

FIRE & RESCUE AUTHORITY SUMMONS

SOUTH WALES FIRE & RESCUE AUTHORITY

You are summonsed to attend a meeting of the South Wales Fire & Rescue Authority to be held at **South Wales Fire & Rescue Service Headquarters, Forest View Business Park, Llantrisant, CF72 8LX** on **Monday 07 February 2011** at **1100** hours.

A G E N D A

1. Apologies for Absence
2. Declarations of Interest

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

3. Chairman's Announcements
4. To receive the minutes of ;
 - Finance Audit & Performance Management Committee held on 15 November 2010 5
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22.	Resolution to Return to Open Meeting	

23. Bernie Presentation

Signature of Proper Officer:



MEMBERSHIP
Councillors:

D	Bolter	Caerphilly	S J	Jones	Rhondda Cynon Taff
S	Bradwick	Rhondda Cynon Taff	L W	Kelloway	Cardiff
M	Bartlett	Blaenau Gwent	C	Mann	Caerphilly
C	Beynon	Torfaen	R	McKerlich	Cardiff
J	Daniel	Rhondda Cynon Taff	L	Ford	Cardiff
D T	Davies	Caerphilly	R	Patel	Cardiff
A M	Ernest	Vale of Glamorgan	G	Price	Merthyr Tydfil
R J W	Greenland	Monmouthshire	W J	Routley	Newport
D	Hando	Newport	D	Sage	Bridgend
K	Hyde	Cardiff	V	Smith	Monmouthshire
C	James	Bridgend	G	Stacey	Rhondda Cynon Taff
R	Jones	Torfaen	E T	Williams	Vale of Glamorgan

SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT MEETING HELD ON MONDAY 15 NOVEMBER 2010 AT SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

135. PRESENT:

Councillor	Left
R J W Greenland (Chairman)	Monmouthshire
C Mann (Vice Chairman)	Caerphilly
C James	Bridgend
S J Jones	Rhondda Cynon Taff
L W Kelloway	Cardiff
G Price	Merthyr Tydfil
E T Williams	Vale of Glamorgan

APOLOGIES:

B. Jones	Torfaen
W Routley	Newport

ABSENT:

M Bartlett	Blaenau Gwent
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OFFICERS PRESENT:- CFO A Marles, DCFO K Barry, ACO P Haynes – Director of Peoples Services, ACO S Murton – Director of Corporate Support, Mr Steve Greenslade – Treasurer, Mr G Thomas – Head of Finance, Mr C Powell – Head of Business Support, Ms Helen Cargill – RSM Tenon

136. DECLARATIONS OF INTEREST

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

137. CHAIRMAN'S ANNOUNCEMENTS

The Chairman informed Members there will be a Fire Authority meeting taking place on 6 December 2010, which will replace the Finance, Audit and Performance Managing Meeting scheduled for that date.

138. MINUTES OF PREVIOUS MEETING

The following minutes were received and accepted as a true record of proceedings, subject to the following amendment:-

- FAPM Meeting held on 20 September 2010
- Finance Working Group held on 01 October 2010
Amendment to Item 7 - Councillor Clive James was present.
- Asset Management Working Group held on 17 September 2010

139. REVENUE MONITOR 2010/11

The Head of Finance informed Members the Revenue Monitor report provides detail of the annual revenue budget, actual revenue expenditure and income for the financial year to date, the forecast outturn position for the period ending 31 March 2011 accompanied by a variance analysis.

RESOLVED THAT

Members agreed to note and receive the Budget Monitoring Report.

140. CAPITAL MONITOR 2010/11

The Head of Finance informed Members the Capital Monitor report gives details of the total capital budget for the year and the actual expenditure to the end of September. The forecast spend to the end of the year is given based on information contained within departmental plans for the remainder of the year.

RESOLVED THAT

Members agreed to note the contents of the report.

141. REVENUE AND CAPITAL BUDGET SHAPING 2011/2012

The Treasurer provided Members with an update on progress with delivering a balanced revenue and capital budget for 2011/12 and for the medium term.

RESOLVED THAT

141.1 Members approved the strategic budget shaping issues discussed in the paper.

141.2 Members approved the reporting process identified at paragraph 2.10 to the report leading to budget proposals being made to constituent councils.

142. INTERNAL AUDIT REPORT

The Head of Business Support and the Internal Auditors updated Members upon progress being made against the Internal Audit Plan 2010/11.

RESOLVED THAT

142.1 Members noted the work and findings of the Internal Audit and accepted the recommendations contained in the appendices.

142.2 Members stressed their concerns on the findings of the Fuel Audit, and requested a full urgent report to be presented to Members on how fuel is being controlled.

143. CORPORATE RISK REGISTER – SIX MONTHLY REVIEW

The ACO Corporate Support requested that Members consider the risks contained within the Corporate Risk Register and the management of these risks.

RESOLVED THAT

Members considered the significant and material risks contained within the Corporate Risk Register, and agreed their validity.

**144. PERFORMANCE MONITORING REPORT – QUARTER 2
APRIL 2010 TO SEPTEMBER 2010 (STATISTICAL
REPORTS WERE PRESENTED ELECTRONICALLY)**

The Deputy Chief Fire Officer requested that Members consider the performance information from April 2010 to September 2010.

RESOLVED THAT

144.1 Members agreed to note the performance details contained within the report.

144.2 Members approved its publication onto the SWFRS internet site.

**145. QUARTERLY STATISTICAL UPDATE JULY TO
SEPTEMBER 2010 (STATISTICAL REPORTS WERE
PRESENTED ELECTRONICALLY)**

The Deputy Chief Fire Officer requested Members consider the Quarterly Statistical Update Report from July to September 2010.

RESOLVED THAT

145.1 Members noted the content of the report.

145.2 Members confirmed they will accept the Performance Monitoring Report and Quarterly Statistical Update electronically.

146. FORWARD WORK PROGRAMME

The ACO Corporate Support presented the Forward Work Programme.

RESOLVED THAT

Members accepted the Forward Work Programme for Finance, Audit & Performance Management.

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

There were no items of urgent business.

SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE FIRE & RESCUE AUTHORITY MEETING HELD ON WEDNESDAY 22 DECEMBER (FOLLOWING THE DEFERRED MEETING OF 17 DECEMBER 2010) AT THE JASMINE CENTRE, ELY, CARDIFF

64. PRESENT:

Councillor	Left	Authority
A M Ernest (Chairman)		Vale of Glamorgan
K Hyde (Vice-Chairman)		Cardiff
D Bolter		Caerphilly
L Ford	Arrived 11:15hrs	Cardiff
D Hando		Newport
L W Kelloway		Cardiff
R McKerlich		Cardiff
R Patel		Cardiff
G Price		Merthyr Tydfil
W J Routley		Newport

APOLOGIES:

M Bartlett	Blaenau Gwent
C Beynon	Torfaen
S Bradwick	Rhondda Cynon Taff
J Daniel	Rhondda Cynon Taff
D T Davies	Caerphilly
R J W Greenland	Monmouthshire
C James	Bridgend
R Jones	Torfaen
S Jones	Rhondda Cynon Taff
C Mann	Caerphilly
D Sage	Bridgend
V Smith	Monmouthshire
G Stacey	Rhondda Cynon Taff
E T Williams	Vale of Glamorgan

OFFICERS PRESENT:- CFO A Marles, DCFO K Barry, ACO S Murton – Director of Corporate Support, Mr S Greenslade – Treasurer, ACO P Haynes – Director of People Services

65. DECLARATIONS OF INTEREST

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

66. CHAIRMAN'S ANNOUNCEMENTS

COUNCILLOR CLIVE JAMES

The Chairman advised that Councillor Clive James was rushed to hospital earlier in the week but has now returned home. Members asked that their best wishes for a speedy recovery were passed on.

ATTACKS ON FIRE CREWS

Following a recent attack on a Maindee Fire Crew and the persistence of the Station Commander in pursuing the issue through the local PACT meetings, some of the individuals involved in the incident were identified. This has resulted in one of the individuals contravening an order that they had received and has now lead to that individual being given an ASBO as a consequence of the attack. It was agreed that this is a very positive outcome from a serious situation and sends the correct message to the public that the Authority will not tolerate such behaviour.

ICT REMOTE ACCESS FOR MEMBERS

For those Members who have not received their remote access token, sessions will be arranged in the New Year. Remote access will enable Members to access a wide range of Member specific information, in addition to access to Fire Authority agendas, without going through e-mail systems with the blocking effects that this can sometimes have.

ENGLISH FIRE CONTROL PROJECT

The English Fire Control Project which created Regional Control Rooms in England has now been scrapped due to ongoing issues which called into question its viability. Wales did not get involved in the project but instead ensured that all three Control Rooms are resilient should one or more become un-useable. This is in addition to the second Control Centre put in place at the new Headquarters.

RHOD GILBERT

The Service has been approached about Rhod Gilbert undertaking "A day in the life of a Fire-Fighter" programme. The Chief Fire Officer will be meeting with him in late January to discuss.

SWFRS HEADQUARTERS VISIT BY FORMER CHAIRMAN OF THE FIRE AUTHORITY

The former Chairman, Mr Derek Rees, visited SWFRS Headquarters on 16 December, and was presented with a tie. He wished to extend his good wishes to the Fire Authority on doing an excellent job.

OPENING OF THE OCCUPATIONAL HEALTH UNIT

The Occupational Health Unit had its official opening on 10 December 2010, with the unveiling of a plaque.

67. MINUTES OF PREVIOUS MEETING

The minutes of the Fire Authority meeting held on 6 December 2010 were received and accepted as a true record of proceedings subject to the following amendments:-

Items 58.1 and 58.2 are to be deleted, and replaced with the following:-

58.1 To adopt the direction of travel proposed within the report incorporating the findings of the Finance Working Group, and set in the content of the Local Government Settlement for the preparation of the 2011/12 budget proposals to be made to constituent councils.

58.2 The detailed budget recommendations should be worked up for the 17 December meeting based on a contributions budget reduction of 1.5% for 2011/12.

68. RESOLUTION TO VARY THE ORDER OF BUSINESS

Members unanimously approved a resolution to vary the order of business, to consider the reports on the 2011/12 budget proposals and the retirement of the Deputy Chief Fire Officer in advance of other items.

69. REPORT OF REVENUE & CAPITAL BUDGET PROPOSALS 2011/2012

The Treasurer delivered a report which will enable Members to make budget proposals to Constituent Councils by the due date, and to consider the framework Capital Programme for 2011/12.

RESOLVED THAT

Members unanimously agreed the following:-

69.1 To consult Constituent Councils on a proposed revenue budget of £71,157,615, a reduction of 1.5% on the equivalent figure for the current financial year.

69.2 To provisionally approve the 2011/12 Capital Budget of £6,341,000 for further consideration at the 7 February 2011 Budget Setting meeting.

69.3 To use the 2009 Mid-Year Population Estimates as the allocation of contributions for the 2011/12 Budget.

70. RESOLUTIONS TO EXCLUDE THE PRESS AND PUBLIC BY VIRTUE OF SECTION 100A AND PARAGRAPHS 12 & 14 OF PART 4 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED)

A resolution to exclude the press and public by virtue of Section 100A and paragraph 12 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended) was unanimously passed.

71. REPORT OF THE RETIREMENT OF THE DEPUTY CHIEF FIRE OFFICER

The Chief Fire Officer delivered a report that the Deputy Chief Fire Officer has given three months notice of his intention to retire from the Service, and as a consequence of this action a number of issues have arisen which will influence the way in which the Executive Leadership Team need to discharge their functions until such time that a permanent arrangement has been established.

RESOLVED THAT

- 71.1 Members noted the Deputy Chief Fire Officer has confirmed his intention to retire and has given three months notice.
- 71.2 The Chief Fire Officer will exercise these delegated powers which will enable the discharge of duties, functions and responsibilities of the Fire and Rescue Service to be performed and shall contain such temporary arrangements within South Wales Fire and Rescue Service's existing Executive and Senior Management structures, and will seek endorsement of his proposals at the next Fire Authority meeting.
- 71.3 A report regarding the Deputy Chief Officer's appointment conditions and a draft advert shall be brought before the Fire and Rescue Authority for consideration and determination at the earliest opportunity.
- 71.4 Members agreed the vacancy should be advertised externally and internally, requiring candidates to have suitable relevant experience. Operational competences would not be essential to the post. The Chief Fire Officer will provide a report on the maintenance of operational resilience within the Senior Management Executive.

(Councillor L Ford arrived at the meeting at 11:15hrs)

72. RESOLUTION TO RETURN TO OPEN MEETING

Members unanimously approved the resolution to return to open meeting.

RESOLVED THAT

Members noted the report.

73. UPDATE ON ACTIONS

The ACO Corporate Support informed Members of actions undertaken since the last meeting, and updated Members with respect to the ICT Project and transfer of the New Dimensions Assets.

RESOLVED THAT

Members noted the report.

74. MEMBERS ATTENDANCE 2010/11

The ACO Corporate Support informed Members that updated attendance figures had been circulated to Members.

RESOLVED THAT

This item is to be deferred to the next meeting of the Fire and Rescue Authority.

75. REPORT OF THE USE OF EMERGENCY POWERS BY THE CHIEF FIRE OFFICER

The ACO Corporate Support advised Members of the Chief Fire Officer's use of his emergency powers under his delegation.

RESOLVED THAT

Members noted the use of the emergency powers by the Chief Fire Officer in respect of the increase in numbers of attendees to the EU Search and Rescue Exercise in Germany on 8-13 December 2010.

76. REPORT ON THE UPDATE OF THE IMPLEMENTATION OF THE RISK REDUCTION PLAN 2010/11

The Deputy Chief Fire Officer updated Members on the Risk Reduction Plan 2010/2011.

RESOLVED THAT

Members noted the progress made to date and the elements that have been incorporated into the 2011/2012 Risk Reduction Plan.

77. REPORT ON THE STRATEGIC PROPERTY UPDATE

The ACO Corporate Support updated Members on the current position with some of the Authorities key strategic property projects, and advised that the Adam Street planning application had been deferred for a site visit.

RESOLVED THAT

Members noted the progress being made with the individual property projects.

78. REPORT ON HEALTH & SAFETY 2009/2010

The Deputy Chief Fire Officer presented a report on behalf of ACFO Planning, Development and Support, and explained that the report continues to identify the downward trend in accidents and injuries from the base line data of 1997/1998 in line with our Health and Safety Strategy.

RESOLVED THAT

Members noted the following:-

- 78.1 The report on the performance of South Wales Fire and Rescue Service in the area of Health and Safety.
- 78.2 The overall success achieved in the area of Health & Safety across the Service Area.
- 78.3 The range of initiatives underway to support Health & Safety for South Wales Fire & Rescue Service.

78.4 Members requested comparative data with other organisations on the next report.

79. REPORT ON THE REQUEST FOR AN EXEMPTION UNDER CONTRACT STANDING ORDERS

The Chief Fire Officer requested an exemption under the Contract Standing Orders for three Information and Communications Technology Contracts for the reasons detailed in the report.

RESOLVED THAT

Members approved the exemptions for the three contracts listed, namely:-

- i) Firelink Project
- ii) All Wales Control Room Resilience Project
- iii) Incident Recording System

80. REPORT ON THE DISPOSAL OF END OF LIFE OPERATIONAL EQUIPMENT

The Deputy Chief Fire Officer presented the report on the disposal of Authority assets as covered under the Contracts Standing Orders and in essence sought Value for Money whilst doing so. The donation of assets can only be approved by the Fire and Rescue Authority.

In this financial year the Service issued new fire-fighting uniforms to all operational personnel, and therefore need to dispose of the remains of the end of life personal protective clothing.

RESOLVED THAT

Members unanimously agreed the recommendations of the Finance, Audit and Performance Committee, as follows:-

- 80.1 Not to utilise a Disposal Service Agency Contract for the disposal of end of life operational equipment.
- 80.2 To dispose of end of life operational equipment by donating them to Serbia for a fixed three year period.

80.3 To re-assess the donation of operational equipment every three years.

81. FORWARD WORKING PROGRAMME FOR FIRE & RESCUE AUTHORITY 2010/11

The ACO Corporate Support updated Members on the current status of the Forward Working Programme 2010/11.

RESOLVED THAT

Members noted the current status of the Forward Working Programme 2010/11.

82. TO CONSIDER ANY ITEMS OF BUSINESS THAT THE CHAIRMAN DEEMS URGENT (PART 2)

There were no items of urgent business.

Councillor Routley congratulated the Chairman on his foresight and tenacity with regards to standing by the decision to hold today's Fire Authority meeting, in the face of the current weather conditions.

AGENDA ITEM NO 5

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

Meeting of: **Fire & Rescue Authority**

Sally Murton – ACO/CS Huw Jakeway - ACFO/PDS Kevin Barry – DCFO Andy Marles – CFO Phil Haynes – ACO/PS Calvin Powell - BSM	Steve Greenslade – Treasurer Business Support Unit – BSU Martin Henderson – HRR Tony Carter – Strategic Property Manager Performance Management Unit – PMU
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Minute No	Item	Action	Leading Officer	Current Status:
08/09-137	Proposed Emergency Services Collaboration	Detailed Terms and Conditions of lease with Coast Guard Agency to be agreed.	ACO/CS	Draft lease currently with Treasury Department for approval.
		Detailed Terms and Conditions of Lease to be agreed with South Wales Police.	ACO/CS	Revised proposals now being considered which would involve police

Minute No	Item	Action	Leading Officer	Current Status:
				building on ambulance land to facilitate police, fire, ambulance and coastguard on same site. Police currently in discussions with WAST. Proposed to remove this action due to police preference of building on WAST land
		Agree design and specification for construction of Community Police Station on Llantwit Major site together with the associated structural and security alterations required.	Strategic Property Manager	As above.

Minute No	Item	Action	Leading Officer	Current Status:
		ACO/CS to be given delegated authority to enter into appropriate agreements (including leases) where appropriate to existing arrangements for the Fire and Rescue Services' premises.	ACO/CS	The lease has now been agreed and final approval is now being sought from the WAST Board.
08/09-153	Relocation of Paintshop	Prepare plans and apply for Local Authority Planning permission to relocate the Paintshop to the HQ site.	Strategic Property Manager	Planning consent is still awaited due to changes to the design due to ground conditions.
09/10 – 37	Pilot Scheme for AFA – Generated to call to Fire Control	Extending existing pilot scheme for a further six months – then Members to receive a final report.	DCFO	Report deferred to Spring due to insufficient data being available due to interruptions in monitoring due to the implementation of the airwave project.
09/10 –	Review of Hydrant	Review progress in 2011.	ACO/PDS	To be brought

Minute No	Item	Action	Leading Officer	Current Status:
38	Testing Arrangements			forward for 2011 municipal year.
09/10-120	Motorcycle – Road Safety Programme	DCFO to provide Members with statistics on the number of accidents involving motorcyclists.	DCFO	Being researched.
09/10-151	Medium Term Financial Plan 2010/2014	To present a more detailed report on the ICT Project	Project Lead	<p>Project Board established. FA approval on 27 September 2010 to include the project in 2011/12 RRP. Project Brief & Project Deliverables being scoped and project team now identified.</p> <p>Timescales for initial research being scoped. To be reported to Project Board at December meeting. December mtg delayed due to inclement weather. Board met in January</p>

Minute No	Item	Action	Leading Officer	Current Status:
				and considerable further work was identified as required before a report to members could be prepared. Additional Board mtg scheduled for beginning of Feb to push progress.
09/10-156	Quarterly Stats Update	Further report on individual wards	DCFO	Feasibility being reconsidered.
09/10-167	Voluntary Early Retirement	1. Technician's post be established.	ACO/PS	Technicians post in progress
10/11-42	Transfer of ownership of New Dimension Assets from WAG to F&R Authorities	Transfer the New Dimensions Assets from the Welsh Assembly Government to the South Wales Fire & Rescue Authority	ACFO/PDS	Agreements completed and assets transferred.
10/11-43	Local Government Measure	Refer issue of scrutiny to Standing Orders Working Group	ACO/CS	To be referred when contract standing order, financial regulation and

Minute No	Item	Action	Leading Officer	Current Status:
				delegation amendments submitted. Contract amendments completed and financial regs currently being amended.
10/11 – 45	Joint occupation of Barry Fire & Rescue Station	Officers to continue working with Welsh Ambulance Service Trust.	ACO/CS	WAST have confirmed that they no longer have a requirement to share this site. Action will be removed.
10/11 - 56	Sickness Absence in control	Report to HR & Equalities Committee on sickness absence in control due to stress	ACO PS	Report to be taken to next HR & E mtg
10/11 - 56	Water pressure	Representations to be made on all Wales basis to Welsh Water about water pressure and the need for the service to acquire larger water bowsers	CFO	CFOA have agreed to SWFRS CFO preparing letter
10/11 –	Grey Book Terms and Conditions and	Report to Finance Working Group	ACO PS	Report scheduled for

Minute No	Item	Action	Leading Officer	Current Status:
59.2	Allowances			March 2011
10/11 – 71.3	Retirement of the Deputy Chief Fire Officer	A Report on the conditions of appointment for the DCO and a draft advert	CFO	On agenda
10/11 – 71.4	Retirement of the Deputy Chief Fire Officer	A Report on the maintenance of operational resilience within the Senior Management Executive	CFO	On agenda
10/11 – 78.4	Health & Safety 2009/10	Comparative data with other organisation to be incorporate in the next Health & Safety Report	ACFO PDS	Being researched

Fire Authority Members Attendance 2010/11

AGENDA ITEM 6

Attendance between 28 June 2010 - 21 January 2011

Members		R = Requisite P = Present A = Apologies Ab = Absent No Apologies Received														
		Totals FA					Totals FAPM					Totals HR&E				
		R	P	A	Ab	T	R	P	A	Ab	T	R	P	A	Ab	T
1.	Cllr Mike Bartlett	3	1	2		3	4	1	3	1	5					
2.	Cllr David Sage	3	2	1		3										
3.	Cllr Clive James	3	3			3	1	1	1		2	1	1			1
4.	Cllr D T Davies	3	3			3						1	1			1
5.	Cllr Dennis Bolter	3	2	1		3						1	1			1
6.	Cllr Colin Mann	3	2	1		3	5	3	2		5					
7.	Cllr Ramesh Patel	3	3			3										
8.	Cllr Roderick McKerlich	3	3			3						2	2			2
9.	Cllr Keith Hyde	3	3			3						2		2		2
10.	Cllr L W Kelloway	3	3			3	5	5			5					
11.	Cllr Lisa Ford	3	3			3						2	2			2
12.	Cllr Glenn Price	3	3			3	5	5			5	2	2			2
13.	Cllr Val Smith	3	3			3						2	2			2
14.	Cllr R J W Greenland	3	3			3	5	5			5	2		2		2
15.	Cllr David Hando	3	3			3						2	1	1		2
16.	Cllr W J Routley	3	2	1		3	5	2	3		5					
17.	Cllr Graham Stacey	3	3			3						1	1			1
18.	Cllr John Daniel	3	3			3						2	2			2
19.	Cllr Sylvia Jones	3	2	1		3	2	2			2	1	1			1
20.	Cllr Steven Bradwick	3	3			3						1		1		1
21.	Cllr P Seabourne															
22.	Cllr Doug Jones															
23.	Cllr Anthony Ernest	3	3			3										
24.	Cllr Emlyn Williams	3	3			3	5	5			5	2	1	1		2
25.	Cllr Bob Jones	2	2			2	2	1	1		2					
26.	Cllr Cynthia Beynon	2	2			2						1	1			1

R = Requisite | P = Present | A = Apologies | Ab = Absent No Apologies Received

		R = Requisite P = Present A = Apologies Ab = Absent No Apologies Received									
Members		Totals Asset Management Working Group					Totals Finance Working Group				
		R	P	A	Ab	T	R	P	A	Ab	T
1.	Cllr Mike Bartlett										
2.	Cllr David Sage	1		1		1					
3.	Cllr Clive James	1		1		1	3	1	2		3
4.	Cllr D T Davies	1	1			1	3	3			3
5.	Cllr Dennis Bolter										
6.	Cllr Colin Mann	1		1		1					
7.	Cllr Ramesh Patel										
8.	Cllr Roderick McKerlich										
9.	Cllr Keith Hyde										
10.	Cllr L W Kelloway	3	3			3	5	5			5
11.	Cllr Lisa Ford	3	3			3					
12.	Cllr Glenn Price						5	4		1	5
13.	Cllr Val Smith	3	3			3					
14.	Cllr R J W Greenland						5	5			5
15.	Cllr David Hando										
16.	Cllr W J Routley						5	1	2	2	5
17.	Cllr Graham Stacey										
18.	Cllr John Daniel	3	2	1		3					
19.	Cllr Sylvia Jones	1		1		1					
20.	Cllr Steven Bradwick										
21.	Cllr P Seabourne										
22.	Cllr Doug Jones										
23.	Cllr Anthony Ernest										
24.	Cllr Emlyn Williams										
25.	Cllr Bob Jones										
26.	Cllr Cynthia Beynon										

R = Requisite | P = Present | A = Apologies | Ab = Absent
No Apologies Received

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 7

7 FEBRUARY 2011

REPORT OF THE ACO CORPORATE SUPPORT

USE BY CHIEF FIRE OFFICER OF EMERGENCY DELEGATED POWERS**SUMMARY**

This report advises Members of the use by the Chief Fire Officer of his emergency powers to authorise travel abroad by Station Manager Moody to attend a European training event.

RECOMMENDATION

That Members note the use by the Chief Fire Officer of his emergency powers to authorise the attendance of Station Manager Moody to attend the Community Mechanism Induction Course in Hamburg, Germany between 5-11 February 2011 following Finance, Audit & Performance Management Committee endorsement.

1. ISSUE

- 1.1. As Members will be aware, the standing orders of the Authority require that Fire & Rescue Authority approval is required for any overseas travel by Officers.
- 1.2. An invitation was received by the service for Station Manager Moody to participate in the Community Mechanism Induction Course organised by the Fire Service Academy in Hamburg, Germany between 5-11 February 2011. The course was an initial course set up by the European Union to develop skills to personnel within the union to react to major and catastrophic incidents such as major earthquakes in Europe and further afield. The European Union were paying all course fees, travel and accommodation of participants and, therefore, there was no direct financial burden on the Authority other than officer time in releasing the individual from the organisation for 5 working days.
- 1.3. As Members will appreciate from the date of the training exercise that is currently underway, it was not possible to bring this request to today's meeting of the Fire & Rescue Authority. It was however, possible to obtain Member opinion

at the Finance, Audit & Performance Management Committee on 17 January 2011 in order that the Chief Fire Officer could take a decision under his emergency powers.

- 1.4. The Finance, Audit & Performance Management Committee unanimously supported the invitation and endorsed the use by the Chief Fire Officer of his emergency powers to authorise attendance at the event.

2. RECOMMENDATION

- 2.1. That Members note the use by the Chief Fire Officer of his emergency powers to authorise the attendance of Station Manager Moody to attend the Community Mechanism Induction Course in Hamburg, Germany between 5-11 February 2011 following Finance, Audit & Performance Management Committee endorsement.

SALLY MURTON

ACO CORPORATE SUPPORT

Background Papers:

Urgent Report to the Finance, Audit & Performance Management Committee - 17 January 2011

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 8

7 FEBRUARY 2011

REPORT OF THE DEPUTY CHIEF FIRE OFFICER

AUTHORITY FOR OVERSEAS TRAVEL

SUMMARY

Standing Orders require that Officers invited to travel abroad for business purposes require the approval of the Fire & Rescue Authority. South Wales Fire & Rescue Service have received invitations for the World Extrication and Trauma Challenge 2011. The invitation extends to the South Wales Fire & Rescue Service Extrication and Trauma Teams consisting of 8 members.

Also, an invitation for Group Manager Ian Greenman to attend the same event in the capacity of assessor has been received.

An invitation to attend a Rope Rescue Challenge has also been extended to the South Wales Fire & Rescue Service Line Rescue Team taking place in Belgium in June 2011.

RECOMMENDATION

That Members authorise members of the Extrication and Trauma Teams to attend the World Extrication Championships 2011.

That Members authorise the attendance of Group Manager Greenman at the World Extrication Championships 2011.

That Members authorise the attendance of the Line Rescue Team at the European Challenge event in Belgium.

1. BACKGROUND

- 1.1. Standing Orders require that Officers travelling abroad for business purposes require Fire & Rescue Authority approval.
- 1.2. Members will recall that South Wales Fire & Rescue Service are the current world champions in the field of extrication and runners up for Trauma.
- 1.3. Members will be aware that South Wales Fire & Rescue Service had the privilege of hosting the World Extrication Championships in Cardiff in 2008.

2. ISSUE

- 2.1 Members will be aware of the significant involvement in both the United Kingdom Extrication Challenges and the World Rescue Organisational Challenges that South Wales Fire & Rescue Service have participated in since their inception over 10 years ago. South Wales Fire & Rescue Service have also enjoyed success on a UK and world level not replicated by any other service in the UK or further afield. Last year's event held in Cork in the Republic of Ireland saw the South Wales team win the world championship for an unprecedented third occasion and the Trauma Team take a well deserved second place in their category.
- 2.2 Their success automatically qualifies them for participation in this year's world extrication challenges to be held in New Zealand in July 2011.
- 2.3 In addition to the team's invitation, Group Manager Greenman has also been invited to attend in the role of assessor. Members should be aware that this invitation has only been extended to one other assessor from the UK and, therefore, reflects highly on the skills, knowledge and professionalism of Group Manager Greenman. Members may wish to note that a second assessor invitation has been awarded to Dr Claire McGroaty an A&E specialist.
- 2.4 Following the success of the South Wales Fire & Rescue Service Line Rescue Team in the UK challenge in 2010, an invitation to attend a European event has also been received.

3. FINANCIAL IMPLICATIONS

- 3.1 Funding for the attendance at such events has traditionally been maintained within the training budget and a sum has been incorporated into the 2011/12 budget submission.
- 3.2 Initial costings for the two teams to attend are in the region of £18,000 to include:-
 - Flights and taxes
 - Travel to and from airport
 - Accommodation
 - Airfreight cargo
 - Entry fee
- 3.3 The Fire Authority contribution would therefore be a maximum of £18,000. However, should Members be minded

to authorise travel, both teams and principal officers are already seeking funding and sponsorship opportunities that could reduce the financial burden on the authority.

- 3.4 Officers recognise that this is a significant sum of money however, also note that road traffic extrication skills play a significant part in the service we provide to the community of South Wales. All members of the Extrication and Trauma Team are actively involved in the design and delivery of road traffic extrication skills to their colleagues across the whole of the service.
- 3.5 As with previous years, Officers believe that this investment in the development of a key statutory skill is supported by our attendance at such events.
- 3.6 With regard to the cost of attendance at this event for Group Manager Greenman, the host organisation fully fund all costs and the service is asked to release the Officer for a period of 7 days.
- 3.7 As current UK Line Rescue champions, all costs of attendance at the European Line Rescue Challenge are covered by the host organisation.

4. RECOMMENDATION

- 4.1 That Members authorise members of the Extrication and Trauma Teams to attend the World Extrication Championships 2011.
- 4.2 That Members authorise the attendance of Group Manager Greenman at the World Extrication Championships 2011.
- 4.3 The Members authorise the attendance of the Line Rescue Team at the European Challenge event in Belgium.

KEVIN BARRY

DEPUTY CHIEF FIRE OFFICER

BACKGROUND PAPERS:

None

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 9

7 FEBRUARY 2011

REPORT OF THE TREASURER

REVENUE AND CAPITAL BUDGET DETERMINATION 2011/12**SUMMARY**

This report outlines the responses of Constituent Councils to the Revenue Budget proposals determined on 22 December 2010 and requires Members to set the budget and resultant Constituent contributions for 2010/11.

The report also recommends the Capital Budget for 2011/12 and updates the forward capital plan for Member consideration.

RECOMMENDATIONS

That Members agree to use the 2009 mid-year estimates for ordinarily resident population as the proxy for determining individual contributions for 2011/12.

That Members determine the revenue budget and resultant Constituent Council contributions for 2010/11.

That Members agree the principle of making tactical use of General Reserves in 2011/12 should the natural wastage target of the Flexible Rostering project fail to be achieved, subject to the actual deployment of reserves being approved by the Finance, Audit and Performance Management Committee.

That Members determine the capital budget allocations for 2011/12 plus allowable slippage levels from the current year.

1. **BACKGROUND**

- 1.1 Members will be aware that under the South Wales Fire Services (Combination Scheme) Order 1995, the Authority shall:

“before 31 December in any year submit to each constituent authority an estimate of its net expenses for the next year, and shall subsequently, before 15 February, give notice to each constituent authority of the amount of contribution to be paid by that authority in the next financial year”.

- 1.2 At its meeting of 22 December 2010 (postponed from 17 December due to snow), the Authority resolved to consult constituent Councils on a contributions budget of £71,157,615, a decrease of 1.5% over the equivalent figure for 2010/11. This decision followed the recommendation from the meeting of 6 December where the recommendations of the members Finance Working Group were adopted and further cost reductions instructed. In acknowledging the challenge of a budget reduction of this magnitude and in order to protect front line services, members further agreed to the tactical use of reserves in 2011/12 in the event the savings targets from flexible rostering failed to be achieved through natural wastage.
- 1.3 A final decision on the total net budget is required at this meeting, in order to comply with the deadline of 15 February.
- 1.4 Also at its meeting of 22 December, Members determined the capital budget totals for 2011/12. As Members will recall, the revenue implications of the capital budget were included in the proposed revenue budget and as such, these do not need to be revisited at this meeting in the event Members do not increase the budget totals. Members do however need to consider the amount of slippage they are prepared to authorise from the 2010/11 budget into 2011/12.

2. **ISSUE**

- 2.1 The underlying issues were comprehensively dealt with in my previous reports. They were based on the provisional local government settlement. Members will recall the AEF position of constituent councils at that time and the average settlement for Constituent Councils of -1.3% compared with the All-Wales average of -1.4%. The anticipated date for the final settlement announcement has now been brought forward to 2 February and, if received, a table

based on this announcement will be made available to members at or before this meeting. Currently, little change is anticipated from the Provisional figures in terms of percentage uplifts although there will be some financial additions to the Settlement. The table below shows the constituents position at provisional stage:

	AEF 2010/11	AEF 2011/12	Difference	%
Bridgend	181,168,403	178,546,160	-2,622,243	-1.45%
The Vale Of Glamorgan	153,100,144	150,497,442	-2,602,702	-1.70%
Rhondda Cynon Taf	349,476,295	343,535,198	-5,941,097	-1.70%
Merthyr Tydfil	87,651,679	86,161,601	-1,490,079	-1.70%
Caerphilly	255,157,806	250,820,123	-4,337,683	-1.70%
Blaenau Gwent	110,244,627	108,370,468	-1,874,159	-1.70%
Torfaen	131,758,817	129,518,917	-2,239,900	-1.70%
Monmouthshire	97,756,919	96,095,051	-1,661,868	-1.70%
Newport	197,563,613	194,205,031	-3,358,581	-1.70%
Cardiff	394,807,216	395,006,313	199,097	0.05%
Total South Wales FRA	1,958,685,518	1,932,756,303	-25,929,215	-1.32%

- 2.2 A letter of consultation was sent to all constituent Councils and a consultation meeting was offered for 21 January. In addition, the Treasurer held individual discussions with a number of constituent Treasurers and, in the event, no Authority raised concerns and, in consequence, no meeting was held. At the time of drafting this report six local authorities have responded, all of whom are content with the level of contributions decrease proposed and the decision to use the latest available mid year population estimates as the allocation proxy rather than the more turbulent population projections now used in settlement calculations. Any further responses will be reported orally to the meeting.
- 2.3 The 2003 Local Government Act requires that, in my capacity as Responsible Financial Officer, I express a formal view on the robustness of the budget process and the adequacy of reserves.
- 2.4 I am of the view that the budget process has been both robust and rigorous. In coming to my view of general robustness, I have drawn reliance on the following matters:
- General awareness raising meetings by the Chairman and the Chief Fire Officer with the WLGA, Assembly Ministers and Officials and constituent Council representatives.
 - Officer scrutiny of budget proposals via service structures, and culminating with the Executive Leadership Team.

- Meetings held between the Chief Fire Officer, other Chief Officers and me, as the Authority's statutory Responsible Financial Officer.
 - Regular briefings of the Chairman and Vice-Chairman of the Authority and of the Finance, Audit and Performance Management Committee.
 - Adoption by the Full Authority of a Medium Term Financial Plan aimed at delivering the strategic objectives of the 2011/12 Risk Reduction Plan.
 - Finance, Audit and Performance Management Committee direction on budget strategy via staged budget reports.
 - The involvement of a Members Finance Working Group at all stages in the budget build process.
 - Detailed Full Authority consideration of budget proposals for consultation purposes.
 - Widespread consultation on proposals by letter to each constituent Council and by individual correspondence with Treasurers.
 - The reservation of final budget setting as a decision of the Full Authority.
- 2.5 In forming a view on the adequacy of reserves, I am necessarily influenced by the nature of the Fire Authority which is, in effect, underwritten by the constituent Councils and their own general reserves. On this basis I deem the level of reserves to be adequate.
- 2.6 The overall reserves position is expected to improve at the end of the financial year due to in year managed budget savings. In these circumstances I am content to support the tactical use of reserves in 2011/12 should it become necessary due to the challenging nature of the budget set and the overriding policy aim of maintaining effective front line service delivery. The following table indicates my current reserve estimation.

	Balance at 1st April 2010	Projected in-Year Movements	Estimated Balance at 31 March 2011
General Reserve	1,908,005	1,477,167	3,385,172
Capital Investment Reserve	272,113	-250,000	22,113
Pay Reserve	500,000		500,000
Vehicles & Plant Reserve	627,304	-627,304	0
Change Management reserve	605,105		605,105
	3,912,527	599,863	4,512,390

Notes:
1. General reserve in-year movement arises from projected budget underspend
2. Capital in-year movement results from expected delivery of workshop paint bay
3. Vehicles in-year movement is funding of new and replacement vehicles
4. Change Management reserve not used as relevant costs absorbed in revenue budgets

- 2.7 The amount of Fire Authority expenditure contributed by each Unitary Council in the event the budget proposals are confirmed is:

Authority	2009 m.y.e Population	2011/12 Contribution	Contribution Change £	Change %
Bridgend	134,197	6,606,073	-174,728	-2.6%
The Vale of Glamorgan	124,605	6,133,891	-147,634	-2.4%
Rhondda Cynon Taff	234,403	11,538,882	-237,348	-2.0%
Merthyr Tydfil	55,657	2,739,810	-63,935	-2.3%
Caerphilly	172,737	8,503,270	-169,198	-2.0%
Blaenau Gwent	68,630	3,378,427	-97,492	-2.8%
Torfaen	90,720	4,465,845	-116,782	-2.5%
Monmouthshire	87,967	4,330,324	-118,895	-2.7%
Newport	140,355	6,909,211	-169,395	-2.4%
Cardiff	336,238	16,551,882	211,788	1.3%
Totals	1,445,509	71,157,615	-1,083,619	-1.5%

- 2.8 The net recommended contributions revenue budget for 2011/12 is shown in the table below. It assumes a budget contribution from reserves of £50,000 recommended in an exempt report elsewhere on this agenda is approved by members and, should this not be the case, a slight adjustment will be needed. Also included in the table is the net total recommended budget for 2011/12 including externally funded grants. These have yet to be announced in detail by the Assembly and Members will need to revisit the grants budget in the event the budget assumptions fail to materialise.

Subjective Category	2010/11 Total	2011/12 exc. Grants	2011/12 Grants	2011/12 Budget Total	Change £	Change %
Employee Costs	51,647,115	48,356,038	1,376,373	49,732,411	-1,914,704	-3.7%
Training Costs	1,242,217	1,208,536	13200	1,221,736	-20,481	-1.6%
Pensions	8,544,450	8,548,168	52176	8,600,344	55,894	0.7%
Total Employee Costs	61,433,782	58,112,742	1,441,749	59,554,491	-1,879,291	-3.1%
Premises Related	4,318,445	4,402,828	0	4,402,828	84,383	2.0%
Supplies and Services	3,275,611	2,766,267	578831	3,345,098	69,487	2.1%
Transport Related	1,403,205	1,354,800	35755	1,390,555	-12,650	-0.9%
Contracted Services	628,370	379,053	95317	474,370	-154,000	-24.5%
Other Costs	377,498	278,648	0	278,648	-98,850	-26.2%
Capital Charges	3,517,316	4,082,641	0	4,082,641	565,325	16.1%
Total Expenditure	74,954,227	71,376,979	2,151,652	73,528,631	-1,425,596	-1.9%
Reserves	-150,000	-50,000	0	-50,000	100,000	-66.7%
Income	-248,728	-169,364	0	-169,364	79,364	-31.9%
Net Expenditure	74,555,499	71,157,615	2,151,652	73,309,267	-1,246,232	-1.7%
External Financing:						
Contributions	72,241,234			71,157,615	-1,083,619	-1.5%
Grants	2,314,265			2,151,652	-162,613	-7.0%
Funding Total	74,555,499			73,309,267	-1,246,232	-1.7%

2.9 At their latest meeting, members considered capital budget proposals. Resulting from Members concerns at levels of proposed slippage, officers have reviewed the achievability of proposals and have now recommended a reduction of £950,000 in the Property budget total (including slippage) for next year. This will result in a slight reduction in the revenue burden but no change in the revenue budget is recommended due to interest rate uncertainties going forward. The recommended slippage into 2011/12 is shown below.

Category/Scheme	Amount £000
Property	
Station refurbishments	977
Blaina Rebuild	500
Retained Gender/ Disability	356
Total Property Slippage Requested	1,833
Vehicles & Plant	
Four Water Ladders	960
Aerial Platform Final Stage Payment	206
Total Vehicles Slippage Requested	1,166
Communications/ICT	
Alerters/Transmitters	170
Corporate Gazetteer	75
Total ICT Slippage Requested	245
Grand Total Slippage Requested	3,244

2.10 The detailed recommended 2011/12 capital programme and indicative figures for the following two years is shown at Appendix 1.

The summary capital programme for 2011/12 (including slippage) is shown in the table below.

Category	Slippage £000	Budget £000	Total Programme £000
Property	1,833	2,216	4,049
Vehicles and Plant	1,166	2,503	3,669
Communications/ICT	245	320	565
Equipment	0	352	352
Total Capital programme	3,244	5,391	8,635

3. FINANCIAL IMPLICATIONS

3.1 As indicated in the report.

4. RECOMMENDATIONS

4.1 That Members agree to use the 2009 mid-year estimates for ordinarily resident population as the proxy for determining individual contributions for 2011/12.

4.2 That Members determine the revenue budget and resultant Constituent Council contributions for 2010/11.

4.3 That Members agree the principle of making tactical use of General Reserves in 2011/12 should the natural wastage target of the Flexible Rostering project fail to be achieved, subject to the actual deployment of reserves being approved by the Finance, Audit and Performance Management Committee.

4.4 That Members determine the capital budget allocations for 2011/12 plus allowable slippage levels from the current year.

S.K.F. GREENSLADE

TREASURER

Background Papers: Provisional Local Government Settlement 2011/12

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Property Category/Scheme	2011/12 £000 Budget	2012/13 £000 Indicative	2013/14 £000 Indicative
Whole Time Refurbishments			
Ebbw Vale	1,151		
Maindee	845	635	
Pontpridd	20	1,220	260
Britannia	150	2,000	950
Station A		540	960
Station B		20	990
Station C			50
Retained Refurbishments	0	500	500
Planned Maintenance	50	500	500
Total Property Capital	2,216	5,415	4,210
Note: Britannia Indicatives dependent on Capital Receipts			

Vehicles & Plant	2011/12 £000 Budget	2012/13 £000 Indicative	2013/14 £000 Indicative
Water ladders	1,855	1,855	1,855
Aerial Appliances			300
Rescue tenders			525
Water Carrier	320	160	
Chemical Incident Unit		230	
Spec Rescue Unit (rope/water)		130	
Environmental Protection Unit			180
Utility 4WD	150	200	150
Vans	150	155	155
Conversions		30	30
Minibus	28	28	28
Rescue Boat		40	
Total Vehicles & Plant	2,503	2,828	3,223

Communications/ICT	2011/12 £000 Budget	2012/13 £000 Indicative	2013/14 £000 Indicative
Fire Ground Radios		76	
PC's/Servers/Infrastructure	150	150	150
Ops Intel Records Man systems	170		
Total Communications/ICT	320	226	150

Equipment	2011/12 £000 Budget	2012/13 £000 Indicative	2013/14 £000 Indicative
Breathing Apparatus Sets	100	35	140
Wet Weather Clothing	72		
Gas Tight Suits	55		
TICs		192	
Other Equip (see ORM submission)	55		14
Corporate Health equipment	70	70	70
Total Equipment	352	297	224

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 10

7 FEBRUARY 2011

REPORT OF THE DEPUTY CHIEF FIRE OFFICER

**REVIEW OF OPERATIONAL TACTICAL MANAGERS – RISK
REDUCTION PLAN 2011/12****SUMMARY**

This paper provides Members with background detail concerning the outcome of the review of Operational Tactical Managers, Risk Reduction Plan (RRP) Project 2011/12. While Members have agreed in principle to the reduction of five Group Managers from the operational tactical rota, this paper provides assurance to Members that the review has been undertaken in line with the criteria outlined within the RRP 2011/12.

RECOMMENDATION

Members agree with the recommendations and sanction the work streams to be adopted appropriately within the business planning process for 2011/12.

Members note that the training requirements highlighted in the report will require some time to implement and that a review of the operational tactical rota should be undertaken at an appropriate time in the future.

1. BACKGROUND

- 1.1. Members will recall sanctioning a review of Operational Tactical Managers as part of the RRP 2011/12.
- 1.2. Members will also recall adopting the savings predicted from the review as a fundamental tenet of the Medium Term Financial Plan and the budget planning for the fiscal year 2011/12.
- 1.3. Since 1996 and the combination which formed South Wales Fire & Rescue Service, a number of Officer reviews have been undertaken. Also during that period of time the operational tactical rota has undergone a series of amendments and, indeed, fundamental redesign. The RRP 2011/12 indicated that a further review of both the operational effectiveness of the rota and the number of Tactical

Managers employed to undertake incident command would be the subject of a further review.

- 1.4. In undertaking this work, a small group of Officers have undergone an intense period of analysis and research, not only into the number of calls that our Tactical Managers attend, but also the range of technical skills required to bring an operational incident to a safe and successful conclusion.
- 1.5. This work has resulted in a detailed report being presented to the Deputy Chief Fire Officer as head of the project review. The criteria which sets the scene for this review revolves around four areas of research, these being:
 - The provision of an adequate number of Tactical Managers with the relevant level of command competencies to meet our operational planning assumptions.
 - The provision of specialist skill sets at operational incidents to enable the incident commander to bring the incident to a safe and satisfactory conclusion.
 - Attendance times of appropriate levels of command and specialist skill sets.
 - To ensure efficient and effective use of Fire & Rescue Service resources.
- 1.6 The research undertaken by Officers has also included recognising that other RRP projects may influence our command structures of the future.

2. ISSUE

- 2.1. In line with the timeframe outlined within the RRP 2011/12, a comprehensive report has been completed regarding the review of Operational Tactical Managers. Taking into consideration the criteria outlined above, the report makes a number of recommendations.
 - i) The implementation of Integrated Personal Development Systems within SWFRS should be reviewed.
 - ii) SWFRS should consider adopting the new Skills for Justice qualifications for Incident Command once formally produced.

- iii) SWFRS should adopt a tiered approach to progression in incident management in line with the Skills for Justice qualifications for Incident Command.
- iv) The nearest office principle should apply to life risk emergencies otherwise officers should be mobilised within the rank structure and Control should be trained accordingly.
- v) The identified risk scenarios should be adopted for the provision of an effective incident command structure.
- vi) To ensure a safe and efficient response to incidents within the locality SWFRS should ensure the availability of the following numbers of Officers at all times.

ROLE	NUMBER
Principal Officer	1
Area Manager	1
Group Manager	3
Station Manager	8

- vii) SWFRS should consider the introduction of the Inter-Agency Liaison Officer role.
- viii) The Service Delivery Directorate should consider how the service should discharge its responsibilities for fire investigation and legislative fire safety enforcement.
- ix) SWFRS should adopt the number and type of specialist officers identified within the risk based planning scenarios.
- x) The service should retain the four-part flexi duty rota but introduce the concept of flexible working to cover potential short-falls in rota cover.
- xi) All concepts within the report should be subject to full consultation with the representative bodies.

2.2. Members will recall adopting the work of the Authority's Finance Working Group for the purpose of preparing the 2011/12 revenue budget which, in essence on this project, will result in the reduction of five Group Managers from the operational rota. Officers are content that subject to the adoption of the recommendations from the report then not only will the operational rota produce savings in the region of £330,000 per annum but will also provide a substantially improved service by improving skills sets to the communities and to the command at incidents, which has a direct impact on firefighter safety.

3. FINANCIAL IMPLICATIONS

- 3.1. The result of the background work and the adoption of the recommendations of the Operational Tactical Managers' review, will result in a saving to the Authority in the region of £330,000 per annum.
- 3.2. Recommendations within the report will require a review of the learning and development strategy for Officers providing tactical rota cover. The recommendations will not result in an increase in the Service's budget.

4. HEALTH AND SAFETY IMPLICATIONS

- 4.1. Members will note that the essential criteria inspiring this review focuses very closely on command competence and the development and maintenance of command and specialist skill sets. This is seen by the project lead as an improvement in the professional skill level of Officers undertaking a vital role in commanding incidents.
- 4.2. The health, safety and welfare of all South Wales Fire & Rescue Service staff is of primary important to both Members and Officers. The adoption and implementation of the recommendations of this project work will provide a sound base to continue our improvement and our long term vision of the service.

5. REPRESENTATIVE BODY CONSULTATION

- 5.1. Members of the Fire Brigades Union and the Fire Officers' Association were invited to participate in the scoping and the research undertaken as part of this project.
- 5.2. The report has been presented to the uniformed representative bodies during the consultation period allocated to this project. Also, two briefings have taken place directly with Operational Tactical Managers that currently work the flexible duty rota.
- 5.3. Members will be aware of the high level of importance that workforce engagement is given in this Authority, and the response of the representative bodies is awaited.

6. RECOMMENDATIONS

- 6.1. Members agree with the recommendations made and sanction the work streams to be adopted appropriately within the business planning process for 2011/12.
- 6.2. Members note that the training requirements highlighted in the report will require some time to implement and that a review of the operational tactical rota should be undertaken at an appropriate time in the future.

KEVIN BARRY
DEPUTY CHIEF FIRE OFFICER

Background Papers:

Tactical Managers Review

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 11

7 FEBRUARY 2011

REPORT OF THE ACO CORPORATE SUPPORT

USE OF PREMISES FOR POLITICAL PURPOSES

SUMMARY

This report introduces the attached protocol, which provides guidance on the use of Premises for Political Purposes.

RECOMMENDATION

That Members note the content of the report and protocol attached and agree to the protocols immediate commencement.

1. BACKGROUND

1.1 Members will be aware that guidance on the use of Public Facilities by those seeking election is contained in various pieces of legislation applicable to local authorities including Fire and Rescue Authorities.

2. ISSUE

2.1 The attached protocol provides advice and guidance for Members, candidates and Officers on the use of Fire Service premises both during election campaigns, and outside of these times.

3. RECOMMENDATION

3.1 That Members note the content of the report and protocol attached, and agree to the protocols immediate commencement.

SALLY MURTON
ACO CORPORATE SUPPORT

Background Papers:-

None

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SOUTH WALES FIRE AND RESCUE SERVICE PROTOCOL FOR USE OF PREMISES FOR POLITICAL PURPOSES

1. INTRODUCTION

- 1.1 This Code of Practice informs Members, Candidates and Officers of the protocols to be applied when requests are received to use Service premises, and or facilities for political purposes.
- 1.2 Any comments or problems arising should be addressed to the Monitoring Officer of the Fire and Rescue Authority.
- 1.3 Staff should be even-handed and as helpful as possible to all individuals making requests, and avoid conduct that could be construed as helpful only to a single political party.
- 1.4 Serving Councillors should not seek to use their position as Members of the Fire and Rescue Authority to obtain privileges from the Service for themselves or for any politicians, political party or candidate, in relation to:-
 - The issue and use of confidential information
 - The use of Service premises
 - The use of staff time
 - Visiting Service establishments which could or have the potential to be construed as advancing political purposes
- 1.5 All facilities provided by the Authority (e.g. e-mail and IT, secretarial services, stationery and transport) for Members to carry out their duties as Fire Authority Members are to be used for those duties only. They may continue to be used for those duties during the period prior to an election. However, they shall not be used for electioneering or canvassing.

2. USE OF PREMISES

- 2.1 Candidates or Elected Representatives (at any level) or Political Parties, should not be allowed to use Service premises for

meetings or surgeries or allowed to display any posters information or other material on Service premises or in or on Service vehicles.

3. VISITS

- 3.1 Requests to visit any Service premises from candidates, political parties or Elected Representatives should be referred to the Director of Corporate Support. Consideration will not be given to any visits within 25 working days of any election (pre-election period).

4. STAFF IN POLITICALLY RESTRICTED POSTS

- 4.1 Those staff whose posts have been identified as “politically restricted” are subject to legal constraints. These include **NOT**:
- Standing or holding elected office
 - Holding office in a political party.
 - Acting as an election agent or canvassing on behalf of a political part or a candidate for election.
 - Speaking in public, giving interviews, or publishing any written work with the intention of affecting public support for a political party.

These posts fall into two categories:- specified posts and sensitive posts. Those in ‘specified posts’ can apply for dispensation to the Independent Adjudicator to Local Authorities in Wales to be exempt from the list.

- 4.2 These restrictions do not prevent any post-holders or their families from displaying, for example, an election poster in a window of their home if they so wish.

5. PUBLICITY

- 5.1 Requests may be received from candidates, Elected Representatives (at any level) or Political Parties, to use the ‘Service’ for publicity purposes. Any such requests must be referred to the Director of Corporate Support. Consideration will not be given to any publicity within 25 working days of any election (pre-election period)

6. GUEST SPEAKERS

- 6.1 During a pre-election period individual candidates should not be invited as speakers or guests at any function which may be organised for or on behalf of the Service or Authority unless all other relevant candidates have been offered a similar opportunity.

The Director of Corporate Support must be consulted on any invitation to speak at a Service function, whether during or outside of the pre-election period.

7. TRADE UNIONS AND STAFF ASSOCIATION

- 7.1 Trade Unions and Staff Associations may legitimately support elected representatives, candidates or political parties. However, any support which they wish to offer them must be given during off duty periods, and must not involve the use of the Authority premises or facilities or using employment status for political advancement.

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 12

7 FEBRUARY 2010

REPORT OF THE DEPUTY CHIEF FIRE OFFICER

PROPOSED NEW ROAD SAFETY PROGRAMME – FIRE CRUZ**SUMMARY**

This paper serves to inform Fire & Rescue Authority Members of a proposed new road safety initiative, advising on the nature of this innovative scheme.

Similar schemes are currently already used by North and Mid & West Wales Fire & Rescue Services, and is a programme supported by The Chief Fire Officers' Association Road Safety Group and Welsh Assembly Government.

The proposed programme utilises an end of lease vehicle that has been identified as one of the most popular with our main target audience, those being 17-24 year old drivers.

The purchase of this vehicle will allow us to engage with our target audience in order to change the attitude and behaviour of this group, thereby leading to a reduction in road traffic deaths and injuries.

RECOMMENDATION

It is recommended that Members:

- (i) note the content of this report and accept the rationale to attempt to reduce road traffic deaths and injuries using this method of youth engagement;
- (ii) accept the minimal growth of the Service vehicle fleet by one vehicle for the duration of the project, noting the cost neutral implications achieved by remodelling of the existing road safety budget; and
- (iii) note the innovative use of staff time which will incur no increase in personnel and no overtime costs.

1. BACKGROUND

- 1.1. In 2009, 7126 road traffic accidents were reported in Wales, resulting in 10,354 casualties of which 1,096 were seriously injured and 125 people killed.

- 1.2. Driving licence holders aged up to and including 24 years of age make up only 10% of people holding driving licences in Wales but account for 26% of those involved in vehicle accidents.
- 1.3. Even though these figures are the lowest since records began, the numbers remain unacceptably high and this road safety initiative aims to assist South Wales Fire & Rescue and its partners to further reduce road related deaths and injuries.
- 1.4. Members will note that information provided by the DfT states that the cost of road traffic injuries to the wider economy is £1.4 million per fatality; £160,000 for a serious injury, £12,000 for a slight injury, and a high dependency unit bed costs £29,000 per week. There are also wider scale implications to take into consideration, such as societal damage and cost to the general economy.
- 1.5. The Fire & Rescue Service is also a key partner in the broad road safety agenda and this initiative will allow South Wales Fire & Rescue Service to play an equal part in the delivery of an educational programme that has run successfully across the two other Fire & Rescue Services in Wales for some time.

2. ISSUE

- 2.1. Cruise gatherings generally involve large numbers of car enthusiasts meeting at a pre-determined site in order to compare vehicles. These are often unregulated and can result in anti-social behaviour and often dangerous or reckless driving at off-road venues, such as large, unsecured car parks.
- 2.2. Cruise gatherings have been recently highlighted in Her Majesty's Inspectorate of Constabulary report as one of the main public concerns regarding road safety and policing.
- 2.3. The predominance of cruise gatherings have been identified as taking place in Blackwood, Merthyr, Newport and Monmouth. However, the practice appears to be a growing trend across South Wales. Therefore, this scheme will be used to cover all identified gatherings within the South Wales Fire & Rescue Service boundaries.
- 2.4. This scheme also has the potential to be used to target prolific offenders and young offenders, as well as a more diverse and compliant audience including the employers of

young drivers and members of our many diverse communities.

- 2.5. It is proposed to take advantage of an end of lease vehicle – a Ford Focus ST – rather than purchase a brand new vehicle. The vehicle would be fitted with self-contained and mobile multi-media equipment (flat screen TV, DVD, PC and sound system) that would display high quality road safety footage and presentations.

3. FINANCIAL IMPLICATIONS

- 3.1. The initiative will increase the South Wales Fire & Rescue Service vehicle fleet by one vehicle during the trial period. The full costs of running the project over a three year period are estimated at £17,000 and can be met from the current years road safety function without impact on the revenue underspend recently reported to the Finance, Audit and Performance Management Committee.
- 3.2. SWFRA staff have offered to resource the project without cost to the authority, thereby significantly reducing the financial implications.

4. CRIME, DISORDER & OTHER LEGAL IMPLICATIONS

- 4.1. Anti-social behaviour is one of the main causes of crime and disorder that affects each and every one of us. Gatherings of large numbers of cruisers are just one form of anti-social behaviour that occurs within the organisational boundaries. This programme will be used to influence the harder to reach road user groups that form these cruise events.

5. RECOMMENDATION

- 5.1. It is recommended that Members:
- (i) note the content of this report and accept the rationale to attempt to reduce road traffic deaths and injuries using this method of youth engagement;
 - (ii) accept the minimal growth of the Service vehicle fleet by one vehicle for the duration of the project, noting the cost neutral implications achieved by remodelling of the existing road safety budget; and
 - (iii) note the innovative use of staff time which will incur no increase in personnel and no overtime costs.

KEVIN BARRY
DEPUTY CHIEF FIRE OFFICER

Background Papers:

Business Case (attached as Appendix 1)
CFOA (Wales) Road Safety Strategy

Contact Officer:

Kevin Barry

Deputy Chief Fire Officer

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SOUTH WALES FIRE & RESCUE SERVICE BUSINESS CASE CHECKLIST & OUTLINE

1. WHY

Rationale Business Case built on facts, figures etc

In 2009, 7126 road traffic accidents were reported in Wales resulting in 10354 casualties, of which 1096 were seriously injured and 125 people were killed. Driving licence holders aged up to and including age 24 (group identified as most at risk, Department for Transport (DfT)) make up **10 per cent** of people holding driving licences in Wales but **26 per cent** of those are involved in all motorised vehicle accidents.

Satisfies social and political FRS and WAG agenda (All Wales), others in Wales

As well as supporting the corporative objectives of SWF&RS this will complement:

- Welsh Assembly Government and CFOA Wales Road Safety strategies, Wales National Strategic assessment for Road Policing (ACPO Cymru 2008) and Wales Transport Strategy (WAG 2008).
- Road Policing in Wales Manifesto 2009, the policy document adopted by the four Chief Constables in Wales and the Welsh Assembly Government.
- DfT 2010 strategy, Making Britain's Roads the Safest in the World.

Addresses wider social agenda

As well as aiming to reduce the number of deaths and injuries involving young drivers aged 17-24, this scheme will be utilised to address identified hot spots where anti-social behaviour has been reported involving car gatherings. This scheme will also be used to target a far more diverse audience including employers of young drivers, hard to reach groups, prolific offenders, young offenders and diverse communities.

Economic or efficient benefit (considers economic cost of fire or similar societal costs)

Road collisions and casualties are costly, approximately £1.4m for a fatality, £160k for serious injury, £12k for a slight injury and a High Dependency Unit bed for 1 week costing approximately £29k, (DfT 2007). A reduction in just one KSI would equate to a substantial saving.

Intelligence led – current or emergent trend

The Fire Cruz initiative will be utilised at identified cruise gatherings to specifically target our most at risk group 17-24 year olds. These gatherings will equate to approximately 20 organised cruise events and 30 non-official gatherings each with an average of 20 young drivers and their companions, throughout the year. These areas being identified as areas of anti-social behaviour are shopping malls, out of town department stores, retail parks etc, and will facilitate a structured, intelligence-led activity programme based on the statistics above.

Collaboration or Partnership driven

SWF&RS will work in collaboration with our partnership agencies such as the Local Authorities, other road safety agencies, practitioners and professionals to help facilitate events such as those mentioned above

2. WHAT AND WHO

Description of activity and responsible Manager

The Fire Cruz Car (Ford Focus ST) has been identified as one of the most popular vehicles to be used as an attraction tool to allow for engagement with our most at risk group. This vehicle will house high technology, visual and audio hardware that creates and proposes a method of advanced engagement primarily and will display a whole range of high-impact road safety video and other media aimed at 17-24 year old drivers but can easily be adjusted to suit all ages, young and old, aiming to further reduce road deaths and injuries in Wales.

The Head of Road Safety will be responsible for the delivery of Fire Cruz.

<p>Location (Service wide or specific area)</p> <p>Through collaborative partnership working and being statistically driven, areas within the SWF&RS boundaries have been identified where this engagement tool will be most utilised, although where required, resource permitting, it can be additionally utilised on a pan Wales basis.</p>
<p>Target group – beneficiary</p> <p>Primarily aimed at 17-24 year old drivers but adaptable to suit all driver groups</p>
<p>Financial Sponsor (who's paying)</p> <p>SWF&RS</p>
<p>3. WHEN</p>
<p>Longevity and lifespan of project (seasonal or year long)</p> <p>This Project is deliverable throughout the year.</p>
<p>Pilot, trial or repeat of project</p> <p>This project has already been trialled within SWF&RS area in collaboration with our partnership agencies. Specific areas identified as problem areas were targeted proving to be highly successful in allowing for engagement with our target group.</p>
<p>4. TARGET/OUTPUTS/OUTCOMES</p>
<p>Risks identified and recorded</p> <p>By interacting with Cruise Clubs via “Facebook”, SWF&RS have identified dates and venues for approx 20 organised cruise events and 30 non-official gatherings within the SWF&RS area over a twelve month period. The idea behind this project is to target the hard to reach 17-24 year old drivers who we are unable to engage with whilst delivering the ‘Domino’ at schools and colleges. All events attended by SWFRS staff will be recorded on a departmental Job Sheet.</p>
<p>Baseline data captured before initiative/project starts</p> <p>All statistics taken from National Statistics for Wales Document 2009.</p>

<p>Performance/output targets</p> <p>Approx 50 cruise type events attended throughout the year within SWF&RS area and any additional events as identified.</p> <p>Potential 1000-2000 young drivers per annum.</p>
<p>EIA and H&S assessments considered</p> <p>Yes - EIA carried out and relevant documents considered:</p> <p>OPPD 46 (Welsh Language) OPPD (Equality & Diversity Policy) Welsh Language Scheme Gender Equality Scheme Race Equality Scheme Disability Equality Scheme</p>
<p>Targets, outputs and recording of activity</p> <p>All events attended by SWF&RS will be recorded and stored on relevant data base</p>
<p>5. SALARIED COSTS</p>
<p>Salary of posts – include all costs (gross and on costs)</p> <p>N/A, will be serviced by existing staff</p>
<p>Scored JD/PS</p> <p>N/A</p>
<p>Start and finish dates (profile year 1,2,3)</p> <p>N/A</p>
<p>Duration of appointments</p> <p>N/A</p>
<p>Core/sessional workers/fulltime/part time</p> <p>N/A</p>

Lead in time to appointment (HR process considered)	
N/A	
Potential for redundancy costs	
N/A	
Systems to monitor all of the above	
N/A	
6. NON SALARIED	
Revenue budget profile (breakdown of equipment, PPE, uniform and when costs will be made)	
Vehicle purchase and on the road costs, including maintenance	£8300
Multi media fit out	£8614
Total project cost	£16914
Capital breakdown and longer term revenue implications	
Running costs will be absorbed into existing road safety budget	
Lease/purchase options considered	
N/A	
Tender/procurement (and 4 year rule – aggregated costs)	
N/A - Head of Road Safety will complete Proc 4 form (request exemption) to purchase fleet vehicle	
Fleet implication	
Maintenance and road tax (inc in budget allowance)	

Systems to monitor all of the above

Activity will be monitored by the use of OWLE and online Job Sheet, together with an evaluation process. Spreadsheet of running costs will be utilised to monitor running cost.

SIGNED:

Pass to AM Risk Reduction

7. STRATEGIC SUPPORT AND CONSULTATION		
PO approval sounded or secured	*YES	NO
FA approval required	*YES	NO
Awareness and support of other Functions (internal communications)	*YES	NO
Can other stakeholders external to FRS provide evidence of support	*YES	NO
SLA's likely or required	*YES	NO
SMT support	*YES	NO
Rep Body consultation required	*YES	NO
Any other agencies with similar experience (background papers)	*YES	NO

***PLEASE DELETE AS APPROPRIATE**

SIGNED:

AM RISK REDUCTION

DATE:

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 13

7 FEBRUARY 2011

REPORT OF THE ACO CORPORATE SUPPORT

UPDATE ON THE RE-DEVELOPMENT OF THE CARDIFF CENTRAL/ADAM STREET SITE**SUMMARY**

This report updates Members on the progress of the planning application for the Cardiff Central Fire & Rescue Station re-development.

RECOMMENDATION

That Members note the content of the report and agree to receive a further email update on the position from the ACO Corporate Support following the planning committee decision on 9 February 2011.

That should Cardiff Planning Authority resolve to refuse the planning application to re-develop the Cardiff Central / Adam Street site Members agree to Officers supporting the developers in pursuing a planning appeal of that decision.

1. ISSUE

- 1.1. As Members will recall from the strategic property update they received at their Fire & Rescue Authority meeting on 22 December, the planning application for the re-development of the Cardiff Central/Adam Street site was due to be considered by the Cardiff Planning Authority on 15 December 2010. At that meeting the application was deferred for a site visit in early January with the matter to be reconsidered by the planning committee on 12 January 2011.
- 1.2. At the meeting on 12 January, the Officer report evaluating the application was very supportive of the scheme and the revisions that had been made to it to accommodate local objections. The Officers were firmly of the opinion that the scheme was wholly in accordance with both Cardiff and national planning policy & guidance and, therefore, justified approval by Members.

- 1.3. However, following consideration by Members, they were minded to take a different interpretation to Officers and considered that the scheme should be refused on the grounds of parking and over development of the site. The matter was, therefore, deferred until 9 February when Officers are to report back to the Committee with potential reasons for refusal in line with Members concerns at the meeting.
- 1.4. Members will recall that the re-development of the Adam Street site comprised both a new Fire & Rescue Station and student accommodation on the land adjoining the new station. Timescales for the re-development of the site were, therefore, critical as the developers were tied into completion by the academic year. Following the Member opinion at the meeting, the developers have been re-evaluating the feasibility of pursuing with the scheme should a refusal be the Committees final determination.
- 1.5. Officers met with the developers a few days after the Planning Committee meeting and were advised that the developers initial view, following legal advice, was that they were minded to appeal any refusal of planning permission as they were satisfied that they had extremely good prospects of success. They are however, having to re-evaluate whether the possibility exists of re-phasing the development of the site to enable a phased opening of the student accommodation over 2 academic years to maintain the schemes financial viability in the short term. Officers are working with the developers to assist their work at this time.
- 1.6. As Members will appreciate, a final determination of the application will not have been received by the date of the meeting and, therefore, it is too premature to speculate on the likely plans flowing from the decision or the timescales involved with these at this time. However, Members can be assured that Officers are working with the developers to pursue a successful outcome for the Fire & Rescue Service and that regular updates will be provided in due course.

2. FINANCIAL IMPLICATIONS

- 2.1. As per Members' earlier decisions, the development company were appointed at risk and, therefore, continue to pursue this application at no cost to the Authority. The developers have, up to this point, invested considerable sums

of their own money in progressing the application, design works, specifications and legal agreements associated with the site which is likely to have a bearing on their final decision on whether or not to appeal any refusal of planning permission.

3. RECOMMENDATION

- 3.1. That Members note the content of the report and agree to receive a further email update on the position from the ACO Corporate Support following the planning committee decision on 9 February 2011.
- 3.2. That should Cardiff Planning Authority resolve to refuse the planning application to re-develop the Cardiff Central / Adam Street site Members agree to officers supporting the developers in pursuing a planning appeal of that decision.

SALLY MURTON

ACO CORPORATE SUPPORT

Background Papers:

None

Contact Officer:

Sally Murton

ACO Corporate Support

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 14

7 FEBRUARY 2011

REPORT OF THE CHIEF FIRE OFFICER

APPOINTMENT OF DEPUTY CHIEF OFFICER**SUMMARY**

In December 2010 the Fire & Rescue Authority received a report from the Chief Fire Officer which identified that the Deputy Chief Fire Officer had confirmed his intention to retire from the Service.

Member determined that a report regarding the Deputy Chief Officer's appointment options was to be brought before the Fire & Rescue Authority for consideration and determination at the earliest opportunity.

RECOMMENDATIONS

Members approve the draft advert for the Deputy Chief Officer's vacancy including a 5% salary differential to address the difference between operational and non-operational activity.

Internal and external applicants shall, if necessary, undergo the same strategic level assessment centre to ensure the consistency of approach required at the principal officer level.

The Shortlisting Committee comprise the Chairman and Vice Chairman of the Fire & Rescue Authority and the Chairman and Vice Chairman of the Finance Audit and Performance Management Committee, with the Chairman of the Fire & Rescue Authority designated as Chairman.

The Appointment Committee comprise the Chairman and Vice Chairman of the Fire & Rescue Authority and the Finance Audit and Performance Management Committee, with the Chairman of the Fire & Rescue Authority designated as Chairman.

Following a successful appointment being made the Chief Fire Officer shall review terms, duties and responsibilities to maintain operational effectiveness and consistency of application across the Principal Officers' group.

1. BACKGROUND

- 1.1 In order to initiate the process to fill all Principal Officer posts on a permanent basis requires Fire & Rescue Authority approval.
- 1.2 In December 2010 the Fire & Rescue Authority considered the Chief Fire Officer's report which addressed the measures needed to manage workstreams following the Deputy Chief Fire Officer announcing his decision to retire in March 2011.
- 1.3 The Fire & Rescue Authority determined that both uniform and non uniform personnel should be eligible to apply for the Deputy's position and that the Chief Fire Officer was to identify contingencies to ensure the maintenance of operational cover at Principal Officer level.
- 1.4 Also at the re-arranged meeting (due to adverse weather) of 22 December, Members took the view that the position should be advertised on a national basis and this report is produced on that basis. Members will be aware that, whilst enabling the widest trawl of candidates, the recruitment of an external candidate will restrict opportunities for economies arising from, for example, shared posts with other Services or minor internal changes to roles and responsibilities.

2. ISSUES

- 2.1 Since 2009 the South Wales Fire and Rescue Service Executive Leadership Team has comprised of five posts, namely the Chief Fire Officer, Deputy Chief Fire Officer and three Assistant Chief Officers. The responsibilities of each Director are determined by the Chief Fire Officer and are reviewed each time there is a change to the Executive Leadership Team membership to ensure that both operational and strategic functions are discharged effectively.
- 2.2 In order to establish the appropriate terms and conditions, including remuneration rate for a Deputy's position it should be noted that the National Joint Council for Principal Fire Officers of Local Authorities' Fire Brigades Conditions of Service identifies that Deputy Chief Fire Officers should be

remunerated at 80% of that of the Chief Fire Officer. The same condition does not apply within the Terms and Conditions for Non-uniformed personnel.

- 2.3 Members will recall that Principal Officer remuneration is based on a percentage differential determined by professional and operational experience as well as functional activity.
- 2.4 Recent discussions with the Chief Fire Officers' Association Strategic Director of HR have confirmed that a number of Fire and Rescue Services who have advertised Principal Officer positions have also adopted the practice of applying an operational requirement percentage differential.
- 2.5 To address this situation within South Wales Fire and Rescue Service it is recommended that a 5% salary based differential be adopted to ensure that should a non-operational appointment be made, they receive a slightly higher remuneration than that of an Assistant Chief Officer (Operational) and that the arrangement be applied uniformly across the principal officer range. The overall effect although costing £5,000 more will still remain good value for money against former situations where all Principal Officers were uniformed.
- 2.6 Application for the Deputy's position is only open to those persons employed at Assistant Chief Officer level.
- 2.7 It is recommended that as with the previous 3 Principal Officer appointments the Appointment Committee comprise the Chairman and Vice Chairman of the Fire & Rescue Authority and the Finance Audit and Performance Management Committee, with the Chairman of the Fire & Rescue Authority designated as Chairman.
- 2.8 It is also recommended that as with the previous 3 Principal Officer appointments the Shortlisting Committee comprise the Chairman and Vice Chairman of the Fire & Rescue Authority and the Chairman and Vice Chairman of the Finance Audit and Performance Management Committee, with the Chairman of the Fire & Rescue Authority designated as Chairman.

- 2.9 Attached at Appendix 'A' is a draft advertisement for posting on the Chief Fire Officers' Association website as has been the practice on previous occasions. It is recommended that Members endorse the advert contents.
- 2.10 The Human Resources Department's Assessment Centre and Recruitment Team shall provide support to the Interview Panel throughout the whole recruitment and selection process.

3. FINANCIAL IMPLICATIONS

- 3.1 The overall financial implications are identified in paragraph 2.5 of the report.

4. EQUALITIES AND FAIRNESS IMPLICATIONS

- 4.1 The Service's Equal Opportunity and Fairness protocols will form a central part of the recruitment and selection process.
- 4.2 Consistency of approach and fairness can only be ensured by requiring all applicants to participate in the same assessment centre process prior to being eligible for interview by the Member Panel.

5. RECOMMENDATIONS

- 5.1 Members approve the draft advert for the Deputy Chief Officer's vacancy including a 5% salary differential to address the difference between operational and non-operational activity.
- 5.2 Internal and external applicants shall, if necessary, undergo the same strategic level assessment centre to ensure the consistency of approach required at the Principal Officer level.
- 5.3 The Shortlisting Committee comprise the Chairman and Vice Chairman of the Fire & Rescue Authority and the Chairman and Vice Chairman of the Finance Audit and Performance Management Committee, with the Chairman of the Fire & Rescue Authority designated as Chairman.

- 5.4 The Appointment Committee comprise the Chairman and Vice Chairman of the Fire & Rescue Authority and the Finance Audit and Performance Management Committee, with the Chairman of the Fire & Rescue Authority designated as Chairman.
- 5.5 Following a successful appointment being made the Chief Fire Officer shall review terms, duties and responsibilities to maintain operational effectiveness and consistency of application across the Principal Officers' group.

ANDY MARLES
CHIEF FIRE OFFICER

Background Papers:

None

Contact Officers:

Andy Marles, Chief Fire Officer

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'Appendix A'**SOUTH WALES FIRE & RESCUE SERVICE****CAN YOU MAKE OUR SERVICE STRONGER?****DEPUTY CHIEF OFFICER****Salary Range up to £99,011 (Plus Lease Car)**

South Wales Fire & Rescue Service is one of the most successful, highest performing Fire and Rescue Services in the UK as is evidenced by its proactive approach to the development of Retained Duty crewing practices, the number of national / international conferences and events that it hosts, and the developing relationship with Babcocks International Group PLC for the delivery of firefighter training through a pre-eminent PPP contract.

The Fire & Rescue Service serves 10 Constituent Unitary Authorities covering the area from Bridgend to Monmouth with a population of 1.4 million people.

Excellent communication and relationship/networking skills will be key to working with the Welsh Assembly Government, partner organisations on collaborative undertakings and for advising Fire Authority Members at a strategic level.

Candidates will need to demonstrate a clear understanding of the issues facing the Fire and Rescue Service with strong planning and organisational skills to build for the future. The ability to work proactively and reactively as needs dictate is essential. You will need to be committed to fairness at work and how to achieve it, by continuing to develop and implement strategies effectively through staff and service delivery.

This is a unique opportunity to enhance the culture and values of the Fire Service by providing strategic management, and building and maintaining high performance that will contribute to the shape of the future service provided to the people of South Wales. In addition to the demands of this challenging role there is significant scope for the successful candidate to help develop the role of the Service within the wider context of the public service infrastructure within Wales.

The successful candidate will be required to live at a location within the South Wales Fire Service area, as agreed with the Chief Fire Officer.

For an informal discussion regarding the role, please contact Chief Fire Officer Andy Marles on 01443 232006.

An application pack and further information is available from:

Mr Philip Haynes, Assistant Chief Officer – People Services, 01443 232159, e-mail: p-haynes@southwales-fire.gov.uk or in writing at Fire and Rescue Service Headquarters, Forest View Business Park, Llantrisant, Pontyclun, CF72 8LX.

Closing date for receipt of applications is **12.30 pm on Friday 25th February 2011**

Appointment Schedule

Activity	Date
Outcome of application communicated to applicants	Friday 4 th March
Selection Process	Thursday 10 th March
Member Interview	Monday 14 th March

The successful candidate will be required to take up the post as soon as possible.

SWFRS believes in the real value of having a diverse workforce and we proactively want to encourage applicants from all sectors of the FRS community to apply.

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 15

7 FEBRUARY 2011

REPORT OF THE TREASURER

TREASURY MANAGEMENT STRATEGY 2011/12**SUMMARY**

To provide Members with a Treasury Management Strategy and Annual Investment Strategy for 2011/12 together with the Treasury Limits as required by section 3 of the Local Government Act 2003.

RECOMMENDATION

It is recommended that the proposed Treasury Management Strategy, MRP Strategy, Annual Investment Strategy and Prudential Indicators (Annex A) for 2011/12 be approved together with the Treasury Limits as required by section 3 of the Local Government Act 2003.

1. BACKGROUND

- 1.1 The Fire and Rescue Authority has previously adopted the CIPFA Treasury Management in the Public Services: Code of Practice (the "Code") 2001. The code has subsequently been revised following the Icelandic situation in 2008 and the Revised CIPFA Treasury Management Code of Practice 2009 has been adopted.
- 1.2 The Code requires that the Authority approve annually a Treasury Management Strategy Statement, a MRP Strategy and Annual Investment Strategy (see Appendix 1). In addition the revised Prudential Code 2009 for Capital Finance in Local Authorities outlines the requirements for the manner in which capital spending plans are considered and approved, and in conjunction with this, the development of an integrated treasury management strategy.
- 1.3 The Prudential Code requires the Authority to set a number of Prudential Indicators. The attached strategy therefore incorporates the indicators to which regard should be given when determining the Authority's treasury management strategy for the next 3 financial years.

- 1.4 Indicators are based on the capital budget proposals approved for the coming years. The increase in indicators such as the authorised borrowing limit and operational boundary reflect the impact of new borrowing and the impact of IFRS which has brought the PFI scheme and Finance leases onto the balance sheet and they provide sufficient headroom to permit borrowing to meet timing differences between expenditure being incurred and capital receipts being received in the future.
- 1.5 The Authority also has regard to the Welsh Assembly Government (WAG) Guidance on Local Government Investment. This guidance requires the production of an Annual Investment Strategy, a MRP strategy and a Treasury Management Strategy, and allows Authorities to combine these strategies into one document.

2. ISSUE

- 2.1 The purpose of this report is for Members to consider adopting the annual Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy for the 2011/12 financial year. These strategies have been compiled with the assistance of Sector Treasury Services Limited.
- 2.2 The recommendation enables compliance with Revised CIPFA Treasury Management Code of Practice 2009.

3. FINANCIAL IMPLICATIONS

- 3.1 The approval of the treasury management and MRP strategies and the prudential indicators provides the framework within which officers can operate to ensure that as far as possible the costs of borrowing are minimised, and the investment opportunities are maximised, whilst at the same time ensuring the risk is kept to a minimum.

4. RECOMMENDATION

- 4.1 It is recommended that the proposed Treasury Management Strategy, MRP Strategy and Annual Investment Strategy and prudential indicators (Annex A) for 2011/12 be approved together with the Treasury Limits as required by section 3 of the Local Government Act 2003.

S.K.F. GREENSLADE**TREASURER****Background Papers:**

Revised CIPFA Treasury Management Code of Practice 2009

Revised CIPFA Prudential Code

W.A.G. Investment Guidance

Contact Officer:

Geraint Thomas

Head of Finance & Procurement

Tel no. (01443) 232074

E mail address; GB-THOMAS@southwales-fire.gov.uk

ANNEX 1

Treasury Management Strategy Statement, MRP Strategy and Annual Investment Strategy 2010/11

1.1 Background

Treasury management is defined as:

“The management of the Authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks. ”

1.2 Statutory requirements

The Local Government Act 2003 (the Act) and supporting regulations requires the Authority to ‘have regard to’ the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Authority’s capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Authority to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance subsequent to the Act and included as paragraph 9 of this report); this sets out the Authority’s policies for managing its investments and for giving priority to the security and liquidity of those investments.

The Welsh Assembly Government has issued revised investment guidance which came into effect from 1 April 2010. There were no major changes required over and above the changes already required by the revised CIPFA Treasury Management Code of Practice 2009.

1.3 CIPFA requirements

The Chartered Institute of Public Finance and Accountancy’s (CIPFA) Code of Practice on Treasury Management (revised November 2009) was adopted by this Authority on 22nd March 2010.

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Authority’s treasury management activities.

2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Authority will seek to achieve those policies and objectives.
3. Receipt by the Fire & Rescue Authority of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (out-turn report) covering activities during the previous year.
4. Delegation by the Authority of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Authority of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Authority the delegated body is the Finance Audit and Performance Management Committee. (When adopting the revised Code in the TMSS / AIS report for 2010/11 on 22.3.10, the Fire and Rescue Authority was specified as the body to undertake scrutiny.)

1.4 Treasury Management Strategy for 2011/12

The suggested strategy for 2011/12 in respect of the following aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Authority's treasury adviser, Sector.

The strategy covers:

- treasury limits in force which will limit the treasury risk and activities of the Authority
- Prudential and Treasury Indicators
- the current treasury position
- the borrowing requirement
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- debt rescheduling
- the investment strategy
- creditworthiness policy
- policy on use of external service providers
- the MRP strategy

1.5 Balanced Budget Requirement

It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Authority to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from: -

1. increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
2. any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Authority for the foreseeable future

2. Treasury Limits for 2011/12 to 2013/14

It is a statutory duty under Section 3 of the Act and supporting regulations, for the Authority to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. In England and Wales the Authorised Limit represents the legislative limit specified in the Act.

The Authority must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future Authority tax and Authority rent levels is ‘acceptable’.

Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years; details of the Authorised Limit can be found in appendix 3 of this report.

3. Current Portfolio Position

The Authority’s treasury portfolio position at 31/01/11 comprised:

		Principal		Ave.rate
		£m	£m	%
Fixed rate funding	PWLB	32.554		4.04%
	Market	0		
Variable rate funding	PWLB	0		
	Market	0		
Other long term liabilities			0	
Gross debt			32.554	4.04%
Total investments			13.353	1.47%
Net debt			19.201	

4. Borrowing Requirement

The Authority's borrowing requirement is as follows:

	2009/10	2010/11	2011/12	2012/13	2013/14
	£'000 actual	£'000 probable	£'000 estimate	£'000 estimate	£'000 estimate
Net borrowing	20,304	25,427	27,441	32,135	35,075
Alternative financing arrangements					
Replacement borrowing	0	0	0	0	0
Total borrowing requirement	20,304	25,427	27,441	32,135	35,075

5. Prudential and Treasury Indicators for 2011/12 – 2013/14

Prudential and Treasury Indicators (as set out in tables 3, 4 and 5 in appendix 3 to this report) are relevant for the purposes of setting an integrated treasury management strategy.

The Authority is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. This original 2001 Code was adopted by the Fire & Rescue Authority and the revised 2009 Code was adopted by the Fire & Rescue Authority on 22 March 2010.

6. Prospects for Interest Rates

The Authority has appointed Sector as treasury advisor to the Authority and part of their service is to assist the Authority to formulate a view on interest rates. Appendix 2 draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. The following table gives the Sector central view.

Sector Bank Rate forecast for financial year ends (March)

- 2010/ 2011 0.50%
- 2011/ 2012 1.00%
- 2012/ 2013 2.25%
- 2013/ 2014 3.25%

There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected. A detailed view of the current economic background is contained within appendix 4 to this report.

7. Borrowing Strategy

7.1 Borrowing rates

The Sector forecast for the PWLB new borrowing rate is as follows: -

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Mar-13	Mar-14
Bank rate	0.50%	0.50%	0.50%	0.75%	1.00%	2.25%	3.25%
5yrPW LB rate	3.30%	3.30%	3.40%	3.50%	3.60%	4.30%	5.00%
10yrPW LB rate	4.40%	4.40%	4.40%	4.50%	4.70%	5.10%	5.40%
25yrPW LB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.50%	5.70%
50yrPW LB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.50%	5.70%

A more detailed Sector forecast is included in appendix 2.

The Authority's borrowing strategy will give consideration to new borrowing in the following order of priority: -

1. The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned at historically low rates. However, in view of the overall forecast for long term borrowing rates to increase over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking loans at long term rates which will be higher in future years
2. Temporary borrowing from the money markets or other local authorities
3. PWLB variable rate loans for up to 10 years
4. Short dated borrowing from non PWLB below sources
5. Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio.
6. PWLB borrowing for periods under 25 years where rates are expected to be significantly lower than rates for longer periods. This offers a range of options for new borrowing which will spread debt maturities away from a concentration in longer dated debt

Sensitivity of the forecast – In normal circumstances the main sensitivities of the forecast are likely to be the two scenarios noted below. The Authority's officers, in conjunction with the treasury advisers, will continually monitor both the prevailing interest rates and the market forecasts, adopting the following responses to a change of sentiment:

- if it were felt that there was a significant risk of a sharp FALL in long and short term rates, e.g. due to a marked increase of risks around relapse into recession or of risks of deflation, then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- if it were felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from a greater than expected increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates were still relatively cheap.

7.2 External v. internal borrowing

Comparison of gross and net debt positions at year end			2009/10	2010/11	2011/12	2012/13	2013/14
			actual	probable out-turn	estimate	estimate	estimate
			£'000	£'000	£'000	£'000	£'000
Actual	external	debt	36,977	44,359	48,127	54,570	59,269
	(gross)						
	Cash balances		10,008	14,000	12,000	10,000	10,000
	Net debt		26,969	30,359	36,127	44,570	49,269

- This Authority currently has a difference between gross debt and net debt (after deducting cash balances), of £13.353m.
- The general aim of this treasury management strategy is to reduce the difference between the two debt levels over the next three years in order to reduce the credit risk incurred by holding investments. However, measures taken in the last year have already reduced substantially the level of credit risk (see paragraph 9) so another factor which will be carefully considered is the difference between borrowing rates and investment rates to ensure the Authority obtains value for money once an appropriate level of risk management has been attained to ensure the security of its investments.
- The next financial year is expected to be one with an abnormally low Bank Rate. This provides a continuation of the current window of opportunity for local authorities to fundamentally review their strategy of undertaking new external borrowing.
- Over the next three years, investment rates are therefore expected to be below long term borrowing rates and so value for money considerations would indicate that value could best be obtained by avoiding new external borrowing and by using internal cash balances to finance new capital expenditure or to replace maturing external debt (this is referred to as internal borrowing). This would maximise short term savings.
- However, short term savings by avoiding new long term external borrowing in 2011/12 will also be weighed against the potential for incurring additional long term extra costs by delaying unavoidable new external borrowing until later years when PWLB long term rates are forecast to be significantly higher.
- The Authority has examined the potential for undertaking early repayment of some external debt to the PWLB in order to reduce the difference between its gross and net debt positions. However, the introduction by the PWLB of significantly lower repayment rates than new borrowing rates in November 2007, which has now been

compounded since 20 October 2010 by a considerable further widening of the difference between new borrowing and repayment rates, has potentially meant that large premiums would be incurred by such action; such levels of premiums are unlikely to be justifiable on value for money grounds. This situation will be monitored in case these differentials are narrowed by the PWLB at some future date.

Against this background caution will be adopted with the 2011/12 treasury operations. The Treasurer will monitor the interest rate market and adopt a pragmatic approach to changing circumstances, reporting any decisions to the appropriate decision making body at the next available opportunity.

7.3 Policy on borrowing in advance of need

The Authority will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Authority can ensure the security of such funds.

In determining whether borrowing will be undertaken in advance of need the Authority will: -

- ensure that there is a clear link between the capital programme and maturity profile of the existing debt portfolio which supports the need to take funding in advance of need
- ensure the ongoing revenue liabilities created, and the implications for the future plans and budgets have been considered
- evaluate the economic and market factors that might influence the manner and timing of any decision to borrow
- consider the merits and demerits of alternative forms of funding
- consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use
- consider the impact of borrowing in advance on temporarily (until required to finance capital expenditure) increasing investment cash balances and the consequent increase in exposure to counterparty risk, and other risks, and the level of such risks given the controls in place to minimise them

8. Debt Rescheduling

The introduction by the PWLB in 2007 of a spread between the rates applied to new borrowing and repayment of debt, which has now been compounded since 20 October 2010 by a considerable further widening of the difference between new borrowing and repayment rates, has meant

that PWLB to PWLB debt restructuring is now much less attractive than it was before both of these events. In particular, consideration would have to be given to the large premiums which would be incurred by prematurely repaying existing PWLB loans and it is very unlikely that these could be justified on value for money grounds if using replacement PWLB refinancing. However, some interest savings might still be achievable through using LOBO (Lenders Option Borrowers Option) loans, and other market loans, in rescheduling exercises rather than using PWLB borrowing as the source of replacement financing.

As short term borrowing rates will be considerably cheaper than longer term rates, there may be potential for some residual opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the size of premiums incurred, their short term nature, and the likely cost of refinancing those short term loans, once they mature, compared to the current rates of longer term debt in the existing debt portfolio. Any such rescheduling and repayment of debt is likely to cause a flattening of the Authority's maturity profile as in recent years there has been a skew towards longer dated PWLB.

The reasons for any rescheduling to take place will include: -

- the generation of cash savings and / or discounted cash flow savings
- helping to fulfil the strategy outlined in paragraph 7 above
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential left for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to the Authority, at the earliest meeting following its action.

9. Annual Investment Strategy

9.1 Investment Policy

The Authority will have regard to the Welsh Assembly Government Guidance on Local Government Investments ("the Guidance") and the 2009 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Authority's investment priorities are: -

- (a) the security of capital and
- (b) the liquidity of its investments.

The Authority will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Authority is low in order to give priority to security of its investments.

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Authority will not engage in such activity.

Investment instruments identified for use in the financial year are listed in appendix 5 under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Authority's Treasury Management Practices – Schedules.

9.2 Creditworthiness policy

This Authority uses the creditworthiness service provided by Sector. This service has been progressively enhanced over the last year and now uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. However, it does not rely solely on the current credit ratings of counterparties but also uses the following as overlays: -

- credit watches and credit outlooks from credit rating agencies
- CDS spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour code bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Authority to determine the duration for investments and are therefore referred to as durational bands. The Authority is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Authority would not be able to replicate using in house resources.

The selection of counterparties with a high level of creditworthiness will be achieved by selection of institutions down to a minimum durational band within Sector's weekly credit list of worldwide potential counterparties. The Authority will therefore use counterparties within the following durational bands

- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 3 months
- No Colour not to be used

This Authority will not use the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy counterparties as Moodys tend to be more aggressive in giving low ratings than the other two agencies. This would therefore be unworkable and leave the Authority with few banks on its approved lending list. The Sector creditworthiness service does though, use ratings from all three agencies, but by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

All credit ratings will be monitored weekly. The Authority is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- if a downgrade results in the counterparty/investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of Credit Ratings the Authority will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Authority will also use market data and market information, information on government support for banks and the credit ratings of that government support.

9.3 Country limits

The Authority has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch Ratings (or equivalent from other agencies if Fitch does not provide). The list of countries that qualify using this credit criteria as at the date of this report are shown in appendix 6. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

9.4 Investment Strategy

In-house funds: The Authority's in-house managed funds are mainly cash-flow derived. Investments will accordingly be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

The Authority already has investments that span the financial year e.g. longer-dated deposits including callable deposits, bonds, etc.

	<i>Amount</i>	<i>Maturity</i>	<i>Rate</i>
<i>Nat West Plc</i>	<i>£4,000,000</i>	<i>January 2012</i>	<i>2.0%</i>

Interest rate outlook: Bank Rate has been unchanged at 0.50% since March 2009. Bank Rate is forecast to commence rising in quarter 4 of 2011 and then to rise steadily from thereon. Bank Rate forecasts for financial year ends (March) are as follows: -

- 2010/ 2011 0.50%
- 2011/ 2012 1.00%
- 2012/ 2013 2.25%
- 2013/ 2014 3.25%

There is downside risk to these forecasts if economic growth is weaker than expected. There is also a risk that the MPC could decide to start raising Bank Rate in quarter 3 of 2011 if it feels it needs to defend its credibility in containing inflation and the inflation expectations of the public.

The Authority will avoid locking into longer term deals while investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by this Authority.

The suggested budget for investment returns on investments placed for periods less than three months during each financial year is as follows: -

2010/11	0.50%
2011/12	0.70%
2012/13	1.70%
2013/14	3.10%
2014/15	3.50%
2015/16	4.00%

For its cash flow generated balances, the Authority will seek to utilise its business reserve accounts, short-dated deposits (overnight to three months) in order to benefit from the compounding of interest.

9.5 End of year investment report

At the end of the financial year, the Authority will report on its investment activity as part of its Annual Treasury Report.

9.6 External fund managers

The Authority does not use external fund managers for its investments.

9.7 Policy on the use of external service providers

The Authority uses Sector Treasury Services as its external treasury management advisers.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

9.8 Scheme of delegation

Please see appendix 7.

9.9 Role of the section 151 officer

Please see appendix 8.

Appendices

1. MRP strategy
2. Interest rate forecasts
3. Prudential and Treasury indicators
4. Economic background
5. Specified and non specified investments
6. Approved countries for investments
7. Treasury management scheme of delegation
8. The treasury management role of the section 151 officer

APPENDIX 1

Minimum Revenue Provision Policy Statement 2011/12

The Authority implemented the new Minimum Revenue Provision (MRP) guidance in 2008/09, and will assess their MRP for 2011/12 in accordance with the main recommendations contained within the guidance issued by the Secretary of State under section 21(1A) of the Local Government Act 2003.

The major proportion of the MRP for 2011/12 will relate to the more historic debt liability that will continue to be charged at the rate of 4%, in accordance with option 1 of the guidance. Certain expenditure reflected within the debt liability at 31st March 2011 will, under delegated powers, be subject to MRP under option 3, which will be charged over a period which is reasonably commensurate with the estimated useful life applicable to the nature of expenditure, using the equal annual instalment method. For example, capital expenditure on a new building, or on the refurbishment or enhancement of a building, will be related to the estimated life of that building.

Estimated life periods will be determined under delegated powers. To the extent that expenditure is not on the creation of an asset and is of a type that is subject to estimated life periods that are referred to in the guidance, these periods will generally be adopted by the Authority. However, the Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the recommendations of the guidance would not be appropriate.

As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

APPENDIX 2 Interest Rate Forecasts

The data below shows a variety of forecasts published by a number of institutions. The first three are individual forecasts including those of UBS and Capital Economics (an independent forecasting consultancy). The final one represents summarised figures drawn from the population of all major City banks and academic institutions.

The forecast within this strategy statement has been drawn from these diverse sources and officers' own views.

1. Individual Forecasts

Sector: interest rate forecast – 6.1.11

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14
Bank rate	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.25%	2.75%	3.00%	3.25%	3.25%
3 month LIBID	0.60%	0.70%	0.80%	1.00%	1.25%	1.50%	1.75%	2.00%	2.50%	3.00%	3.25%	3.50%	3.50%
6 month LIBID	0.90%	1.00%	1.10%	1.20%	1.50%	1.80%	2.10%	2.40%	2.80%	3.20%	3.50%	3.80%	4.00%
12 month LIBID	1.40%	1.50%	1.60%	1.80%	2.10%	2.40%	2.70%	3.00%	3.20%	3.40%	3.65%	4.00%	4.20%
5yr PWLB rate	3.30%	3.30%	3.40%	3.50%	3.60%	3.80%	3.90%	4.10%	4.30%	4.60%	4.80%	4.90%	5.00%
10yr PWLB rate	4.40%	4.40%	4.40%	4.50%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.30%	5.40%	5.40%
25yr PWLB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.40%	5.40%	5.40%	5.50%	5.50%	5.60%	5.70%	5.70%
50yr PWLB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.40%	5.40%	5.40%	5.50%	5.50%	5.60%	5.70%	5.70%

Capital Economics: interest rate forecast – 11.1.11

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.50%	2.00%
5yr PWLB rate	3.20%	3.20%	3.00%	2.75%	2.75%	2.90%	3.00%	3.20%	3.40%	3.60%	3.90%	4.20%
10yr PWLB rate	4.75%	4.75%	4.25%	3.75%	3.75%	3.75%	3.75%	3.75%	3.90%	4.00%	4.30%	4.60%
25yr PWLB rate	5.25%	5.25%	4.85%	4.65%	4.65%	4.65%	4.65%	4.65%	4.75%	4.85%	5.10%	5.30%
50yr PWLB rate	5.30%	5.30%	5.20%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.10%	5.20%	5.30%

UBS: interest rate forecast (for quarter ends) – 6.1.11

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12
Bank rate	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.00%
10yr PWLB rate	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%
25yr PWLB rate	5.25%	5.30%	5.35%	5.40%	5.45%	5.50%	5.55%	5.60%
50yr PWLB rate	5.35%	5.40%	5.45%	5.50%	5.55%	5.60%	5.65%	5.70%

2. Survey of Economic Forecasts

HM Treasury December 2010

The current Q4 2010 and 2011 forecasts are based on the December 2010 report. Forecasts for 2010 – 2014 are based on 32 forecasts in the last quarterly forecast – in November 2010.

BANK RATE FORECASTS		quarter ended		annual average Bank Rate			
	actual	Q4 2011		ave. 2011	ave. 2012	ave. 2013	ave. 2014
Median	0.50%	2.00%		0.90%	1.60%	2.40%	3.00%
Highest	0.50%	0.50%		2.10%	3.10%	3.60%	4.50%
Lowest	0.50%	0.80%		0.50%	0.50%	0.60%	1.20%

PRUDENTIAL INDICATORS

The Authority is required to calculate Prudential Indicators as set out in CIPFA's Prudential Code. The objectives of the Prudential Code are to ensure that the capital investment plans of local authorities are affordable, prudent and sustainable and that Treasury Management Decisions are taken in accordance with good professional practice.

1. Ratio of Financing Costs of Net Revenue Stream

The proportion of the income from authorities and general grants needed to fund the financing costs of the planned capital programme.

	2009/10 Actual %	2010/11 Revised %	2011/12 Estimate %	2012/13 Indicative %	2013/14 Indicative %
Ratio of financing costs to net revenue stream	4.31%	5.47%	6.83%	7.26%	7.61%

2. Capital expenditure

Actual capital spend in 2009/10 and estimates for the next 3 years' Capital Programme

	2009/10 Actual £'000	2010/11 Revised £'000	2011/12 Estimate £'000	2012/13 Indicative £'000	2013/14 Indicative £'000
Capital expenditure	4,770	6,759	8,635	8,051	6,297

3. Net borrowing and the Capital Financing Requirement (CFR)

The CFR represents the underlying need to borrow for a capital purpose. As the authority should only borrow for a capital purpose, net external borrowing should not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

	2009/10 Actual £'000	2010/11 Revised £'000	2011/12 Estimate £'000	2012/13 Indicative £'000	2013/14 Indicative £'000
CFR	33,687	44,966	47,620	52,978	56,569
Net Borrowing	20,304	25,427	27,441	32,135	35,075

4. Authorised limit for external debt

Limit for total external debt that should not be breached. This excludes investments and is based on future capital plans and variations in cash flow.

	2009/10 Actual £'000	2010/11 Revised £'000	2011/12 Estimate £'000	2012/13 Indicative £'000	2013/14 Indicative £'000
Borrowing	38,000	46,000	51,000	57,000	64,000
Long term liabilities	-	12,000	12,000	14,000	15,000
Total authorised limit	38,000	58,000	63,000	71,000	79,000

5. Operational Boundary for external debt

A boundary for total external debt based on the estimate of total projected external debt to be monitored against during the year. It may be breached temporarily for variations in cash flow but a sustained or regular breach would require investigation.

	2009/10 Actual £'000	2010/11 Revised £'000	2011/12 Estimate £'000	2012/13 Indicative £'000	2013/14 Indicative £'000
Borrowing	29,500	44,000	49,000	55,000	62,000
Long term liabilities	-	11,000	11,000	13,000	14,000
Total operational boundary	29,500	55,000	60,000	68,000	76,000

6. Actual external debt

The actual external debt for 2009/10 was taken from the Balance Sheet as at 31st March 2010.

	2009/10 Actual £'000	2010/11 Revised £'000	2011/12 Estimate £'000	2012/13 Indicative £'000	2013/14 Indicative £'000
Borrowing	30,762	35,435	37,449	42,143	45,084
Long term liabilities	6,215	8,924	10,678	12,427	14,186
Total external debt	36,977	44,359	48,127	54,570	59,269

7. Adoption of the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes

This ensures that treasury management is led by a clear and integrated forward treasury management strategy, and a recognition of the pre-existing structure of the authority's borrowing and investment portfolios.

The Authority has adopted the Code of Practice and guidance notes for all years.

8. Upper limit on interest rate exposures

Ranges within which the authority will manage its exposures to fixed and variable rates of interest. Calculated as a percentage of total net outstanding principal sums.

	2009/10 Actual £'000	2010/11 Revised £'000	2011/12 Estimate £'000	2012/13 Indicative £'000	2013/14 Indicative £'000
Fixed interest rate exposures	100%	100%	100%	100%	100%
Variable interest rate exposures	20%	20%	20%	20%	20%

9. Maturity structure of borrowing

Upper and lower limits to assist the Authority to avoid large concentrations of fixed rate debt that has the same maturity structure and would therefore need to be replaced at the same time. This is the fixed rate debt maturing in each period as a percentage of total projected borrowing that is fixed rate.

	Lower Limit
Under 12 months	0%
12 months and within 24 months	0%
24 month and 5 years	0%
5 year and within 10 years	0%
10 years and above	0%

10. Limit for principal sums invested for periods longer than 364 days

Set to contain exposure to the possibility of loss that might arise as a result of having to seek early

	2009/10 Actual £'000	2010/11 Revised £'000	2011/12 Estimate £'000	2012/13 Indicative £'000	2013/14 Indicative £'000
Limit for investment >364 days	0	0	0	0	0

APPENDIX 4 Economic Background

Economic Background

4.1. Global economy

The sovereign debt crisis peaked in May 2010 prompted, in the first place, by major concerns over the size of the Greek government's total debt and annual deficit. However, any default or write down of Greek debt would have substantial impact on other countries, in particular, Portugal, Spain and Ireland. This crisis culminated in the EU and IMF putting together a €750bn support package in mid May. A second crisis, this time over Ireland in November, culminated in Ireland also having to take a bail out. At the time of writing (early January 2011) there is major concern that Portugal will also shortly need to take a bail out. That, in turn, would then stoke major concerns as to whether the current size of the bail out facility put together by the EU and IMF would be big enough to cope with any crisis that then blew up over Spanish government debt.

The unexpectedly high rate of growth in quarters 2 and 3 of 2010 in the UK and the Euro zone in Q2 were driven by strong growth in the construction sector catching up from inclement weather earlier in the year and by other short term factors not expected to be enduring; general expectations are for anaemic (but not negative) growth in 2011 in the western world.

4.2 UK economy

Following the general election in May 2010, the coalition government has put in place an austerity plan to carry out correction of the public sector deficit over the next five years. The result of fiscal contraction will be major job losses during this period, in particular in public sector services. This is likely to have a knock on effect on consumer and business confidence and appears to have also hit the housing market as house prices started on a generally negative trend starting in mid 2010. Mortgage approvals are also at very weak levels, all of which indicates that the housing market is likely to be weak in 2011.

Economic Growth – GDP growth is likely to have peaked in the current period of recovery at 1.2% in quarter 2 of 2010. Growth in quarter 3 @ +0.7% was also unexpectedly high. However, the outlook is for anaemic growth in 2011/12 although the Bank of England and the Office for Budget Responsibility are forecasting near trend growth (2.5%) i.e. above what most forecasters are currently expecting.

Unemployment – the trend of falling unemployment (on the benefit claimant count) has now been replaced since July 2010 with small

increases which may be the start of a new trend for some years ahead of rising unemployment.

Inflation and Bank Rate – CPI has remained high during 2010. It peaked at 3.7% in April and then gradually declined to 3.1% in September (RPI 4.6%). However, the outlook from there is a rising trend which could even reach as much as 4% in early 2011 before starting to subside again. Although inflation has remained stubbornly above the MPC's 2% target, the MPC is confident that inflation will fall back under the target over the next two years.

The Bank of England finished its programme of quantitative easing (QE) with a total of £200bn in November 2009. However, major expectation that there could be a second round of quantitative easing in late 2010 or early 2011, to help support economic growth, has evaporated after the surprises of the Q3 GDP figure of +0.7% and the November Inflation Report revising the forecast for short term inflation sharply upwards.

Sector's central view is that there is unlikely to be any increase in Bank Rate until the end of 2011.

AAA rating – prior to the general election, credit rating agencies had been issuing repeated warnings that unless there was a major fiscal contraction, then the AAA sovereign rating was at significant risk of being downgraded. Sterling was also under major pressure during the first half of the year. However, after the Chancellor's budget on 22 June, Sterling strengthened against the US dollar and confidence has returned that the UK will retain its AAA rating. In addition, international investors viewed UK government gilts as being a safe haven from EU government debt during mid 2010. The consequent increase in demand for gilts helped to add downward pressure on gilt yields and PWLB rates.

4.3 Sector's forward view

It is currently difficult to have confidence as to exactly how strong UK economic growth is likely to be during 2011/12, and there are a range of views in the market. Sector has adopted a moderate view. There are huge uncertainties in all forecasts due to the major difficulties of forecasting the following areas:

- the strength / weakness of economic growth in our major trading partners - the US and EU
- the danger of currency war and resort to protectionism and tariff barriers if China does not adequately address the issue of its huge trade surplus due to its undervalued currency
- the degree to which government austerity programmes will dampen economic growth and undermine consumer confidence
- changes in the consumer savings ratio

- the speed of rebalancing of the UK economy towards exporting and substituting imports
- the potential, in the US, for more quantitative easing, and the timing of this , and its subsequent reversal in both the US and UK
- the speed of recovery of banks' profitability and balance sheet imbalances and the consequent implications for the availability of credit to borrowers
- the potential for a major EU sovereign debt crisis which could have a significant impact on financial markets and the global and UK economy
- political risks in the Middle East and Korea

The overall balance of risks is weighted to the downside and there is some residual risk of a double dip recession and deleveraging, creating a downward spiral of falling demand, falling jobs and falling prices, although this is currently viewed as being a small risk.

Sector believes that the longer run trend is for gilt yields and PWLB rates to rise due to the high volume of gilt issuance in the UK, and the high volume of debt issuance in other major western countries.

APPENDIX 5 Specified and Non-Specified Investments

SPECIFIED INVESTMENTS:

(All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' rating criteria where applicable)

Organisation	Criteria	Max Amount	Max Period
Debt Management Account Deposit facilities	Government Backed	100% of portfolio	N/A
Deposit with Banks and Building Societies	Minimum F1, A-1 or P-1 short term backed up by AAA, AA or AA- long term credit rating and support ratings of 1, 2 or 3.	£10m	12 months
Deposit with Banks and Building Societies	Minimum F1, A1 or P1 short term backed up by A long term credit rating and support ratings of 1, 2 or 3	£8m	12 months
UK Local Authorities		£5m	12 months
Money Market Funds	AAA long-term rating backed up with lowest volatility rating (MR1+)	£5m	12 months

The Authority will not engage with non specified investments.

Banks eligible for support under the UK bail-out package and which have issued debt guaranteed by the Government are eligible for a continuing Government guarantee when debt issues originally issued and guaranteed by the Government mature and are refinanced. However, no other institutions can make use of this support as it closed to new issues and entrants on 28.2.10. The banks which have used this explicit guarantee are as follows: -

- . Bank of Scotland
- . Barclays
- . Clydesdale
- . Coventry Building Society
- . Investec bank
- . Nationwide Building Society
- . Rothschild Continuation Finance plc
- . Standard Life Bank
- . Tesco Personal Finance plc
- . Royal Bank of Scotland
- . West Bromwich Building Society
- . Yorkshire Building Society

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Authority. To ensure that the Authority is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

APPENDIX 6 Approved countries for investments

AAA

- Canada
- Denmark
- Finland
- France
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland
- U.K.
- U.S.A.

AA+

- Australia
- Belgium
- Hong Kong

AA

- Japan
- Kuwait
- Qatar (AA S&P rating)
- UAE

AA-

- Italy
- Saudi Arabia

APPENDIX 7 Treasury management scheme of delegation

(i) Fire & Rescue Authority

- receiving and reviewing reports on treasury management policies, practices and activities
- approval of annual strategy.
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices
- budget consideration and approval
- approval of the division of responsibilities
- approving the selection of external service providers and agreeing terms of appointment.

(ii) Finance Audit and Performance Management Committee

- receiving and reviewing regular monitoring reports and acting on recommendations
- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

The revised Code introduced a major emphasis on scrutiny of Treasury Management performance and policy setting out that those with ultimate responsibility for the treasury management function must appreciate fully the implications of treasury management policies and activities. The Authority has set up the framework of compliance with the Code by assigning the responsibility for member scrutiny to the Finance, Audit and performance Management Committee to carry out the scrutiny role of Treasury Management activities and reports.

APPENDIX 8

The treasury management role of the section 151 officer

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- recommending the appointment of external service providers.

**FORWARD WORK PROGRAMME FOR
FIRE & RESCUE AUTHORITY 2010/11**

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Welsh Language Annual Report 2009/10	To ensure compliance with statutory procedures	CFO Contact Officer: Cath Baldwin	28 June 2010	Completed
Welsh Language Scheme 2010-2013	To seek Members approval to the adoption of the new Welsh Language Scheme	CFO Contact Officer: Cath Baldwin	28 June 2010	Completed
Health & Safety Annual Report 2009/10	To advise Members of Health and Safety performance of the organisation	ACO PDS Contact Officer: Steve Jones	13 Dec 2010	Completed

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Annual Report of the work of the Finance, Audit & Performance Management Committee during 2010/11	To advise Members of the work of the committee	ACO CS Contact Officer: Sally Murton	9 May 2011	
Annual Report of the work of the HR & Equalities Committee during 2010/11	To advise Members of the work of the committee	ACO PS Contact Officer: Phil Haynes	9 May 2011	
Report on Responses to the consultation of the draft Risk Reduction Plan 2011/12	To advise Members of consultation responses and seek approval for a final version of the Risk Reduction Plan for submission to WAG	DCFO Contact Officer: Kevin Barry	27 Sept 2010	Completed

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Report on Progress of implementation of Risk Reduction Plan 2010/11	To update Members upon progress of the implementation of the current years Risk Reduction Plan	DCFO Contact Officer: Kevin Barry	13 Dec 2010 9 May 2011	Dec update completed
Draft Risk Reduction Plan 2012/13 Report	To seek Members approval to draft Risk Reduction Plan for publication for public consultation	DCFO Contact Officer: Kevin Barry	9 May 2011	
Report on Draft Improvement Objectives for 2012/13	To seek members agreement to the corporate objectives	DCFO Contact Officer: Tom Pederson	9 May 2011	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Statement of Accounts (Revenue and Capital) for 2009/10 budget	To seek Members approval for publication of the Statement of Accounts	ACO CS Contact Officer: Geraint Thomas	27 Sept 2010	Completed
Budget Strategy 2011/12	To obtain clarification upon the political steer for the budget strategy for 2011/12 budget setting process	Treasurer Contact Officer: Steve Greenslade	27 Sept 2010	Completed
Estimated Revenue & Capital Budget determination for 2011/12	To set estimated budget determination to notification to constituent authorities by 31Dec to comply with Combination Order	ACO CS Contact Officer: Geraint Thomas	13 Dec 2010	Completed

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Revenue & Capital Budget 2011/12 final determination	To set final budget for 2011/12 to enable contribution requests to be issued to constituent authorities by 14 Feb to comply with Combination Order	ACO CS Contact Officer: Geraint Thomas	7 Feb 2011	On agenda
Treasury Management Strategy 2011/12	To secure Members approval to the adoption of the Treasury Management Strategy 2011/12	ACO CS Contact Officer: Geraint Thomas	7 Feb 2011	On agenda
Member Attendance	To advise upon the attendance of Members at Fire Authority, Committee and Working Group meetings	ACO CS Contact Officer: Calvin Powell	13 Dec 2010 9 May 2011	On today's agenda – deferred from Dec mtg

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Strategic Property Update	To update Members on key strategic property projects	ACO CS Contact Officer: Greg Clement	13 Dec 2010 9 May 2011	Dec update completed
Major Projects Update	To update Members on key strategic projects	ACO CS Contact Officer: Greg Clement	13 Dec 2010 9 May 2011	Deferred – 10/11 RRP projects updated at Dec mtg & progress against 11/12 projects within Chairman's newsletter
Consideration of Draft People Strategy	To seek Members approval for the adoption and implementation of the People Strategy	ACO PS Contact Officer: Phil Haynes	27 Sept 2010	Completed

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Report on AFA's	To inform members of result of pilot scheme	DCFO Contact officer: Rod Hammerton	13 Dec 2010	Deferred due to insufficient data at the current time
Review of Hydrant Testing Arrangements	To inform members of progress made	ACO PDS Contact Officer: Huw Jakeway Kevin Barry	9 May 2011	

Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Expected Date of Decision/ Submission/ Review	Progress
Presentation on the Bernie Project	To advise Members of the objectives and outcomes of the project to reduce deliberately set grass fires	Contact Officer: Martin Henderson	7 Feb '11	On agenda
RRP Communications Strategy & Joint Consultative Forum	To consider if it would be appropriate to re-establish the Joint Consultative Forum as a mechanism for consulting over RRP proposals	DCFO Contact Officer: Kevin Barry	9 May'11	
Review of Overtime	To update Members on the review of overtime that is being undertaken	ACO PS Contact Officer: Phil Haynes	9 May'11	

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