergency Response Report | To provide Members with an update | I | CFO Contact Officer: Huw Jakeway |
| 17 July 2023 | Report on Proposed Priority Actions 2024/25 | To advise Members of the proposed Priority Actions 2024/25 and to seek authority to enter into public consultation on these. | D | ACO CS Contact Officer: Sarah Watkins |
| 17 July 2023 | Strategic Risk | To advise Members of the Strategic Risks of the organisation and how these are being treated, managed or reduced. | I | ACO CS Contact Officer: Sarah Watkins |
| 17 July 2023 | End of year Health Check on Performance and Strategic Objectives 2022/23 | To advise Members of end of year performance against agreed targets and to advise Members of the end of year health check position in securing the achievement of the Strategic Objectives. | I | ACO CS & ACFO SD Contact Officer: Sarah Watkins |
| 17 July 2023 | Welsh Language Standards | To update Members on compliance against the Welsh Language Standards. | I | ACO PS Contact Officer: Alison Reed |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|--|--|--------------------------------|---|
| 17 July 2023 | Audit Wales – Fire False Alarms | To update Members on the findings and recommendations of Audit Wales in respect of their analysis of Fire False Alarms. | D | T/DCFO Contact Officer: Chris Hadfield |
| 25 Sept 2023 | Update on MTFs and Reserves Strategy | To update Members on the Financial Strategy and Reserves Strategy of the Authority prior to considering the report on the 2024/25 Budget Setting Strategy. | D | Treasurer Contact Officer: Chris Barton |
| 25 Sept 2023 | Budget Strategy 2024/25 | To obtain clarification upon the political steer for the Budget Strategy for 2024/25 budget setting process. | D | Treasurer Contact Officer: Chris Barton |
| 25 Sept 2023 | Treasury Management Outturn 2022/23 | To advise Members of the year end treasury management position. | I | Treasurer Contact Officer: Chris Barton & Geraint Thomas |
| 25 Sept 2023 | Health & Safety Annual Report 2022/23 | To advise Members of Health & Safety performance of the organisation. | I | ACFO TS Contact Officer: Richie Prendergast |
| 25 Sept 2023 | Carbon Reduction/Biodiversity Plans Update | To advise Members on the progress towards the actions set out in the Carbon Reduction and Biodiversity Plans | I | ACO CS Contact Officer: Lisa Mullan |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|---|---|--------------------------------|---|
| 25 Sept 2023 | Certificate of Compliance for the Audit of SWFRA's Improvement Plan 2023-24 | To receive Audit Wales' certificate of audit of the Authority's 2023-24 Improvement Plan. | I | ACO CS Contact Officer: Geraint Thomas |
| 18 Dec 2023 | Revenue and Capital Budget 2024/25 | To seek approval for the proposed draft revenue and capital budgets. | D | Treasurer Contact Officer: Lisa Mullan |
| 18 Dec 2023 | Treasury Management Mid Term Report 2023/24 | To advise Members of the mid-year position in relation to our treasury management. | I | Treasurer Contact Officer: Lisa Mullan |
| 18 Dec 2023 | Half Yearly Health Check of Performance and Review of Strategic Themes | To advise Members of performance against agreed performance indicator targets and achievement of strategic themes at the mid-way point of the year. | I | ACO CS Contact Officer: Sarah Watkins |
| 18 Dec 2023 | Independent Remuneration Panel for Wales' Draft Annual Report | To consider the IRPW's draft Annual Report and enable comments to be submitted to the Panel within required timescales. | I | ACO CS Contact Officer: Geraint Thomas |
| 12 Feb 2024 | Revenue & Capital Budget determination for 2024/25 | To consider consultation responses and to set the recommended budget determination for consideration by the Fire Authority. | D | Treasurer Contact Officer: Chris Barton |
| 12 Feb 2024 | Strategic Performance Indicators Target Setting 2024/25 | To set the targets for the following financial year. | D | ACFO SD Contact Officer: Sarah Watkins |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|--|--|--------------------------------|--|
| 12 Feb 2024 | Report on responses to the consultation on the Strategic Themes and Objectives for 2024/25 | Members to approve the proposed strategic themes and objectives for 2024/25 | D | ACO CS Contact Officer: Sarah Watkins |
| 12 Feb 2024 | Audit Wales Annual Audit Summary | To advise Members of the key issues emanating from the annual report and to provide an opinion on adequacy and effectiveness of the organisation and its potential to improve, its approach to risk management, control and governance processes based on the Audit Wales work undertaken during the year, including data quality & PIs, HR work, a Framework update, whistleblowing and forward planning. | I | ACO CS Contact Officer: Geraint Thomas |
| 18 March 2024 | Pay Policy Statement 2022/23 | To consider the Authority's Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance. | D | ACO PS Contact Officer: Alison Reed |
| 18 March 2024 | Gender Pay Gap Statement | To update Members on the analysis of the gender pay gap across the Service. | D | ACO PS Contact Officer: Alison Reed |
| 18 March 2024 | Strategic Equality Plan | To provide Members with the current Strategic Equality Plan. | D | ACO PS Contact Officer: Andrew Jones |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|---|---|--------------------------------|--|
| 18 March 2024 | Treasury Management Strategy Report | To secure Members' approval to the adoption of the Treasury Management Strategy for the following financial year | D | Treasurer Contact Officer: Lisa Mullan |
| 18 March 2024 | Report on Strategic Plan and Priority Actions 2024/25 | To seek approval to publish the Strategic Plan and Priority Actions. | D | ACO CS Contact Officer: Sarah Watkins |
| 18 March 2024 | SWFRA Summary Report of Activity 2023/24 | To provide a summary of the activity and outcomes during 2022/23. | I | ACO CS Contact Officer: Sarah Watkins |
| 18 March 2024 | Annual Report of the Work of the PSB's and Well-being Plan Approval | To update Members on the work of each of the PSB's and how this impacts upon the work of SWFRS, and to seek Well-being Plan approval. | I | ACO CS Contact Officer: Sarah Watkins |
| 18 March 2024 | PSB Well-being Plans | To consider and accept the Well-being Plans of each of the PSBs | D | ACO CS Contact Officer: Sarah Watkins |
| 18 March 2024 | Member Attendance | To review Member attendance 2023/24. | I | ACO CS Contact Officer: Sarah Watkins |
| 18 March 2024 | Fire Authority & Committee Meeting Dates for 2024/25 | To present Members with proposed dates of Authority & Committee meetings for the next municipal year. | I | ACO CS Contact Officer: Geraint Thomas |

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Appendix 2

FORWARD WORK PROGRAMME FOR HR & EQUALITIES COMMITTEE 2023/24 - Updated 08.08.23

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|--|---|--------------------------------|--|
| 10 July 2023 | Recruitment & Attraction 2022-2023 | To update Members | I | ACO PS Contact Officer: Head of HR |
| 10 July 2023 | Annual report on Occupational Health Unit sickness stats | Purpose is to update Members on Occupational Health Activity and sickness absence | I | ACO PS Contact Officers: Karen Davies, Ruth Hazell |
| 10 July 2023 | Pension Circulars - Updates | Purpose is to inform Members on pension circulars received from Welsh Government | I | ACO PS Contact Officer: Alison Reed |
| 10 July 2023 | Annual report on Grievance & Discipline Cases 2022-2023 | Purpose is to update Members on disciplinary and grievance cases that have occurred through the Service | I | ACO PS Contact Officer: Head of HR |
| 10 July 2023 | FRS Speak Up – cases and actions taken (April-June 2023) | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 10 July 2023 | Complaints received by the Service – Complaints received and actions taken (Jan-June 2023) | To update Members | I | ACO PS Contact Officer: Sarah Watkins |
| 11 Sept 2023 | NJC for Brigade Managers Salaries and Numbers Survey 2021 | To provide Members with an update on the NJC annual survey of FRA's Brigade Managers roles. | I | ACO PS Contact Officer: Alison Reed |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|---|--|--------------------------------|---|
| 11 Sept 2023 | Review of Training & Development Activities 2022/2023 & Apprenticeship Scheme | To update Members on the Service's training activities and commitments which identifies how we attract and develop our people to promote organisational improvement. | I | ACO PS Contact Officer: Neil Davies |
| 11 Sept 2023 | Principal Officers Remuneration | To receive a report from Total Reward project and make a decision. | D | ACO PS Contact Officer: Alison Reed |
| 11 Sept 2023 | Update on Pension Circulars | Purpose is to inform Members on pension circulars received from Welsh Government | I | ACO PS Contact Officer: Alison Reed |
| 7 Nov 2023 | Report on Personal Reviews 2022-2023 | To update Members | I | ACO PS Contact Officer: Serena Ford |
| 7 Nov 2023 | Strategic Equality Plan 2023-2026 Update | To update Members | I | ACO PS Contact Officer: Serena Ford, Charysse Harper |
| 7 Nov 2023 | Gender Pay Gap Statement | Purpose is to update Members on the analysis of the Gender Pay Gap across the Service | I | ACO PS Contact Officer: Kim Jeal |
| 11 March 2024 | Annual Pay Policy Statement 2024-2025 | Purpose is to inform Members and to enable the Service's Policy to be evaluated | I | ACO PS Contact Officer: Alison Reed |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|--|---|--------------------------------|---|
| 11 March 2024 | Update on Investors in People Update (IiP) | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 11 March 2024 | Job Evaluation – Phase 2 | To update Members on Phase 2 of the Job Evaluation process | I | ACO PS Contact Officer: Head of HR |
| 11 March 2024 | Pension Circulars | Purpose is to inform Members on pension circulars received from Welsh Government | I | ACO PS Contact Officer: Alison Reed |
| 11 March 2024 | Update on Learning Pathways & Learning Management System | To update Members | I | ACO PS Contact Officer: Serena Ford |
| 11 March 2024 | Report on People Plan & All Wales POD Strategy | To provide Members with an update on SWFRS's People Strategy & All Wales POD Strategy | I | ACO PS Contact Officer: Alison Reed |
| 11 March 2024 | Structure Update | To update Members | I | ACO PS Contact Officer: Head of HR |
| 11 March 2024 | Annual Welsh Language Report | The purpose of this report is to update Members on the Service's compliance and progress with the Welsh Language Standards. | I | ACO PS Contact Officer: Alison Reed |
| 11 March 2024 | Annual Summary of HR & Training Reports | To update Members | I | ACO PS Contact Officer: Alison Reed |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|--|---------------------------------|--------------------------------|---|
| 11 March 2024 | FRS Speak Up – Annual report of cases and actions taken | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 11 March 2024 | Complaints received by the Service – Annual report of complaints received and actions taken. | To update Members | I | ACO PS Contact officer: Sarah Watkins |

Appendix 3

FORWARD WORK PROGRAMME FOR FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE 2023/24 -

Updated 26.05.23

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information /Decision | Lead Director/ Contact Officer |
|--------------------------------|---|---|------------------------------|--|
| As required | Audit Wales Reports | To advise Members of the conclusions of Audit Wales reports and to consider the implications for the Service | D | ACO CS Contact Officer: Geraint Thomas |
| 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 | I | ACO CS Contact Officer: Lisa Mullan |
| As required | Performance Report | To scrutinise specific issues of performance identified and referred by Fire Authority | I | ACFO SD Contact Officer: Sarah Watkins |
| As required | Statistics Report | To scrutinise specific statistics or trends as identified and referred by the Fire Authority | I | ACO CS Contact Officer: Sarah Watkins |
| 24 July 2023 | Revenue Outturn | To advise on total revenue expenditure for the year against the set revenue budget following the year end and to explain variations and impact on reserves | D | Treasurer Contact Officer: Lisa Mullan |
| 24 July 2023 | Capital Outturn | To advise on total capital expenditure for the year against the set capital budget following the year end and to explain variations | D | Treasurer Contact Officer: Lisa Mullan |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information /Decision | Lead Director/ Contact Officer |
|--------------------------------|--|---|------------------------------|--|
| 24 July 2023 | Audit Wales Audit Plan 2023 | To advise Members of the work set out by Audit Wales to be undertaken during 2023 | I | ACO CS Contact Officer: Lisa Mullan |
| 24 July 2023 | Treasury Management Monitoring Report | To updated Members on progress against Treasury Management activities of the first quarter of the financial year | I | Treasurer Contact Officer: Lisa Mullan |
| 24 July 2023 | Audited Statement of Accounts | To advise Members of the content of the Audited Statement of Accounts | I | Treasurer Contact Officer: Lisa Mullan |
| 24 July 2023 | Audit Accounts report (ISA 260 Report) | To advise Members of the content of the Auditor General's ISA 260 report including the final letter of representation, proposed audit opinion and corrections/recommendations | I | Treasurer Contact Officer: Lisa Mullan |
| 18 Sept 2023 | Medium Term Financial Strategy Update, Reserves Strategy and Revenue & Capital Budget Setting Report | To update Members on the MTFS to inform and influence the budget setting process to meet the Service's requirements for the following financial year | D | Treasurer Contact Officer: Lisa Mullan |
| 18 Sept 2023 | Revenue Monitor | To provide an update on revenue expenditure against the revenue budget for the year | D | Treasurer Contact Officer: Lisa Mullan |
| 18 Sept 2023 | Capital Monitor | To provide an update on capital expenditure against the capital budget for the year | D | Treasurer Contact Officer: Lisa Mullan |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information /Decision | Lead Director/ Contact Officer |
|--------------------------------|---|--|------------------------------|---|
| 18 Sept 2023 | Treasury Management Outturn Report | To advise on performance against the treasury management policy and strategy following financial year end | D | Treasurer Contact Officer: Lisa Mullan |
| 18 Sept 2023 | Health Check of Priority Actions and Q1 progress against the Statutory PI's | To scrutinise progress of the Service's Priority Actions and statutory PI's as at the end of Q1 | I | ACO CS & ACFO SD Contact Officer: Sarah Watkins |
| 18 Sept 2023 | Audit Wales Final Audit Letter | To advise on conclusion of financial audit | I | Treasurer Contact Officer: Lisa Mullan |
| 4 Dec 2023 | Revenue Monitor | To provide an update on revenue expenditure against the revenue budget for the year | D | Treasurer Contact Officer: Lisa Mullan |
| 4 Dec 2023 | Capital Monitor | To provide an update on capital expenditure against the capital budget for the year | D | Treasurer Contact Officer: Lisa Mullan |
| 4 Dec 2023 | 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 | D | Treasurer Contact Officer: Lisa Mullan |
| 4 Dec 2023 | Treasury Management Interim Report | To update Members on treasury management activity during the year to date | D | Treasurer Contact Officer: Lisa Mullan |
| 4 Dec 2023 | Audit & Plan Scheme Updates | To seek Members' views upon the progress of Audit & Plan Scheme Actions | I | ACO CS Contact Officer: Sarah Watkins |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information /Decision | Lead Director/ Contact Officer |
|--------------------------------|---|--|------------------------------|--|
| 4 Dec 2023 | Annual Audit Plan Financial Audits | To advise Members of the proposed timetable for financial audits in the forthcoming audit year | I | Treasurer Contact Officer: Lisa Mullan |
| 4 March 2024 | Treasury Management Strategy Report | To secure Members' approval to the adoption of the Treasury Management Strategy for the following financial year | D | Treasurer Contact Officer: Lisa Mullan |
| 4 March 2024 | Internal Audit Programme | To outline the planned internal audit coverage for the financial year and to seek comment and approval | D | ACO CS Contact Officer: Lisa Mullan |
| 4 March 2024 | Revenue Monitor | To provide an update on revenue expenditure against the revenue budget for the year | D | Treasurer Contact Officer: Lisa Mullan |
| 4 March 2024 | Capital Monitor | To provide an update on capital expenditure against the capital budget for the year | D | Treasurer Contact Officer: Lisa Mullan |
| 4 March 2024 | Health Check of Priority Actions and Q3 progress against the Statutory PI's | To scrutinise progress of the Service's Priority Actions and statutory PI's as at the end of Q3 | I | ACO CS & ACFO SD Contact Officer: Sarah Watkins |
| 4 March 2024 | Internal Audit Annual Report | To provide an opinion on the adequacy and effectiveness of risk management, control and governance processes based on the internal audit work undertaken during the financial year. This will support the statement of internal control. | I | ACO CS Contact Officer: Lisa Mullan |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information /Decision | Lead Director/ Contact Officer |
|--------------------------------|---|--|------------------------------|---|
| 4 March 2024 | Corporate Departmental Risk Register | To seek Members' views upon the Corporate Departmental Risk Register | I | ACO CS Contact Officer: Wayne Thomas |
| 4 March 2024 | 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 | D | Chair of FAPM & ACO CS Contact Officer: Sarah Watkins |
| 4 March 2024 | Register of Gifts and Hospitality | To advise Members of gifts and hospitality accepted and declined by Members and Officers during the year | I | ACO CS Contact Officer: Sarah Watkins |

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Appendix 4

FORWARD WORK PROGRAMME FOR LOCAL PENSION BOARD 2023/24 – Updated 30.05.23

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|-------------------------|---|--------------------------|-------------------------|---|
| 3 July 2023 | TPR Public Service Governance and Administration Survey 2023 | To update Members | I | ACO PS Contact Officer: Kim Jeal |
| 3 July 2023 | New Members Training Session – Members Handbook, Terms of Reference & Toolkit | To update Members | I | ACO PS Contact Officer: Kim Jeal |
| 3 July 2023 | To review Key Performance Indicators and Scheme Data for Firefighters Pensions Scheme | To update Members | D | ACO PS Contact Officer: Ian Traylor, RCT Pensions Officers |
| 3 July 2023 | Internal Dispute Resolution Procedures – Update on cases over last 12 months | To update Members | D | ACO PS Contact Officer: Alison Reed |
| 3 July 2023 | Standard Item – Recent publications, updates, information | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 3 July 2023 | Update on current National exercises: McCloud and O'Brien | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 3 July 2023 | Update on Pension Consultations | To update Members | I | ACO PS Contact Officer: Alison Reed |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|---|---------------------------------|--------------------------------|--|
| 16 Oct 2023 | Update report on Publication of Annual Benefits Statement | To update Members | I | ACO PS Contact Officer: Ian Traylor, RCT Pensions Officer |
| 16 Oct 2023 | To review Key Performance Indicators and Scheme Data for Firefighters Pensions Scheme | To update Members | D | ACO PS Contact Officer: Ian Traylor, RCT Pensions Officer |
| 16 Oct 2023 | Standard Item – Recent publications, updates, information | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 16 Oct 2023 | Update on current national exercises: McCloud and O'Brien | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 16 Oct 2023 | Verbal update report from Scheme Advisory Board | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 16 Oct 2023 | Update on Pension Consultations | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 16 Oct 2023 | Local Pension Board Risk Register | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 16 Oct 2023 | Training Session for Members | To update Members | I | ACO PS Contact Officer: Kim Jeal |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|---|--|--------------------------------|---|
| 22 Jan 2024 | To review Key Performance Indicators and Scheme Data for Firefighters Pension Schemes | To update Members | I | ACO PS Contact Officer: Ian Traylor, RCT Pension Officer |
| 22 Jan 2024 | Verbal update report from Scheme Advisory Board | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 22 Jan 2024 | Update on current National exercises: McCloud and O'Brien | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 22 Jan 2024 | Standard Item – Recent publications, updates, information | To update Members | I | ACO PS Contact Officer: Alison Reed |
| 22 Jan 2024 | The Pension Regulator Returns 2021-2022 | To update Members and for awareness and discussion | I | ACO PS Contact Officer: Kim Jeal |
| 22 Jan 2024 | Training Session for Members | To update Members | I | ACO PS Contact Officer: Kim Jeal |
| 22 Jan 2024 | Local Pension Board Risk Register | To update Members | I | ACO PS Contact Officer: Alison Reed |

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Appendix 5

FORWARD WORK PROGRAMME FOR STANDARDS COMMITTEE 2023/24 - Updated 26.05.23

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|---|--|--------------------------------|--|
| 2 Oct 2023 | Schedule of Observation Visits by Independent Members of Standards Committee to SWFRA Committees | To agree dates for Independent Members to observe FA Meetings. | D | ACO CS Contact Officer: Geraint Thomas |
| 2 Oct 2023 | Public Service Ombudsman for Wales - Code of Conduct Casebook | To review the latest PSOW Casebook publications. | I | ACO CS Contact Officer: Sarah Watkins |
| 2 Oct 2023 | Update regarding the All Wales Standards Forum | To update Members on progress. | I | ACO CS Contact Officer: Geraint Thomas |
| 26 Feb 2024 | Public Service Ombudsman for Wales - Code of Conduct Casebook | To review the latest PSOW Casebook publications. | I | ACO CS Contact Officer: Sarah Watkins |
| 26 Feb 2024 | Feedback report following Observations Visits by Independent Members of Standards Committee to SWFRA Committees | For Members to share observations. | I | ACO CS Contact Officer: Geraint Thomas |
| 26 Feb 2024 | Standards Conference Wales 2024 | To furnish Members with detail of the annual conference. | I | ACO CS Contact Officer: Sarah Watkins |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer |
|--------------------------------|---|--|--------------------------------|--|
| 26 Feb 2024 | Adjudication Panel for Wales – Annual Report 2022/23 | To provide Members with an overview of the APW Annual Report 2022/23. | I | ACO CS Contact Officer: Sarah Watkins |
| 26 Feb 2024 | Independent Remuneration Panel for Wales’ Draft Annual Report - February 2024 | To provide Members with an overview of the IRPW Annual Report. | I | ACO CS Contact Officer: Geraint Thomas |
| 26 Feb 2024 | Public Services Ombudsman for Wales – Annual Report and Accounts 2022/23 | To provide Members with an overview of the PSOW Annual Report. | I | ACO CS Contact Officer: Sarah Watkins |
| 26 Feb 2024 | Public Service Ombudsman for Wales – Updated Guidance on the Code of Conduct | To provide Members with an overview of updated guidance. | I | ACO CS Contact Officer: Sarah Watkins |
| 26 Feb 2024 | Draft Standards Committee Annual Report | For Members to review and agree the draft Annual Report of the Standards Committee | D | ACO CS Contact Officer: Sarah Watkins |

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 9
4 SEPTEMBER 2023

SCRUTINY COMMITTEE

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

CONSULTATION RESPONSE ACTIVITY BY THE SERVICE**THIS REPORT IS FOR INFORMATION**REPORTED APPROVED BY DIRECTOR OF CORPORATE SERVICES
REPORTED PRESENTED BY SARAH WATKINS, HEAD OF CORPORATE
SUPPORT**SUMMARY**

To provide the Scrutiny Committee the assurance that the Service actively engages in consultations from other bodies to provide support to actively open democracy and to ensure that the views and opinions of the Service help shape both public policy and sector specific activity.

RECOMMENDATIONS

That Members note the consultation process within the Service and take assurance that the Service plays an active role in both Public and Sector Specific consultations.

1. BACKGROUND

- 1.1 Consultation is an important activity undertaken by public bodies. By consulting effectively, it can improve both the making of policy and its implementation. It enables communities and organisations to articulate concerns and identify the appropriate responses and solutions to problems that may affect them. It also enables communities and organisations to provide support to policy, initiatives, and their implementations when it aligns with their core interests.
- 1.2 Taking part in consultations provides the Service a voice and an opportunity to influence important decisions. Allowing the Service to articulate concerns and professional opinions provides many benefits by becoming more informed on the topic and having the opportunity to hear conflicting beliefs and ideas and to gain respect for differing perspectives. Consultation provides an opportunity to influence important decisions.

- 1.3 The purpose of this report is to advise the Committee of the consultation process deployed within the Service and to advise the Committee of recent consultation responses.

2. ISSUE/PROPOSAL

- 2.1 Open Consultations run by the Welsh Government, National Fire Chiefs Council and other bodies are circulated to the appropriate Head of Service who determines if a response will be submitted and coordinates that activity on behalf of the Service. The responses are then reported internally during the Senior Management Team Business Meeting which occurs monthly.
- 2.2 A library of consultation responses is being established within the Service so that there is a curated history of consultation responses submitted on behalf of the Service.
- 2.3 The Service also has a Survey page on the intranet for internal and external consultations which provides the opportunity for staff members to respond to appropriate consultations and questionnaires.
- 2.4 Appendix 1 to this report details the consultations that the Service has responded to recently.
- 2.5 Appendix 2 to this report is a screen shot of the Service's internal Surveys intranet page where both internal and external surveys or consultations can be shared.

3. IMPLICATIONS

3.1 Community and Environment

| | |
|---|-----|
| Equality, Diversity and Inclusion | Yes |
| Welsh Language | Yes |
| Well-Being Of Future Generations (Wales) Act | Yes |
| Socio Economic Duty | Yes |
| Sustainability / Environment / Carbon Reduction | Yes |
| Safeguarding | Yes |
| Consultation and Communications | Yes |
| Consultation with Representative Bodies | No |
| Impact Assessment | No |

- 3.1.1 By supporting the consultation processes both external and internal the Service is supporting consultation and communication as well as Equality, Diversion and Inclusion. Many Welsh Government consultations reference the Welsh Language, the Well-Being Of

Future Generations (Wales) Act, Safeguarding and the Socio Economic Duty.

3.1.2 Consultation and responses circulated electronically within the Service supporting the sustainability elements off the above.

3.2 Regulatory, Strategy and Policy

| | |
|------------------------------|-----|
| Legal | Yes |
| Financial | Yes |
| Procurement | Yes |
| Corporate Risk | Yes |
| Information Management | Yes |
| Data Protection / Privacy | Yes |
| Health, Safety and Wellbeing | Yes |
| Governance & Audit | Yes |
| Service Policy | Yes |
| National Policy | Yes |

3.2.1 The act of engaging in the consultation processes of these bodies supports all the sections above by either contributing to development or by instigating discussion and action in the interested departments and functions mentioned above.

3.3 Resources, Assets and Delivery

| | |
|---|-----|
| Human Resources and People Development | Yes |
| Assets and Resources (Property/Fleet/ICT/Equipment) | Yes |
| Service Delivery | Yes |
| Procurement | Yes |
| Budget Revenue/Capital | Yes |

3.3.1 The act of engaging in the consultation processes of these bodies supports all the sections above by instigating discussion and action in the interested departments and functions mentioned above.

4. RECOMMENDATIONS

4.1 That Members note the consultation process within the Service and take assurance that the Service plays an active role in both Public and Sector Specific consultations.

| | |
|-------------------------|--|
| Contact Officer: | Sarah Watkins Head of Corporate Support |
|-------------------------|--|











| Background Papers: | Date | Source/Contact |
|---------------------------|-------------|-----------------------|
| None | | |

| Appendices | |
|-------------------|--|
| Appendix 1 | Recent consultation responses |
| Appendix 2 | South Wales Fire & Rescue Service Internal Surveys Intranet Page |

Appendix 1

Recent Consultation Responses

▲ Year : 2023-24 (10)


| | | |
|---|---|-----|
|  | WG Consultation Response Retrospective Remedy Oct 2023 Letter Head (002) | ... |
|  | statutory-licensing-scheme-for-all-visitor-accommodation-providers-in-wales-response-form | ... |
|  | Review of Wales' renewable energy targets 213999485 (002) | ... |
|  | Just Transition to Net Zero Wales 212253638 (002) | ... |
|  | Home Office Fire Safety Guidance Response Form (WG) | ... |
|  | Home Office Fire Safety Guidance Response Form (NFCC) | ... |
|  | Draft - Fire Safety Order Enforcement and Sanctions For Non-Compliance (February 2023) | ... |
|  | RTC consultation questions RESPONSE NOTES v2 | ... |
|  | WASPI as an approved Code of Conduct | ... |
|  | Commencement of section 156 of the UK Building Safety Act 2022 in | ... |


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Appendix 2


Internal Surveys Intranet Page

Surveys


[Surveys Home](#)


[Current Surveys](#)


[Previous Surveys](#)


[New Survey Outline Form](#)

Surveys and questionnaires collect information and provide insight from particular groups so we hear the views of our communities, partners and staff.

Use the link to **Current Surveys** to see opportunities to provide feedback via SWFRS surveys or consultation from partner agencies.

Use the link to **Previous Surveys** for more information on the outcomes of our surveys.

If you are designing a survey, good planning is essential, from writing questions to analysing and reporting results. The following information breaks down the process of developing and delivering a survey and where you can find help.

Why survey?

A survey has been suggested but is it appropriate? How will responses influence or inform? Will results be used to measure progress – and what will progress be measured against? How will you contact the group you want to hear from?

Before starting work on a survey, consider your objectives. Surveys can be used to:

- Produce objective information for decision making and planning – Providing hard numbers and a judgement on reliability of statistics generated.
- Gather opinions, comments and feedback – Understanding the "why" behind data by asking for comments and views.
- Monitor change over time in attitudes and behaviours – From producing a benchmark with an initial survey to regular monitoring or measuring change following a project or intervention.

Getting started

Download and complete the Survey Outline Form to set out what you want to achieve from a survey. Save your completed form and forward a copy to statistics@southwales-fire.gov.uk. You will be contacted to discuss your requirements and develop the survey.


The following stages will help in your planning:


Stages:


- Planning ▼
- Delivering ▼
- Analysing ▼
- Reporting ▼
- Feeding back ▼
- Evaluating ▼


Previous Surveys

Click on a heading below for information on previous surveys, results and how your feedback has been used. Thank you to everyone who has engaged with our surveys.


[Surveys Home](#)


[Current Surveys](#)



[Previous Surveys](#)



[New Survey Outline Form](#)


- Cyber Awareness - Masters Project Survey - Closed 18/08/23
- Culture Review Survey - Closed 18/08/23
- Personal Review - Employee Survey 2023
- Personal Review - Manager Survey 2023
- Safer Together - Have Your Say 2023
- Sustainability Staff Commuting Survey 2023
- Annual Improvement Plan (2022)
- Volunteer Survey - 999 Day (2022)
- Annual Improvement Plan - Pre-consultation (2022)
- Have Your Say - Uniform (2020)


Current Surveys

The following surveys are open - click on any heading to see more information and the link to complete the survey.


[Surveys Home](#)


[Current Surveys](#)


[Previous Surveys](#)


[New Survey Outline Form](#)

- Pension entitlements for retained Firefighters 2023 – External Consultation – Closes 06/10/23

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**FORWARD WORK PROGRAMME FOR
SCRUTINY COMMITTEE 2023/24**

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer | Progress |
|--------------------------------|---|--|--------------------------------|---|-----------------|
| 4 Sept 2023 | Review Revenue & Capital Outturn | To provide Members with a detailed analysis of areas of under and overspend. | D | ACO CS Contact Officer: Lisa Mullan | On agenda |
| 4 Sept 2023 | Medium Term Financial Strategy | To provide Members with a detailed update of the potential WG budget settlements and the financial impact and position of the Authority encompassing proposed project savings. | D | Treasurer Contact Officer: Chris Barton | On agenda |
| 4 Sept 2023 | Revenue & Capital Budget Setting 2023/24 | To enable Members to have a detailed understanding of the construction of the revenue and capital budget proposals for 2023/24 and allow effective scrutiny to be applied. | D | Treasurer Contact Officer: Chris Barton | On agenda |
| 4 Sept 2023 | Overview of FA and Committee Work Programmes | To enable Members to identify areas/themes for Scrutiny. | D | ACO CS Contact Officer: Sarah Watkins | On agenda |
| 27 Nov 2023 | Areas for review to be determined by Scrutiny Members | TBA | D | TBA | |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer | Progress |
|--------------------------------|--|---|--------------------------------|---|-----------------|
| 27 Nov 2023 | Strategic Risk Report | To scrutinise the strategic risks facing the organisation and the mitigation measures already in place, and further actions planned to reduce risk further. | D | Relevant Risk Owners Contact Officer: Wayne Thomas | |
| 27 Nov 2023 | Assurance Metrics – Review of BMIS Assurance Metrics | To review the Assurance Metrics within the BMIS System for Members to identify future areas for scrutiny. | D | ACO CS Contact Officer: Suzanne Absalom | |
| 5 Feb 2024 | Scrutiny of Departmental Risks | To scrutinise the highest departmental risks facing the organisation and the mitigation measures already in place and further actions planned to reduce risk further. | D | Relevant Risk Owners Contact Officer: Wayne Thomas | |
| 5 Feb 2024 | Report on Responses to the Consultation of the draft rolling Strategic Plan and Priority Actions 2024/25 | To advise Members of consultation responses and seek approval for a final version of the rolling Strategic Plan. | D | ACO CS Contact Officer: Sarah Watkins | |
| 5 Feb 2024 | Economic & Social Value of the UKFRS | To advise Members of the work of the NFCC Economic & Social Value. | I | ACFO SD Contact Officer: Chris Hadfield | |
| 5 Feb 2024 | Scrutiny of Gender Pay Gap | To scrutinise the Service's Gender Pay Gap Policy ahead of the Fire & Rescue Authority meeting on 18 March 2024. | D | ACO PS Contact Officer: Alison Reed | |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer | Progress |
|--------------------------------|--|--|--------------------------------|--|-----------------|
| 5 Feb 2024 | Fire False Alarm Reduction | To scrutinise the progress made by the Unwanted Fire Signals Working Group against the Audit Wales Review into the reduction of fire false alarms. | I | ACFO SD Contact Officer: Chris Hadfield | |
| 5 Feb 2024 | Scrutiny of Pay Policy | To scrutinise the Service's Pay Policy ahead of the Fire & Rescue Authority meeting on 18 March 2024. | D | ACO PS Contact Officer: Alison Reed | |
| 8 April 2024 | Draft Annual Governance Statement | To allow Members to consider the draft Annual Governance Statement. | D | ACO CS Contact Officer: Sarah Watkins | |
| 8 April 2024 | Draft Annual Report on Discharge of the Terms of Reference of the Scrutiny Group | To report to the Fire Authority on the work undertaken under the terms of reference. | D | Chairperson of the Scrutiny Group & ACO CS Contact Officer: Geraint Thomas | |
| 8 April 2024 | Future Trends | To assist future strategic decision-making | I | ACO CS Contact Officer: Wayne Thomas | |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer | Progress |
|--------------------------------|--|---|--------------------------------|---|-----------------|
| 8 April 2024 | Consultation on the Strategic Themes and Objectives | To advise Members of the Consultation Strategy on 2024/25 Consultation on Strategic Themes and Objectives | I | ACO CS Contact Officer: Sarah Watkins | |
| 8 April 2024 | Annual Report on the work of the member Champions: <ul style="list-style-type: none"> • Property • Community Safety • Equality, Diversity & Inclusion • Fleet & Engineering • Service Delivery (previously Operational & Personal Issue Equipment) • Sustainability and Biodiversity | To report on Member Champion activity and allow scrutiny on impact of Member Champion involvement. | I | Relevant Member Champion and Lead Officer Contact Officer: Mike Davies Chris Hadfield Andrew Jones Chris Temby Dean Loader Lisa Mullan | |
| 8 April 2024 | Annual Report from each Directorate – Director Overview report: <ul style="list-style-type: none"> • CFO • Service Delivery • Technical Services • Corporate Services • Human Resources | To report on Directorate outcomes and issues/areas of focus. | I | Relevant Director Contact Officer: Relevant Director | |

| Expected Date of Report | Report Name | Purpose of Piece of Work | Information or Decision | Lead Director/ Contact Officer | Progress |
|--------------------------|------------------------|---|-------------------------|---|----------|
| Each Meeting as required | Consultation responses | To provide details of consultation responses to Welsh Government and other bodies | I | ACO CS Contact Officer: Sarah Watkins | |

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AGENDA ITEM NO 11

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

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| 1. | Apologies for Absence | |
| 2. | Declarations of Interest | |
| | Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct. | |
| 3. | Chairperson's Announcements | |
| 4. | To receive the minutes of; | |
| | <ul style="list-style-type: none"> • Scrutiny Group held on 17 April 2023 | 3 |
| | REPORTS FOR DECISION | |
| 5. | Capital Outturn Report 2022/23 | 9 |
| 6. | Revenue Outturn Report 2022/23 | 21 |
| 7. | Medium Term Financial Strategy and Revenue Budget Update Report | 37 |
| 8. | Overview of Fire Authority and Committee Work Programmes for the 2023/24 municipal year | 67 |
| | REPORTS FOR INFORMATION | |
| 9. | Consultation response activity by the service | 93 |
| 10. | Forward Work Programme for Scrutiny Group 2023/2024 | 101 |
| 11. | To consider any items of business that the Chairperson deems urgent (Part 1 or 2) | 107 |