

South Wales Fire and Rescue Service

PERFORMANCE MONITORING REPORT

Quarter 3
April 2010 to December 2010

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

Raising Awareness - Reducing Risk

Introduction

Within South Wales Fire and Rescue Service, our performance management framework consists of the following constituent elements:

- Performance measurement framework
- An appraisal system that provides links between the planning framework and individual improvement targets for all staff
- A monitoring framework to ensure that all targets and action plans are effectively delivered
- A risk management framework that identifies business risks and actions to manage or mitigate them

This is the Quarter 3 Performance Monitoring Report for 2010/11 and it highlights performance for the period April 2010 to December 2010 and includes updates on the:

- Strategic and Core Performance Indicators
- Service Plan actions status
- Corporate Risk Register update
- Provisional Targets for 2011/12
- Improvement Objectives

Following consideration by the Senior Management Team and the Finance, Audit and Performance Management Committee, the report is made available to the public via the internet.

The data provided in this report is provisional and may be subject to change for the following reasons:

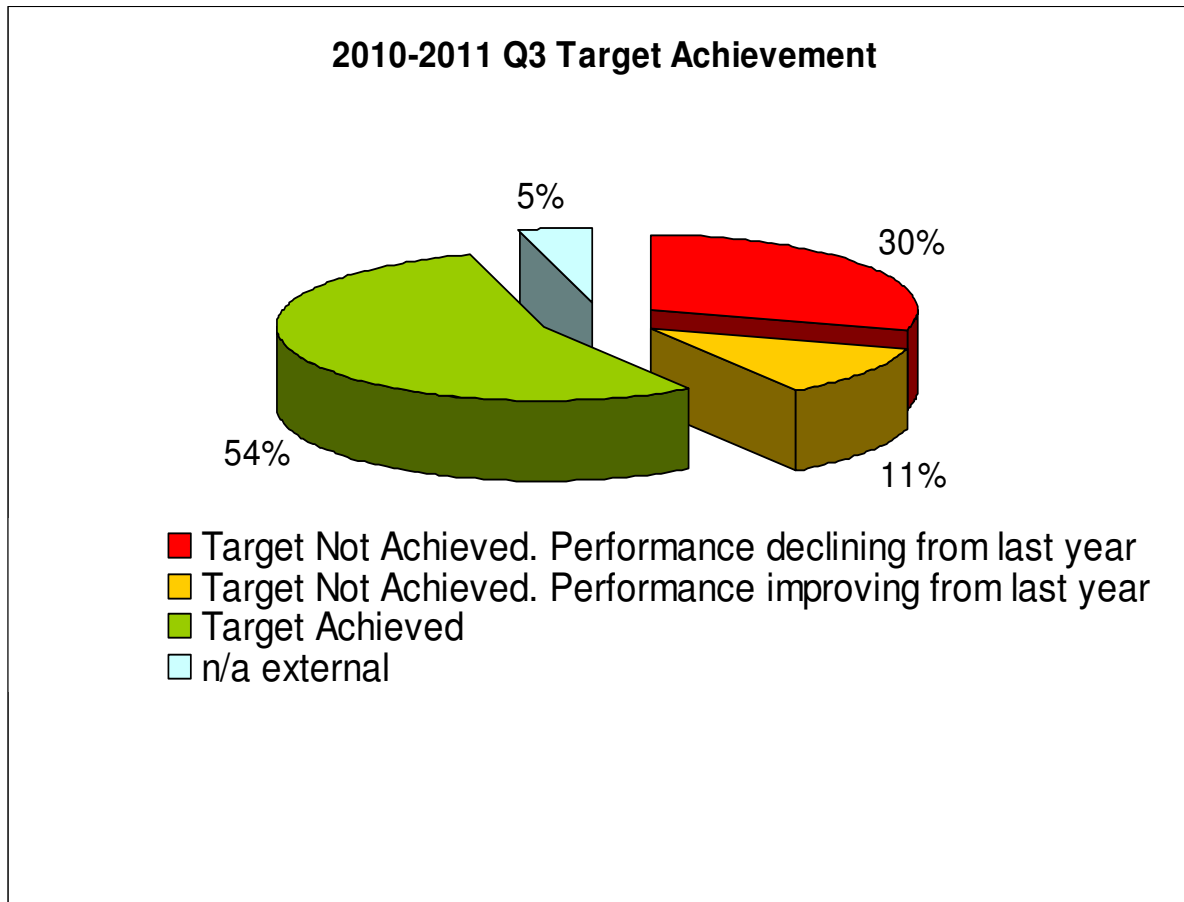
- There is an inherent delay between an incident occurring and the data being entered electronically
- The data sets included have not been subject to external quality checking and validation
- The transition to IRS in April 2009 may result in nationwide anomalies in reporting compared to previous years

The Performance Management Unit on behalf of the Service Delivery Directorate co-ordinates and compiles this report. All information is extracted from updated Directorate quarterly service plans.

We are continually seeking to improve the Quarterly Performance Monitoring Report and would welcome comments on additional information or other changes that you would like to see included in the future. Contact Sarah Watkins on X2011.

Performance Indicators

Appendix 1 outlines our performance for the strategic and core indicators, the graphs highlight the 5 year trend for indicators of note and the current quarter's performance against the projected end of year performance. Where appropriate there is also the Family Group 4 annual average which can be used as a benchmark to assess our performance with that of similar Fire & Rescue Services.



This graph illustrates our performance to date against our Strategic and Core National Indicators. This represents the total number of performance indicators, against our end of year projection, and whether we are likely to achieve our end of year targets based on the actual data from April 2010 – December 2010.

It can be noted that for 65% (29) of the Strategic and Core indicators we expect our end of year performance to either achieve this years target or improve on last years performance.

For 30% (13) of the indicators we are currently projecting to not meet the target.

There are two indicators that refer to the “Percentage of People from Minority Ethnic Groups who are economically active in the Authority Area” and “The Percentage of People who categorise themselves as having a disability in the Authority Area”; for these indicators we have no influence and receive the data from an external source. (5%)

The following indicators are not expected to meet the target and performance is expected to decline compared to last year		
Category	Indicator Ref	Description
Fire Measures	FRS/RRC/C/004 (ii)	The No of Deliberate Secondary Fires per 10,000 population
	FRS/RRC/S/001 (i)	All Fires Attended per 10,000 population
	FRS/RRC/S/001 (iv)	All Deliberate Fires Attended per 10,000 population
Deaths, injuries and escape measures.	FRS/RRC/C/001 (ii)	The No of Deaths caused by fires started Deliberately in Dwellings per 100,000 population
	FRS/RRC/C/001 (v)	The No of Injuries excluding Precautionary Checks arising from Fires started Accidentally in Dwellings per 100,000 population
	FRS/RRC/C/001 (vii)	The No of Injuries excluding precautionary checks accidentally in premises other than dwellings per 100,000 population
	FRS/RRC/S/002 (iv)	The No of Fire Injuries per 100,000 population
	FRS/RRC/S/002 (v)	The No of Accidental Fire injuries excluding precautionary checks per 100,000 population
Unwanted alarm signal measures	FRS/RRC/C/003	The No of Total False Alarms caused by AFDs per 1,000 Non-Domestic Properties
Community Fire Safety Measures	FRS/RRC/C/005 (ii)	The Percentage of dwelling fires where Smoke Alarms Fitted but did not activate
People Measures	FRS/CHR/C/001 (ii)	The Percentage of Control and Non-Uniformed Staff who categorise themselves as having disability
	FRS/CHR/C/004 (iv)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - non operational staff
	FRS/CHR/C/005 (ii)	The Total No of WT Uniformed Personnel Ill-Health Retirements as a % of the total WT Uniformed workforce

Service Plan Actions

Service planning is a key part of the corporate planning process, Directorate plans are drawn up in order to provide a clear statement of what each Directorate is striving to achieve to help realise the corporate vision, aims and objectives.

Service plans are working documents, which are monitored and reviewed throughout the year as circumstances change, and at every end of quarter in line with our Performance Management Framework. The actions contained within the Service plans provide an integral part to our performance as an organisation.

As per our framework, Directorates are requested to update their Service plans quarterly to show progress against performance indicators, actions and any associated business risk. Here is a summary of the action status contained within all Directorate plans:

Directorate Plan	No. of Actions	Green ON TARGET	Amber CAUTION	Red OFF TARGET	Not Reported
Communications and Culture	7	3	3	1	0
Corporate Services	5	4	1	0	0
Service Delivery	7	5	2	0	0
Technical Services	6	6	0	0	0
People Services	8	6	2	0	0
Totals	33	24	8	1	0

The Directorate Plans are published on the SWFRS website at:

<http://www.southwales-fire.gov.uk/English/aboutus/fireservicepublications/Pages/default.aspx>

South Wales Fire and Rescue Service
Corporate Risk Register Update

Corporate Risk is an event that has the potential to help or hinder the achievement of a strategic objective. Directors and Managers are responsible for identifying risks during the business planning process and taking the appropriate actions to manage or mitigate risk within their areas.

South Wales Fire and Rescue Services maintain a register of the key corporate risks to the organisation, being those that could impact upon the achievement of an improvement objective or delivery of core business. Detailed reports on the Corporate Risk Register are submitted to Finance, Audit and Performance Management Committee twice a year, in the prevailing periods a brief summary is provided within this report.

Following the Quarter 3 review of the register, 6 risks have been closed therefore there are currently 40 risks on the register, 3 high, 21 medium and 16 low. The high risks and those closed since the last review are outlined in the following pages; all high and medium risks were last reported in November 2010. The full Corporate Risk Register can be viewed on the Intranet site.

Directorate	Number of Risks	% Reviewed End of Q3
Chief Fire Officer	1	100%
Corporate Services	9	100%
Technical Services	6	100%
People Services	6	100%
Service Delivery	18	28%
Total	40	93%

Guide to Risk Scoring

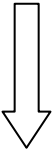
Risk Score = Likelihood of Occurrence x Potential Impact


Likelihood	Score	Impact
Low 0-5% extremely unlikely or virtually impossible.	1	Minimal harm, loss or delay with no measurable impact. ,
Low/Medium 6-25% unlikely to happen	2	Short term minor harm, loss of staff, delay or interruption. Minor impact on service delivery. Can be easily and quickly remedied.
Medium 26-50% Fairly likely or possible to occur.	3	Permanent or long term harm or loss of staff. Loss of some service delivery. Takes a medium term to remedy with some cost implications or adverse impact on service delivery.
Medium/High 51-75% Probable, more likely to occur than not	4	Major or significant impact, harm or traumatic / stressful consequences for many. Significantly reduced service delivery. Remedy will be long term and expensive.
High 76% + Almost certainly will occur	5	Critical impact on the achievement of objectives or service undeliverable. Serious or huge impact on quality, costs or reputation. Very difficult or impossible to remedy at best long term effects and major cost implications.


Risk Score	Risk Rating	Comment
1-4	Low	Manageable Risks - SWFRS is content to carry these risks. Managers still need to record that the risk has been identified and monitor regular to ensure that the risk does not increase. However, due to the low likelihood or impact it is not necessary to take any further action.
5-12	Medium	Material Risks - SWFRS is concerned about these risks and they need to be managed by the risk owner.
15-25	High	Significant Risks - SWFRS is most concerned about these risks. These risks will be reviewed regularly by the CCB/BCB and the risk owner should continually monitor and take appropriate action to manage the risk.

High Risks

The following are the three risks current rated as high on the register

Risk Ref.	Risk Description	Current Residual Risk Score	Controls in Place	Actions Planned	Q3 Update	Trend	Risk Owner
25	If the service does not review its allocation and use of resources (financial, people and assets) and business procedures to ensure that they are utilised in the most efficient and effective manner, and if budgets decline in real terms as predicted by government, then this could have implications on service delivery to the public. The review should include the source and sustainability of funding streams, people strategies and asset cost and life cycle.	20 (4 x 5)	<p>Improvement objectives and priorities in place for effective use of resources and business improvement.</p> <ul style="list-style-type: none"> - Plan for key dates for completion of key Corporate documents which will impact upon the financial position of the authority. - Asset Management Strategy & Land and Buildings Management Plan approved by Fire & Rescue Authority - Directors away days taken place to consider issues - Member workshop conducted to consider issues - Project register in place and project plans required to be in place for all projects - Major Projects team approved by Fire & Rescue Authority and created within Corporate Support directorate - Collaboration in place with other organisations to maximise efficiencies - Review of business processes undertaken for selected processes within the organisation - Business Plans link to 	<p>Finance Working Group to commence 2010/11 Municipal year</p> <ul style="list-style-type: none"> - forward work programme to be prepared - Fleet Management Plan to be drafted and approved - Plant & Equipment Management Plan to be drafted and approved - Minor Assets Management Plan to be drafted and approved - Secondees appointed to Major Projects team to progress key major projects for the organisation following approval of scopes and deliverables - Outcomes of improvement workshops to be evaluated and feedback provided to staff on how issues will be taken forward and how / when and which will not and why not ~ Implementation of key corporate strategies and plans, namely RRP, Asset Management Strategy, People Strategy, Management Plans and 	<p>Welsh Assembly Government indicative settlements received draft 2011/2012 budget set, finance working group recommendations approved by Fire Authority, MTFP due for update in January 2011.</p>	<p>Previous risk score 25 (5 x 5)</p> 	ACO Sally Murton

Risk Ref.	Risk Description	Current Residual Risk Score	Controls in Place	Actions Planned	Q3 Update	Trend	Risk Owner
			corporate objectives and other strategic documents with links to efficiencies - Officer attendance at Public Services summits and involvement in 2 of the strategic working groups (business improvement & land and buildings) ~ Finance, Audit & Performance Management Committee scrutinises budget ~ Establishment of Finance Working Group and membership and terms of reference approved by Fire & Rescue Authority ~ Capital fund application forms introduced requiring business case for funding	Directorate Plans			
69	If our business critical IT systems are not integrated then the service will fail to produce lean, efficient processes with commensurate cost reductions.	20 (5 x 4)	Staff resource in place to cover reliance on manual systems.	Review of major ICT as part of the Risk Reduction Plan 2011/2012 projects.	Programme Board meeting regularly, Program Manager now full time on the project.	Original risk score 20 (5 x 4) 	ACFO Huw Jakeway
21	If staff are using their own vehicles for work purposes without any checks on legality/insurance then there is a risk of liability on the organisation.	15 (3 x 5)	None currently other than checks on users of pool cars	Obtain list of ECU/CCU, write to all on list for information re insurance etc record information, inform all users must notify changes, and validate information on regular	The Road Risk Policy has been drafted by H&S Advisor and is under consultation	Previous	Mark Malson Head of HR

Risk Ref.	Risk Description	Current Residual Risk Score	Controls in Place	Actions Planned	Q3 Update	Trend	Risk Owner
				basis. Explore electronic expense system which will incorporate checking procedures as standard. Discuss with HR immediate changes that could be introduced with procedures / forms that could mitigate risk in the short term.		risk score 15 (3 x 5) 	

Risks closed since last report.

The following 6 risks were closed by the respective risk owners following the quarter 3 review.

Risk Ref.	Risk	Controls in Place	Quarterly Review Comments	Score prior to closure	Risk Owner
35	If the Firelink Project is continually delayed then the continued commitment of ICT resources and the robustness of operational equipment could be compromised	CFO sits on the National Project Board Local Project Manager in place Regular meetings and communication with Firelink	Jan 2011 - Firelink Project "Airwave" has now been officially closed. All outstanding business related to this project will now be addressed by Wales CFOA ICT Meetings.	3 (1 x 3)	Chris Williams Head of I.C.T.
36	If we fail to engage with identified groups commensurate with our equality scheme then loss of reputation and disproportionate provision of service may occur	Members of South East Wales Racial Equality Council Equalities agenda reflected in department plans	All actions planned will feed into new single equality duty, risk negated. Risk negated.	4 (2 x 2)	Martin Henderson Head of Risk Reduction

Risk Ref.	Risk	Controls in Place	Quarterly Review Comments	Score prior to closure	Risk Owner
38	Failure to increase partnership and collaborative activity with others with regards to community safety.	Partnership officers aware of WAG and Making the Connections agenda. Clear recognition that continuing reduction of deaths, injuries and arson related incidents can not be achieved. Themed away days delivered	Evidence of closer relationships with Community Safety Partnerships (CSPs), by virtue of fire working groups within a number of CSPs. Risk considered no long valid/	4 (2 x 2)	Martin Henderson Head of Risk Reduction
39	If issues directly affecting or impacting on FRS emerge as priority issues for the 10 Local Strategic Boards (LSBs) significant capacity issues may emerge.	Each LSB informed FRS will only engage if there is benefit in doing so Watching brief maintained	Fire specific issues are not evident in strategic LSP documents therefore the risk is considered negated.	4 (2 x 2)	Martin Henderson Head of Risk Reduction
40	If products and services afforded by CSPs are not compliant with aims of CYPP agenda then risk of failure to meet statutory requirements to co-operate with Local Authorities and a range of partners to improve the well being of children in each LA area	Children's services manager linked to two unitary authorities CYPPs to ensure currency and compliance	Children and Young People strategy published and all SWFRS youth products and services are compliant and supported by youth offending services in each unitary authority. Therefore risk closed/	4 (2 x 2)	Martin Henderson Head of Risk Reduction
43	Failure to establish formal data sharing agreements and use the information received /shared to improve effectiveness and efficiency then targeting and access to community safety products and services will be ineffective	Business Manager appointed with experience in data sharing engaged and involved with community safety partnership work	Critical areas that require data sharing have been addressed, and Service Level Agreements established with groups dealing with vulnerable people has negated any need for further data sharing agreements	6 (2 x 3)	Martin Henderson Head of Risk Reduction

Improvement Objective Update

This section provides the Quarter 3 progress against achieving the 2010/11 Improvement Objectives:

Theme	Community Well-being
Objective	To reduce deaths and injuries from fires and road traffic collisions.
Responsible Director	Deputy Chief Fire Officer Service Delivery
<p>To ensure that operational standards are maintained at all times the Operational bulletins continue to be used to alert operational personnel to changes in procedure and highlight important information. In this regard the reviews of Standard Operating Procedures are on track to be completed by end of this financial year. The Operational Assurance Peer review report from the Welsh Assembly Government was favourable.</p> <p>Once again South Wales are the Champions in World Rescue Extrication Competition and the UK Rope Rescue Challenge. Also in the World Rescue Extrication Competition the SWFRS medic was awarded second place, an excellent achievement as the first place was won by a qualified Trauma Doctor from Europe.</p> <p>Llantwit Major Station received the chairman's award for community service.</p> <p>We continue to strive to make certain that we have the correct equipment and infrastructure in place to serve our communities. With regard to Fleet the Vehicle replacement plans are on track and will be available to support vehicle delivery to stations. A number of water tenders and water carriers are due to be delivered by the end of this financial year. Two aerial appliances are progressing and delivery expected spring 2011. Shortfalls of operational equipment have been ordered, awaiting delivery which is expected by end of financial year. New vehicles continue to be assigned to designated locations.</p> <p>Planning and Resilience is an essential part of service that we provide to the communities of South Wales. The Olympic planning continues via engagement with National and local groups. Funding continues to be discussed with WAG. We continue to support Gwent and South Wales Local Resilience Forum (LRF) with Multi Agency Gold Incident Command (MAGIC) training courses scheduled for spring 2011. Gold and Silver command training has been delivered to identified personnel within the service to maintain command operational ability.</p> <p>Business Continuity Management (BCM) awareness sessions have been organised and delivered. Revision of Business Continuity Plans will now progress service wide. The standby control was utilised, during a major upgrade of the main Control facility. This successfully tested the Control business continuity plans thereby increasing confidence in successful service provision in an emergency situation. In addition the Airwave technical change over was completed</p>	

Theme	Community Well-being
<p>The review of Orange Watch, within Control, has shown over the inclement weather and flu outbreak to be effective in maintaining capacity and service delivery of Fire Control with minimum additional staffing costs incurred.</p> <p>Following a management review in Fire Safety, empowerment of the Audit teams has resulted in an increase of the number of audits carried out. This has a large impact in the education of and reduction of risk within our business communities.</p> <p>We still continue to achieve high availability levels in RDS appliances and during the recent adverse weather conditions maintained a 100% availability rate for all appliances.</p> <p>We have been involved in numerous Joint Service support and collaborative responses to render humanitarian services. The launch of the collaboration between SWFRS and the Vale of Glamorgan Council which has seen the “Safer Vale” now located in Barry Fire Station.</p>	

Theme	Attract and Develop Our People
Objective	Attract, retain, develop and maintain the health and wellbeing of our people.
Responsible Director	Director People Services
<p>Communication is an intrinsic element of developing a responsive workforce and we are progressing this strand in conjunction with that of the “Effective Use of Resources”. A second road show is being developed for Q1 2011/12 to discuss the RRP implementation. Toolbox talks continue across stations.</p> <p>As a service we have been awarded the Rainbow Mark, the Rainbow Mark is an equality mark sponsored by the Welsh Assembly Government and supported by the Welsh Local Government Association and Tai Pawb. A signifier of good practice, commitment and knowledge of the specific needs, issues and barriers facing lesbian, gay, bisexual, and transgender (LGBT) people in Wales. We were also runner up in the Cardiff and Vale Coalition of Disabled People annual awards program. Efforts are still being made to ensure that success is celebrated within the service in all areas. The intranet now has a ‘good news stories’ section, a LGBT staff network has been established and the Service celebrates specific communities such as Black History and LGBT History month. Support staff events are held in partnership with voluntary and public sector organisations.</p> <p>An external validation of the South Wales ADC process was undertaken by Capita Resourcing. The analysis carried out at Supervisory and Middle Management level has identified that: “the current ADC process successfully distinguishes between poor and strong candidates for both management levels” and “all exercises and PQAs are correlated with the ADC score for both management levels”. It is anticipated that external validation will greatly assist in achieving recognition outside South Wales for the ADC process.</p>	

Theme	Attract and Develop Our People
<p>The Learning and Development Strategy, development of Core Pathways and roll out of E-learning continue. Training continues to engage with all service areas on all aspects of training and development and its delivery. Further work has now been progressed on cost effective/cost neutral training delivery opportunities.</p> <p>Work continues in developing an improved Learning Resource Centre that is available to support the continued development of all Service personnel. Improvements to station based learning and development facilities are also progressing with assistance from WAG funding.</p> <p>Equality Impact Assessment training has been procured. Cardiff Gate personnel have been working with the Equality & Diversity Officers to mainstream equality into all its exercises. They have used the critical friends advocated and identified by the Equality & Diversity Officers.</p> <p>An example of building responsiveness is where various members of Service Delivery continue to be involved in all RRP work streams with managed impact on core activities. This has been replicated across the service. An RRP update poster has been issued and staff consultation workshops completed.</p> <p>Further development in the staff and processes of the Service has been seen with the empowerment of Fire Safety Teams which has produced a significant increase in productivity. The Operations Management Team references have been reviewed (e.g. RDS Working group being led by GM, in the past this function would have been carried out by AM or DCFO.) Action Learning Sets have been supported fully by the Service to influence and shape the new Single Equality Scheme.</p> <p>The Service continues to support members of staff who wish to develop or improve upon existing Welsh language skills in order to achieve the core aim of providing an equally high standard of service to the public in Welsh and English. We have recently completed a five year programme of Welsh Awareness Training for all staff, resulting in a greater level of understanding amongst staff in relation to the role that they play in successfully implementing the Service's Welsh Language Scheme.</p> <p>Following the official opening the OHU the range of services provided are being developed. Consultations and the work involved in progressing the investigation and treatment of incapacitating or potentially incapacitating medical conditions is the core element of these services.</p>	

Theme	Effective Use of Resources
Objective	To ensure that the Service's assets are utilised effectively to support service delivery.
Responsible Director	Director Corporate Support
<p>Ensuring the services assets are utilised effectively is a core aim for SWFRS. To aid this we are looking to create an effective internal communications system to replace Core Brief and the Corporate Communication Group to effectively communicate key messages throughout the organisation. By reviewing the IT system for stations the aim is to improve Fire Fighter access to intranet.</p>	

Theme	Effective Use of Resources
<p>The Medium Term Financial Plan and Asset Management Strategy have both been adopted. These are being implemented and monitored by members to ensure alignment of assets to service need.</p> <p>The formal opening of Occupational Health Unit was a milestone reached. Explorative talks are underway with HART and other public sector organisations for collaboration activities. CFOA H&S collaboration continues. H&S calendars have been produced and issued. The Ryder Cup event has been delivered safely and financial commitment has been recovered from Ryder Cup Plc.</p> <p>Vehicle implementation plans are on track. The shortfall of operational equipment has been ordered, and is awaiting delivery expected by end of financial year.</p> <p>The standby control was utilised post major upgrade successfully tested business continuity plans and the Airwave technical change over completed. We still continue to achieve high availability levels in RDS appliances and achieved 100% availability of all appliances during adverse weather conditions.</p> <p>Numerous Joint service support and collaborative response to render humanitarian services.</p>	

Theme	Organisational Improvement
Objective	To improve internal service delivery ensuring the most effective use of both financial and people resources.
Responsible Director	Director Corporate Support
<p>A key area for organisational improvement that we are focussing on will be to improve communications across SWFRS.</p> <p>Work is progressing, on a systems thinking approach to improving the processes and procedures within the organisation. A Service Improvement Network (SIN) Group has been set up. The first process re-engineered with this approach has been Sickness Absence reporting. The new process is being piloted and other areas starting to be reviewed. The first efficiencies are currently being realised. Also within Fire Safety a number of processes have been mapped which have identified significant areas for potential improvement.</p> <p>The monthly monitoring of salaries budget is progressing and information supplied to the Senior Management Team to facilitate effective decision making. Information management options are being evaluated and discussed within the wider needs of the service.</p> <p>Revision of Business Continuity Plans will now progress service to ensure successful service provision in an emergency situation</p> <p>The work of the Finance Working Group which has identified significant savings and has been fully supported. A CFOA regional level group has established a collaborative work stream to seek further opportunities for economic efficiency.</p>	

Theme	Sustainability	
Objective	To promote sustainable local communities through our activities.	
Responsible Director	CFO	
<p>Other FRS still showing interest in SWFRS initiatives such as Wildfire and Bernie, it is hoped that these initiatives are built upon in other FRS's to prevent rural fires.</p> <p>Some areas of work in support of sustainable systems in Stations and Fire Service properties have not progressed due to lack of capacity. There has been a refocus of efforts to property areas such as installation of boiler management systems, increased insulation, and roof lights in appliance rooms.</p> <p>For example new Prima pumps are being utilised for new builds, these have better performance and are more efficient. LED lighting now being utilised where possible to limit electrical consumption.</p>		

Performance Indicator Targets 2011/12

Fire Measures					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/RRC/S/001 (i)	All Fires Attended per 10,000 population	66.00	78.00	Director of Technical Services ACO Jakeway	Expect an improvement on the baseline numbers of fires (grass fires). Operation Wildfire and Bernie rollout. Stretch Target maintains downward trend. Weather during 2 periods of the year vastly influence the performance in this area. We will be targeting UA's, controlled burns and re-attendance in some areas to improve performance.
FRS/RRC/S/001 (ii)	All Primary Fires Attended per 10,000 population	22.24	22.50	Director of Technical Services ACO Jakeway	Recording of large outdoor fires are impacting on the performance in this area. Although capitalised on high improvements 5 yrs ago the line is flattening off. To maintain improvement large initiatives will have to be brought into play influencing deliberate and accidental causes.
FRS/RRC/S/001 (iii)	All Accidental Fires in Dwellings per 10,000 dwellings	11.25	11.93	Director of Technical Services ACO Jakeway	Continues trend line represents 5% on 2010/11 baseline.
FRS/RRC/S/001 (iv)	All Deliberate Fires Attended per 10,000 population	54.64	63.00	Director of Technical Services ACO Jakeway	Expect an improvement on the baseline numbers of fires (grass fires). Stretch Target maintains downward trend. Weather during 2 periods of the year vastly influences the performance in this area. We will be targeting UA's, controlled burns and re-attendance in some areas to improve performance.
FRS/RRC/S/003	The No of Fires in Non-domestic premises per 1,000 non domestic properties	15.04	12.34	Director of Technical Services ACO Jakeway	The target set last year anticipated the worst effects of the recession. This was not the case. Although for this coming year it is anticipated that there may still be some affect. Maintenance target set to accommodate a lag on the dependency of public sector.

Fire Measures					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/RRC/C/004 (i)	The No of Deliberate Primary Fires per 10,000 population	12.33	11.00	Director of Technical Services ACO Jakeway	Derelict properties and community safety initiatives such as cylinder retrieval impacting positively on properties. Based on same rationale as s/003.
FRS/RRC/C/004 (ii)	The No of Deliberate Secondary Fires per 10,000 population	42.39	53.00	Director of Technical Services ACO Jakeway	Expect an improvement on the baseline numbers of fires (grass fires). Operation Wildfire and Bernie rollout. Stretch Target maintains downward trend. Weather during 2 periods of the year vastly influences the performance in this area. We will be targeting UA's, controlled burns and re-attendance in some areas to improve performance.

Deaths and Injuries					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/RRC/S/002 (i)	The No of Fire Deaths per 100,000 population	0.56	0.28	Director of Technical Services ACO Jakeway	Attempt a zero level, mid point trend suggests pragmatic target.
FRS/RRC/S/002 (ii)	The No of Accidental Fire Deaths per 100,000 population	0.42	0.14	Director of Technical Services ACO Jakeway	Attempt a zero level, mid point trend suggests pragmatic target.
FRS/RRC/S/002 (iii)	The No of Deliberate Fire Deaths per 100,000 population	0.14	0.14	Director of Technical Services ACO Jakeway	Attempt a zero level, mid point trend suggests pragmatic target.

Deaths and Injuries					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/RRC/S/002 (iv)	The No of Fire Injuries per 100,000 population	7.84	10.97	Director of Technical Services ACO Jakeway	<i>Influenced by IRS over reporting of overcome by fumes. (review if should be Serious injuries)</i> IRS accurate reporting. Reduced number of deaths injuries are increasing proportionally. However 5% reduction due to 5% reduction in primary fires.
FRS/RRC/S/002 (v)	The No of Accidental Fire injuries excluding precautionary checks per 100,000 population	5.32	9.94	Director of Technical Services ACO Jakeway	<i>Influenced by IRS over reporting of overcome by fumes. (review if should be Serious injuries)</i> IRS accurate reporting. Reduced number of deaths injuries are increasing proportionally. However 5% reduction due to 5% reduction in primary fires.
FRS/RRC/S/002 (vi)	The No of Deliberate Fire Injuries excluding precautionary checks per 100,000 population	2.52	1.05	Director of Technical Services ACO Jakeway	Attempt a zero level, mid point suggests pragmatic target.
FRS/RRC/C/001 (i)	The No of Deaths caused by fires started Accidentally in Dwellings per 100,000 population	0.14	0.14	Director of Technical Services ACO Jakeway	With two fire deaths this year trend analysis seeking to increase performance on the prevention of loss of life in domestic properties. We clearly will aim for zero, however the pragmatic approach is that we may experience 2 fire deaths in this category.
FRS/RRC/C/001 (ii)	The No of Deaths caused by fires started Deliberately in Dwellings per 100,000 population	0.07	0.14	Director of Technical Services ACO Jakeway	With two fire deaths this year trend analysis seeking to increase performance on the prevention of loss of life in domestic properties. We clearly will aim for zero, however the pragmatic approach is that we may experience 2 fire deaths in this category.
FRS/RRC/C/001 (iii)	The No of Deaths caused by fires started Accidentally in premises other than Dwellings per 100,000 population	0.00	0.00	Director of Technical Services ACO Jakeway	Current initiatives are holding these indicators at zero. The aspiration for the future would be to maintain this.

Deaths and Injuries					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/RRC/C/001 (iv)	The No of Deaths caused by fires started Deliberately in premises other than Dwellings per 100,000 population	0.00	0.00	Director of Technical Services ACO Jakeway	Current initiatives are holding these indicators at zero. The aspiration for the future would be to maintain this.
FRS/RRC/C/001 (v)	The No of Injuries excluding Precautionary Checks arising from Fires started Accidentally in Dwellings per 100,000 population	4.41	9.31	Director of Technical Services ACO Jakeway	Influenced by IRS over reporting of overcome by fumes. (review if should be Serious injuries)
FRS/RRC/C/001 (vi)	The No of Injuries excluding precautionary checks arising from fires started deliberately in dwellings per 100,000 population	1.75	0.91	Director of Technical Services ACO Jakeway	IRS accurate reporting. Reduced number of deaths injuries are increasing proportionally. However 5% reduction due to 5% reduction in primary fires. Pro rata accidental to deliberate on 5 year average
FRS/RRC/C/001 (vii)	The No of Injuries excluding precautionary checks accidentally in premises other than dwellings per 100,000 population	0.35	0.63	Director of Technical Services ACO Jakeway	IRS accurate reporting. Reduced number of deaths injuries are increasing proportionally. However 5% reduction due to 5% reduction in primary fires.
FRS/RRC/C/001 (viii)	The No of Injuries excluding precautionary checks arising from fires started deliberately in premises other than Dwellings per 100,000 population	0.21	0.14	Director of Technical Services ACO Jakeway	IRS accurate reporting. Reduced number of deaths injuries are increasing proportionally. However 5% reduction due to 5% reduction in primary fires. Pro rata accidental to deliberate on 5 year average

Unwanted Alarm Signals					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/RRC/C/002 (i)	The No of Malicious False Alarms received by the Authority per 1,000 population	1.40	1.29	Director of Technical Services ACO Jakeway	Targeted media campaigns will be considered such as resurrecting the "Blood on your hands" media campaign. The target has been set to follow the trend of the last 5 years.
FRS/RRC/C/002 (ii)	The Percentage of all Malicious False Alarms received that were not attended	0.72	0.79	Director of Technical Services ACO Jakeway	The current policy of challenge is providing excellent results. This will continue in the following year. The target has been set to follow the trend of the last 5 years.
FRS/RRC/C/002 (iii)	The Percentage of all Malicious False Alarms received that were attended	0.28	0.21	Director of Technical Services ACO Jakeway	The current policy of challenge is providing excellent results. This will continue in the following year. The target has been set to follow the trend of the last 5 years.
FRS/RRC/C/003	The No of Total False Alarms caused by AFDs per 1,000 Non-Domestic Properties	86.79	90.00	Director of Technical Services ACO Jakeway	There has been a rise in the last year. Possibly connected to maintenance of systems in times of recession. The Target for next year has been set to improve on this years performance.

Community Safety Measures					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/RRC/S/004 (iv)	Total No of Fires in homes where a community safety initiative has been delivered within the previous and present reporting year	n/a	50	Director of Technical Services Director of Technical Services ACO Jakeway	Performance for this indicator appears to be travelling in the opposite direction than desired. Over the last five years the ability to match addresses where an incident has occurred after a HFSC has improved. Therefore it has not been established that the true baseline has yet been identified. The target has been set to improve on this year's performance.

Community Safety Measures					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/RRC/C/005 (i)	The Percentage of dwelling fires where Smoke Alarms Fitted and Activated	0.40	0.44	Director of Technical Services ACO Jakeway	Press the button initiative "Test it Tuesday" encourage people to test smoke alarms on a weekly basis to be launched this year.
FRS/RRC/C/005 (ii)	The Percentage of dwelling fires where Smoke Alarms Fitted but did not activate	0.10	0.22	Director of Technical Services ACO Jakeway	Press the button initiative "Test it Tuesday" encourage people to test smoke alarms on a weekly basis to be launched this year.
FRS/RRC/C/005 (iii)	The Percentage of dwelling fires where No Smoke Alarm Fitted	0.49	0.44	Director of Technical Services ACO Jakeway	Maintain current performance although mosaic is expected to help to target these extremely hard to reach groups

Value for Money					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/CFH/C/001	The percentage of undisputed invoices that were paid in 30 days	0.97	0.96	Director of Corporate Services S Murton	To improve on current year performance through better use of automated systems and consolidated invoice payments.

People Measures					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/CHR/C/001 (i)	The Percentage of operational staff working the WDS and RDS who categorise themselves as having a disability	0.00	0.03	Director HR & Training P Haynes	In 2011/12 the workforce composition is projected to change as the number of staff who retire or leave the service for other reasons increases, while the number of persons entering the service does not increase correspondingly. The net result is that as the total number of employees contracts the percentage of operational staff working in these categories may change.
FRS/CHR/C/001 (ii)	The Percentage of control and non-operational staff who categorise themselves as having a disability	0.02	0.02	Director HR & Training P Haynes	In 2011/12 the workforce composition is projected to change as the number of staff who retire or leave the service for other reasons increases, while the number of persons entering the service does not increase correspondingly. The net result is that as the total number of employees contracts the percentage of staff employed in these categories may change.
FRS/CHR/C/001 (iii)	The Percentage of people who categorise themselves as having a disability in the FRA area and are aged between 18 to 64 years	Externally set		Director HR & Training P Haynes	Externally set.
FRS/CHR/C/002 (i)	The Percentage of Staff who belong to a Minority Ethnic Group	0.012	0.01	Director HR & Training P Haynes	In 2011/12 the workforce composition is projected to change as the number of staff who retire or leave the service for other reasons increases, while the number of persons entering the service does not increase correspondingly. The net result is that as the total number of employees contracts the percentage of employed by the Service in this category may change.
FRS/CHR/C/002 (ii)	The Percentage of people from minority ethnic groups who are aged between 18 and 64 years in the FRA	Externally set		Director HR & Training P Haynes	Externally set.

People Measures					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
	area				
FRS/CHR/C/003	The Percentage of Fire-fighters who are Women	0.02	0.02	Director HR & Training P Haynes	In 2011/12 the workforce composition is projected to change as the number of staff who retire or leave the service for other reasons increases, while the number of persons entering the service does not increase correspondingly. The net result is that as the total number of employees contracts the percentage of operational staff working in these categories may change.
FRS/CHR/C/004 (i)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - All Staff	7.80	7.80	Director HR & Training P Haynes	In 2011/12 the workforce composition is projected to change as the number of staff who retire or leave the service for other reasons increases, while the number of persons entering the service does not increase correspondingly. As a consequence the baseline for calculating absence rate may change indirectly without any direct input from the Service.
FRS/CHR/C/004 (ii)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - Wholetime Uniformed Staff	7.10	7.10	Director HR & Training P Haynes	In 2011/12 the workforce composition is projected to change as the number of staff who retire or leave the service for other reasons increases, while the number of persons entering the service does not increase correspondingly. As a consequence the baseline for calculating absence rate may change indirectly without any direct input from the Service.
FRS/CHR/C/004 (iii)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - Control Staff	12.10	11.50	Director HR & Training P Haynes	In 2011/12 the workforce composition is projected to change as the number of staff who retire or leave the service for other reasons increases, while the number of persons entering the service does not increase correspondingly. As a consequence the baseline for calculating absence rate may change indirectly without any direct input from the Service.

People Measures					
Indicator Ref	Description	Target 2010/11	Provisional Target 2011/12	Responsible Officer	Target Setting Rationale 11/12
FRS/CHR/C/004 (iv)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - non operational staff	8.40	8.40	Director HR & Training P Haynes	In 2011/12 the workforce composition is projected to change as the number of staff who retire or leave the service for other reasons increases, while the number of persons entering the service does not increase correspondingly. As a consequence the baseline for calculating absence rate may change indirectly without any direct input from the Service.
FRS/CHR/C/005 (i)	The Total No of Ill-Health Retirements as a % of the total Workforce	0.00	0.00	Director HR & Training P Haynes	The aim is always to ensure that the number of ill health retirements within the service is as low as possible. The current policies and procedures are yielding good results and are expected to continue to do so.
FRS/CHR/C/005 (ii)	The Total No of WT Uniformed Personnel Ill-Health Retirements as a % of the total WT Uniformed workforce	0.00	0.00	Director HR & Training P Haynes	The aim is always to ensure that the number of ill health retirements within the service is as low as possible. The current policies and procedures are yielding good results and are expected to continue to do so.
FRS/CHR/C/005 (iii)	The Total No of RDS personnel ill-Health Retirements as a % of the total RDS workforce	0.00	0.00	Director HR & Training P Haynes	The aim is always to ensure that the number of ill health retirements within the service is as low as possible. The current policies and procedures are yielding good results and are expected to continue to do so.
FRS/CHR/C/005 (iv)	The Total No of Control Personnel ill-Health Retirements as a % of the total Control workforce	0.00	0.00	Director HR & Training P Haynes	The aim is always to ensure that the number of ill health retirements within the service is as low as possible. The current policies and procedures are yielding good results and are expected to continue to do so.
FRS/CHR/C/005 (v)	The Total No of Non-Uniformed Personnel ill-Health Retirements as a % of the total Non-Uniformed workforce	0.00	0.00	Director HR & Training P Haynes	The aim is always to ensure that the number of ill health retirements within the service is as low as possible. The current policies and procedures are yielding good results and are expected to continue to do so.

Appendix 1
Performance Indicators

Below is a matrix showing the overall performance picture at Quarter 3. The Following pages contain a more detailed review of performance by category.

Category	Indicator Ref	Responsible Directorate	Target
Fire Measures	FRS/RRC/C/004 (i)	Service Delivery	Target achieved
	FRS/RRC/C/004 (ii)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/S/001 (i)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/S/001 (ii)	Service Delivery	Target not achieved. Performance improving from last year
	FRS/RRC/S/001 (iii)	Service Delivery	Target not achieved. Performance improving from last year
	FRS/RRC/S/001 (iv)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/S/003	Service Delivery	Target achieved
People Measures	FRS/CHR/C/001 (i)	People Services	Target achieved
	FRS/CHR/C/001 (ii)	People Services	Target not achieved. Performance declining from last year
	FRS/CHR/C/001 (iii)	People Services	n/a external
	FRS/CHR/C/002 (i)	People Services	Target achieved
	FRS/CHR/C/002 (ii)	People Services	n/a external
	FRS/CHR/C/003	People Services	Target achieved
	FRS/CHR/C/004 (i)	People Services	Target achieved
	FRS/CHR/C/004 (ii)	People Services	Target achieved
	FRS/CHR/C/004 (iii)	People Services	Target achieved
	FRS/CHR/C/004 (iv)	People Services	Target not achieved. Performance declining from last year
	FRS/CHR/C/005 (i)	People Services	Target not achieved. Performance improving from last year
	FRS/CHR/C/005 (ii)	People Services	Target not achieved. Performance declining from last year
	FRS/CHR/C/005 (iii)	People Services	Target achieved
	FRS/CHR/C/005 (iv)	People Services	Target achieved
	FRS/CHR/C/005 (v)	People Services	Target achieved

Category	Indicator Ref	Responsible Directorate	Target
Community Fire Safety Measures	FRS/RRC/C/005 (i)	Service Delivery	Target achieved
	FRS/RRC/C/005 (ii)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/C/005 (iii)	Service Delivery	Target achieved
Value Measures	FRS/CFH/C/001	Corporate Services	Target not achieved. Performance improving from last year
Deaths and Injuries	FRS/RRC/C/001 (i)	Service Delivery	Target achieved
	FRS/RRC/C/001 (ii)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/C/001 (iii)	Service Delivery	Target achieved
	FRS/RRC/C/001 (iv)	Service Delivery	Target achieved
	FRS/RRC/C/001 (v)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/C/001 (vi)	Service Delivery	Target achieved
	FRS/RRC/C/001 (vii)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/C/001 (viii)	Service Delivery	Target achieved
	FRS/RRC/S/002 (i)	Service Delivery	Target achieved
	FRS/RRC/S/002 (ii)	Service Delivery	Target achieved
	FRS/RRC/S/002 (iii)	Service Delivery	Target achieved
	FRS/RRC/S/002 (iv)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/S/002 (v)	Service Delivery	Target not achieved. Performance declining from last year
	FRS/RRC/S/002 (vi)	Service Delivery	Target achieved
	Unwanted Alarm Signal Measures	FRS/RRC/C/002 (i)	Service Delivery
FRS/RRC/C/002 (ii)		Service Delivery	Target achieved
FRS/RRC/C/002 (iii)		Service Delivery	Target achieved
FRS/RRC/C/003		Service Delivery	Target not achieved. Performance declining from last year

Target not achieved. Performance declining from last year ■ Target not achieved. Performance improving from last year ■ Target achieved ■

Fire Measures


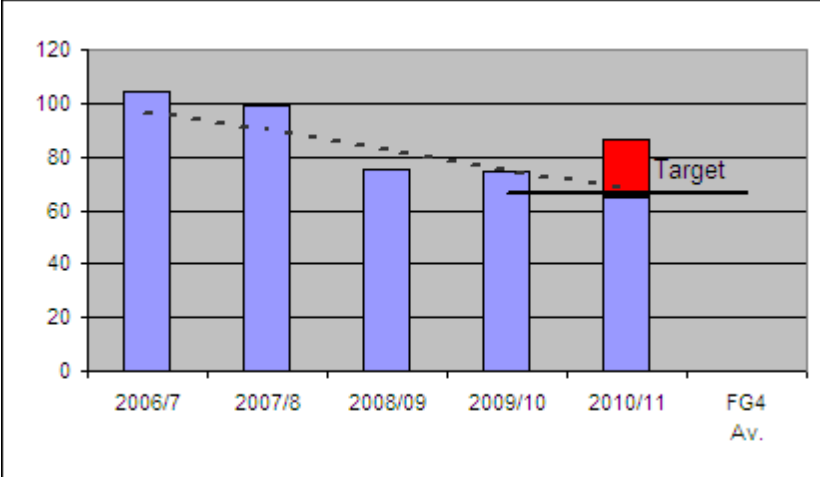
Worthy of note:

Three of the 7 Fire Measures are showing a predicted performance to “Miss the Target and Decline on last year’s performance”. This continues to be driven by the exceptionally high numbers of grass fires in the first quarter, particularly driving the deliberate fire indicators.


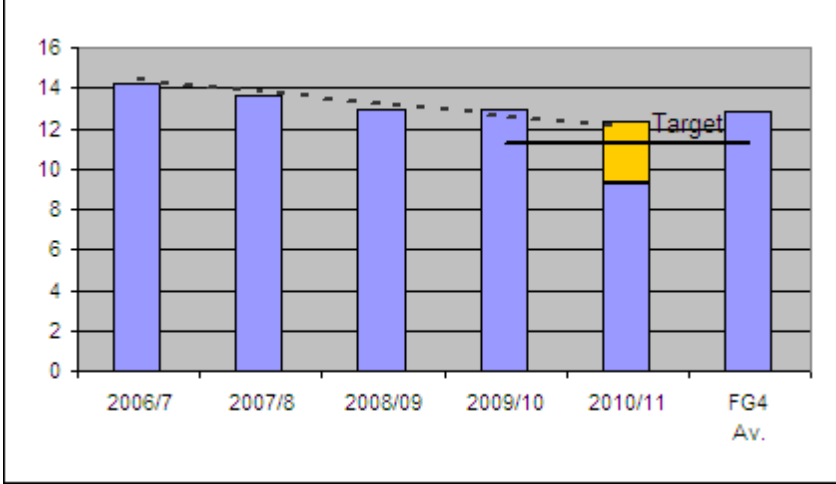

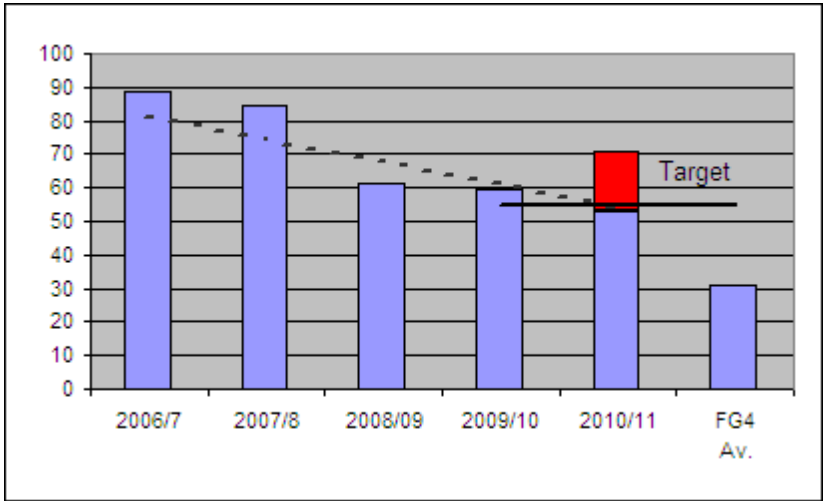
Merthyr Tydfil and Blaenau Gwent are experiencing the highest levels of activity with Torfaen, Caerphilly and RCT featuring third in line on many indicators, the exception being accidental dwelling fires where, Merthyr, The Vale of Glamorgan and RCT respectively are seeing the highest levels of activity. This information will be used to target prevention activities in 2011/12 to establish improvement actions.

Notable Good practice:

The number of accidental dwelling fires in Monmouthshire and Newport has shown marked improvement compared to last year. The numbers of Primary and Non-domestic premises fires are both expected to exceed their target for this year.

Fire Measures					
Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals
FRS/RRC/S/001 (i)	All Fires Attended per 10,000 population			<p>This negative performance had been heavily influenced by a busy first quarter. Figures have been improving steadily since then and subject to the last quarters operational activity we may be comparable to last year.</p>	9342

Fire Measures

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals														
FRS/RRC/S/001 (ii)	All Primary Fires Attended per 10,000 population		 <table border="1"> <caption>All Primary Fires Attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>14.0</td> </tr> <tr> <td>2007/8</td> <td>13.5</td> </tr> <tr> <td>2008/09</td> <td>12.8</td> </tr> <tr> <td>2009/10</td> <td>12.8</td> </tr> <tr> <td>2010/11</td> <td>9.5</td> </tr> <tr> <td>FG4 Av.</td> <td>12.8</td> </tr> </tbody> </table>	Year	Value	2006/7	14.0	2007/8	13.5	2008/09	12.8	2009/10	12.8	2010/11	9.5	FG4 Av.	12.8	<p>First quarter statistics appear to be influenced by a change in reporting using IRS (possibly due to trees or large grass fires with more than 5 appliances attending being categorised as a primary fires), although there appears to be an increase in incidents in RCT and Torfean.</p>	2496
Year	Value																		
2006/7	14.0																		
2007/8	13.5																		
2008/09	12.8																		
2009/10	12.8																		
2010/11	9.5																		
FG4 Av.	12.8																		
FRS/RRC/S/001 (iv)	All Deliberate Fires Attended per 10,000 population		 <table border="1"> <caption>All Deliberate Fires Attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>88</td> </tr> <tr> <td>2007/8</td> <td>82</td> </tr> <tr> <td>2008/09</td> <td>60</td> </tr> <tr> <td>2009/10</td> <td>58</td> </tr> <tr> <td>2010/11</td> <td>70</td> </tr> <tr> <td>FG4 Av.</td> <td>30</td> </tr> </tbody> </table>	Year	Value	2006/7	88	2007/8	82	2008/09	60	2009/10	58	2010/11	70	FG4 Av.	30	<p>The first quarter with spate conditions leaves performance on a par with the last two years for the rest of the year. Plans are well advanced to reduce this issue in 2011/12.</p>	7652
Year	Value																		
2006/7	88																		
2007/8	82																		
2008/09	60																		
2009/10	58																		
2010/11	70																		
FG4 Av.	30																		

Fire Measures																										
Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals																					
FRS/RRC/C/004 (ii)	The No of Deliberate Secondary Fires per 10,000 population	↓	<table border="1"> <caption>Deliberate Secondary Fires per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>70</td> <td>65</td> </tr> <tr> <td>2007/8</td> <td>68</td> <td>60</td> </tr> <tr> <td>2008/09</td> <td>48</td> <td>55</td> </tr> <tr> <td>2009/10</td> <td>45</td> <td>50</td> </tr> <tr> <td>2010/11</td> <td>60</td> <td>45</td> </tr> <tr> <td>FG4 Av.</td> <td>25</td> <td>-</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	70	65	2007/8	68	60	2008/09	48	55	2009/10	45	50	2010/11	60	45	FG4 Av.	25	-	Recovering from the spate conditions in the first quarter.	6435
Year	Actuals	Target																								
2006/7	70	65																								
2007/8	68	60																								
2008/09	48	55																								
2009/10	45	50																								
2010/11	60	45																								
FG4 Av.	25	-																								
FRS/RRC/C/004 (i)	The No of Deliberate Primary Fires per 10,000 population	↓	<table border="1"> <caption>Deliberate Primary Fires per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>18</td> <td>17</td> </tr> <tr> <td>2007/8</td> <td>15</td> <td>15</td> </tr> <tr> <td>2008/09</td> <td>13</td> <td>13</td> </tr> <tr> <td>2009/10</td> <td>12</td> <td>12</td> </tr> <tr> <td>2010/11</td> <td>11</td> <td>11</td> </tr> <tr> <td>FG4 Av.</td> <td>4</td> <td>-</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	18	17	2007/8	15	15	2008/09	13	13	2009/10	12	12	2010/11	11	11	FG4 Av.	4	-	Incidents running at lower levels than previous two years. Anticipate that actual end of year performance will be on par with last year	1217
Year	Actuals	Target																								
2006/7	18	17																								
2007/8	15	15																								
2008/09	13	13																								
2009/10	12	12																								
2010/11	11	11																								
FG4 Av.	4	-																								

Fire Measures

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals																					
FRS/RRC/S/001 (iii)	All Accidental Fires in Dwellings per 10,000 dwellings	↓	<table border="1"> <caption>Data for All Accidental Fires in Dwellings per 10,000 dwellings</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>14.2</td> <td>12.5</td> </tr> <tr> <td>2007/8</td> <td>13.5</td> <td>12.5</td> </tr> <tr> <td>2008/09</td> <td>13.0</td> <td>12.5</td> </tr> <tr> <td>2009/10</td> <td>12.8</td> <td>12.5</td> </tr> <tr> <td>2010/11</td> <td>9.5</td> <td>12.5</td> </tr> <tr> <td>FG4 Av.</td> <td>12.8</td> <td>12.5</td> </tr> </tbody> </table>	Year	Actual	Target	2006/7	14.2	12.5	2007/8	13.5	12.5	2008/09	13.0	12.5	2009/10	12.8	12.5	2010/11	9.5	12.5	FG4 Av.	12.8	12.5	Making steady progress towards the ambitious target. Continued roll out of MOSAIC* to improve targeting will continue for the remainder of 2010/11. Reduced incidents in Monmouth, Newport and Cardiff.	577
Year	Actual	Target																								
2006/7	14.2	12.5																								
2007/8	13.5	12.5																								
2008/09	13.0	12.5																								
2009/10	12.8	12.5																								
2010/11	9.5	12.5																								
FG4 Av.	12.8	12.5																								
FRS/RRC/S/003	The No of Fires in Non-domestic premises per 1,000 non domestic properties	↓	<table border="1"> <caption>Data for The No of Fires in Non-domestic premises per 1,000 non domestic properties</caption> <thead> <tr> <th>Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>12.8</td> <td>12.5</td> </tr> <tr> <td>2007/8</td> <td>12.5</td> <td>12.5</td> </tr> <tr> <td>2008/09</td> <td>10.5</td> <td>12.5</td> </tr> <tr> <td>2009/10</td> <td>13.5</td> <td>12.5</td> </tr> <tr> <td>2010/11</td> <td>8.8</td> <td>12.5</td> </tr> <tr> <td>FG4 Av.</td> <td>9.2</td> <td>12.5</td> </tr> </tbody> </table>	Year	Actual	Target	2006/7	12.8	12.5	2007/8	12.5	12.5	2008/09	10.5	12.5	2009/10	13.5	12.5	2010/11	8.8	12.5	FG4 Av.	9.2	12.5	The results show a consistent reduction where it was envisaged we would experience an increase due to economic pressures. Proposed Fire Safety Management Information System should lead to sustained success in this area.	378
Year	Actual	Target																								
2006/7	12.8	12.5																								
2007/8	12.5	12.5																								
2008/09	10.5	12.5																								
2009/10	13.5	12.5																								
2010/11	8.8	12.5																								
FG4 Av.	9.2	12.5																								

Deaths and Injuries

Worthy of note:

There have been two fire deaths this year, an accidental fire death in Merthyr Tydfil, during August, and a deliberate fire death in Cardiff, during May.

Fire injuries have shown a marked increase in Q2, injury levels have reduced back to the expected profile in Q3. There were a large number of incidents with multiple injuries in Q3, 10 injuries in 3 incidents in a three day period in September. Accidental dwelling fire injuries are driving this. Merthyr Risk Management Plans will tackle consistently high number of fire injuries experienced in this UA.

Notable Good practice:

It can be noted that SWFRS performance in Accidental Dwelling Fire Deaths still outstrips the FG4 average. The number of Deliberate Fire injuries is very low this year it is believed that arson reduction initiatives are impacting this indicator

Deaths and Injuries																					
Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals																
FRS/RRC/C/001 (i)	The No of Deaths caused by fires started Accidentally in Dwellings per 100,000 population	↓	<table border="1"> <caption>Performance Data for Indicator FRS/RRC/C/001 (i)</caption> <thead> <tr> <th>Year</th> <th>Performance Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.07</td> </tr> <tr> <td>2007/8</td> <td>0.42</td> </tr> <tr> <td>2008/09</td> <td>0.42</td> </tr> <tr> <td>2009/10</td> <td>0.14</td> </tr> <tr> <td>2010/11</td> <td>0.09</td> </tr> <tr> <td>Target</td> <td>0.15</td> </tr> <tr> <td>FG4 Av.</td> <td>0.46</td> </tr> </tbody> </table>	Year	Performance Value	2006/7	0.07	2007/8	0.42	2008/09	0.42	2009/10	0.14	2010/11	0.09	Target	0.15	FG4 Av.	0.46	On track to achieve target.	1
Year	Performance Value																				
2006/7	0.07																				
2007/8	0.42																				
2008/09	0.42																				
2009/10	0.14																				
2010/11	0.09																				
Target	0.15																				
FG4 Av.	0.46																				

Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals																					
FRS/RRC/S/002 (i)	The No of Fire Deaths per 100,000 population	↓	<table border="1"> <caption>Fire Deaths per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.28</td> <td>0.55</td> </tr> <tr> <td>2007/8</td> <td>0.75</td> <td>0.55</td> </tr> <tr> <td>2008/09</td> <td>0.68</td> <td>0.55</td> </tr> <tr> <td>2009/10</td> <td>0.28</td> <td>0.55</td> </tr> <tr> <td>2010/11</td> <td>0.18</td> <td>0.55</td> </tr> <tr> <td>FG4 Av.</td> <td>0.52</td> <td>0.55</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	0.28	0.55	2007/8	0.75	0.55	2008/09	0.68	0.55	2009/10	0.28	0.55	2010/11	0.18	0.55	FG4 Av.	0.52	0.55	Two fire deaths one accidental. The other non accidental.	2
Year	Actuals	Target																								
2006/7	0.28	0.55																								
2007/8	0.75	0.55																								
2008/09	0.68	0.55																								
2009/10	0.28	0.55																								
2010/11	0.18	0.55																								
FG4 Av.	0.52	0.55																								
FRS/RRC/S/002 (ii)	The No of Accidental Fire Deaths per 100,000 population	↓	<table border="1"> <caption>Accidental Fire Deaths per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.14</td> <td>0.40</td> </tr> <tr> <td>2007/8</td> <td>0.62</td> <td>0.40</td> </tr> <tr> <td>2008/09</td> <td>0.55</td> <td>0.40</td> </tr> <tr> <td>2009/10</td> <td>0.14</td> <td>0.40</td> </tr> <tr> <td>2010/11</td> <td>0.08</td> <td>0.40</td> </tr> <tr> <td>FG4 Av.</td> <td>0.38</td> <td>0.40</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	0.14	0.40	2007/8	0.62	0.40	2008/09	0.55	0.40	2009/10	0.14	0.40	2010/11	0.08	0.40	FG4 Av.	0.38	0.40	On target to achieve the target.	1
Year	Actuals	Target																								
2006/7	0.14	0.40																								
2007/8	0.62	0.40																								
2008/09	0.55	0.40																								
2009/10	0.14	0.40																								
2010/11	0.08	0.40																								
FG4 Av.	0.38	0.40																								

Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals
FRS/RRC/S/002 (iii)	The No of Deliberate Fire Deaths per 100,000 population	↓		On target to achieve the target.	1
FRS/RRC/C/001 (ii)	The No of Deaths caused by fires started Deliberately in Dwellings per 100,000 population	↓		The ambition is to turn this indicator green by achieving no further deaths due to deliberate fire setting in the home.	1


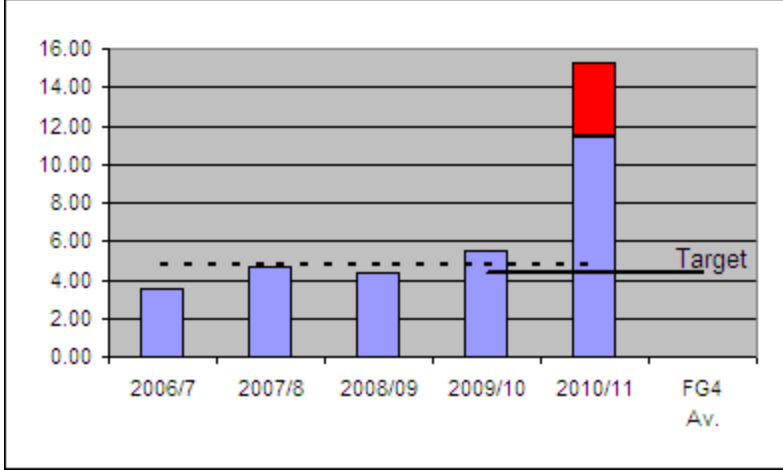
Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals														
FRS/RRC/S/002 (iv)	The No of Fire Injuries per 100,000 population	↓	<table border="1"> <caption>Fire Injuries per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>6.5</td> </tr> <tr> <td>2007/8</td> <td>8.0</td> </tr> <tr> <td>2008/09</td> <td>7.8</td> </tr> <tr> <td>2009/10</td> <td>8.5</td> </tr> <tr> <td>2010/11</td> <td>11.0</td> </tr> <tr> <td>FG4 Av.</td> <td>7.5</td> </tr> </tbody> </table>	Year	Value	2006/7	6.5	2007/8	8.0	2008/09	7.8	2009/10	8.5	2010/11	11.0	FG4 Av.	7.5	A large number of incidents in Q3. Concerns of high injury levels in Merthyr will ensure Merthyr local risk management plans will focus on this issue in 2011/12.	119
Year	Value																		
2006/7	6.5																		
2007/8	8.0																		
2008/09	7.8																		
2009/10	8.5																		
2010/11	11.0																		
FG4 Av.	7.5																		
FRS/RRC/S/002 (vi)	The No of Deliberate Fire Injuries excluding precautionary checks per 100,000 population	↓	<table border="1"> <caption>Deliberate Fire Injuries per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>2.0</td> </tr> <tr> <td>2007/8</td> <td>1.9</td> </tr> <tr> <td>2008/09</td> <td>2.5</td> </tr> <tr> <td>2009/10</td> <td>2.3</td> </tr> <tr> <td>2010/11</td> <td>1.0</td> </tr> <tr> <td>FG4 Av.</td> <td>2.5</td> </tr> </tbody> </table>	Year	Value	2006/7	2.0	2007/8	1.9	2008/09	2.5	2009/10	2.3	2010/11	1.0	FG4 Av.	2.5	Very low number of incidents. Successfully reducing injuries. A range of arson reduction activities targeted at the high output areas appear to be successfully reducing injuries due to deliberate fires.	11
Year	Value																		
2006/7	2.0																		
2007/8	1.9																		
2008/09	2.5																		
2009/10	2.3																		
2010/11	1.0																		
FG4 Av.	2.5																		

Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals																					
FRS/RRC/C/001 (vii)	The No. of Injuries excluding precautionary checks accidentally in premises other than dwellings per 100,000 population	↓	<table border="1"> <caption>Data for Indicator FRS/RRC/C/001 (vii)</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.28</td> <td>0.40</td> </tr> <tr> <td>2007/8</td> <td>0.42</td> <td>0.45</td> </tr> <tr> <td>2008/09</td> <td>0.35</td> <td>0.48</td> </tr> <tr> <td>2009/10</td> <td>0.62</td> <td>0.50</td> </tr> <tr> <td>2010/11</td> <td>0.65</td> <td>0.52</td> </tr> <tr> <td>FG4 Av.</td> <td>0.45</td> <td>-</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	0.28	0.40	2007/8	0.42	0.45	2008/09	0.35	0.48	2009/10	0.62	0.50	2010/11	0.65	0.52	FG4 Av.	0.45	-	There are seven injuries in this category. This does not reflect performance in previous years however investigation has shown no commonality in the incidents.	7
Year	Actuals	Target																								
2006/7	0.28	0.40																								
2007/8	0.42	0.45																								
2008/09	0.35	0.48																								
2009/10	0.62	0.50																								
2010/11	0.65	0.52																								
FG4 Av.	0.45	-																								
FRS/RRC/S/002 (v)	The No of Accidental Fire injuries excluding precautionary checks per 100,000 population	↓	<table border="1"> <caption>Data for Indicator FRS/RRC/S/002 (v)</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>4.8</td> <td>6.2</td> </tr> <tr> <td>2007/8</td> <td>6.0</td> <td>6.0</td> </tr> <tr> <td>2008/09</td> <td>5.2</td> <td>5.8</td> </tr> <tr> <td>2009/10</td> <td>6.5</td> <td>5.5</td> </tr> <tr> <td>2010/11</td> <td>10.0</td> <td>5.5</td> </tr> <tr> <td>FG4 Av.</td> <td>4.2</td> <td>-</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	4.8	6.2	2007/8	6.0	6.0	2008/09	5.2	5.8	2009/10	6.5	5.5	2010/11	10.0	5.5	FG4 Av.	4.2	-	A large number of incidents in Q3. Concerns of high injury levels in Merthyr will ensure Merthyr local risk management plans will focus on this issue in 2011/12.	108
Year	Actuals	Target																								
2006/7	4.8	6.2																								
2007/8	6.0	6.0																								
2008/09	5.2	5.8																								
2009/10	6.5	5.5																								
2010/11	10.0	5.5																								
FG4 Av.	4.2	-																								

Deaths and Injuries

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals																		
FRS/RRC/C/001 (v)	The No. of Injuries excluding Precautionary Checks arising from Fires started Accidentally in Dwellings per 100,000 population		 <table border="1"> <caption>Performance Data: Injuries per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>~3.5</td> <td>~4.8</td> </tr> <tr> <td>2007/8</td> <td>~4.5</td> <td>~4.8</td> </tr> <tr> <td>2008/09</td> <td>~4.2</td> <td>~4.8</td> </tr> <tr> <td>2009/10</td> <td>~5.2</td> <td>~4.8</td> </tr> <tr> <td>2010/11</td> <td>~15.0</td> <td>~4.8</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	~3.5	~4.8	2007/8	~4.5	~4.8	2008/09	~4.2	~4.8	2009/10	~5.2	~4.8	2010/11	~15.0	~4.8	Further research required to ensure that over reporting is not occurring. Also further analysis of injuries and incidents required.	88
Year	Actuals	Target																					
2006/7	~3.5	~4.8																					
2007/8	~4.5	~4.8																					
2008/09	~4.2	~4.8																					
2009/10	~5.2	~4.8																					
2010/11	~15.0	~4.8																					

Unwanted Alarm Signal Measures

Worthy of note:

Malicious False Alarms are performing better than the last three years although the demanding target may not be achieved.

Notable Good practice:

It is clearly evident that the practice of targeted challenge and intelligent mobilising are paying dividends to ensure our resources attend real incidents. In this field also it should be noted that we are heading to perform much better than the FG4 average in this area.

The policy of confirming Automatic Fire Detection alarms with a call back continues to ensure our resources attend real incidents, however we are seeing increased numbers of ADF's possibly linked with maintenance of systems and the economic climate.

Unwanted Alarm Signal Measures																			
Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals														
FRS/RRC/C/002 (i)	The No of Malicious False Alarms received by the Authority per 1,000 population		<table border="1" style="display: none; margin-top: 10px;"> <caption>Performance Data (Estimated from Chart)</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>2.1</td> </tr> <tr> <td>2007/8</td> <td>2.0</td> </tr> <tr> <td>2008/09</td> <td>1.8</td> </tr> <tr> <td>2009/10</td> <td>1.5</td> </tr> <tr> <td>2010/11</td> <td>1.5</td> </tr> <tr> <td>FG4 Av.</td> <td>0.7</td> </tr> </tbody> </table>	Year	Value	2006/7	2.1	2007/8	2.0	2008/09	1.8	2009/10	1.5	2010/11	1.5	FG4 Av.	0.7	Challenge policy and media campaigns previously produced encouraging results. Predicted performance is likely to miss the target.	1604
Year	Value																		
2006/7	2.1																		
2007/8	2.0																		
2008/09	1.8																		
2009/10	1.5																		
2010/11	1.5																		
FG4 Av.	0.7																		

Unwanted Alarm Signal Measures																			
Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals														
FRS/RRC/C/002 (ii)	The Percentage of all Malicious False Alarms received that were not attended	↑	<table border="1"> <caption>Data for Indicator (ii): Percentage of Malicious False Alarms not attended</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.65</td> </tr> <tr> <td>2007/8</td> <td>0.68</td> </tr> <tr> <td>2008/09</td> <td>0.70</td> </tr> <tr> <td>2009/10</td> <td>0.72</td> </tr> <tr> <td>2010/11</td> <td>0.78</td> </tr> <tr> <td>FG4 Av.</td> <td>0.70</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.65	2007/8	0.68	2008/09	0.70	2009/10	0.72	2010/11	0.78	FG4 Av.	0.70	Performing better than the last two years. Challenge policy and media campaigns producing encouraging results.	1222
Year	Percentage																		
2006/7	0.65																		
2007/8	0.68																		
2008/09	0.70																		
2009/10	0.72																		
2010/11	0.78																		
FG4 Av.	0.70																		
FRS/RRC/C/002 (iii)	The Percentage of all Malicious False Alarms received that were attended	↓	<table border="1"> <caption>Data for Indicator (iii): Percentage of Malicious False Alarms attended</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.35</td> </tr> <tr> <td>2007/8</td> <td>0.32</td> </tr> <tr> <td>2008/09</td> <td>0.30</td> </tr> <tr> <td>2009/10</td> <td>0.27</td> </tr> <tr> <td>2010/11</td> <td>0.23</td> </tr> <tr> <td>FG4 Av.</td> <td>0.28</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.35	2007/8	0.32	2008/09	0.30	2009/10	0.27	2010/11	0.23	FG4 Av.	0.28	Intelligent mobilising policy producing good results.	382
Year	Percentage																		
2006/7	0.35																		
2007/8	0.32																		
2008/09	0.30																		
2009/10	0.27																		
2010/11	0.23																		
FG4 Av.	0.28																		

Unwanted Alarm Signal Measures																										
Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals																					
FRS/RRC/C/003	The No of Total False Alarms caused by AFDs per 1,000 Non-Domestic Properties	↓	<table border="1"> <caption>Performance Data: Total False Alarms per 1,000 Non-Domestic Properties</caption> <thead> <tr> <th>Year</th> <th>Actuals</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>118</td> <td>90</td> </tr> <tr> <td>2007/8</td> <td>108</td> <td>90</td> </tr> <tr> <td>2008/09</td> <td>100</td> <td>90</td> </tr> <tr> <td>2009/10</td> <td>90</td> <td>90</td> </tr> <tr> <td>2010/11</td> <td>95</td> <td>90</td> </tr> <tr> <td>FG4 Av.</td> <td>78</td> <td>90</td> </tr> </tbody> </table>	Year	Actuals	Target	2006/7	118	90	2007/8	108	90	2008/09	100	90	2009/10	90	90	2010/11	95	90	FG4 Av.	78	90	The policy to confirm actuation via call back continues to yield satisfactory results.	2951
Year	Actuals	Target																								
2006/7	118	90																								
2007/8	108	90																								
2008/09	100	90																								
2009/10	90	90																								
2010/11	95	90																								
FG4 Av.	78	90																								

Response Measures

Worthy of note:

In accordance with Welsh Fire and Rescue Service Circular W-FRSC (2010)10 - Performance Indicators 2010-11 – Interim Arrangements the two indicators previously in this category are no longer reportable.

FRS/EFR/S/001 - The Percentage of fires in Dwellings, within the 10 min service standard as identified by each FRA, that were attended within 10 mins

FRS/EFR/S/002 - The Percentage of fires in Dwellings, identified as being in a risk category greater than 6, that were attended within 5 mins


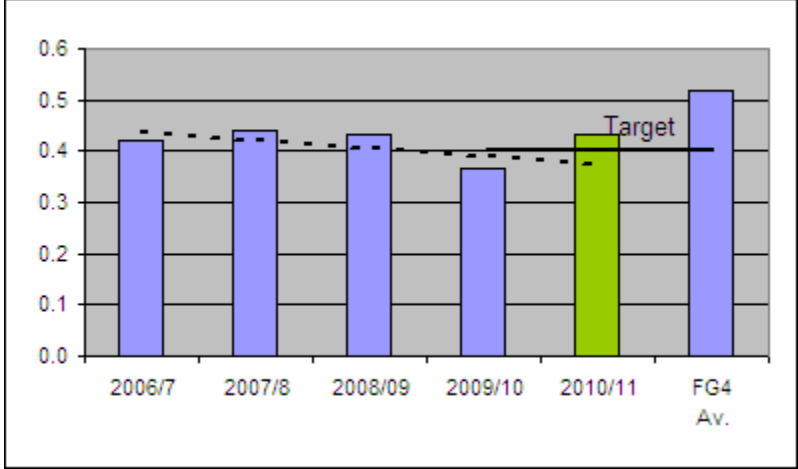
Community Fire Safety Measures

Worthy of note:

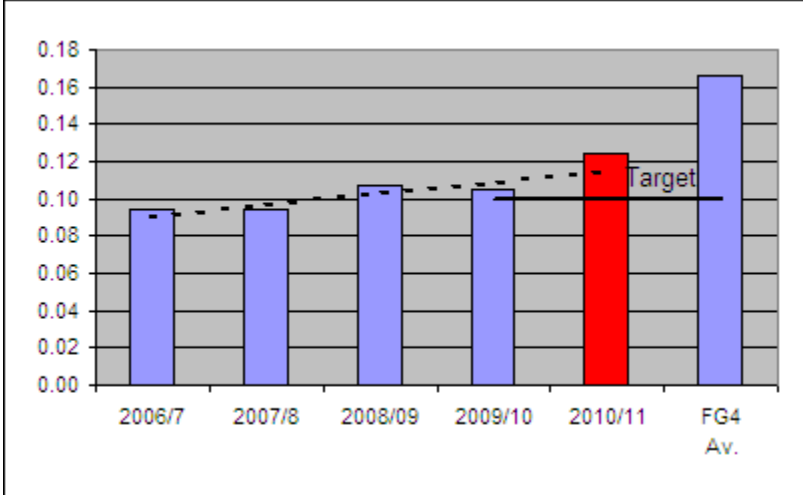
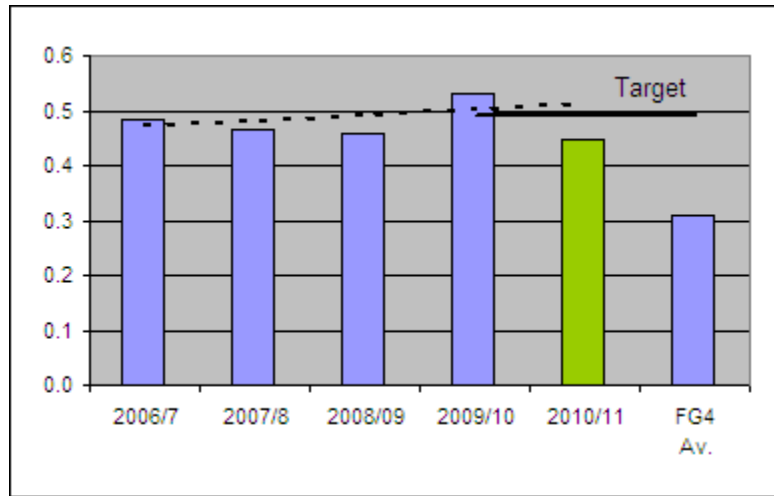
A task group has been initiated to identify the common profiles and appropriate actions to address the issue of almost 50% of the domestic fires we attend have no smoke alarm fitted in the home. Initial investigations point to male occupiers living alone between the ages of 30 – 50. This group is difficult to access and influence.

In accordance with Welsh Fire and Rescue Service Circular W-FRSC (2010)10 - Performance Indicators 2010-11 – Interim Arrangements the four indicators previously in this category are no longer reportable

- The indicators referring to the number of homes that are within the Fire Service Emergency Cover (FSEC) Risk categories that have received, within the reporting year, a home fire safety risk assessment for the 5, 10 and over 10 minute service standards.
- The indicator “Total No of Fires in homes where a community safety initiative has been delivered within the previous and present reporting year”.


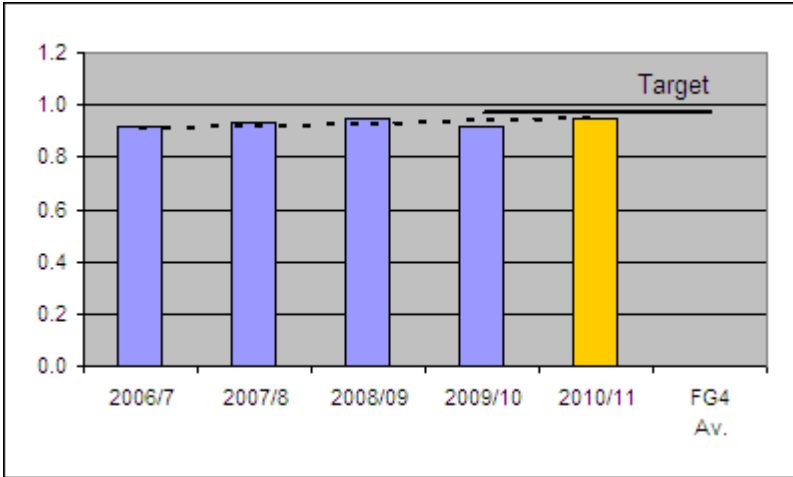
Community Fire Safety Measures					
Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals
FRS/RRC/C/005 (i)	The Percentage of dwelling fires where Smoke Alarms fitted and activated			Steady incremental improvement has been demonstrated in 2010/11 still awaiting 135 incidents on IRS.	297

Community Fire Safety Measures

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals														
FRS/RRC/C/005 (ii)	The Percentage of dwelling fires where Smoke Alarms fitted but did not activate	↓	 <p>The chart displays the percentage of dwelling fires where smoke alarms were fitted but did not activate. The y-axis ranges from 0.00 to 0.18. The x-axis shows the periods 2006/7, 2007/8, 2008/09, 2009/10, 2010/11, and FG4 Av. A dashed line represents the target at approximately 0.10. The 2010/11 bar is highlighted in red and is above the target line.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.095</td> </tr> <tr> <td>2007/8</td> <td>0.095</td> </tr> <tr> <td>2008/09</td> <td>0.105</td> </tr> <tr> <td>2009/10</td> <td>0.105</td> </tr> <tr> <td>2010/11</td> <td>0.125</td> </tr> <tr> <td>FG4 Av.</td> <td>0.165</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.095	2007/8	0.095	2008/09	0.105	2009/10	0.105	2010/11	0.125	FG4 Av.	0.165	Good progress continued in November. December results are concerning - awaiting IRS figures to confirm situation.	83
Year	Percentage																		
2006/7	0.095																		
2007/8	0.095																		
2008/09	0.105																		
2009/10	0.105																		
2010/11	0.125																		
FG4 Av.	0.165																		
FRS/RRC/C/005 (iii)	The Percentage of dwelling fires where no Smoke Alarm fitted	↓	 <p>The chart displays the percentage of dwelling fires where no smoke alarm was fitted. The y-axis ranges from 0.0 to 0.6. The x-axis shows the periods 2006/7, 2007/8, 2008/09, 2009/10, 2010/11, and FG4 Av. A dashed line represents the target at approximately 0.5. The 2010/11 bar is highlighted in green and is below the target line.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.48</td> </tr> <tr> <td>2007/8</td> <td>0.46</td> </tr> <tr> <td>2008/09</td> <td>0.46</td> </tr> <tr> <td>2009/10</td> <td>0.52</td> </tr> <tr> <td>2010/11</td> <td>0.45</td> </tr> <tr> <td>FG4 Av.</td> <td>0.31</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.48	2007/8	0.46	2008/09	0.46	2009/10	0.52	2010/11	0.45	FG4 Av.	0.31	Sustained effort and plans to continue improvement to move past the 50% barrier is being maintained.	695
Year	Percentage																		
2006/7	0.48																		
2007/8	0.46																		
2008/09	0.46																		
2009/10	0.52																		
2010/11	0.45																		
FG4 Av.	0.31																		

Value Measures

There is only 1 indicator in this category

Resource Value for Money Measures					
Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals
FRS/CFH/C/001	The percentage of undisputed invoices that were paid in 30 days			Progressing satisfactorily	7781

People Measures

Worthy of note:

Nine of the indicators in this section at present are expected to achieve their target. For brevity these graphs have not been included in this report

There have been two expected ill health retirements this quarter from the WT workforce.

The No of Working Days/Shifts lost to Sickness Absence per full time equivalent employee - non operational staff is projected be above target at the end of year performance. The levels of sickness experienced in the flu season have considerably influenced this indicator.

There are two indicators that refer to the “Percentage of People from Minority Ethnic Groups who are economically active in the Authority Area” and “The Percentage of People who categorise themselves as having a disability in the Authority Area”; for these indicators we have no influence and receive the data from an external source. For brevity these graphs have not been included in this report. The full year graphs appear in the End of Year Performance report for 2009 -2010.

Female fire fighter headcount decreased by 2 during Q3, the total number at the end of Q3 is 35

Notable Good practice:

Whilst the WDS headcount has decreased by 23, 6 personnel who categorise themselves as having a disability remain which has a positive impact on the indicator.

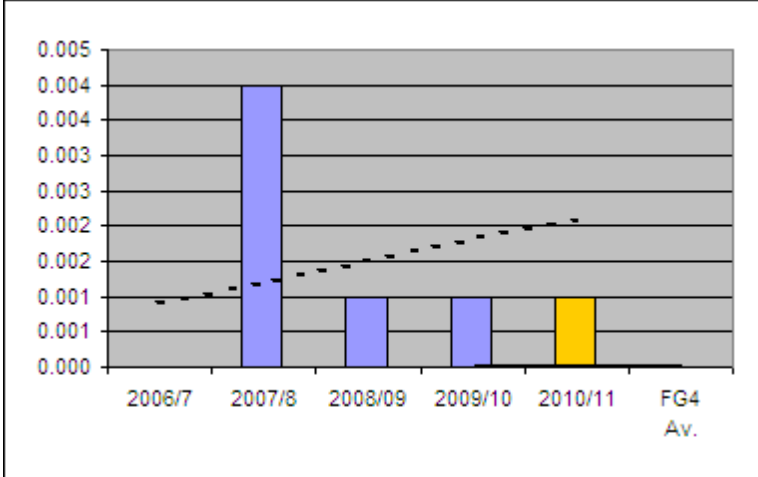
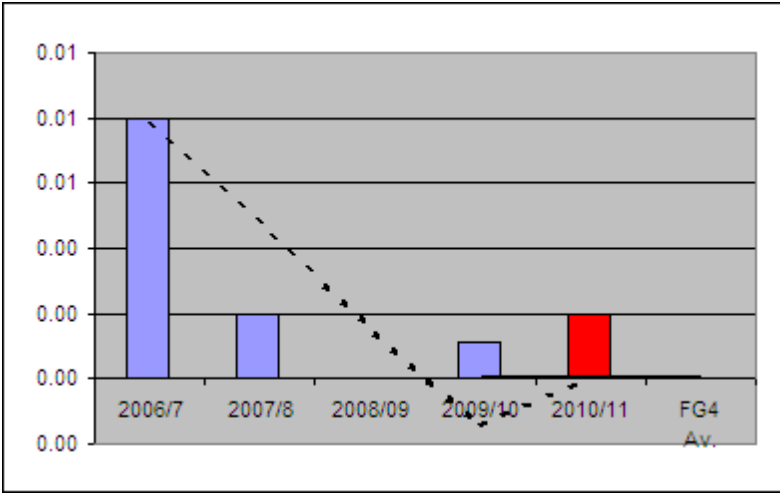
Numbers of Staff who belong to a Minority Ethnic Group has reduced to 22 and the total number of staff in the Service has decreased.

The No of Working Days/Shifts lost to Sickness Absence indicators for Wholetime and Control Staff are performing better than target.

People Measures

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals												
FRS/CHR/C/001 (ii)	The Percentage of Control and Non-Uniformed Staff who categorise themselves as having disability	↑	<table border="1"> <caption>Percentage of Control and Non-Uniformed Staff with Disabilities</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.025</td> </tr> <tr> <td>2007/8</td> <td>0.019</td> </tr> <tr> <td>2008/09</td> <td>0.021</td> </tr> <tr> <td>2009/10</td> <td>0.023</td> </tr> <tr> <td>2010/11</td> <td>0.028</td> </tr> </tbody> </table>	Year	Percentage	2006/7	0.025	2007/8	0.019	2008/09	0.021	2009/10	0.023	2010/11	0.028	The number of personnel within this categories has increased to 7.	7
Year	Percentage																
2006/7	0.025																
2007/8	0.019																
2008/09	0.021																
2009/10	0.023																
2010/11	0.028																
FRS/CHR/C/004 (iv)	The No of Working Days/Shifts lost to Sickness Absence per full time equivalent Employee - non operational staff	↓	<table border="1"> <caption>Number of Working Days/Shifts Lost to Sickness Absence</caption> <thead> <tr> <th>Year</th> <th>Number of Days/Shifts</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>8.2</td> </tr> <tr> <td>2007/8</td> <td>7.8</td> </tr> <tr> <td>2008/09</td> <td>10.5</td> </tr> <tr> <td>2009/10</td> <td>9.5</td> </tr> <tr> <td>2010/11</td> <td>10.4</td> </tr> </tbody> </table>	Year	Number of Days/Shifts	2006/7	8.2	2007/8	7.8	2008/09	10.5	2009/10	9.5	2010/11	10.4	The projected end of year performance is 10.42 which is above the target of 8.4.	2838
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2010/11	10.4																

People Measures

Indicator Reference	Description	Good	Performance	Q3 Comments	Q3 YTD Actuals														
FRS/CHR/C/005 (i)	The Total No of Ill-Health Retirements as a % of the total Workforce	↓	 <table border="1"> <caption>Ill-Health Retirements as a % of the total Workforce</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2006/7</td> <td>0.001</td> </tr> <tr> <td>2007/8</td> <td>0.004</td> </tr> <tr> <td>2008/09</td> <td>0.001</td> </tr> <tr> <td>2009/10</td> <td>0.001</td> </tr> <tr> <td>2010/11</td> <td>0.001</td> </tr> <tr> <td>FG4 Av.</td> <td>0.002</td> </tr> </tbody> </table>	Year	Value	2006/7	0.001	2007/8	0.004	2008/09	0.001	2009/10	0.001	2010/11	0.001	FG4 Av.	0.002	No more ill health retirements	2
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Performance Planning

FIRE & RESCUE AUTHORITY QUARTERLY STATISTICAL UPDATE October to December 2010

Published 23rd FEBRUARY 2011

Issue No: 1 – 23rd February 2011

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

Raising Awareness - Reducing Risk

Contents

	Page
Organisation Information for October to December 2010:	3
Attacks on Crews	
Incidents of Interest between October to December 2010	4
Analysis of Quarterly Incidents by Type since 3rd Quarter 2005-06	7
Summary Information	
- Key Statistics	7
- Long Term Trends	8
Primary Fires (Previously FDR1's)	10
ADF (Accidental Dwelling Fires)	11/12
Secondary Fires (Previously FDR3's)	13
SSC (Special Service Calls)	14
AFA (False Alarms from Automatic Fire Alarms)	15
FAGI (False Alarms - Good Intent)	16
FAM (False Alarms - Malicious)	17
FAM, Abandoned and Successfully Challenged Calls	18
All False Alarm Calls (FAGI, FAM and Challenged Calls)	19
Other Calls (Abandoned, Redirected and No Action Calls)	20
Analysis of Incidents by Unitary Authority	21
Blaenau Gwent	21
Bridgend	22
Caerphilly	23
Cardiff	24
Merthyr Tydfil	25
Monmouthshire	26
Newport	27
Rhondda Cynon Taff	28
The Vale of Glamorgan	29
Torfaen	30

Organisation Information for October - December 2010

Attacks on Crews

In this period there have been seven attacks on crews. Objects were thrown at crews and their appliances in four of these incidents.

Thirteen incidents occurred in the same period of 2009, seven of which involved objects thrown at crews and appliances.

Date of Incident	Unitary	Type of Attack	Injury to fire fighter
11-October-10	Bridgend	Verbal abuse	No
12-October-10	Bridgend	Verbal abuse	No
13-October-10	Newport	Objects thrown at firefighters/appliances	No
14-October-10	Merthyr	Verbal abuse	No
17-October-10	Newport	Objects thrown at firefighters/appliances	No
04-November-10	Torfaen	Objects thrown at firefighters/appliances	No
22-November-10	RCT	Objects thrown at firefighters/appliances	No

Incidents of Interest: October - December 2010

03rd October 2010 18:29
Leechpool, Portskewett

Fire crews from Caldicot and Malpas were called to an incident in which a motorcyclist became trapped under a four by four vehicle. Zumo airbags and lifting equipment were used at the scene. Sadly the female motorcyclist was later confirmed as a fatality.

05th October 2010 14:00
Cardiff Road, Dinas Powys

Fire crews from Barry and Ely were called to a road traffic collision involving five motor vehicles. One casualty was extricated from a vehicle while a further seven people suffered minor injuries as a result of the collision. Hydraulic cutting equipment and a spine board were used at this incident.

06th October 2010 18:05
St Paul's avenue, Penarth

Fire crews from Penarth were called to investigate a dwelling in which it was thought that an elderly person had collapsed. Entry was gained to the property using an external ladder. The elderly person was confirmed as a fatality on scene.

17th October 2010 04:04
Blackmill Road, Bryncethin

Fire crews from Bridgend were called to assist the police and paramedics with an incident involving an overturned vehicle on the roadway. One hose reel jet, one thermal imaging camera and a defibrillator were used at scene. Three casualties with minor injuries were treated on scene while one casualty was confirmed as being fatal on scene. Sadly, despite attempts at resuscitation, a second fatality was later confirmed at the Hospital.

19th October 2010 20:14
Woodland Park, Beddau.

Fire crews from Pontypridd and Pontyclun were called to a deliberate fire in which one horse box and eight stables were severely damaged by fire. Four hose reel jets were used at the incident. Five horses were rescued from the stables prior to the arrival of the fire crews and three males suffered from smoke inhalation at the scene.

03rd November 2010 17:00
Churchill Way, Central, Cardiff

Fire crews from Barry, Whitchurch, Roath and Central were called to a kitchen fire in a sixteen storey building. A full evacuation of the building was performed resulting in approximately one hundred and fifty people being evacuated. Six breathing apparatus, one main jet, one safety jet lead by a dry riser and positive pressure ventilation were used at the incident.

04th November 2010 17:07
The Avenue, Govilon

Fire crews from all over South Wales were called to a fire in a disused single storey building. Four breathing apparatus, five hose reel jets, a safety jet and one water rescue bowser were used at the incident. It was confirmed that the building contained brown asbestos, which meant that affected personnel were required to send their breathing apparatus for specialist cleaning. Finally, crews from Abergavenny were sent to dampen down and re-inspect the scene.

11th November 2010 02:45
Gelligaer, Hengoed

Crews from Cefn Fforest and Treharris were called to deliberate fire involving four large outbuildings. Two hose reel jets and one thermal imaging camera were used at the incident. Three horses from attached stables were led to safety by Fire crews and one large bulldog and small poodle dog were rescued by fire crews and taken to the vets with burns. Eight working terrier dogs, four poultry birds and two Jack Russell pups perished in the fire.

14th November 2010 03:06
Castle Street, Caedraw, Merthyr Tydfil

Crews from Merthyr and Ebbw Vale were called to an incident in which taxi collided with two male pedestrians. A trolley jack, block wedges and small gear were used to release both pedestrians from beneath the vehicle. Both casualties were conveyed to hospital by paramedics with serious injuries.

15th November 2010 19:48
Croespenmaen

Fire crews from all over South Wales were called to a barn fire which involved approximately one thousand bales of hay. Four breathing apparatus, three main jets, one water rescue bowser and one thermal imaging camera were used at the scene. The hay was removed from the barn using the farmer's tractor.

25th November 2010 16:37
East Moors Road, Globe Works, Splott, Cardiff.

Fire crews from Central and Barry were called to a fire in a dust extrication unit which contained approximately one thousand tonnes of sawdust. Four breathing apparatus, three hose reel jets and one main jet were used at the incident.

2nd December 2010 19:17
Brookfield Road, Maerdy, Rhondda

Fire crews from Ferndale and Aberdare were called to an incident involving fire in a single storey stable. Fire crews used one hose reel jet at the scene and removed four LPG cylinders from the stables. Sadly, there were three Lurcher Terriers confirmed as fatalities on scene.

08th December 2010 18:05
Tremains Road, Bridgend

Fire crews from Bridgend were called to a road traffic collision involving two motor vehicles. One casualty was extricated using hydraulic cutting equipment, forcible entry tools and a long board while another six casualties were assessed on scene and later conveyed to hospital for precautionary checks.

19th December 2010 15:43
A48M Eastbound, St Mellons

Fire crews from all over South Wales were called to a fire involving an arctic fuel tanker containing approximately thirty seven thousand litres of diesel and petrol. Three ground monitors, two main jets, five breathing apparatus and approximately fifty litres of fire fighting foam was used at the scene.

28th December 2010 17:03
Laleston, Bridgend

Fire crews from Bridgend were called to an incident involving a carbon monoxide leak at a private dwelling. There were three casualties, including one paramedic, overcome by the gas and were rescued from the property by fire crews before being taken to hospital. Four breathing apparatus, gas monitoring equipment and a multimat were used at the scene.

Analysis of Incidents for October - December 2010

In total, the organisation dealt with 4765 incidents, a decrease of 138 (-2.8%) on the same quarter in 2009.

Throughout the organisation, significant increases of a particular type when compared with the corresponding period of the previous year were:

CHIMNEY	+ 10 (+32.3%)
SSC – non RTC	+ 118 (+22.6%)
AFA	+ 136 (+11.1%)

At the same time there was a decrease in the following incident types:

SSC - RTC	- 141 (-34.6%)
FAM	- 32 (-23.5%)
FAGI	- 84 (-12.6%)
SECONDARY FIRES	- 103 (-9.2%)
PRIMARY FIRES	- 42 (-5.3%)

Detailed analyses of trends and this quarter's incidents follow. Please note that the data was extracted on 21st February 2010. Trend lines have been added to the line graphs, and these relate only to the October to December quarters.

KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Accidents

SSC RTC - Road Traffic Accidents

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis of Incidents for October to December since 2005

The following table shows all incidents for the quarter October to December since 2005. The opportunity has been taken to update the information from previous years' reports to reflect subsequent changes to call classifications.

October-December	Primary	Secondary	CHIM	SSC NON RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2005	1135	1578	34	405	397	807	249	1510	6115
2006	1047	1510	31	489	371	804	236	1625	6113
2007	972	2120	29	573	351	922	207	1594	6768
2008	898	1480	37	475	379	782	189	1359	5599
2009	794	1121	31	523	408	667	136	1223	4903
2010	752	1018	41	641	267	583	104	1359	4765
TOTAL	5598	8827	203	3106	2173	4565	1121	8670	34263

These may be expressed as percentages:

October-December	Primary	Secondary	CHIM	SSC NON RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2005	19%	26%	1%	7%	6%	13%	4%	25%	6115
2006	17%	25%	1%	8%	6%	13%	4%	27%	6113
2007	14%	31%	0%	8%	5%	14%	3%	24%	6768
2008	16%	26%	1%	8%	7%	14%	3%	24%	5599
2009	16%	23%	1%	11%	8%	14%	3%	25%	4903
2010	16%	21%	1%	13%	6%	12%	2%	29%	4765
AVERAGE	16%	26%	1%	9%	6%	13%	3%	25%	34263

The distribution of calls for 2010 and the long-term pattern since 2005 are represented graphically on the following sheet.

KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

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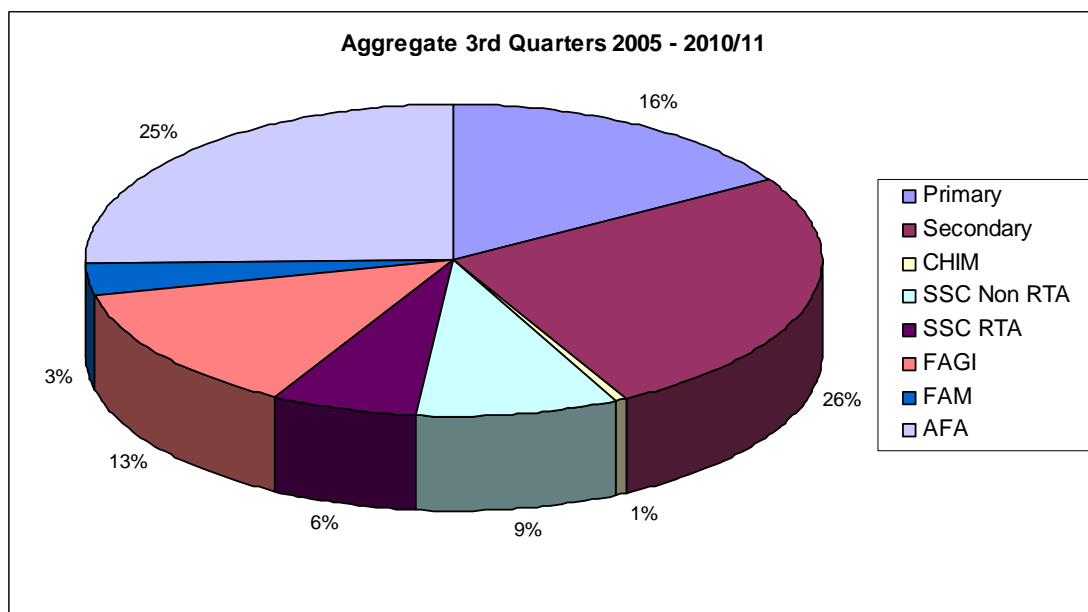
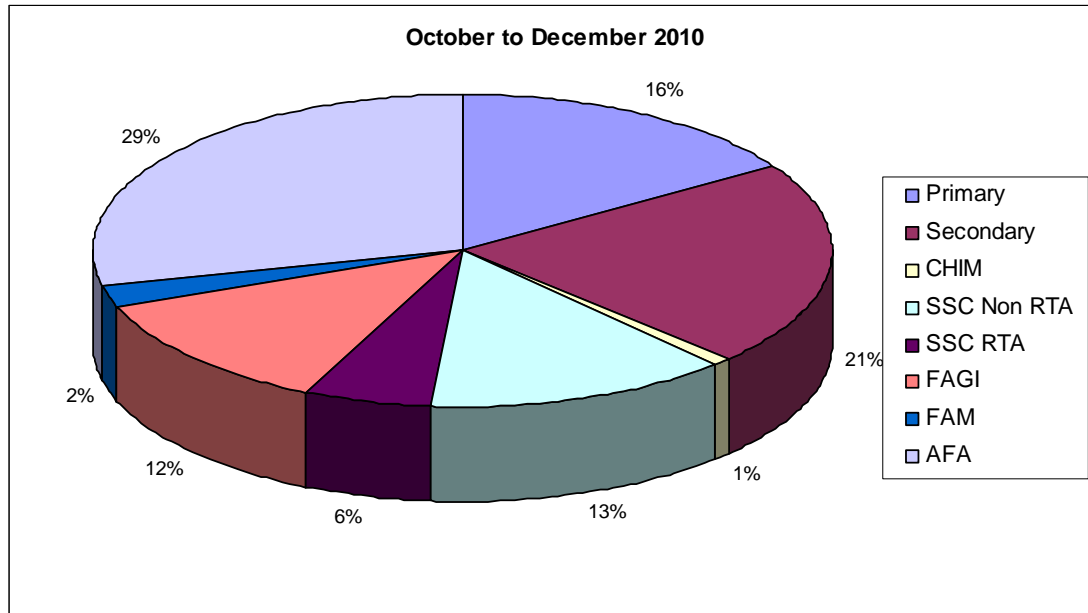
FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis of Incidents for October to December

The breakdown of data into categories of incident may be displayed for 2010 and compared to the overall (aggregated) pattern of third quarter calls since 2005:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Accidents

SSC RTC - Road Traffic Accidents

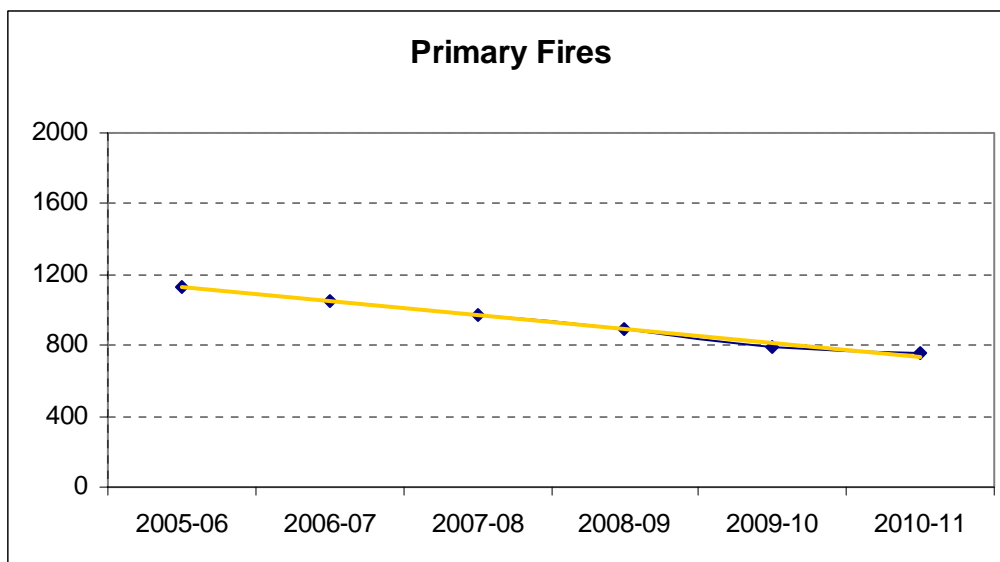
FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis of Primary Fires for October to December since 2005

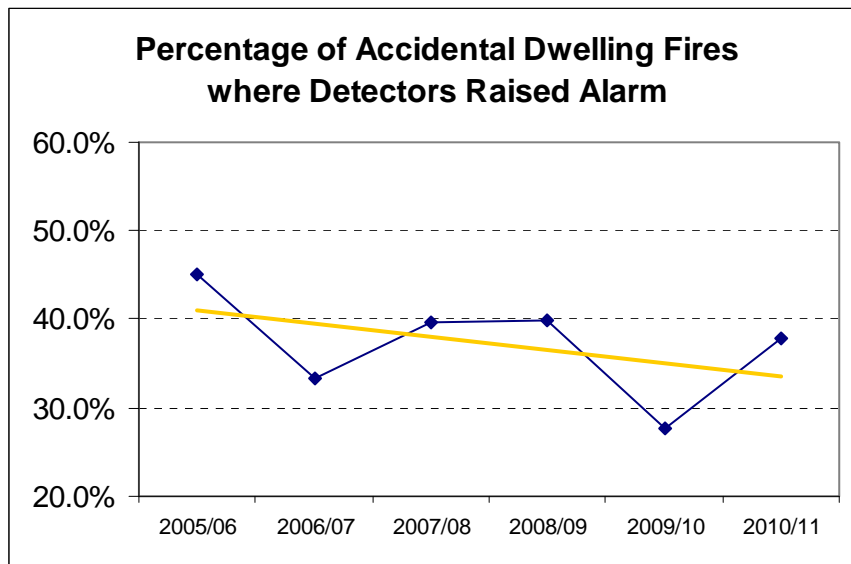
Year	Incidents Attended	Year on Year Change
2005/06	1135	
2006/07	1047	-7.8%
2007/08	972	-7.2%
2008/09	898	-7.6%
2009/10	794	-11.6%
Average 2005-2010	969	
2010/11	752	-5.3%
Average 2005-2011	933	



- The number of primary fires has fallen compared to the same quarter last year, and the overall trend as a whole has been falling consistently during the third quarter over the last six years. The largest decreases occurred in Monmouthshire and Cardiff where the figures fell by 9 (-25.0%) and 42 (-22.7%) respectively.
- Blaenau Gwent experienced the largest increase in Primary Fires with an increase of 13 (+25.5%).

Accidental Dwelling Fires (ADF's) where Smoke Detectors Fitted and Raised Alarm for October to December since 2005

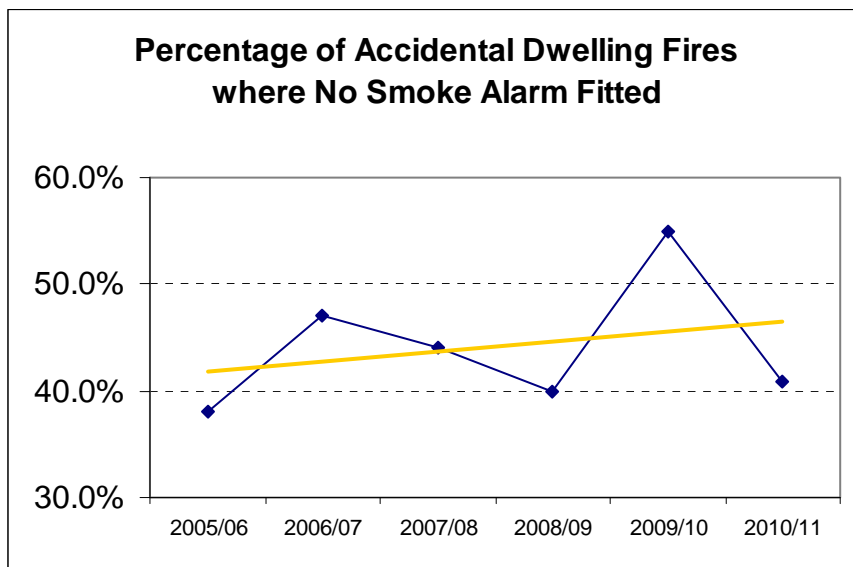
	ADF's where Detectors Fitted & Raised Alarm	All Accidental Dwelling Fires	% of ADF's where Detectors Raised Alarm
2005/06	104	231	45.0%
2006/07	70	210	33.3%
2007/08	88	222	39.6%
2008/09	91	228	39.9%
2009/10	59	213	27.7%
2010/11	73	193	37.8%



- Numbers of accidental dwelling fires has decreased by 20 compared to the third quarter of 2010/11 and those where detectors were fitted and raised the alarm has increased by 14.
- This has caused the percentage of accidental dwelling fires where detectors raised the alarm to increase from 27.7% to 37.8%. The overall trend continues to fall over the five years, although the improved figure for this year has gone some way to reverse this trend.

**Accidental Dwelling Fires – Percentage of ADF’s
where No Smoke Alarm Fitted - October to December
since 2005**

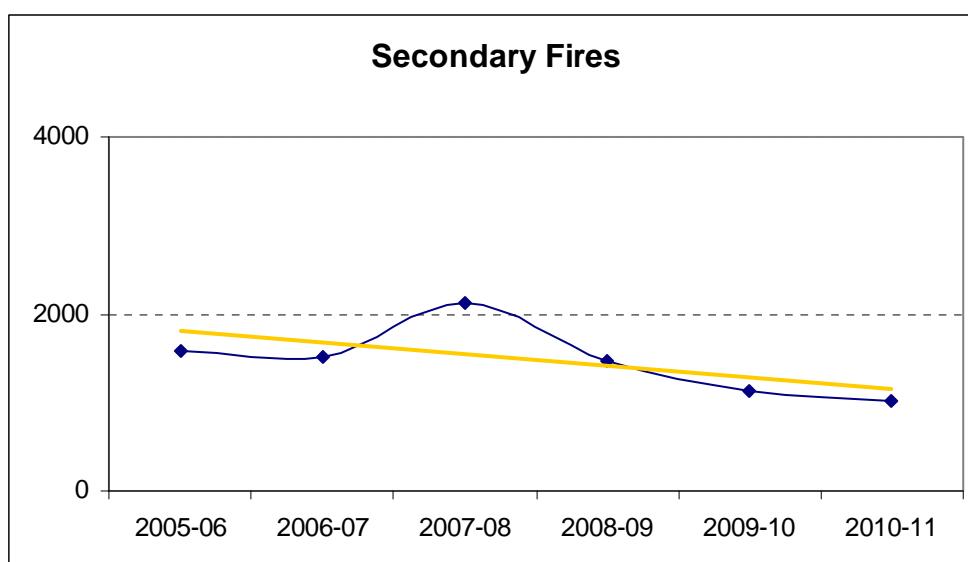
	No Smoke Alarm Fitted	All Accidental Dwelling Fires	Percentage of ADF’s where no smoke Alarm Fitted
2005/06	88	231	38.1%
2006/07	99	210	47.1%
2007/08	98	222	44.1%
2008/09	91	228	39.9%
2009/10	117	213	54.9%
2010/11	79	193	40.9%



- Numbers of accidental dwelling fires has decreased by 20 compared to the third quarter of 2009/10 and those where no smoke alarm was fitted has decreased by 38.
- The overall trend in accidental dwelling fires where no smoke alarm was fitted is increasing, although the current percentage (40.9%) appears considerable lower than the trend line would expect for this year. The increase in trend is skewed by the very high percentage reported last year.

Analysis of Secondary Fires for October to December since 2005

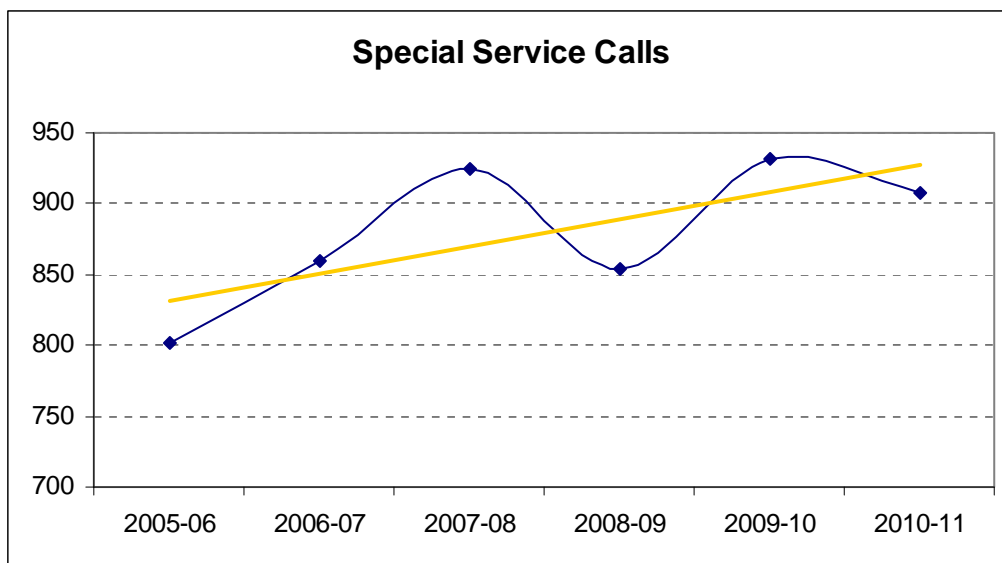
Year	Incidents Attended	Year on Year Change
2005/06	1578	
2006/07	1510	-4.3%
2007/08	2120	+40.4%
2008/09	1480	-30.2%
2009/10	1121	-24.3%
Average 2005-2010	1562	
2010/11	1018	-9.2%
Average 2005-2011	1471	



- There has been a decrease of 103 (-9.2%) in the number of secondary fires compared to the third quarter of 2009/10. The property types affected by fire have fluctuated but the end result shows a significant decrease in grass fires compared to the similar period last year.
- The largest decreases in Secondary Fires occurred in Monmouthshire and Torfaen where incidents decreased by 16 (-66.7%) and 31 (-34.1%) respectively. The largest increase occurred in Merthyr Tydfil where incidents increased by 15 (+20.3%).

Analysis of Special Service Calls for October to December since 2005

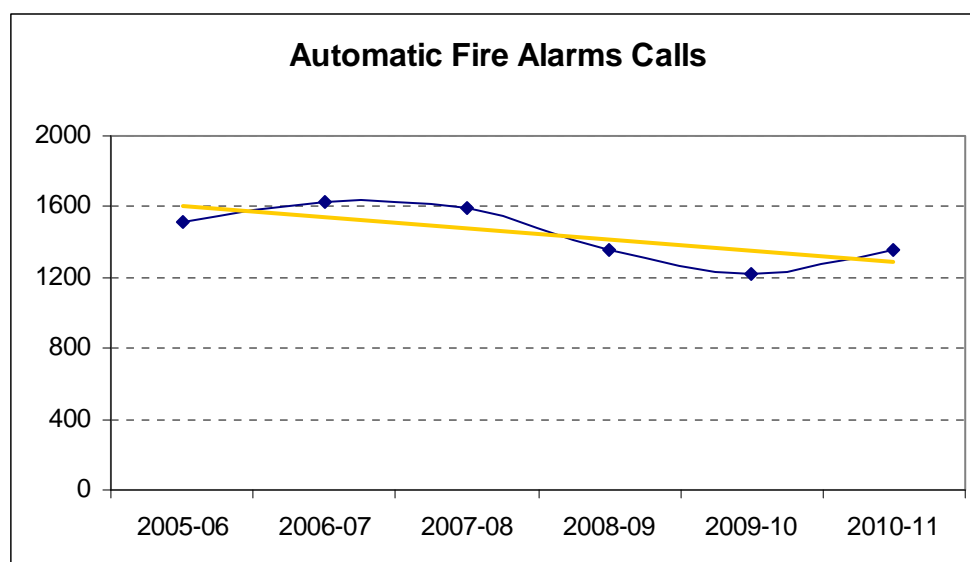
Year	Incidents Attended	Year on Year Change
2005/06	802	
2006/07	860	+7.2%
2007/08	924	+7.4%
2008/09	854	-7.6%
2009/10	931	+9.0%
Average 2005-2010	874	
2010/11	908	-2.5%
Average 2005-2011	880	



- Special Service Incidents have decreased by 23 (-2.5%) compared to October to December 2009/10. Non-RTC related calls increased by 118 (+22.6%) and RTC calls decreased by 141 (-34.6%). The increase in Non-RTC incidents is as a result of increased flooding call outs compared to the similar period last year.
- The trend line reflects a significant increase in the numbers of SSC incidents since 2005/06.
- In percentage terms the unitary authorities experiencing the greatest increase in 2010 compared to the same quarter of the previous year were Bridgend 19 (+23.8%) and The Vale of Glamorgan 12 (+16.0%).
- The authorities experiencing the greatest decrease were Cardiff 56 (-23.2%) and Rhondda Cynon Taf 27 (-18.0%).

Analysis of Automatic Fire Alarms for October to December since 2005

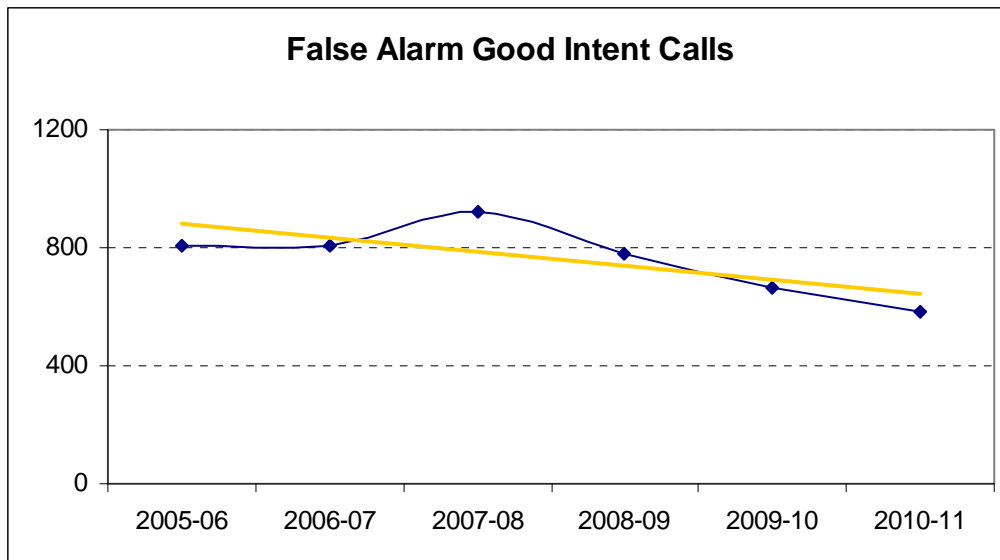
Year	Incidents Attended	Year on Year Change
2005/06	1510	
2006/07	1625	+7.6%
2007/08	1594	-1.9%
2008/09	1359	-14.7%
2009/10	1223	-10.0%
Average 2005-2010	1462	
2010/11	1359	+11.1%
Average 2005-2011	1445	



- False alarms from automatic equipment have increased by 136 (+11.1%) in 2010/11 compared to the third quarter last year.
- The greatest increases took place in Blaenau Gwent and Torfaen where Automatic Fire Alarms rose by 21 (+67.7%) and 42 (+61.8%) respectively.
- The greatest decrease took place in Cardiff where Automatic Fire Alarms fell by 10 (-2.3%).
- The overall trend for Automatic Fire Alarms during the third quarter is falling, despite the increase seen this quarter.

Analysis of False Alarms Good Intent for October to December since 2005

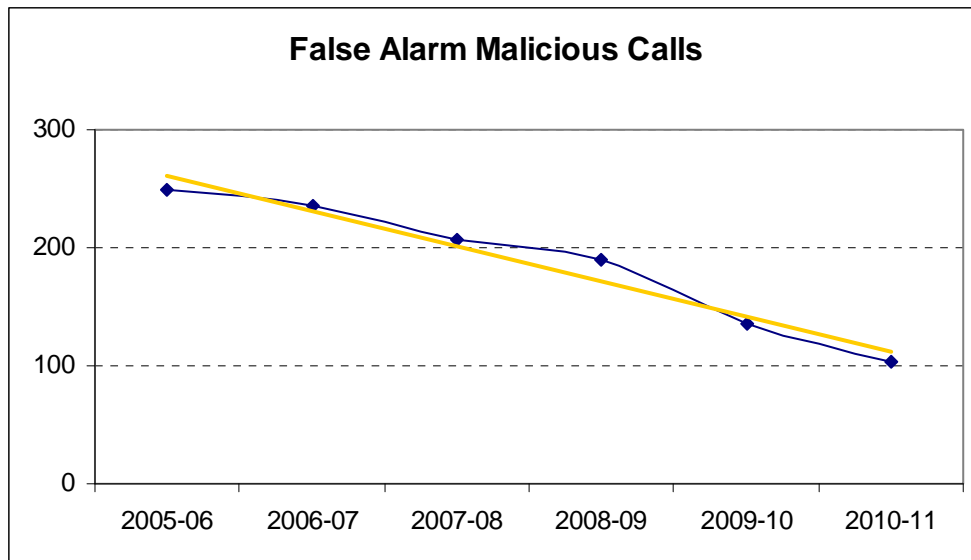
Year	Incidents Attended	Year on Year Change
2005/06	807	
2006/07	804	-0.4%
2007/08	922	+14.7%
2008/09	782	-15.2%
2009/10	667	-14.7%
Average 2005-2010	796	
2010/11	583	-12.6%
Average 2005-2011	761	



- False Alarm Good Intent calls have shown a uniform decline during the third quarter over the last four years. The numbers decreased by 84 (-12.6%) compared to the same quarter in 2009/10.
- The largest decreases occurred in The Vale of Glamorgan -22 (-45.8%) and Torfaen -15 (-38.5%).
- The greatest increase took place in Monmouthshire where False Alarms Good Intent increased by 4 (+14.8%).

Analysis of False Alarms Malicious for October to December since 2005

Year	Incidents Attended	Year on Year Change
2005/06	249	
2006/07	236	-5.2%
2007/08	207	-12.3%
2008/09	189	-8.7%
2009/10	136	-28.0%
Average 2005-2010	203	
2010/11	104	-23.5%
Average 2005-2011	187	

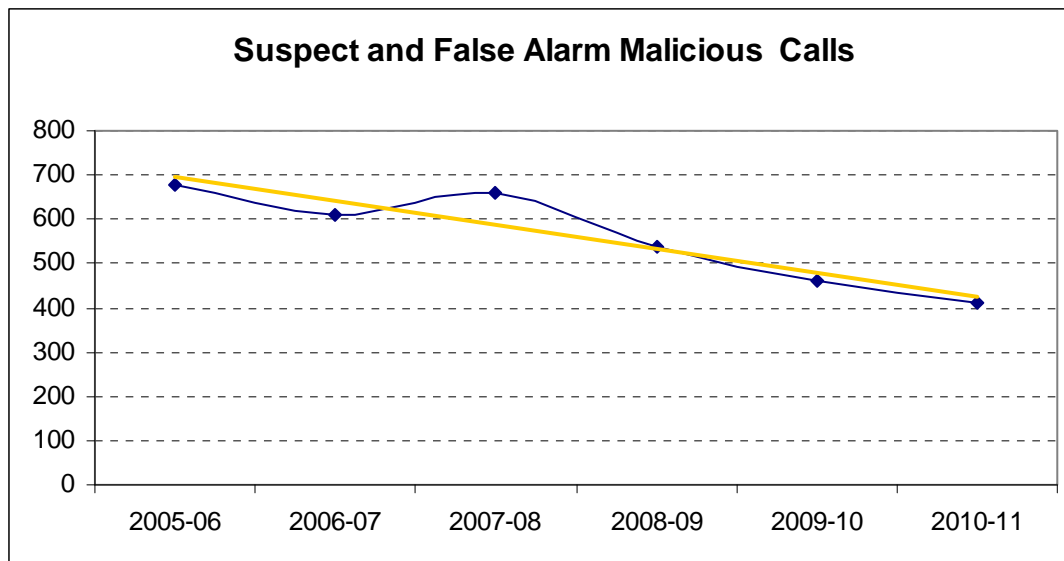


- The trend line for these calls suggests that the number of malicious false alarms is constantly decreasing. There are many on going initiatives targeting malicious calls which are clearly having an impact.
- A total of 104 calls in the third quarter of 2009/10 showed a reduction of 32 incidents (-23.5%) compared to the same period last year.
- The greatest decreases occurred in The Vale of Glamorgan and in Monmouthshire where numbers of incidents fell by 7 (-70.0%) and 1 (-50%) respectively.
- The greatest increase occurred in Blaenau Gwent where the number of incidents increased by 3 (+100%).

False Alarm Malicious, Abandoned and Successfully Challenged Calls: October to December since 2005

No performance indicators measure the total number of calls received that are malicious in nature. Although not all abandoned or successfully challenged calls fall into this category, the vast majority is believed to do so and this represents a considerable use of the Service's resources.

	False Alarm Malicious	Successfully Challenged	Abandoned	False Alarm Malicious + Suspect
2005/06	249	112	318	679
2006/07	236	75	297	608
2007/08	207	98	354	659
2008/09	189	67	281	537
2009/10	136	86	240	462
2010/11	104	98	208	410

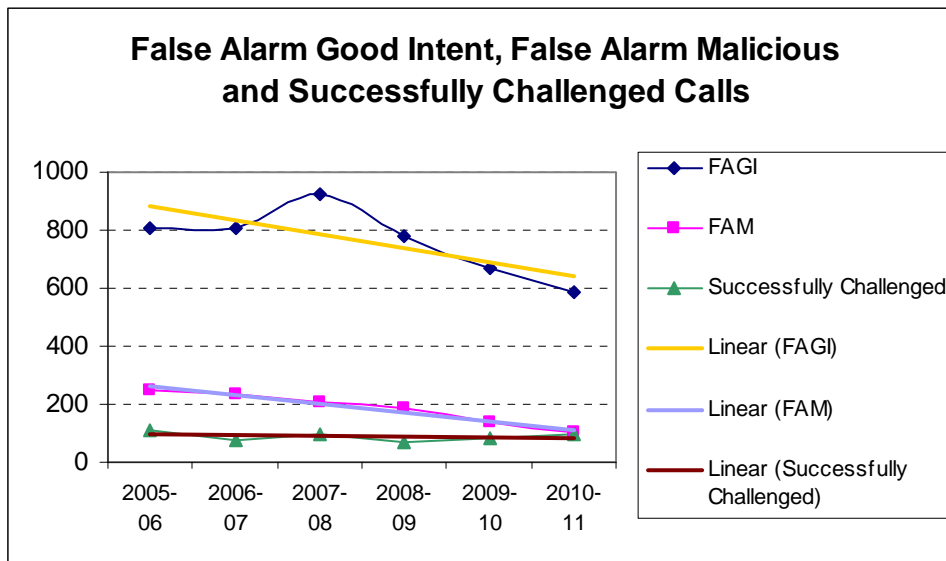


- There was a reduction in the number of False Alarm Malicious and suspect calls during October to December 2010 compared with the same period in 2009.
- The trend shows that False Alarm Malicious and suspect calls are steadily decreasing, with the figure achieved in 2010 being the lowest seen over the last six years.

All False Alarm Calls: October to December since 2005

It may be informative to consider, alongside False Alarm Malicious calls the number of calls made to the Service that were successfully challenged and can be regarded as attempts to create a malicious false alarm.

	False Alarm Good Intent	False Alarm Malicious	Successfully Challenged	All False Alarms	False Alarm Malicious or Challenged	% Attempts Malicious/Challenged
2005/06	807	249	112	1168	361	30.9%
2006/07	804	236	75	1115	311	27.9%
2007/08	922	207	98	1227	305	24.9%
2008/09	782	189	67	1038	256	24.7%
2009/10	667	136	86	889	222	25.0%
2010/11	583	104	98	785	202	25.7%



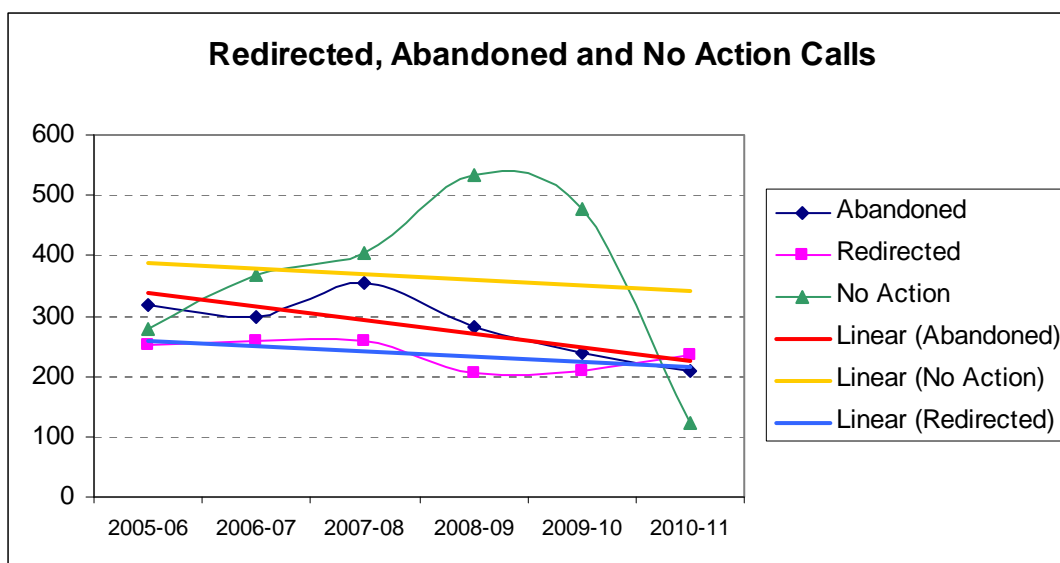
- Trend lines indicate that False Alarm Good Intent calls and False Alarm Malicious calls are decreasing. The trend for challenged calls is fairly flat.
- The total numbers of False Alarm Good Intent calls and False Alarm Malicious calls has fallen, while Challenged calls have risen in the third quarter of 2010/11.

Other Calls: October to December 2005 - 2010

The Service receives a number of calls that do not require crews to be mobilised. Many of these can be classified as No Action or Redirected. The numbers of such calls received during October to December are as follows:

	Abandoned	Redirected	No Action	Total
2005/06	318	253	278	849
2006/07	297	260	369	926
2007/08	354	259	403	1016
2008/09	281	206	534	1021
2009/10	240	208	479	927
2010/11	208	237	124	569

- An Abandoned call is a call in which the call originator disconnects or cancels the call after a connection has been made but before the call is established.
- A Redirected call is a call that is redirected to other emergency services e.g. Police, RSPCA.
- A No Action call is where no action is taken by the Fire Service after the call has been established.



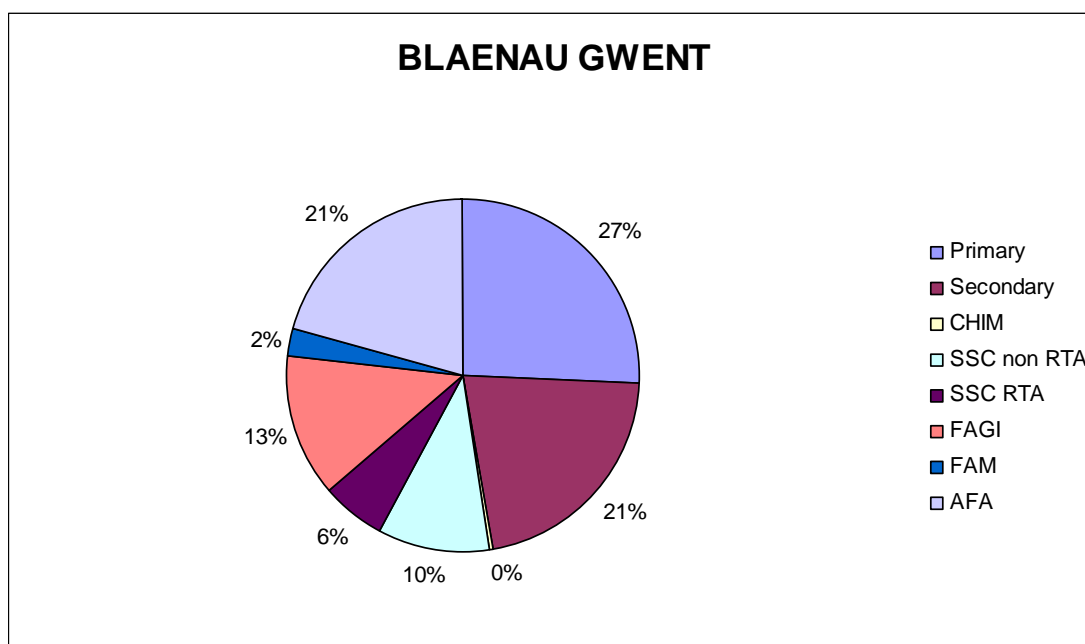
- The total figure in 2010/11 has fallen by 358 since last year and is now considerably lower than it has been during any of the other five years in comparison.
- While the number of abandoned calls has decreased over this period by 32 (-13.3%) and the number of Redirected calls have increased over this period by 29 (+13.9%), it was the large decrease in No Action calls (-355, -74.1%) that has caused the total number of calls to decrease. The significant change in No Action calls comes about as a result of new revised types being created. These include Lone Working, Weather Reports, Recalls and Firearms types.

Analysis by Unitary Authority: October to December 2010 **Blaenau Gwent**

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	51	70	0	26	12	39	3	31	232
2010/11	64	53	1	25	15	32	6	52	248
Variation 09/10 vs. 10/11	13	-17	1	-1	3	-7	3	21	16
% Variation	25.5%	-24.3%	100%	-3.8%	25.0%	-17.9%	100%	67.7%	6.9%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Accidents

SSC RTC - Road Traffic Accidents

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

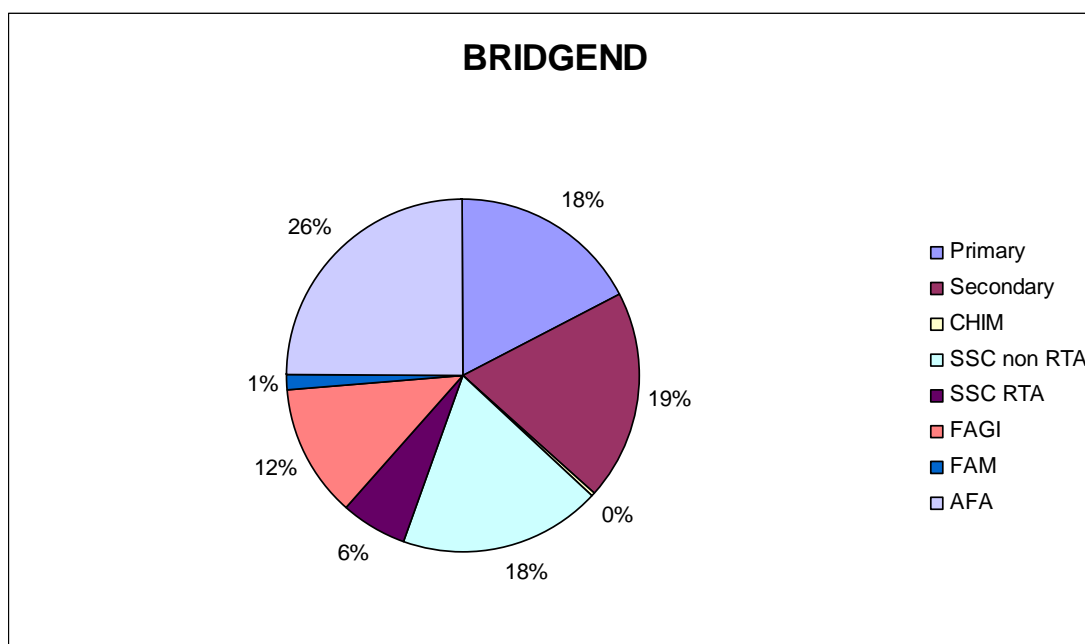
AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis by Unitary Authority: October to December 2010 Bridgend County Borough Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	74	85	1	47	33	60	9	99	408
2010/11	71	77	1	74	25	49	6	101	404
Variation 09/10 vs. 10/11	-3	-8	0	27	-8	-11	-3	2	-4
% Variation	-4.1%	-9.4%	0.0%	57.4%	-24.2%	-18.3%	-33.3%	2.0%	-1.0%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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FAM - False alarm incidents given maliciously

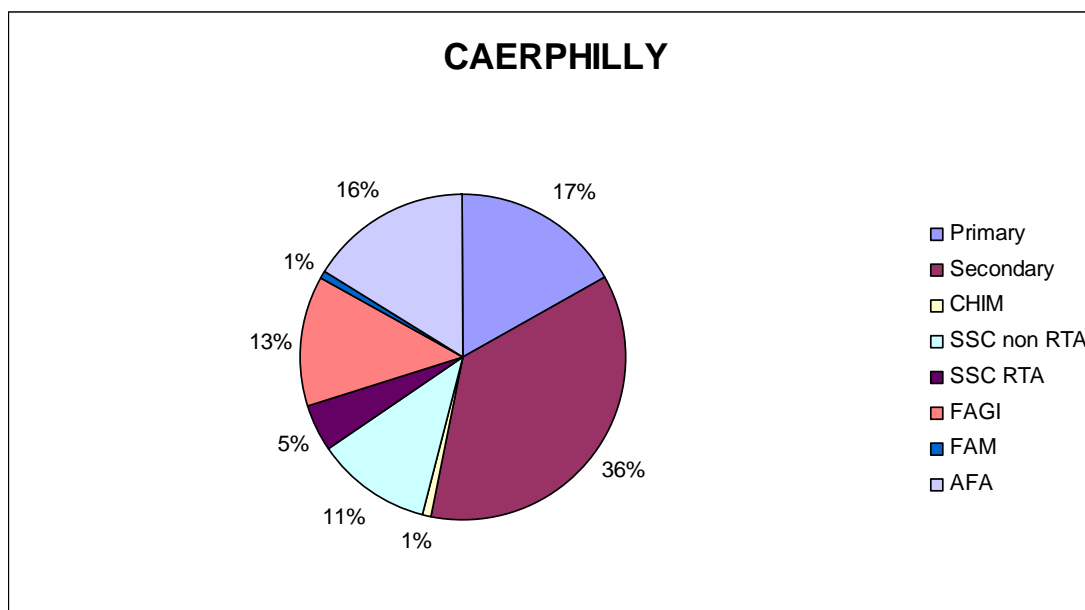
AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis by Unitary Authority: October to December 2010 Caerphilly County Borough Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	81	179	1	40	37	71	5	73	487
2010/11	87	185	5	59	24	67	4	83	514
Variation 09/10 vs. 10/11	6	6	4	19	-13	-4	-1	10	27
% Variation	7.4%	3.4%	400%	47.5%	-35.1%	-5.6%	-20.0%	13.7%	5.5%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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FAM - False alarm incidents given maliciously

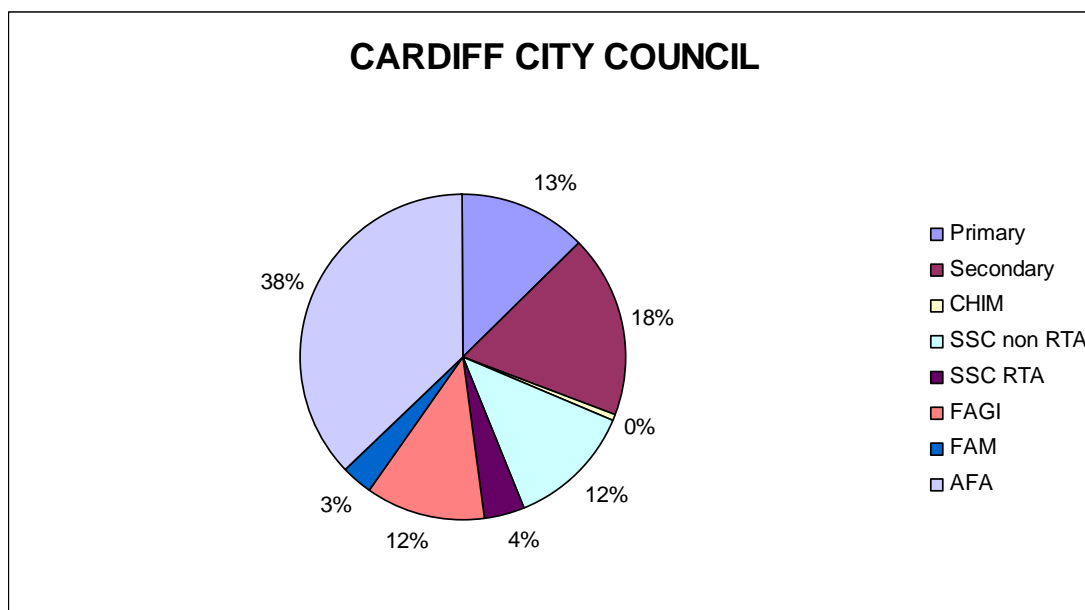
AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis by Unitary Authority: October to December 2010 Cardiff City Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	185	212	3	140	101	147	51	429	1268
2010/11	143	205	5	140	45	135	34	419	1126
Variation 09/10 vs. 10/11	-42	-7	2	0	-56	-12	-17	-10	-142
% Variation	-22.7%	-3.3%	66.7%	0%	-55.4%	-8.2%	-33.3%	-2.3%	-11.2%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

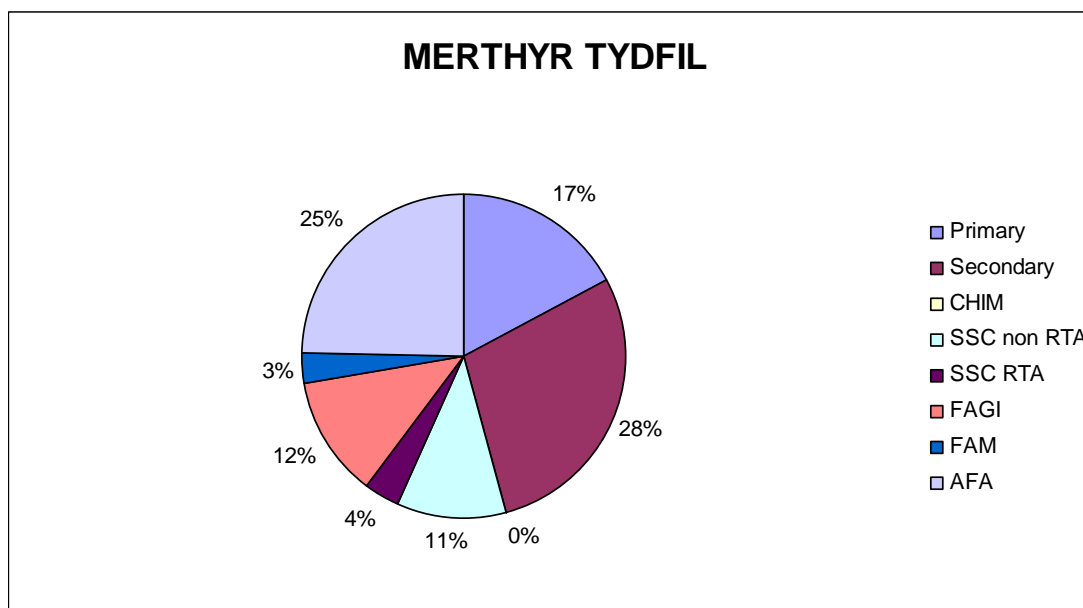
Analysis by Unitary Authority: October to December 2010

Merthyr Tydfil County Borough Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	49	74	0	23	20	36	10	63	275
2010/11	53	89	0	34	11	37	9	77	310
Variation 09/10 vs. 10/11	4	15	0	11	-9	1	-1	14	35
% Variation	8.2%	20.3%	0.0%	47.8%	-45.0%	2.8%	-10.0%	22.2%	12.7%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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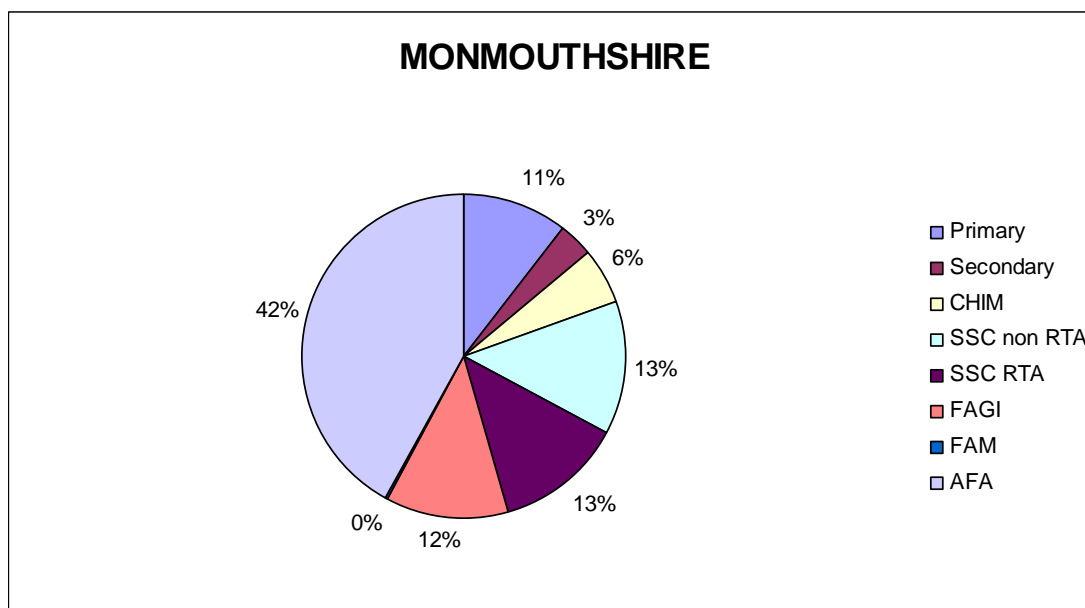
AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis by Unitary Authority: October to December 2010 Monmouthshire County Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	36	24	10	33	28	27	2	67	227
2010/11	27	8	14	34	32	31	1	106	253
Variation 09/10 vs. 10/11	-9	-16	4	1	4	4	-1	39	26
% Variation	-25.0%	-66.7%	40.0%	3.0%	14.3%	14.8%	-50.0%	58.2%	11.5%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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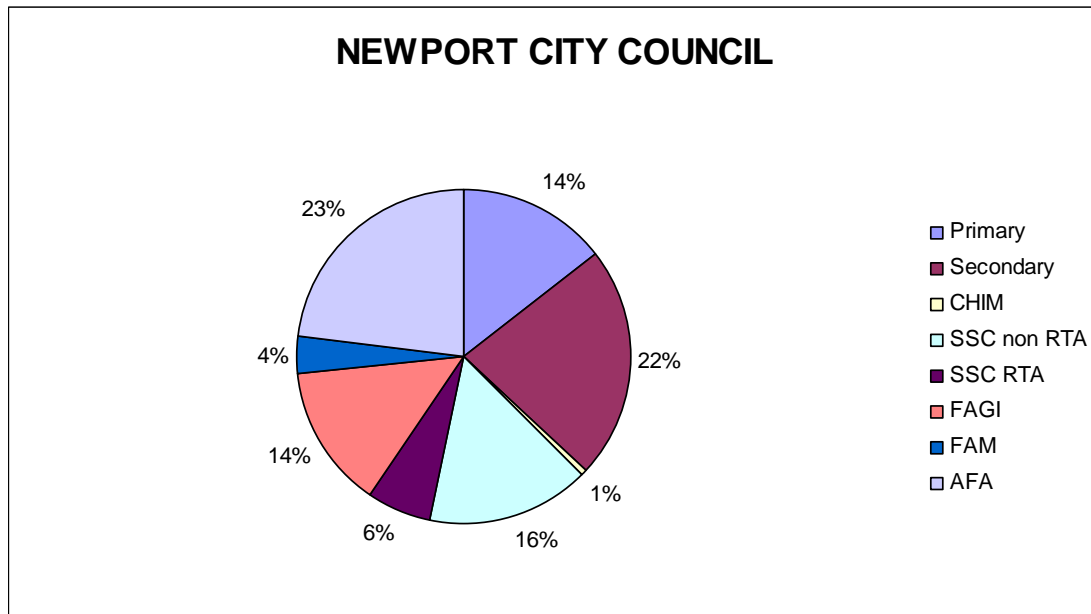
AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis by Unitary Authority: October to December 2010 Newport City Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	102	173	2	63	47	90	19	124	620
2010/11	81	127	3	88	34	79	20	129	561
Variation 09/10 vs. 10/11	-21	-46	1	25	-13	-11	1	5	-59
% Variation	-20.6%	-26.6%	50.0%	39.7%	-27.7%	-12.2%	5.3%	4.0%	-9.5%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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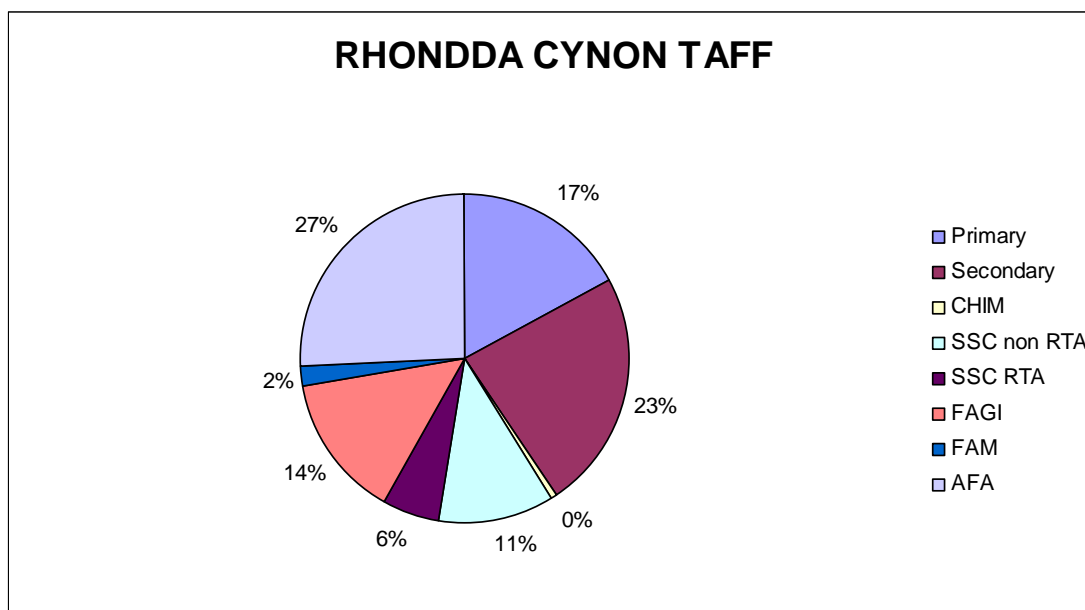
Analysis by Unitary Authority: October to December 2010

Rhondda Cynon Taff County Borough Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	121	160	7	76	74	110	15	189	752
2010/11	125	169	3	83	40	103	13	188	724
Variation 09/10 vs. 10/11	4	9	-4	7	-34	-7	-2	-1	-28
% Variation	3.3%	5.6%	-57.1%	9.2%	-45.9%	-6.4%	-13.3%	-0.5%	-3.7%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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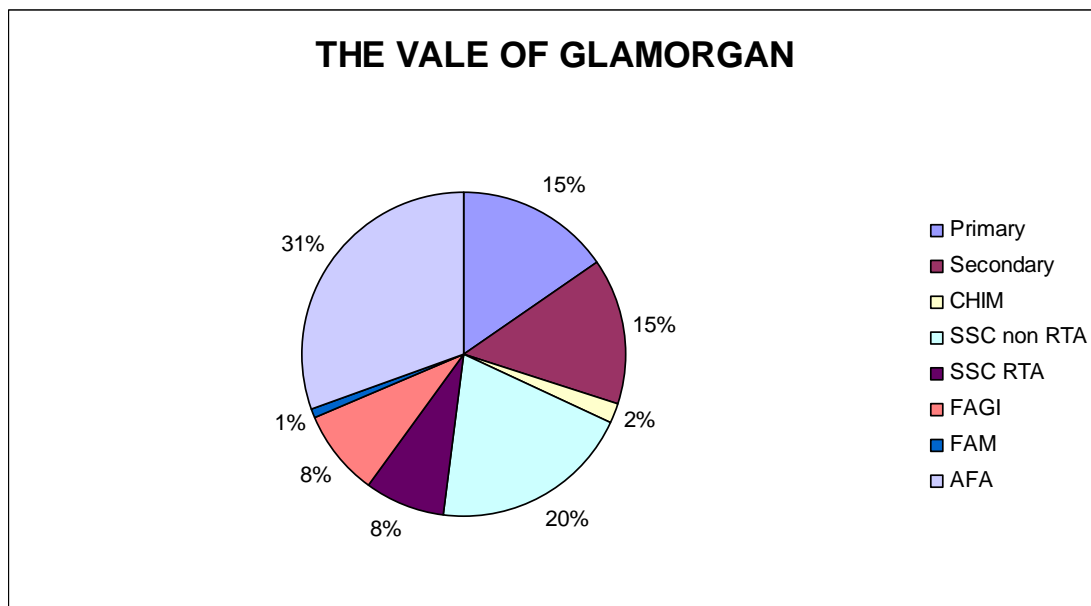
AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis by Unitary Authority: October to December 2010 The Vale of Glamorgan County Borough Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	47	53	5	46	29	48	10	80	318
2010/11	47	45	6	62	25	26	3	94	308
Variation 09/10 vs. 10/11	0	-8	1	16	-4	-22	-7	14	-10
% Variation	0.0%	-15.1%	20.0%	34.8%	-13.8%	-45.8%	-70.0%	17.5%	-3.1%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Accidents

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FAGI - False alarm incidents given with good intent

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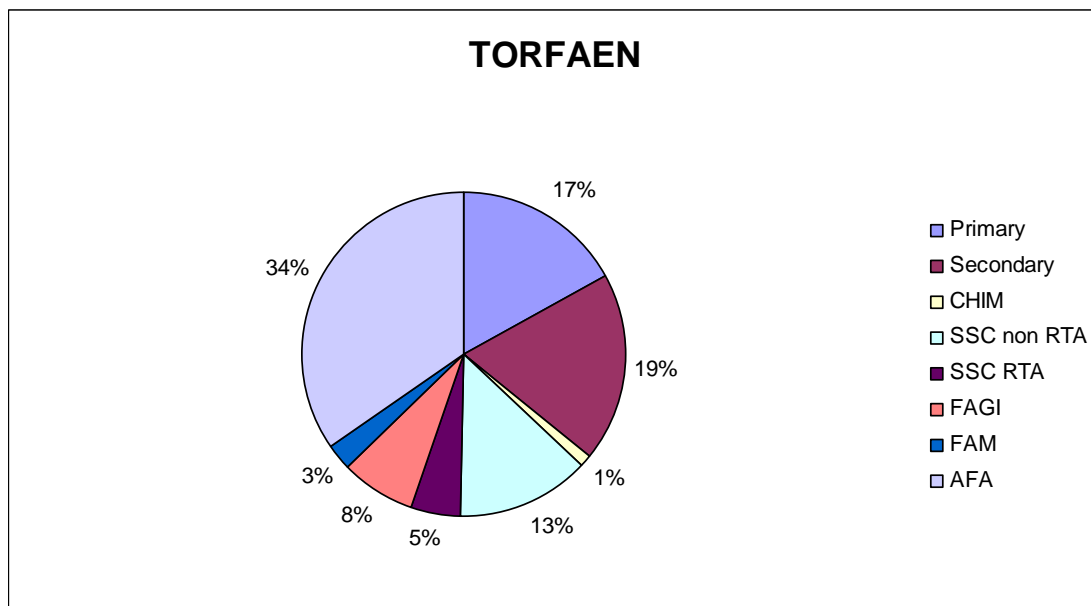
AFA - Unwanted fire signals received from automatic fire alarm systems

Analysis by Unitary Authority: October to December 2010 Torfaen County Borough Council

Number of Calls Received:

	Primary	Secondary	CHIM	SSC non RTC	SSC RTC	FAGI	FAM	AFA	TOTAL
2009/10	48	91	2	29	27	39	12	68	316
2010/11	54	60	3	42	16	24	8	110	317
Variation 09/10 vs. 10/11	6	-31	1	13	-11	-15	-4	42	1
% Variation	12.5%	-34.1%	50.0%	44.8%	-40.7%	-38.5%	-33.3%	61.8%	0.3%

Calls for October to December 2010 split by category are represented graphically below:



KEY:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Accidents

SSC RTC - Road Traffic Accidents

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

Performance Planning

FIRE & RESCUE AUTHORITY

STATION REPORT

October to December 2010

South Wales
Fire and Rescue Service



Gwasanaeth Tân ac Achub
De Cymru

Raising Awareness - Reducing Risk

BLAENAU GWENT COUNTY BOROUGH COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Abertillery	18	12	8	13	0	0	6	9	3	2	5	7	0	0	6	7	46	50
Blaina	8	2	15	9	0	0	9	3	1	1	6	3	2	0	2	1	43	19
Brynmawr	11	6	7	26	1	0	1	5	4	2	5	10	1	0	11	5	41	54
Ebbw Vale	15	19	11	12	0	0	6	7	5	5	13	13	3	0	15	9	68	65
Tredegar	12	12	12	10	0	0	3	2	2	2	3	6	0	3	18	9	50	44
TOTAL	64	51	53	70	1	0	25	26	15	12	32	39	6	3	52	31	248	232

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

BRIDGEND COUNTY BOROUGH COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Bridgend	26	29	22	24	0	1	44	20	15	18	21	24	1	4	66	66	195	186
Porthcawl	7	4	2	3	0	0	6	2	1	0	6	6	0	1	12	12	34	28
Kenfig Hill	9	11	1	18	0	0	3	2	4	5	8	8	0	1	5	3	30	48
Pencoed	9	6	4	1	0	0	1	0	0	2	4	4	0	0	5	3	23	16
Ogmore Vale	1	7	5	3	0	0	0	2	0	4	2	2	0	0	1	1	9	19
Pontycymmer	3	4	3	4	0	0	0	4	0	3	2	4	0	0	4	5	12	24
Maesteg	16	13	40	32	1	0	20	17	5	1	6	12	5	3	8	9	101	87
TOTAL	71	74	77	85	1	1	74	47	25	33	49	60	6	9	101	99	404	408

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

CAERPHILLY COUNTY BOROUGH COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Rhymney	6	10	21	9	1	0	6	4	0	3	2	8	1	0	6	3	43	37
Bargoed	18	16	50	58	1	0	7	9	7	2	11	8	2	0	19	14	115	107
Caerphilly	26	29	55	58	2	1	20	12	4	11	21	19	1	3	19	18	148	151
Abercarn	14	9	22	16	0	0	5	4	4	6	14	11	0	0	14	18	73	64
Cefn Forest	16	7	28	28	1	0	17	9	4	11	14	16	0	1	15	13	95	85
Risca	7	10	9	10	0	0	4	2	5	4	5	9	0	1	10	7	40	43
TOTAL	87	81	185	179	5	1	59	40	24	37	67	71	4	5	83	73	514	487

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

CARDIFF CITY COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Cardiff Central	42	51	46	57	2	0	58	53	8	19	33	35	10	19	176	212	375	446
Roath	48	68	101	96	0	3	37	38	13	41	43	48	11	17	46	58	299	369
Whitchurch	33	34	10	16	2	0	24	28	16	22	31	41	9	6	163	120	288	267
Ely	20	32	48	43	1	0	21	21	8	19	28	23	4	9	34	39	164	186
TOTAL	143	185	205	212	5	3	140	140	45	101	135	147	34	51	419	429	1126	1268

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

MERTHYR TYDFIL COUNTY BOROUGH COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Treharris	10	7	23	16	0	0	9	4	1	4	9	3	0	2	3	2	55	38
Merthyr Tydfil	43	42	66	58	0	0	25	19	10	16	28	33	9	8	74	61	255	237
TOTAL	53	49	89	74	0	0	34	23	11	20	37	36	9	10	77	63	310	275

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

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SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

MONMOUTHSHIRE COUNTY COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Caldicot	10	7	1	13	3	1	5	5	6	5	8	9	0	0	15	16	48	56
Chepstow	4	12	1	2	0	4	7	5	5	5	6	6	1	2	12	7	36	43
Monmouth	2	4	3	3	3	3	10	13	5	5	4	4	0	0	21	13	48	45
Usk	2	3	1	0	2	0	2	2	8	9	3	1	0	0	6	5	24	20
Abergavenny	9	10	2	6	6	2	10	8	8	4	10	7	0	0	52	26	97	63
TOTAL	27	36	8	24	14	10	34	33	32	28	31	27	1	2	106	67	253	227

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

NEWPORT CITY COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Malpas	33	32	32	71	1	1	39	20	11	14	38	35	6	5	56	75	216	253
Duffryn	23	16	23	31	0	0	15	16	12	15	12	12	3	5	32	18	120	113
Maindee	25	54	72	71	2	1	34	27	11	18	29	43	11	9	41	31	225	254
TOTAL	81	102	127	173	3	2	88	63	34	47	79	90	20	19	129	124	561	620

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

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SSC Non RTC - All Special Service Calls except Road Traffic Collisions

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FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Treorchy	7	8	10	5	0	0	6	3	2	5	4	7	0	0	9	9	38	37
Tonypanyd	20	21	15	22	0	3	16	14	5	7	19	15	1	1	24	20	100	103
Ferndale	7	11	11	7	0	0	0	2	2	3	7	6	1	0	5	6	33	35
Porth	5	3	6	6	0	0	2	5	1	5	10	4	0	1	16	15	40	39
Gilfach Goch	5	7	8	20	0	0	3	4	3	5	2	1	0	2	2	3	23	42
Pontyclun	7	11	5	5	1	0	8	5	7	12	10	12	1	1	34	26	73	72
Pontypridd	32	28	55	34	1	2	26	17	12	19	25	35	8	2	52	58	211	195
Hirwaun	2	2	5	7	0	0	1	2	2	6	0	3	0	0	5	7	15	27
Aberdare	32	26	40	40	1	2	20	23	3	11	22	21	2	8	35	41	155	172
Abercynon	8	4	14	14	0	0	1	1	3	1	4	6	0	0	6	4	36	30
TOTAL	125	121	169	160	3	7	83	76	40	74	103	110	13	15	188	189	724	752

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

TORFAEN COUNTY BOROUGH COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Blaenavon	6	5	10	6	0	0	4	2	3	3	1	4	1	1	4	3	29	24
Abersychan	19	10	12	18	0	1	5	4	1	7	3	10	2	3	20	10	62	63
New Inn	9	14	10	18	3	1	9	8	6	7	8	6	1	0	36	21	82	75
Cwmbran	20	19	28	49	0	0	24	15	6	10	12	19	4	8	50	34	144	154
TOTAL	54	48	60	91	3	2	42	29	16	27	24	39	8	12	110	68	317	316

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

THE VALE OF GLAMORGAN COUNCIL

Station	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
Barry	28	26	30	39	1	2	25	24	11	15	13	24	0	5	36	29	144	164
Penarth	13	12	10	11	2	1	25	17	8	7	9	15	3	5	42	39	112	107
Cowbridge	2	5	2	1	2	1	6	4	5	4	1	3	0	0	4	5	22	23
Llantwit Major	4	4	3	2	1	1	6	1	1	3	3	6	0	0	12	7	30	24
TOTAL	47	47	45	53	6	5	62	46	25	29	26	48	3	10	94	80	308	318

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

FAM - False alarm incidents given maliciously

AFA - Unwanted fire signals received from automatic fire alarm systems

SOUTH WALES FIRE AND RESCUE SERVICE

	Primary		Secondary		CHIM		SSC Non RTC		SSC RTC		FAGI		FAM		AFA		TOTAL	
	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10	2010/11	2009/10
TOTAL	752	794	1018	1121	41	31	641	523	267	408	583	667	104	136	1359	1223	4765	4903

NOTES:

Primary - Property fires eg: dwellings, vehicles, schools, hospitals, forestry, etc.

Secondary - Secondary fires eg: grass, rubbish, single derelict buildings, derelict vehicles, etc.

CHIM - Chimney fires

SSC Non RTC - All Special Service Calls except Road Traffic Collisions

SSC RTC - Road Traffic Collisions

FAGI - False alarm incidents given with good intent

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AFA - Unwanted fire signals received from automatic fire alarm systems

RSM Tenon

SOUTH WALES FIRE & RESCUE SERVICE

Internal Audit Progress Report

Finance, Audit and Performance Management Committee: 21 March 2011

RSM Tenon

CONTENTS

Section		Page
1	Introduction	1
2	Final reports issued	1
3	Key Findings from Internal Audit Work	1
4	Work in Progress or Planned	1
5	Liaison with Management and External Audit	1
6	Changes to our Plan	2
7	Client Briefings	2
Appendices		
A	2010/11 Work Completed to Date Including Summary of Assurance Levels and Recommendations	3
B	Work in Progress or Yet to Start (including reports still in draft)	5

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required. Whilst every care has been taken to ensure that the information provided in this report is as accurate as possible, based on the information provided and documentation reviewed, no complete guarantee or warranty can be given with regard to the advice and information contained herein. Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

This report is prepared solely for the use of Board and senior management of South Wales Fire and Rescue Service. Details may be made available to specified external agencies, including external auditors, but otherwise the report should not be quoted or referred to in whole or in part without prior consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended for any other purpose.

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1. INTRODUCTION

- 1.1 The periodic internal audit plan for 2010/11 was approved by the Finance, Audit and Performance Management Committee on 17 May 2010. This report summarises the outcome of work completed to date against that plan. Appendices A and B provide cumulative data in support of internal audit performance.

2. FINAL REPORTS ISSUED

- 2.1 We have finalised the following reports since the last Finance, Audit and Performance Management Committee:

- Follow up (5.10/11)
- Asset Management (9.10/11)
- Risk Management – Risk Maturity Review (10.10/11)
- IT Disaster Recovery Follow up (11.10/11)
- Financial Controls: General Ledger, IFRS – Staff Leave Recording & Stock (12.10/11)

3. KEY FINDINGS FROM INTERNAL AUDIT WORK

- 3.1 Findings from the fuel audit highlighted a lack of control over aspects of fuel usage within the organisation. This included both the management of the use of fuel cards and also the management of the fuel pump at the Pontyclun station. A number of recommendations were raised, all of which were accepted by management or alternative solutions proposed to control current risks. It is intended that we will carry out a full follow up audit on this subject very early in the 2011/12 year. This will then support our work to formulate our annual opinion.
- 3.2 In addition, the recent review of Financial Controls: General Ledger, IFRS – Staff Leave Recording and Stock has also been given a red rating. The key issues identified related to the stock system, which we have recommended is subject to a fundamental management review. We have proposed a further audit s undertaken of this area in the 2011/12 audit plan. Consideration should be given to a follow up of the other recommendations – not related to stock – shortly after the year end.

4. WORK IN PROGRESS OR PLANNED

- 4.1 All audit work has been completed and finalised for the year.

5. LIAISON WITH MANAGEMENT AND EXTERNAL AUDIT

- 5.1 We have held meetings with both the Treasurer and Management to discuss the plan for 2011/12.

6. CHANGES TO OUR PLAN

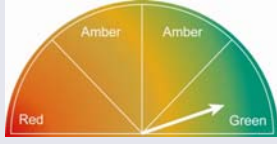
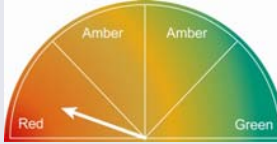
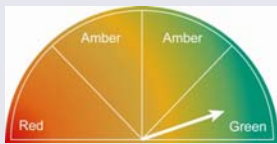
- 6.1 At the request of management we substituted the planned audit on Estates management for a review of the development of the Asset Management plans within the organisation.
- 6.2 We have also utilised a number of the contingency days within the plan to widen testing relating to the Financial Controls audit. The balance of days will be carried forward to next year's plan.

7. CLIENT BRIEFINGS

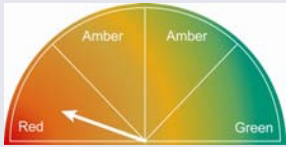
- 7.1 There has been one relevant client briefing that has been issued since the last Finance, Audit and Performance Management Committee.

APPENDIX A: 2010/11 WORK COMPLETED TO DATE INCLUDING SUMMARY OF ASSURANCE LEVELS AND RECOMMENDATIONS

Reports being considered at this Committee are shown in italics.

Auditable Area	Start Date	Debrief date	Draft report issued	Responses received	Final report issued	Audit Committee	Assurance level given	Number of Recommendations Made				
								High	Medium	Low	In Total	Agreed
Grant Funding (03.10/11)	19 Jul 10	22 Jul 10	12 Aug 2010	21 Oct 2010	22 Oct 2010	November 2010		0	1	1	2	2
Fuel (02.10/11)	5 July 2010	8 July 2010	20 July 2010	4 Nov 2010	4 Nov 2010	November 2010		4	11	3	18	17
Payroll (08.10/11)	22 Nov 2010	24 Nov 2010	1 Dec 10	6 Dec 10	6 Dec 10	Jan 2011		0	1	4	5	5
<i>Asset Management (09.10/11)</i>	15 Nov 10	18 Nov 10	8 Dec 10	13 Jan 11	13 Jan 11	March 2011		0	0	1	1	1
Health and Safety Follow up (04.10/11)	13 Sept 10	14 Sept 10	17 Sept 10	20 Sept 10	20 Sept 10	Nov 2010	Good Progress	0	0	0	0	0
<i>Follow up (05.10/11)</i>	4 Oct 10	6 Oct 10	7 Oct 10	20 Jan 11	20 Jan 11	March 2011	Adequate Progress	0	2	3	5	4
<i>IT Disaster Recovery Planning – Follow Up (11.10/11)</i>	Jan 2011	19 Jan 11	28 Jan 11	28 Feb 2011	28 Feb 2011	March 2011	Adequate Progress	0	2	3	5	5

Assurance

Auditable Area	Start Date	Debrief date	Draft report issued	Responses received	Final report issued	Audit Committee	Assurance level given	Number of Recommendations Made					
						Actual		High	Medium	Low	In Total	Agreed	
<i>Financial Controls: General Ledger, IFRS – staff leave recording & Stock (12.10/11)</i>	Nov 2010 January 2011	28 Jan 11	9 Feb 11	28 Feb 11	28 Feb 11	March 2011		3	5	3	11	10	
Advisory	Performance Management and Reporting (01.10/11)	5 July 2010	8 July 2010	12 July 2010	14 July 2010	14 July 2010	July 2010	N/A – Advisory Review	0	0	0	0	0
	Governance – Compliance with the Code of Corporate Governance (06.10/11)	11 Oct 2010	13 Oct 2010	18 October	10 Nov 10	10 Nov 19	Jan 2011	N/A – Advisory Review	0	1	2	3	3
	Value for money: Risk Reduction Plan 2010 (07.10/11)	1 Nov 10	4 Nov 10	15 Nov 10	8 Dec 2010	8 Dec 10	Jan 2011	N/A – Advisory Review	0	0	4	4	2
	<i>Risk Management – Risk Maturity (10.10/11)</i>	10 Jan 11	12 Jan	26 Jan	12 Feb 11	12 Feb 11	March 2011	<i>Risk Managed</i>	0	0	5	5	5
Totals to date:								7	23	29	59	54	

APPENDIX B: WORK IN PROGRESS OR YET TO START (INCLUDING REPORTS STILL IN DRAFT)

Auditable Area	Start Date	Debrief date	Draft report issued	Planned Audit Committee	
	Audit Management				Ongoing

APPENDIX C: CLIENT BRIEFINGS

Delay to Bribery Act Enforcement

3 February 2011

Client Briefing - Gen 01.11

The Ministry of Justice has announced a further delay in the planned enforcement date of the Bribery Act 2010. The Bribery Act was due to be enforceable from April 2011, however on the 31 January 2011 a spokesperson for the Ministry of Justice said:

'We are working on the guidance to make it practical and comprehensive for business. We will come forward with further details in due course. When the guidance is published it will be followed by a three month notice period before implementation of the Act.'

It appears the sticking point is focused in the main around overseas operations and the use of agents. It would be prudent for those businesses that have started to apply anti bribery measures to continue with their implementation to ensure speedy compliance with the Bribery Act 2010 when the revised enforcement date of the Act is made available.

This delay presents businesses who have not taken any action in relation to the Bribery Act 2010 with an opportunity to ensure that anti bribery measures are implemented prior to the revised enforcement date.

RSM Tenon will continue to provide updates, guidance, support and assistance in relation to ensure adequate procedures are addressed in relation to the Bribery Act 2010.

For further information please contact:

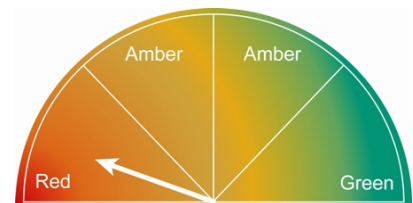
Allan Maund Regional Investigations Manager Email: allan.maund@rsmtenon.com Mobile: 07748 152 013	John Baker Director, Fraud Solutions Email: John.baker@rsmtenon.com Mobile: 07753 584 973
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South Wales Fire & Rescue Service

Financial Controls: General Ledger, IFRS – Staff Leave Recording & Stock Management System

Internal Audit Report (12.10/11)
28 February 2011

Overall Opinion: RED



CONTENTS

Section	Page
Executive Summary	11
Action Plan	7
Findings and Recommendations	13

Debrief meeting	28 January 2011	Auditors	David Taylor, Director; Helen Cargill, Associate Director; Heather Wheatley, Client Manager,
Draft report issued	9 February 2011		
Responses received	28 February 2011		
Final report issued	28 February 2011	Client sponsor	Sally Murton, ACO Geraint Thomas, Head of Finance and Procurement
		Distribution	Sally Murton, ACO Calvin Powell, Head of Business Support



This review has been performed using RSM Tenon's bespoke internal audit methodology, **i-RIS**.

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required. Whilst every care has been taken to ensure that the information provided in this report is as accurate as possible, based on the information provided and documentation reviewed, no complete guarantee or warranty can be given with regard to the advice and information contained herein. Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

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1 EXECUTIVE SUMMARY

1.1 INTRODUCTION

An audit of Financial Controls: General Ledger & IFRS – Staff Leave Recording was undertaken as part of the approved internal audit periodic plan for 2010/11. Following discussions with management the audit scope was extended to include stock as a number of concerns had been identified regarding the accuracy of recording of stock on the system.

The Fire & Rescue Service continues to use Microsoft Dynamics Great Plains. The system has recently been upgraded (July 2010) and this has led to a number of changes in the data entry screens, mainly resulting in the system becoming more user friendly.

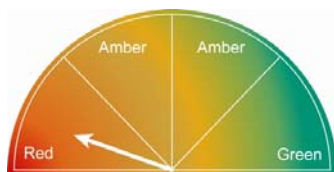
The financial system is administered and maintained by the System Administrator. All staff requiring access to the system are allocated role specific access to the system. User accounts are disabled when staff leave the Fire and Rescue Service.

The Systems Administrator is responsible for the preparation of control account reconciliations and the uploading of journals relating to non integrated systems, such as the payroll. These tasks have subsequently been delegated to other members of staff.

A recent development has been the inclusion of consumables and equipment stock on the system. Historically only uniform stock has been held on the system. It is intended that the system will be developed further to include Red Kite operational equipment items as stock. The system in use was set up by M4, the software suppliers with the assistance of the Systems Accountant. No training was provided to finance and procurement staff on the new processes and there are no user manuals or procedural guidance available to staff.

The Fire and Rescue Service is required to prepare accounts under IFRS for the first time this year and as part of this process an accrual is required in respect of annual leave that has not been taken by the year end. The initial calculations of the opening accrual are due to be reviewed by External Audit during the Interim Audit in February 2011.

1.2 CONCLUSION



Taking account of the issues identified, the Board cannot take assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

Action needs to be taken to ensure the risks to this objective are managed.

The above conclusions feeding into the overall assurance level are based on the evidence obtained during the review. The key findings from this review are as follows:

Design of control framework

- There is a large number of regular journal postings that take place each month as a result of systems not being fully integrated. One such example is the payroll data which is received from Monmouthshire County Council. There is a complication in uploading the data received due to the coding structure used by the Council (24 digits) differing to that of the Fire Service (16 digits). Consequently the data requires amending prior to being uploaded to the Great Plains System. Our review indicated that this exercise takes approximately three days each month and is supported by a 22 page guidance document. The process is clearly over-complicated and should be reviewed to determine how the process can be undertaken more efficiently. There are built in controls within the process that prevent data being posted until the data is confirmed to have balanced, but the level of amendment required gives rise to the risks of error.
- Access to Great Plains is controlled by the System Administrator. On review it was determined that there are currently two members of staff who have access to the system as System Administrator, but as there is only one System Administrator User ID (sa), they share a password. Given the level of access permitted to the system to a System Administrator, sharing a password creates a significant risk that the password will become known to an unauthorised user, exposing the Fire and Rescue Service to the risk of unauthorised and inappropriate transactions that would be traced to a unique user. In addition, it was observed that the Systems Accountant default log-in was as the Systems Administrator. This should only be used in exceptional circumstances and for all day to day transactions the Systems Administrator should log-in under his own unique User ID.
- The Great Plains system has been subject to an upgrade during the year. In addition, the Fire Service has worked alongside the software suppliers to allow stock transactions to be recorded on the system. Previously, only Fire Service Uniforms had been treated as stock, but this has now been extended to include Consumables and Equipment. We were advised that it is intended to record Red Kite items in this manner in the near future. The changes arising from the introduction of the new stock transactions on the system are complicated. However, no training has been provided to key staff. In addition there were no guidance notes or user manuals to assist these users in understanding the system. There is a risk that Users do not understand how transactions work on the system and consequently that errors are made in recording such transactions. Provision of appropriate training is the role of the Systems accountant as contained within the job description.
- The stock system appears unnecessarily complicated with the inclusion of individual “sales” and internal “payment” transactions to allow a history of uniform stock. As returns are not currently being processed on the system there are balances on holding accounts which should in fact have been cleared. As a result, stock balances are not correct. The system should be reviewed to determine how it can be simplified.
- Returns are not currently recorded on the system as following the systems upgrade the functionality to amend the Uniform history when processing a return was lost. Paper records have been maintained of uniform stock returns but these have not been posted to the system and as such physical and book stock will not be the same. As the returns have not been processed on the system the stock holding account is not cleared. We were advised that a software solution has been requested.
- The IFRS annual leave accrual (brought forward balance) had not been calculated at the time of our audit as the necessary information had not been provided in full from within the organisation. Systems should be reviewed to ensure the required information can be provided as necessary to support the year end accounts process. The outstanding data should be provided in sufficient time for the opening accrual calculation to be available for external audit review in February.

Application of and compliance with control framework

- Control account reconciliations should be performed and reviewed on a monthly basis. These represent a key control of the general ledger in that they provide assurance that data has

been correctly posted. Our review indicated that prior to October 2010, no control account reconciliations had been prepared and reviewed. While it is not unusual for reconciliations to start after the year end accounts process has been completed, this represents a period of six months. Since October 2010, the bank reconciliation has been prepared and reviewed on a monthly basis. However, the sales ledger control account reconciliation was not prepared again until January and no further purchase ledger control account reconciliations had been prepared.

- There are a number of suspense accounts on the Service's General Ledger. These are required to be reviewed and cleared on an ongoing basis throughout the year. Our review indicated that there were a number of balances that related to the first half of the financial year that had not been cleared. In addition, the Payroll Miscellaneous Suspense Account, that had a balance of £5,360, had been increasing on a monthly basis. Discussions with the Payroll Manager indicated that she would not be aware of the balance unless requested to investigate reasons for suspense entries, However after investigation, an explanation for the transactions was found and the correct coding was subsequently identified. Suspense accounts should be cleared regularly throughout the year to minimise the risk of incorrect postings and inaccurate management information.
- There is no formal process for disabling the access of Great Plains users who have transferred or left the Fire Service. This however was mitigated by the small number of users and the ability to process such changes immediately they became necessary. However testing indicated that one user had not been amended to a disabled status on the system despite leaving in August 2010. Failure to disable a user leads to the risk of unauthorised access to the system.
- A sample of 34 stock items was selected from the system and counted. In 21 instances the stock held differed to the stock recorded on the system. Several explanations were provided including the non-inclusion of Uniform returns on the system; the failure to remove Uniform items that are now held under a managed care arrangement (nomex tunics etc) from stock on the system, despite it no longer being held physically and the return of contingency stock from stations which had a nil cost and had not been reflected on the system. A full stock count should be undertaken and stock records adjusted accordingly. The uniforms that were removed from stock as part of the managed care arrangement should be removed from the stock held on the system.
- Management information and budget reports are produced in line with Fire Authority and Performance Management meeting requirements (effectively every two months). Management Accounts staff meet budget holders and discuss the detailed budget information and action any changes that are necessary in addition to recording a narrative In respect of variances. However, because of the issues with the consumable and equipment stock expenditure the budget reports for Operations have not been sent out regularly in the year to date. There is a risk that management do not know the true budget position and that they may overspend as a result.

1.3 SCOPE OF THE REVIEW

The objective of our audit was to evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion. Control activities are put in place to ensure that risks to the achievement of the organisation's objectives are managed effectively. When planning the audit, the following limitations were agreed:

Limitations to the scope of the audit:

- We will include a sample of transactions from the current financial year. The sample will be at the discretion of the auditor.
- Our review will be restricted to the arrangements in place in compliance with relevant IFRS for staff leave records.
- Our work does not provide any guarantee against material errors, loss or fraud or provide an absolute assurance that material error, loss or fraud does not exist.

The approach taken for this audit was a System-Based Audit.

1.4 RECOMMENDATIONS SUMMARY

The following tables highlight the number and categories of recommendations made. The Action Plan at Section 2 details the specific recommendations made as well as agreed management actions to implement them.

Recommendations made during this audit:

Our recommendations address the design and application of the control framework as follows:

	Priority		
	High	Medium	Low
Design of control framework	3	6	1
Application of control framework	3	2	3
Total	6	7	4

The recommendations address the risks within the scope of the audit as set out below:

Area	Priority		
	High	Medium	Low
Journals	0	1	1
Control accounts	0	2	1
Suspense Accounts	1	0	0
Access Controls	1	1	0
IFRS – Annual Leave Accrual	0	1	1
Stock	*3	*2	*1
Financial information provided to budget holders	*1	0	0
Total	6	7	4

Note: * denotes that the recommendations have been incorporated into 1 overarching recommendation relating to the need to undertake a fundamental review of the stock system.

Recommendations implemented since the previous audit in this area:

Date of previous audit: 13 August 2010			
Assurance:	Fundamental	Significant	Merits Attention
Number of recommendations made during previous audit	0	1	2
Number of recommendations implemented	0	0	0
Recommendations not yet fully implemented:	0	0	2

The two merits attention points related to the timely review of control account reconciliations. The points have been carried forward as the audit has indicated that the reconciliations are not prepared on a monthly basis and are also therefore not reviewed. The exception to this is the bank reconciliation which has been prepared and reviewed on a monthly basis since October 2010.

The significant point related to the segregation of duties within ReqLogic and has not been followed up in this report.

1.5 ADDITIONAL FEEDBACK

We have made suggestions where we have identified innovation or good practice at other organisations that South Wales Fire & Rescue Service may wish to consider:

Suggestions Made During the Audit

Journals are accompanied with a form and supporting documentation. However, our review indicated that despite the inclusion of supporting documentation, the reason for the journal was not always evident as very little narrative is provided on the Journal Request Form. Greater clarity should be provided on the form, which in turn will minimise risks of errors in processing the journal and will allow those reviewing the journals to easily understand the purpose of the journal.

We have included some comparative data to benchmark the number of recommendations made, as shown in the table below. In the past year, we have undertaken a number of audits of financial controls across the Public Sector, although may not include stock and IFRS.

Level of Assurance	Financial Controls		Stock Management System	
	Percentage of Reviews	Results of this Audit	Percentage of Reviews	Results of this Audit
Green	70%			
Amber	29%		100%	
Red	2%	X		X

Recommendations	Average number in similar audits	Number in this audit
Financial controls	5	8
IFRS – Leave Recording	N/A	2
Stock Management System	6.5	1 (summarising 7)

2 ACTION PLAN

The priority of the recommendations made is as follows:

Priority	Description
High	Recommendations are prioritised to reflect our assessment of risk associated with the control weaknesses.
Medium	
Low	
Suggestion	These are not formal recommendations that impact our overall opinion, but used to highlight a suggestion or idea that management may want to consider.

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
GENERAL LEDGER						
3.1	Suspense accounts should be reviewed and cleared on a monthly basis, particularly those relating to payroll and bank accounts. The Systems Accountant should ensure that he liaises with other staff (e.g. the Payroll Manager) to resolve these issues promptly.	High	Y	A monthly deadline date will be set for the systems accountant to have a trial balance report showing all suspense accounts balances cleared. This will be reviewed and authorised by a senior manager of the directorate.	7/3/2011	Head of Finance & Procurement
4.1	Only one user should have access to the System Administrator password. A copy of the password should be retained in a sealed envelope in the safe in the event that the Systems Administrator is absent and urgent access to the system is	High	Y	The system administrator password will be changed and used only for system maintenance work. The systems accountant will be instructed to create and use his own password for all non	7/3/2011	Head of Finance & Procurement

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
	<p>required.</p> <p>The use of the SA (system administrator) user ID should be restricted to use in exceptional circumstances or when system maintenance is required. All other access to the system for the performance of operational day to day duties should be undertaken via the user's own user name.</p>			maintenance work on the system.		
1.2	The Payroll and General Ledger System are not integrated and accordingly the payroll data will need to be manually uploaded each month. The current process for uploading the data should be reviewed, specifically the need for significant amounts of data amendments prior to the upload being possible, with a view to reducing the considerable time and effort required to input the data.	Medium	Y	The process has been streamlined to eliminate the need for amending coding structure prior to upload to the ledger. This has reduced the time taken significantly. Further developments for integrating payroll systems with financial ledgers will be address by the ICT project for an ERP system.	15/3/2011	Accountant – People Services
2.2	The debtors control account reconciliation should be prepared and reviewed by a senior manager on a monthly basis throughout the financial year.	Medium	Y	A monthly deadline date will be set for the systems accountant to produce detailed documentation showing the debtor account reconciliation. This will be reviewed and authorised by a senior manager of the directorate.	7/3/2011	Head of Finance & Procurement
2.3	The creditors control account reconciliation should be prepared and reviewed by a senior manager on a	Medium	Y	A monthly deadline date will be set for the systems accountant to produce detailed	7/3/2011	Head of Finance & Procurement

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
	monthly basis throughout the financial year.			documentation showing the creditors account reconciliation. This will be reviewed and authorised by a senior manager of the directorate.		
4.3	Management should confirm that user id "clawsda" has been disabled. Access to the Great Plains system should be disabled immediately when a member of staff either leaves the Fire Service or transfers internally to a position where access is no longer required.	Medium	Y	The stated user id account will be disabled and a reminder added to exit interviews to ensure access to system is disabled when personnel leave the department.	7/3/2011	Head of Finance & Procurement
1.1	Staff should be reminded of the new nominal ledger account codes to reduce the number of miscodings and subsequent journals required to correct them.	Low	N	The issue regarding coding was a result of the change to the chart of accounts at the start of 2010/11. The chart is now established and will not be amended. Auditors Comment. Noted.		
2.1	Formal documentation for the Month end bank reconciliations should be prepared and reviewed by a senior manager at the end of every month throughout the financial year. Old outstanding cheque balances should be written back once they have passed	Low	Y	A monthly deadline date will be set for the systems accountant to produce detailed documentation showing the bank reconciliation. This will be reviewed and authorised by a senior manager of the	7/3/2011	Head of Finance & Procurement

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
	<p>their six month life.</p> <p>The reconciling items (e.g. Marsh Ltd) should be investigated and cleared.</p>			<p>directorate.</p> <p>Any outstanding cheques will be written back and reconciling items cleared</p>		
1.1	Consideration should be given to providing more narrative to support the journals raised.	Suggestion	Y	Staff will be reminded to provided more explanation in narrative to support journals	7/3/2011	Head of Finance & Procurement
IFRS – STAFF LEAVE RECORDING						
5.2	<p>Management should ensure that a process is in place to provide the necessary information on annual leave to facilitate the calculation of the annual leave accrual.</p> <p>Outstanding information should be provided as a priority so that the calculation is available for the interim financial audit in February 2011.</p>	Medium	Y	<p>Recording systems have been revised to ensure reports of outstanding leave are available.</p> <p>The outstanding information in respect of support staff has been provided</p>	31/3/2011	Head of People Services
5.3	Management should review whether a mechanism to collate flexi time balances at the year end should be introduced to assist with the calculation of the accrual for IRS purposes.	Low	Y	Objective set in directorate plan to develop a mechanism for collating flexi/annual leave/compensatory leave balances at the year end to assist with the calculation of the accrual for IFRS purposes.		Head of People Services

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
STOCK MANAGEMENT SYSTEM						
6	<p><u>Overall Recommendation:</u></p> <p>A fundamental review of the current stock management system should be undertaken to establish whether the system and procedures which utilise the sales ledger can be corrected or whether they are not fit for purpose as a stock management system.</p> <p>The need has been identified due to the findings resulting in original recommendations below (6.1-6.5)</p>	High	Y	<p>A process review tracking all stages in the process for requisition, purchase, issue, returns and ledger entries will be undertaken by staff from outside the department who are trained in process mapping.</p> <p>A comparison against the processes in a traditional stock control system will then also be completed to ascertain if the current system can be corrected.</p>	30/4/2011	Head of Finance & Procurement
6.1	Procedural guidance should be developed for key stock transactions and made available to relevant staff. Training needs should be assessed and additional training provided if this is considered necessary.	High	Refer to management response to the overall recommendation above.			
6.2	Management should review the way that stock is currently being processed through the system to determine whether the additional postings in the system are genuinely required and to determine	High				

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
	whether the system can be simplified.					
6.4	A full stock count should be undertaken and stock records adjusted accordingly. The uniforms that were removed from stock as part of the managed care arrangement should be removed from the stock held on the system.	High				
7.1	Budget reports should be provided to all departments on a regular basis. The issues with the stores transactions should be resolved as a priority to ensure that accurate information can be provided on a timely basis to the Operations Department.	High				
6.3	The issue relating to uniform returns should be resolved as a priority and the backlog of returns data input on the system.	Medium				
6.6	The uniform stock account - X999-5400 should be reviewed in detail and all incorrect entries journalled out and charged to the correct code.	Medium				
6.5	All multiple pack items should be reviewed and the price checked for accuracy.	Low				

3 FINDINGS AND RECOMMENDATIONS

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
Area 1: Journals					
1.1	<p>Journals for the correction of errors/mispostings are appropriately prepared and approved before posting. Journals are raised by one individual and posted/dated by a second individual, maintaining segregation of duties.</p> <p>The journals are automatically allocated numbers by the system on posting and these are recorded on the Journal Transfer Request Form. Supporting documentation is attached to the Journal Transfer Request Form which is filed in numerical order within Finance.</p>	Yes	<p>A sample of 15 journals was selected at random and checked to ensure that there is appropriate segregation of duties between the request and inputting of journals; that the details could be traced to supporting documentation and that the journals had been correctly posted to the ledger. The following was noted:</p> <ul style="list-style-type: none"> ▪ All 15 journals had been requested and input by separate members of staff; ▪ 14 of the journals were supported by documentation, although it was noted that in most cases further explanation from finance staff was required to explain the purpose of the journal. ▪ The journal that was not supported by documentation related to a VAT correction, where the initial invoice had been raised on the basis of the invoice value being inclusive of VAT when it had in fact been net of VAT. We were advised that it had not been considered necessary to attach a document to support the amendment and there were no difficulties in establishing the reason 	<p>Consideration should be given to providing more narrative to support the journals raised.</p> <p>Staff should be reminded of the new nominal ledger account codes to reduce the number of miscodings and subsequent journals required to correct them.</p>	<p>Suggestion</p> <p>Low</p>

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>for the journal;</p> <ul style="list-style-type: none"> All 15 journals were traced through to the ledger. It was noted that in one case the journal had been requested incorrectly (the debit/credit entries were the wrong way round), but this had been identified subsequent to posting and corrected with a further journal. The journal had been annotated accordingly. We confirmed the details through to the correction. <p>We were advised that a number of the journals raised were as a result of changes in the nominal ledger codes (for example- other costs was 5900 and is now in the range 6400 to 6429) that had not been actioned on coding the initial transaction. It is recommended that a reminder is issued to all staff of the new codes to reduce the level of corrections required.</p>		
1.2	<p>There are a number of regular journals that are uploaded to the system by the Systems Administrator where systems are not integrated. This includes payroll data.</p> <p>A monthly upload is received from Monmouthshire County Council, that prepares the payroll on behalf of the Service.</p>	No	<p>As the payroll upload is most significant to the general ledger and the Service in terms of value, the process was reviewed. It was noted that the Systems Accountant had until recently undertaken this task but this has now been passed to Payroll and the reconciling team.</p> <p>There is a complication with the payroll data provided by Monmouthshire County Council in that the coding used by the Council (24 characters) does not reflect the coding structure of the Fire</p>	<p>The Payroll and General Ledger System are not integrated and accordingly the payroll data will need to be manually uploaded each month. The current process for uploading the data should be reviewed, specifically the need for significant</p>	Medium

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>As the Council has a different coding structure to the Fire & Rescue Service, a significant amount of time is spent working on the data to enable the data upload to Great Plains to take place.</p>		<p>Service's General Ledger (16 characters). As such each month an exercise has to be undertaken to amend the payroll data received and to upload it to the General Ledger.</p> <p>In order to undertake this task, the officer currently responsible, observed the Systems Accountant and documented every stage of the process, as this had not previously been done. This has resulted in a 22 page document setting out every stage of the process and all adjustments and controls that are required to ensure the upload works correctly.</p> <p>The task itself currently takes three working days to complete and generally further assistance is sought from the Systems Accountant, who has always undertaken the task historically, when problems arise in the process.</p> <p>While it was evident that there are built in controls within the process to ensure that the data is accurate and balances prior to the upload to Great Plains, the process itself appears unnecessarily difficult and time consuming. In addition, there is a risk that fixes built into the spreadsheet might ultimately result in incorrect allocation or calculation of data.</p>	<p>amounts of data amendments prior to the upload being possible, with a view to reducing the considerable time and effort required to input the data.</p>	

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
Area 2: Control accounts					
2.1	<p>Bank accounts are formally reconciled on a monthly basis. These are signed and dated by the person preparing the reconciliation and signed and dated as reviewed.</p> <p>Completed reconciliations and backing documentation are maintained within Finance.</p> <p>In addition, informal weekly working reconciliations are prepared to facilitate the month end process</p>	Yes	<p>All month end bank reconciliations in the year to date were reviewed to ensure that these had been completed and reviewed on a monthly basis.</p> <p>Although there was evidence that reconciliations had been prepared during each month of the year, there were no formal reconciliations on file until October 2010. This meant that there were no formal reconciliations prepared for the first six months of the year. On discussion with the Systems Accountant, we were advised that there had been slippage in the preparation of the formal reconciliations and this had been addressed by reallocating responsibility for the preparation of the reconciliation to a different member of the Finance Team.</p> <p>From October 2010 onwards, following the delegation of responsibility, a formal reconciliation had been prepared at each month end to date. The reconciliation had been signed and dated as prepared and had been signed and dated as reviewed in each case. Both the preparation and review of the reconciliation took place on a timely basis for those reconciliations held on file.</p> <p>The December reconciliation (which took place on 7 January 2011) was reviewed in detail and all details could be traced to supporting</p>	<p>Month end bank reconciliations are a key control and should be formally prepared and reviewed at the end of each month throughout the financial year.</p> <p>Old outstanding cheque balances should be written back once they have passed their six month life.</p> <p>The reconciling items (e.g. Marsh Ltd) should be investigated and cleared.</p>	Low

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>documentation. It was noted that 10 outstanding cheques dated back to April and May 2010 and so are now out of date. The £1,347 relating to these cheques should be written back.</p> <p>It was noted that the most recent reconciliation included £17,284 of reconciling items (6 items). On discussion with the Systems Accountant it was ascertained that these relate to income received that has not yet been recorded on the system as there is uncertainty as to what the income relates to. The balances are followed up, evidenced by the fact that several items from the previous month had been cleared, but the oldest item (£3,518.80, Marsh Ltd) dates back to September 2010 and should have been cleared by the time of our review.</p>		
2.2	<p>The sales ledger control account (debtors' system control) is formally reconciled on a monthly basis and signed and dated by the person preparing and reviewing the reconciliation.</p>	Yes	<p>The sales ledger control account reconciliation file was obtained and reviewed to ensure reconciliations had been prepared on a monthly basis throughout the year, had been signed and dated as prepared and reviewed and that there were no unusual reconciling items.</p> <p>The file provided by the Systems Accountant included only one completed sales ledger control account reconciliation for the year to date. The reconciliation was dated 5 November 2010 and had been signed and dated as prepared and reviewed.</p> <p>The reconciliation was reviewed in detail and the</p>	<p>The debtors control account reconciliation should be prepared and reviewed on a monthly basis throughout the financial year.</p>	Medium

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>balance listed on the Debtors system control posting agreed directly to Debtors listing of the same date.</p> <p>There was no evidence on file of any other weekly or more formal monthly reconciliations having been prepared.</p> <p>On discussion with the Systems Accountant we were advised that the reconciliation has been complicated by the inclusion of internal transfer of uniforms from stock following the decision to reallocate costs for uniform stock to individual stations, which is recorded through the sales ledger by officer number. As a result the debtors listing includes not only genuine debtors, but also a list of staff numbers and department codes that relate to the internal stock transfers and these need to be stripped out of the listing prior to reconciliation of genuine external debtors.</p> <p>The aged debt reports file was obtained and it was confirmed that a reconciliation of aged debtors had been undertaken on a monthly basis throughout the year to date. The balance excludes the "internal balances" which have been stripped out. However, the aged debtors' reconciliation for October was prepared on 1 November 2010, whereas the formal debtors' reconciliation on file was prepared as at 5 November 2010, so the balances did not agree.</p> <p>The aged debtors' reconciliation is not formally</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>reviewed or signed off.</p> <p>Further audit testing was undertaken a week later and we were advised by the Systems Accountant that he had spent a significant amount of time preparing a full debtor reconciliation as at the 20 January 2011. The reconciliation included both the Debtors System Control Posting account (U002-9701-000) and the Debtors System Control Internal account (U002-9703-000), the latter of the two accounts had not been included in the earlier November reconciliation.</p> <p>The control account balances agreed to the aged debtors listing. The reconciliation had been signed as prepared by the Systems Accountant but had not been reviewed at the time of our review.</p> <p>We were advised by the Systems Accountant that having resolved the issue with the preparation of the reconciliation, it would now be delegated to a different officer for completion on a monthly basis.</p>		
2.3	The purchase ledger control account (creditor listing control) is formally reconciled on a monthly basis and signed and dated as prepared and as reviewed.	Yes	<p>The purchase ledger control account reconciliation file was obtained and reviewed to ensure that reconciliations had been prepared on a monthly basis, had been signed and dated as prepared and reviewed and that there were no unusual reconciling items.</p> <p>It was noted that only the October month end reconciliation had been formally completed and reviewed.</p>	The creditors control account reconciliation should be prepared and reviewed on a monthly basis throughout the financial year.	Medium

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>The reconciliation was reviewed in detail and it was noted that the creditors' system control balance on the general ledger (trial balance summary as at 1/11/10) could be agreed directly to the creditor listing. The reconciliation had been prepared and reviewed shortly after the month end.</p> <p>A further reconciliation was on file dated 5 January 2011, however, this had not been signed off as prepared or reviewed. The balances were agreed as reconciling directly to each other.</p> <p>It was also noted that there was only evidence of the informal reconciliation being performed infrequently during the year.</p>		
Area 3: Suspense Accounts					
3.1	<p>Suspense accounts are reviewed by the Systems Accountant on a monthly basis and the balances cleared. This process is completed electronically and as such there is no formal sign off evidencing completion of the task</p>	Yes	<p>A copy of the trial balance as at 13 January 2011 was obtained to identify the Suspense Accounts in use by the Fire and Rescue Service. Details of each account as at 17th January were obtained and reviewed on screen with the Systems Administrator to ensure the accounts are being cleared on a regular basis. The following was noted:</p> <p><u>U001-9799 - Creditors error suspense</u></p> <p>The account balance was £458.25 at the date of the audit. The balance related to one entry dated 25 May 2010. All other balances had been cleared.</p>	<p>Suspense accounts should be reviewed and cleared on a monthly basis, particularly those relating to payroll and bank accounts. The Systems Accountant should ensure that he liaises with other staff (e.g. the Payroll Manager) to resolve these issues promptly.</p>	High

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p><u>U002-9797 - Debtors error suspense</u></p> <p>The account balance was £0.04 at the date of the audit. On review, the balance was made up of four separate entries, each of £0.01 that occurred in May, July, August and October. All other entries had been cleared from the account.</p> <p><u>U003-9723 - Payroll miscellaneous</u></p> <p>The account balance was £5,360.42 at the date of the audit. Our review indicated that the account is made up of one transaction on the 15th of each month from April 2010. None of the balances had been cleared throughout the year. We were advised that the balances probably related to travelling expenses / training costs that had been paid but not allocated.</p> <p>This was discussed further with the Payroll Manager, who had not been aware of the balance on the Suspense Account. She investigated the balances and was able to confirm that they related to expenses incurred by an injured part time fire officer that should have been charged to the loss of earnings account code. The Systems Accountant has been advised accordingly.</p> <p><u>U003-9274 - Payroll recovery of salaries</u></p> <p>The balance at the time of our review was (£0.18). This was identified as a recent difference arising from the clearing of the August debit balance of</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>£1,906.20. The entry in September was credit £1,906.02. All other entries had been cleared in the following month throughout the year to date.</p> <p><u>U006-9799 - Bank accounts - error suspense</u></p> <p>The balance at the time of our review was (£2.31). The items on the suspense account had arisen over the year and were credit balances usually in the range of £0.04 to £0.13. The largest item was £1. None of the balances had been cleared. We were advised by the Systems Accountant that these would be rounding errors.</p> <p><u>U007-9701 - Control goods received accruals</u></p> <p>The balance at the time of our review was (£106.63). We were advised that this balance related to balances from the stock system where the cost of sales entry had not been corrected. Whilst it was clear that entries had been cleared throughout the year, our review indicated that the outstanding balance included a number of older uncleared items.</p> <p><u>Z999-4203-0100 Holding account consumables</u> The balance at the time of our review was (£69.10) and had not been cleared..</p> <p><u>Z999-5120-0100 - Holding account operational equipment</u></p> <p>The account balance of (£83.52) related to one</p>		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>entry dating back to August 2010.</p> <p><u>Z999-5400-0028 - Holding account uniform issue</u></p> <p>The balance at the time of our review was £71.45. The Systems Administrator was able to explain the balance.</p> <p>We were advised by the System Accountant that he undertakes a quarterly exercise to clear the account balances with a view to ensuring that these have been cleared to zero by the year end. However, our review indicated that the exercise has not taken place regularly throughout the year as a number of old balances remain.</p> <p>There is a risk that transaction errors have not been identified and corrected and that management information is incorrect.</p>		
Area 4: Access Controls					
4.1	<p>Access to Microsoft Dynamics is controlled by the System Administrator.</p> <p>There are two system administrators with responsibility for setting users up and disabling leavers from the system.</p> <p>From review it was confirmed</p>	No	<p>Best practice is that there should be one Systems Administrator and that a copy of the password is maintained in a sealed envelope in the safe in the event that it is needed.</p> <p>In addition, it was noted, through observation that the Systems Accountant login to Great Plains defaulted to the SA (Systems Administrator) user ID and that he often accessed the system via this route. It is recommended that the use of the System Administrator password is restricted, given</p>	<p>Only one user should have access to the System Administrator password. A copy of the password should be retained in a sealed envelope in the safe in the event that the Systems Administrator is absent and urgent access to the system is</p>	High

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>that both users also have their own unique user ID which they will use on a day to day basis for their accounting roles</p> <p>However, there is only one System Administrator user ID (SA) and it was confirmed that both users share the password when logging on as System Administrator. Sharing the Systems Administrator password is not good practice, as the password allows access to the entire financial ledger and to all system maintenance privileges. If the password were to become known to an unauthorised user this would expose the Fire and Rescue Service to significant risk.</p>		<p>the ability to access and amend everything on the system and that the default access to the system should be via his own user name.</p>	<p>required.</p> <p>The use of the SA (system administrator) user ID should be restricted to use in exceptional circumstances or when system maintenance is required. All other access to the system for the performance of operational day to day duties should be undertaken via the user's own user name.</p>	
4.2	<p>A list of users can be obtained from the System Administrator. Users are given access to the system according to their job title, in many cases using the class ID template that is established on the Great Plains system (e.g. Purchases)</p> <p>Within the ID template, a list of transaction options are listed</p>	Yes	<p>Five staff listed on the User ID listing were selected at random and the class ID access allocated was noted. The access permitted was then matched to the individual's job title for reasonableness.</p> <ul style="list-style-type: none"> ▪ In three cases, the class ID corresponded clearly to the individual's job title. ▪ In one case, there was no class id listed. However, we were advised that 		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>and these are selected for each individual by the System Administrator dependent on the role of the member of staff. The system is designed to ensure that appropriate segregation of duties is maintained.</p>		<p>the user is a Poweruser with high level access.</p> <ul style="list-style-type: none"> ▪ In one further case, the individual could not be located on the staff directory held on the intranet. On further investigation it was confirmed that the member of staff had left the Fire and Rescue Service. The Systems Accountant confirmed that her access to the system had been disabled by calling up the access permissions on the system. <p>It was noted that in previous years a new company had been set up each year - this facilitated the year end accounts close down process. Consequently each user would be allocated access to "company name" SW Fire Authority (Accounting year). This was evidenced on screen, with users permitted access to the system in the financial year being ticked on the system to grant access. However, it was noted that this practice has now ceased, and a new company account is no longer set up each year.</p>		
4.3	<p>There is no formal process for documenting new starters who require access to the system or for removing those staff who have left the Service or changed role.</p> <p>We were advised that as the</p>	Yes	<p>A member of staff who had worked for the Finance team but who had left on 20 August 2010 was selected and was found to still have access to the system. We were advised that the user's access (clawsda) would be disabled immediately.</p> <p>A further sample of three staff who appeared on the user list but who were known to have left the</p>	<p>Management should confirm that user id "clawsda" has been disabled.</p> <p>Access to the Great Plains system should be disabled immediately</p>	Medium

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	department is fairly small, the System Administrators are both familiar with changes to staffing arrangements and would amend access on the system accordingly.		Fire & Rescue Service was selected. In each case the user access had been disabled.	when a member of staff either leaves the Fire Service or transfers internally to a position where access is no longer required.	
4.4	<p>Access to the system is restricted by user ID and password.</p> <p>Following the upgrade the system has the functionality to enforce password changes.</p>	Yes	<p>We reviewed the user access set up screens and confirmed that the enforced password functionality has been enabled.</p> <p>Users are automatically prompted to change their passwords by the system, whereas previously this required follow up from the System Administrator.</p>		
Area 5: IFRS – Recording Staff Leave					
5.1	Training on IFRS requirements has been provided by both the WAO and PWC	Yes	The Management Accountant confirmed that she had attended training provided by both WAO and PWC dating back to October 2008. A file of training notes and guidance was provided to evidence the training provided. The external auditors are beginning their interim audit on 21 February 2011 and have asked that the opening balances are available for review at this time.		
5.2	Support Staff Support staff complete an on-line leave request form for all leave. This	No	The annual leave accrual for 2009/10 has not yet been prepared.	Management should ensure that a process is in place to provide the	Medium

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>is submitted for electronic authorisation by the line manager. Once approved, the details are retained on a central database held by HR. An email is returned to the individual confirming the balance of leave remaining to be taken.</p> <p>Staff are required to obtain permission to carry leave forward at the end of the year. As such sufficient information should be available to support the accrual calculation. This data was not available at the time of our audit.</p> <p>There is a different system in place for recording operational staff leave. This is due to the complexity of the arrangements in place, which do not lend themselves to the electronic version used by support staff.</p> <p>The staff leave accrual for 2009/10 has not yet been calculated despite the supporting information having been requested on a number of occasions over the past 18 months.</p>		<p>There is a risk that if the information is not provided as requested, the required calculations will not be available for interim audit review.</p>	<p>necessary information on annual leave to facilitate the calculation of the annual leave accrual.</p> <p>Outstanding information should be provided as a priority so that the calculation is available for the interim financial audit in February 2011.</p>	

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	At the time of our audit Information has been received in respect of the majority of Uniformed Staff from the Central Staffing and was expected to be provided by the end the month in respect of Support Staff.				
5.3	Support staff are entitled to work flexible hours. The maximum balance that can be carried forward at the year end is +/- 10 hours. Control of flexitime was transferred to a centralised card system to local spreadsheet records when staff transferred to the new Fire Service Head Quarters. At the time of our audit the information regarding flexi time to be accrued (opening balance) had not been made available.	No	It is noted that only ten hours (positive/negative balances) of flexi time can be carried forward at the year end and that it is likely that the balance is will not be material. However, a mechanism for collating this information central should be considered to assist with the year end accounts process.	Management should review whether a mechanism to collate flexi time balances at the year end should be introduced to assist with the calculation of the accrual for IRS purposes.	Low
Area 6: Stock					
6.1	Stock for Uniforms, Consumables and Equipment is now recorded on the Great	No	The changes in the system as they applied to stock accounting were discussed with the Stores Manager and the Systems Administrator. The	Procedural guidance should be developed for key stock transactions	High

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>Plains system. Historically, only Uniform stock has been recorded.</p> <p>Recording of stock has required the Systems Administrator to work alongside M4, the software supplier to develop the system accordingly.</p> <p>In addition, a system upgrade took place earlier this year which changed the user interface, making the front end access to the system more user friendly. Consequently no training was provided.</p> <p>However, the changes to recording of stock items have been more complicated than envisaged and it was noted that no procedural guidance or training had been provided to key users.</p>		<p>Stores Manager is uncomfortable with the system as it currently stands, having received no training. He believes that errors arising in the recording of units of measure and item prices have arisen due to a lack of understanding of the system and the lack of written guidance to refer to when uncertain.</p> <p>The Systems Administrator confirmed that no further training had been provided. He maintains a copy of a "Great Plains for Dummies" text book in his drawer to refer to when uncertain how to use aspects of the system. He stated that he has no training notes or system user manuals to refer to.</p> <p>A lack of training and guidance may lead to errors and inconsistencies when using the system.</p>	<p>and made available to relevant staff. Training needs should be assessed and additional training procured from the software suppliers if this is considered necessary.</p>	
6.2	<p>Stock is requested through the ReqLogic system. This replaced the previous paper based indent system. There is an electronic authorisation process in place to review and approve the transaction.</p>	No	<p>The transactions and the codes impacted by each stage of the stock transactions were identified from a detailed walkthrough of the process on the system, with the aid of the Systems Administrator. The process is confusing because of the need to create individual debtors to maintain transaction history for uniforms on Great Plains, although it</p>	<p>Management should review the way that stock is currently being processed through the system to determine whether the additional postings in the system</p>	High

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>The requisition will then be directed to stores if the item is held in stock or to procurement to raise a purchase order.</p> <p>For Uniform stock, there is an additional control in place in that the officers' history is maintained on the system and this is reviewed by a member of the Stores Team to ensure that the officer is entitled to receive the items requested in the context of the permitted allowance.</p> <p>Where an item has been ordered, it will be recorded on the system once received.</p> <p>When the request is routed to Stores a list of items for picking will be generated by the system.</p> <p>Once the item has been picked for issue the status of the item is amended on the system and this triggers an "invoice" to post to the accounting system (Great Plains) in the name of the individual / department that requested the item.</p> <p>Consequently a review of the</p>		<p>was noted that this functionality may be outside the system as following the upgrade the link to process uniform returns on the individual uniform history no longer works.</p> <p>The transactions have been documented and have been attached as an appendix to this report. The inclusion of an internal "sale" and "payment" is an overcomplicated means of recording transactions and it was noted that this is impacting on the stock count as problems with stock returns have meant that the internal sales account "Z9999-9999-0000-0000" is not being fully cleared. We were advised that this is a holding account for completing the transaction once an item has been issued, however the existing returns process (see paragraph 6.3 below) had complicated this.</p>	<p>are genuinely required and to determine whether the system can be simplified.</p>	

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>debtors control listing includes a number of individual staff numbers/names and department numbers/names (see paragraph 2.2 above).</p> <p>We were advised that this is primarily to retain a history of transactions and to allow the transaction to be charged to the relevant department.</p> <p>A further transaction takes place to clear the internal debtor from the debtors listing.</p> <p>The process for recording stock appears unnecessarily complicated with the inclusion of the internal “sales” process.</p>				
6.3	<p>Uniform stock is often returned to Stores as an incorrect size has been ordered.</p> <p>Historically returns have been processed on the system and the uniform history updated. However, following the recent upgrade, the system no longer updates the uniform history.</p> <p>Consequently there is a large</p>	No	<p>Following discussions with the Systems Administrator we were advised that the matter has been referred to the software suppliers for action. In the meantime, paper return forms have been retained for posting. However, as a result, Uniform stock recorded on the system does not reflect physical stock held. This means that values attributed to stock held on the system will not match the actual stock held.</p>	<p>The issue relating to uniform returns should be resolved as a priority and the backlog of returns data input on the system.</p>	Medium

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
	<p>number of items that have been physically returned to stores, but which have not been updated on the stock system or the uniform history.</p>				
6.4	<p>Stock Counts are undertaken at the year end and stock is adjusted accordingly.</p> <p>It was noted that stock was entered at the start of the financial year from stock count information in order to establish opening stock balances.</p> <p>The system records additions to stock and issues from stock. In addition, stock awaiting picking can also be established from the system</p>	Yes	<p>A sample of items from each category was selected from the stock listing provided by the Systems Administrator. The items were located in the stores with the assistance of stores staff and counted to identify any anomalies to the recorded stock balance.</p> <p><u>Consumables (C)</u></p> <p>Of the 10 items selected for counting:</p> <ul style="list-style-type: none"> ▪ in three cases the stock held agreed to the system ▪ in five cases the stock held was in excess of the stock recorded on the system; ▪ in two cases the stock held was less than recorded on the system. <p><u>Equipment (E)</u></p> <p>Ten items were selected from the stock system for counting. The following was noted:</p> <ul style="list-style-type: none"> ▪ In three cases the stock was accurate 	<p>A full stock count should be undertaken and stock records adjusted accordingly.</p> <p>The uniforms that were removed from stock as part of the managed care arrangement should be removed from the stock held on the system.</p>	High

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>and matched stock held.</p> <ul style="list-style-type: none"> ▪ In a further case there was a small difference in stock held, but it was noted that stock was waiting to be picked, accounting for the difference; ▪ In three cases less stock was held than recorded on the system; ▪ in the remaining three cases, more stock was held than stated. <p>We were advised that a number of the differences could be accounted for by the return of contingency stock to stores. This had not been added to the stock records on the system, despite being held in stores.</p> <p><u>Uniforms (U)</u></p> <p>A sample of 14 items was selected at random from the stock system. The following was noted on counting the physical stock held:</p> <ul style="list-style-type: none"> ▪ In six cases the stock held matched the stock recorded on the system; ▪ in six cases less stock was held than recorded; ▪ in one case more stock was held than recorded. 		

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<ul style="list-style-type: none"> ▪ We were advised that the final item selected for testing, a female fire nomex tunic, was no longer held in stock as these tunics were now part of the managed care arrangements. A review of the stock listing indicated that the stock system had not been adjusted to reflect this. <p>In summary, 21 of the 34 items selected from the system for counting differed to the physical stock quantities held and hence the values recorded on the stock system. Consequently there is a risk that stock will be misstated at the year end unless a stock count is undertaken and balances are adjusted accordingly.</p>		
6.5	Stock is costed on the system on a first in first out basis.	Yes	<p>A single item (a belt) was selected and the pricing of the item on the system was reviewed. The item was procured at the cost of £2.75 and was entered into the system at this unit cost. However, when the item was selected, it was noted that the issue price for the unit was £3.13. The item transaction log was reviewed and it was noted that the opening stock was costed at a unit price of £3.13. Our review indicated that not all of this opening stock had been issued, hence the unit price of £3.13 based on the first in first out principle was correct.</p> <p>We also reviewed a further item which was procured in packs of four. The system however issues all items as a single unit. The item reviewed (C/Deb/L/4lt) is purchased in packs of 4 and in this instance cost £198.92 for 2 packs of 4 (therefore a</p>	All multiple pack items should be reviewed and the price checked for accuracy.	Low

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
			<p>single unit would cost £24.87. However, the item maintenance screen on the system indicated that the item had a standard price of £12.43 and a current cost of £49.73.</p> <p>There is clearly an issue in the way that the units have been entered/recognised for costing purposes on the system. As a result, multiple pack items may not be correctly costed on the system and this will distort the stock value and the cost of stock charged to budget holders.</p>		
6.6	Uniform Stock held is listed in the X999-5400 account.	Yes	<p>An extract of the balance sheet listing for the Uniform stock account was obtained and reviewed for unusual items, The following was observed:</p> <ul style="list-style-type: none"> ▪ Managed care invoices (£8,249.17 each month) had been charged to the stock account. These are not stock items and should be removed and recharged to the correct code. ▪ An item was listed in stock as Travelling expenses, helmets (£7,201.60) We were advised that this was not a stock item and should be removed and recharged to the correct code. <p>Stock is currently overstated by the inclusion of invoices for non stock transactions</p>	The uniform stock account - X999-5400 should be reviewed in detail and all incorrect entries journalled out and charged to the correct code.	Medium

	Controls (actual and/or missing)	Adequate Design (yes/no)	Test Result / Implications	Recommendation	Categorisation
Area 7: Financial information provided to budget holders					
7.1	<p>The Management Accountants run external funding reports and revenue budget reports. The Vision tool is used to update the reports which include a summary, detailed and committed report for each department.</p> <p>A list is maintained of all budget holders who will receive the reports.</p> <p>The reports historically have been prepared monthly, however they are now prepared in line with Finance meeting internal deadlines which take place approximately every two months. Reports are circulated electronically. Meetings are held to review the details and ensure corrections are processed.</p> <p>The most recent meeting took place on 3 December 2010, with the next meeting scheduled for 11 February.</p>	Yes	<p>We reviewed emails and confirmed recent circulation of budget reports in accordance with the timetable or meetings.</p> <p>However it was noted that reports have not been provided to the Operations Department during the year until recently due to the issues being experienced with stock charges. The cleaning consumables and operational equipment codes include a number of unusual entries that require investigation and adjustment. This is further complicated by the fact that as there are no details about the item detailed on the transaction because of the nature of the posting (i.e. the "internal sales" transaction).</p> <p>Management information is not provided regularly to the Operations Department increasing the risk of an overspend due to the lack of management information.</p>	Budget reports should be provided to all departments on a regular basis. The issues with the stores transactions should be reviewed as a priority to ensure that accurate information can be provided on a timely basis to the Operations Department.	High

APPENDIX 1 - STOCK POSTINGS

Stock entries as they are recorded on the Great Plains system.

REF	NARRATIVE	DEBIT	CREDIT
1.	<p>Raise a purchase order Input the following:</p> <ul style="list-style-type: none"> ▪ Item number (U/Belt/002) ▪ Description (beltblackmedium) ▪ Supplier (HuntE001) ▪ P/O number – system generated (PO03071) ▪ Qty (50) ▪ Unit Price (£2.14) <p>The system flags up that the order will be directed to: X999-5400-0000-0000</p>		
2.	<p>Receive Item and Place in Stock (note the PO is replaced by a G number which is generated by the system. This was located for the purpose of our walkthrough by an enquiry)</p> <ul style="list-style-type: none"> ▪ Item ref: G0003107 ▪ Date received: (7/12/10) ▪ Qty (50) ▪ Unit Price (2.14) <p>X999-5400-0000-0000 (Consolidated BS – Uniform issue –{uniform stock})</p> <p>X999-5401-0000-0000 (Inventory purchase accruals account)</p>	X (107)	X (107)
3.	<p>Fire Service establishing Payment for Item</p> <p>U005-9773-0000-0000 (VAT system – control posting Crs)</p> <p>U001-9701-0000-0000 (creditors system control posting)</p> <p>X999-5401-0000-0000 (Inventory purchase accruals account)</p>	X (18.73) X(107)	X (125.73)

REF	NARRATIVE	DEBIT	CREDIT
4	Issue from stock and clearing the internal sales entries		
	U002-9701-0000-0000 (debtors system control posting)	X (107.25)	
	Z999-9999-0000-0000 (listed on TB as XXXXXX but referred to as sales)		X(107.25)
	X999-5400-0000-0000 (consolidated BS –Uniform issue)		X(107.25)
	R900-5400-0028-0000 (Station's expense account)	X (107.25)	
	Z999-9999-0000-0000 (listed on TB as XXXXXX but referred to as sales)	X (107.25)	
	U002-9701-0000-0000 (debtors system control posting)		X (107.25)

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South Wales Fire and Rescue Service

IT Disaster Recovery Planning – Follow Up

Internal Audit Report n(11.10/11)
28 February 2011

CONTENTS

SECTION		Page
1	Executive Summary	1
2	Action Plan	3
3	Findings and Recommendations	6
Appendix A	Definitions for Progress Made	16
Appendix B	Data to Support our Opinion	17

Debrief meeting	19 January 2011	Auditors	Heather Wheatley – Client Manager
Draft report issued	28 January 2011		Sheila Pancholi – ISA Associate Director
Responses received	28 February 2011		Lisa Swanger – ISA Manager
Final report issued	28 February 2011	Client sponsor	Chris Williams – Head of ICT
		Distribution	Chris Williams – Head of ICT



This review has been performed using RSM Tenon’s bespoke internal audit methodology, **i-RIS**.

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required. Whilst every care has been taken to ensure that the information provided in this report is as accurate as possible, based on the information provided and documentation reviewed, no complete guarantee or warranty can be given with regard to the advice and information contained herein. Our work does not provide absolute assurance that material errors, loss or fraud do not exist.

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1 EXECUTIVE SUMMARY

1.1 INTRODUCTION

As part of the approved internal audit periodic plan for 2010/11, we have undertaken a review to follow up progress made by South Wales Fire and Rescue Service to implement previous internal audit recommendations relating to the IT Disaster Recovery Planning Report dated September 2009.

The 7 recommendations considered within this follow up review comprised of 1 'fundamental', 4 'significant' and 2 'merits attention' recommendations.

Recommendations within the following report have been categorised in line with the current RSM Tenon priority ratings: 'High', 'Medium' and 'Low'.

Concentrating on the recommendations previously classified as 'fundamental' and 'significant', the focus of this review was to provide assurance that all recommendations previously made have been adequately implemented. Where testing has been undertaken, our samples have been selected over the period since actions were implemented or controls enhanced.

Staff members responsible for the implementation of recommendations were interviewed to determine the status of agreed actions. Where appropriate, audit testing has been completed to assess the level of compliance with this status and the controls in place. For recommendations categorised as 'merits attention' we have accepted management's assurance regarding their implementation.

1.2 CONCLUSION

Taking account of the issues identified in the remainder of the report and in line with our definitions set out in Appendix A, in our opinion South Wales Fire has demonstrated adequate progress in implementing actions agreed to address internal audit recommendations.

However, we draw management's attention to the outstanding High and Medium priority recommendations which should be addressed as a matter of priority. Until this is done we cannot provide a higher level of assurance over this area.

It should be noted that progress of some recommendations by the ICT Department is reliant on progress from a corporate aspect first, such as the development of the Departmental plans to inform the IT Disaster Recovery plan.

We have reiterated recommendations where these have not yet been implemented. In addition, we have made new recommendations where appropriate; these are detailed in the action plan.

1.3 LIMITATIONS TO THE SCOPE OF THE AUDIT

This review only covered audit recommendations previously made and did not review the whole control framework of the areas listed above. Therefore, we are not providing assurance on the entire risk and control framework of those areas. Our work does not provide any guarantee or absolute assurance against material errors, loss or fraud.

1.4 RECOMMENDATION TRACKING

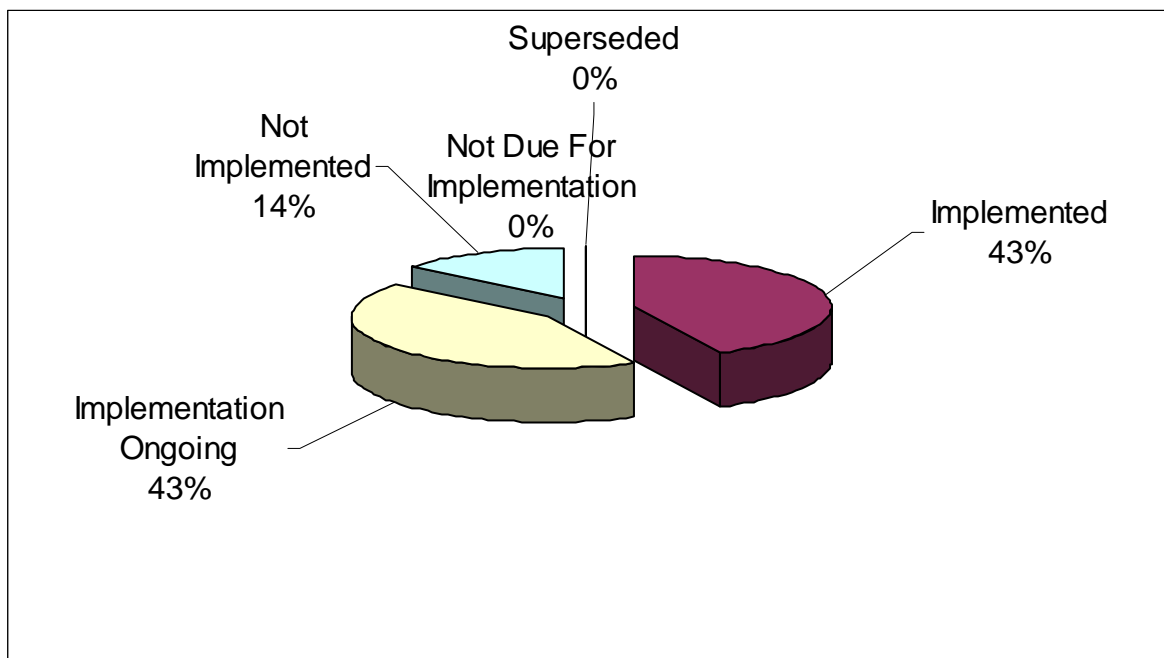
Recommendation tracking enhances an organisation's risk management and governance processes. It provides management with a method to record the implementation status of recommendations made by assurance providers, whilst allowing the Audit Committee to monitor actions taken by management.

South Wales Fire and Rescue use an Internal Audit Action database to track recommendations. This sends automatic reminders to the officer who is responsible for the recommendation. Periodic progress updates are then reported into the Finance and Audit Committee who meet bi-annually.

However, progress reports are only submitted once an implementation deadline has passed. As this has not occurred in line with meeting schedules, a progress report of the IT Disaster Recovery Planning Report has not been received by the Finance and Audit Committee to date.

1.5 STATUS OF RECOMMENDATIONS FOLLOWED UP

The pie chart below provides an overview of the status of recommendations that have been followed up as part of this review.



2 ACTION PLAN

The priority of the recommendations made is as follows:

Fundamental	Significant	Merits Attention
Action is imperative to ensure that the objective for the area under review is met	Requires action to avoid exposure to significant risk in achieving the objective for the area under review.	Action is advised to enhance control or improve operational efficiency

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
Risk 1: Critical IT systems cannot be recovered within the required timescales following a disaster event.						
1.2	Management should ensure that the priority of recovery for key IT systems and data following a disaster event is determined, approved by senior management and included within the IT DR element of the organisation's ICT BCP.	Low	Y	<p>Management have determined that the organisations mission critical activity is Fire Control. Fire Control is essential to the Authority discharging its legal responsibilities under the Fire and Rescue Services Act 2004. Fire Control has a robust and well tested Business Continuity Plan and is being supported with further resilience arrangements through the all Wales Resilience Control Room Project.</p> <p>Management have enacted a programme of business impact assessments across the functions of the Service. Completed returns are expected by the end of March 2011. From these assessments</p>	<p>March 2011</p> <p>March 2012</p>	ACFO Technical Services

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
				the ICT department will be able to determine the dependency relationship of functions and ICT infrastructure. It is anticipated that individual departmental Business Continuity Plans will be complete by March 2012		
1.4	<p>Management should consider providing suitable awareness training for ICT managers and staff involved in the Business/Service Interruption Teams regarding their roles and responsibilities within the ICT DR Plan.</p> <p>Training and awareness sessions should continue on a regular basis.</p>	Low	Y	Completed – Training will be incorporated into team meetings whenever there is a significant change in the BCP.	24/01/2011	Systems Manager
1.5	NEW: Management should view the upgrade/maintenance testing holistically to allow specific tests to be undertaken in areas where no upgrade/maintenance has occurred for some time.	Low	Y	Recommendation implemented and note taken of additional comments.	N/A	Head of ICT
Risk 2: The disaster recovery plan is ineffective and not workable.						
2.1	Management should ensure that all key elements of the ICT DR Plan are tested on a regular basis.	Medium	Y	<p>As comment in 1.2</p> <p>Additionally, the resilience of the Fire Control Project is being tested on March 2nd 2011.</p>	April 2011	Head of ICT

Ref	Recommendation	Categorisation	Accepted (Y/N)	Management Comment	Implementation Date	Manager Responsible
Risk 4: The loss or unavailability of data due to interruptions or major IT failures.						
4.2	Management should implement a regular restore testing programme to ensure that backups, particularly for critical business systems, can be read and restored successfully.	Medium	Y	Following completion of the business impact assessments a complete testing programme will be developed and implemented	March 2012	Head of ICT

3 FINDINGS AND RECOMMENDATIONS

Each recommendation followed up has been categorised in line with the following:

Status	Detail
1	The entire recommendation has been fully implemented.
2	The recommendation has been partly though not yet fully implemented.
3	The recommendation has not been implemented.
4	The recommendation has been superseded and is no longer applicable.
5	The agreed date for implementing the recommendation has not yet been reached.

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible	[status / date reported]	Status	Comments / Implications / Recommendations
1.2	Management should ensure that the priority of recovery for key IT systems and data following a disaster event is determined, approved by senior management and included within the IT DR element of the organisation's ICT BCP.	Fundamental	Dec 2010	Chris Williams, Head of IT	No report to date	2	<p>A revised ICT Department Business Continuity Plan was confirmed as in place and effective from December 2010.</p> <p>The plan is entitled 'Business Continuity' as the identified priorities known as 'Business Critical Functions' are fully resilient with another office location, Control at Pontyclun, providing a resilience between the two offices. This means should a disaster occur, then all business critical functions (such as 999) would 'continue' without pause due to automatic failover between the two sites.</p> <p>Note: Mid and West (in Carmarthen) is a third</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee [status / date reported]	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible		Status	Comments / Implications / Recommendations
							<p>office location which will provide a third automatic failover site, however this is currently awaiting sign off.</p> <p>However, the 'Disaster Recovery' element of the plan needs to include the underlying 'Critical Business Activities' (such as Finance and Human Resources) which do not require the same level of immediate access and resilience, but would need to be 'recovered' in the event an incident occurs. These are the recovery prioritisations that the recommendation is concerning.</p> <p>At present, these prioritisations and their associated recovery time objectives are still in development.</p> <p>Annex E of the plan entitled 'Loss of FSHQ business systems action plan' includes a section explaining that system recovery plans will be implemented in line with agreed recovery time objectives as set out in the departments individual plans. This cannot therefore be detailed until departmental plans are completed.</p> <p>These departmental plans are in the process of being completed and this is being driven corporately. The ICT Department is involved with this process to ensure inclusion of disaster recovery and examples of meeting invitations</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible	[status / date reported]	Status	Comments / Implications / Recommendations
							<p>for this were observed.</p> <p><i>Conclusion</i> – this recommendation is partly implemented. Recommendation reiterated for those systems not yet included. (Low)</p>
1.1	Management should ensure that the IT BCP is reviewed and updated as appropriate to incorporate any changes required as a result of the relocation of the Service's HQ.	Significant	May 2010	Assistant Chief Fire Officer, Planning Development & Support	No report to date	1	<p>The current ICT Department Business Continuity Plan was confirmed as including version control with a planned review cycle of 12 months. The last changes made were following a review by the Head of ICT in January 2011.</p> <p>The plan has been updated to reflect the move from Lanelay Hall to Forest View Business Park as the change of terminology and arrangements can be noted throughout the report.</p> <p>Additionally, guidance for all ICT staff has been developed to begin to embed disaster recovery as part of change management. This will ensure disaster recovery is considered with all changes and therefore help keep the plan up to date and accurate on an ongoing basis.</p> <p>This guidance was confirmed as being rolled out January 2011 by review of the meeting schedule, attendees required list and</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee [status / date reported]	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible		Status	Comments / Implications / Recommendations
							<p>presentation slides.</p> <p><i>Conclusion</i> – Recommendation implemented.</p>
1.5	<p>Management should consider implementing a programme of standby testing at both its primary and secondary sites.</p>	Significant	Done	N/A	No report to date	1	<p>As stated in the ICT Department Business Continuity Plan:</p> <p>“due to the mission critical nature of the MCA activities the failure of systems may pose a risk to Human Life and so will not be tested”</p> <p>The view has therefore been taken not to test the MCA’s that support the critical business functions.</p> <p>However despite this, a full test of the primary (Control) and secondary site (Forest View Business Park) has taken place. A planned evacuation including a controlled shutdown to test failover occurred on the 7th December 2010 from primary to secondary and back again. A full briefing note planning this was circulated on the 19th November 2010 which was confirmed as detailing the process. The full de-brief and lessons learnt meeting is scheduled to take place on the 8th February 2011.</p> <p>Additionally, testing takes place during upgrades and maintenance and this is recorded within the Service Desk. However this cannot be viewed easily as there is no ‘tag’ to</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee [status / date reported]	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible		Status	Comments / Implications / Recommendations
							<p>allow a filter to extract relevant calls.</p> <p>Therefore from the end of January, ICT are implementing ITIL (such as change management and configuration items). This will ensure that testing post change is captured as part of the change system which (as per 1.1) is being lined to disaster recovery considerations.</p> <p>Testing also occurs through unplanned events. An event log of an incident of a power failure (November 2009) details how a failover failure from 24 hours to 7 days fuel at a weekend caused an uncontrolled shutdown of critical business activities however the MCA's were unaffected.</p> <p><i>Conclusion</i> – this recommendation has been implemented. However it is further recommended that a pro-active approach is made to view the upgrade/maintenance testing holistically to allow specific tests to be undertaken in areas where no upgrade/maintenance has occurred for some time.</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible	[status / date reported]	Status	Comments / Implications / Recommendations
2.1	Management should ensure that all key elements of the ICT DR Plan are tested on a regular basis.	Significant	May 2010	Assistant Chief Fire Officer, Planning Development & Support	No report to date	3	<p>This recommendation is referring to the testing of the critical business activities. Until all departmental plans have been developed and recovery priorities and recovery time objectives identified, testing of this cannot take place.</p> <p>The ICT Department Business Continuity Plan includes a section on testing which states that:</p> <p>"it is intended to schedule one full activation of a section of the overall Plan with an associated business system restore from offsite media (in conjunction with a designated department) on an annual basis"</p> <p>The ICT Systems Manager advised that it is anticipated that this testing will commence from September 2011. A pro-forma to start to schedule these tests has been developed but is yet to be fully populated.</p> <p><i>Conclusion</i> – this recommendation has not been implemented. Recommendation stands. (Medium)</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee [status / date reported]	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible		Status	Comments / Implications / Recommendations
4.2	Management should consider implementing a restore testing programme to ensure that backups, particularly of critical business systems, can be read and restored successfully.	Significant	May 2010	Assistant Chief Fire Officer, Planning Development & Support	No report to date	2	<p>Mission Critical Activities are those required to be undertaken to allow the continuous provision of the identified Business Critical Functions in the event of an incident occurring.</p> <p>Due to the resilient set up of locations providing two 'automatically hot' sites, back ups of related software and data (such as to run the 999 calls) are not taken as there can be no interruption to service for these identified functions, as this would pose a threat to Human Life.</p> <p>Only Critical Business Activities (such as Finance and Human Resources) are backed up as these do not need immediate use.</p> <p>The back process was confirmed as documented within a Back Up Strategy. Back up restore processes were also found to be incorporated into the ICT Department Business Continuity Plan and a copy of Symantec Back up Exec version 12.5 is also retained. These documents guide an engineer through the process of 'how' to under back up restorations.</p> <p>Additionally, a 'hot swap' drive is held off site. This was observed as being held securely within a fireproof safe in Control, Pontyclun. Access to the safe required swipe card access to the building and server room door, a key to</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee [status / date reported]	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible		Status	Comments / Implications / Recommendations
							<p>the server room and key to the safe. The safe also has a pin code combination lock. This hot swap holds back up copies of underlying operating systems so that a full restore would only need to boot from this in the first instance.</p> <p>Furthermore, a server build from 'cold' was undertaken in January 2011. It was advised by the ICT Systems Manager that this involved building from kit to the point where data would be restored. Whilst this was not a documented activity, an envelope with the material used was observed as dated and initialled as tested in the safe. During the follow up, the ICT Systems Manager provided a 'pro-forma' to capture this activity in detail which will be used going forward. Instructions on how to build servers (the example given was specifically for a 2003 server) were also confirmed as available.</p> <p>However, at present, ICT only restore data files on an ad hoc basis and this was confirmed by review of the logs within the Service Desk system.</p> <p>It is planned that full restoration testing for critical business activities will be cycled through departments starting September 2011 following the completion and sign off of all departmental plans. This annual test is noted within the ICT Department Business Continuity Plan but a full</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee [status / date reported]	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible		Status	Comments / Implications / Recommendations
							<p>schedule is yet to be developed.</p> <p><i>Conclusion</i> – this recommendation has been partly implemented. Recommendation stands (Medium).</p>

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible	[status / date reported]	Status	Comments / Implications / Recommendations
1.4	Management should consider providing suitable awareness training for ICT managers and staff involved in the Business/Service Interruption Teams regarding their roles and responsibilities within the ICT DR Plan.	Merits Attention	May 2010	Head of ICT	No report to date	2	<p>A meeting is planned for the 24th January for all ICT staff as confirmed by the meeting invitation. As well as training staff on embedding disaster recovery (as per 1.1), the presentation for this day was also confirmed as including information about the plan itself, and back up and recovery documentation. This will all aid raising the awareness of ICT staff roles and responsibilities.</p> <p>Additionally, the pro-active involvement of ICT within the business impact analysis of the departments (as per 1.2), promotes awareness among managers and staff across the organisation. These sessions commenced January 2011 and will be rolled out to all departments.</p> <p><i>Conclusion</i> – this recommendation has been partly implemented. It is recommended that following the planned training sessions, awareness is continued to be raised on an ongoing basis. (Low)</p>
3.1	Management should ensure that the ICT Systems Manager's responsibilities regarding DR planning are fully documented.	Merits Attention	May 2010	Head of ICT	No report to date	1	The Job Description for the ICT Systems Manager was confirmed as having been amended to state that the role is to “assist in the development of the Service ICT Business Continuity and Disaster Recovery Plans”

3.1	IT Disaster Recovery Planning				Status Reported To Audit Committee [status / date reported]	FINDINGS	
Ref	Original Recommendation	Original Category	Original Impl'n Date	Manager Responsible		Status	Comments / Implications / Recommendations
							<p>The Job Description for the Head of ICT was reviewed and this assigns overall responsibility by stating:</p> <p>“Overall responsibility for all ICT activities...” and</p> <p>“Primary responsibility is to oversee the streamlined operation of the ICT department and to ensure it aligns with the business objectives of the organisation”</p> <p>As business objectives are the Critical Business Functions then responsibility of business continuity and disaster recovery can be inferred.</p> <p>Furthermore, the Head of ICT is a member of the Business Continuity Board.</p> <p><i>Conclusion</i> – Recommendation implemented.</p>

APPENDIX A: DEFINITIONS FOR PROGRESS MADE

The following opinions are given on the progress made in implementing recommendations.

This opinion relates solely to the implementation of those recommendations followed up and not does not reflect an opinion on the entire control environment.

Progress in implementing recommendations	Overall number of recommendations fully implemented	Consideration of fundamental recommendations	Consideration of significant recommendations	Consideration of merits attention recommendations
Good	75% +	None outstanding	None outstanding	All merits attention recommendations outstanding are in the process of being implemented
Adequate	51 – 75%	None outstanding	75% of significant recommendations made are in the process of being implemented	75% of merits attention recommendations made are in the process of being implemented
Little	30 – 50%	All fundamental recommendations outstanding are in the process of being implemented	50% of significant recommendations made are in the process of being implemented	50% of merits attention recommendations made are in the process of being implemented
Poor	< 30%	Unsatisfactory progress has been made to implement fundamental recommendations	Unsatisfactory progress has been made to implement significant recommendations	Unsatisfactory progress has been made to implement merits attention recommendations.

APPENDIX B: DATA TO SUPPORT OUR OPINION

IMPLEMENTATION STATUS OF RECOMMENDATIONS BY CATEGORY

Recommendation Category	Total number of recs agreed.	Audit Status					Audit work confirmed as completed (1)+(4)	No of recs carried forward to next review (2)+(3)+(5)
		Recs. not due for implementation (5)	Implemented (1)	Being Implemented (2)	Not Implemented (3)	Superseded (4)		
Fundamental	1	0	0	1	0	0	0	1
Significant	4	0	2	1	1	0	2	2
Merits Attention	2	0	1	1	0	0	1	1
Totals	7	0	3	3	1	0	3	4
Percentage	100%	0%	43%	43%	14%	0%	43%	57%