

FIRE & RESCUE AUTHORITY SUMMONS

SOUTH WALES FIRE & RESCUE AUTHORITY

You are summonsed to attend a meeting of the South Wales Fire & Rescue Authority to be held at **South Wales Fire & Rescue Service Headquarters, Forest View Business Park, Llantrisant, CF72 8LX** on **Monday 09 May 2011 at 1030 hours**.

A G E N D A

1. Apologies for Absence
2. Declarations of Interest

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

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

- Finance, Audit & Performance Management held on 17 January 2011 5
- HR & Equalities Meeting held on 31 January 2011 11
- Fire & Rescue Authority Meeting held on 7 February 2011 17

5. Update on Actions 31

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| 16. | Flexible Rostering Presentation | Presentation |
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| 18. | To consider any items of business that the Chairman deems urgent (Part 1) | |
| 19. | RESOLUTIONS TO EXCLUDE THE PRESS AND PUBLIC BY VIRTUE OF SECTION 100A AND PARAGRAPHS 15 OF PART 4 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED). | |
| 20. | Risk Reduction Plan 2012/13 | 149 |

21. To consider any items of business that the Chairman deems urgent (Part 2)

Signature of Proper Officer:



MEMBERSHIP
Councillors:

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

SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT MEETING HELD ON MONDAY 17 JANUARY 2011 AT SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

148. PRESENT:

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

APOLOGIES:

| | |
|------------|---------------|
| M Bartlett | Blaenau Gwent |
| C James | Bridgend |

ABSENT:

OFFICERS PRESENT:- CFO A Marles, ACO P Haynes – Director of Peoples Services, ACO S Murton – Director of Corporate Support, Mr S Greenslade – Treasurer, Ms H Wheatley – RSM Tenon, Mr R Davies – RSM Tenon, Ms Lisa Williams – Wales Audit Office, Ms V De Zouche – KPMG Accountant, C Powell – Head of Business Support

149. DECLARATIONS OF INTEREST

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

150. CHAIRMAN'S ANNOUNCEMENTS

The Chairman informed Members that Remote Access Training was available for Members following the meeting.

151. MINUTES OF PREVIOUS MEETING

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

- FAPM Meeting held on 15 November 2010
- Finance Working Group Meeting held on 19 November 2010
- Asset Management Working Group Meeting held on 3 December 2010

152. REVENUE MONITOR 2010/11

The ACO Corporate Support informed Members that the Revenue Monitor report provides details of the annual revenue budget, actual revenue expenditure and income up to 30 November, and the forecast outturn position for the period ending 31 March 2011.

RESOLVED THAT

152.1 Members noted and received the budget monitoring report.

152.2 Members appraised the options presented in Appendix 2 to the report, and agreed to pursue option 1.

153. CAPITAL MONITOR 2010/11

The ACO Corporate Support informed Members that the Capital Monitor report provides details of the total Capital Budget for the year and the actual expenditure to the end of November. The forecast spend and estimated slippage for the end of the year is based on information contained within departmental plans for the remainder of the year.

RESOLVED THAT

153.1 Members agreed that the virement of funds outlined in paragraph 2.1.4 to the report be approved.

153.2 Members agreed that the funding strategy and slippage in the attached appendices to the report be approved.

153.3 Members agreed that the situation of slippage should be discussed further at the Asset Management Working Group.

154. FUEL

At the request of Members, the Head of Business Support reported on the issues surrounding the use and purchase of fuel within the Service.

Following discussion by Members of the actions taken to date Members

RESOLVED THAT

154.1 A strategic review of fuel holding is undertaken prior to the purchase of an electronic fuel monitoring system.

154.2 Members requested a further audit is undertaken on fuel, and is included in the Audit Programme for 2011/12.

154.3 Members unanimously agreed that the way forward is to implement a new electronic fuel monitoring system, and requested a further report be presented to the March meeting of the FAPM Committee on the outcome of the tender process.

155. INTERNAL AUDIT REPORT

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

RESOLVED THAT

Members noted the work and findings of the Internal Audit.

156. WALES AUDIT OFFICE ANNUAL AUDIT LETTER

A representative from KPMG summarised for Members the key findings of the Auditor General for Wales' Annual Audit Letter received by the South Wales Fire and Rescue Authority.

RESOLVED THAT

Members noted the findings of the Annual Audit Letter issued by the Auditor General for Wales.

157. SOUTH WALES FIRE AND RESCUE AUTHORITY PEER ASSESSMENT REPORT 2010-11

The Chief Fire Officer introduced to Members the results of the Peer Assessment report for 2010-2011 undertaken by the Welsh Assembly Government, and peer assessors from the other two Fire and Rescue Services in Wales.

RESOLVED THAT

157.1 Members noted the content of the review.

157.2 Members agreed for the Chief Fire Officer to raise the issue of inviting Elected Members to join the Peer Assessment Team, at the next Welsh Assembly Government meeting.

158. WELSH ASSEMBLY GOVERNMENT CONSULTATION:

- 1. PROPOSALS FOR STATUTORY, SUPPORTING AND LOCAL PERFORMANCE INDICATORS FOR FIRE AND RESCUE AUTHORITIES IN WALES**
- 2. FIRE AND RESCUE AUTHORITIES GUIDING PRINCIPLES FOR DWELLING FIRES RESPONSE STANDARDS**

The Chief Fire Officer outlined to Members the Welsh Assembly Government's consultations on performance indicators and dwelling fire response standards and the proposed Fire and Rescue Authority response.

RESOLVED THAT

158.1 Members considered the response and agreed its contents.

158.2 Members requested a further report to a FAPM meeting on the standard in due course.

158.3 Members agreed to delete the wording 'we therefore suggest that the indicator is removed' on Appendix 3, page 103, to the report.

159. SPIKES CAVELL

The ACO Corporate Support updated Members on the work undertaken by Spikes Cavell who carried out a spend analysis of the three Fire and Rescue Services in Wales. The report outlined the summary findings of the spend analysis for South Wales Fire and Rescue Authority.

RESOLVED THAT

Members noted the content of the report.

160. FORWARD WORK PROGRAMME

The ACO Corporate Support presented the Forward Work Programme.

RESOLVED THAT

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

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

There were two items of urgent business.

162. LATE REQUEST TO ATTEND A DEVELOPMENT COURSE OVERSEAS

The ACO Corporate Support requested Members opinion on the use by the Chief Fire Officer of his emergency powers to authorise overseas travel due to insufficient time being available to take the matter to the Fire & Rescue Authority meeting.

RESOLVED THAT

Members endorsed the Chief Fire Officer using his emergency delegated powers to approve the attendance of Station Manager Moody to attend the Community Mechanism Induction Course in Hamburg, Germany, 5-11 February 2011, and to report this decision to the next meeting of the Fire & Rescue Authority.

SOUTH WALES FIRE & RESCUE AUTHORITY
MINUTES OF THE HR & EQUALITIES MEETING
HELD ON MONDAY 31 JANUARY 2011 AT
SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

51. PRESENT:

| Councillor | Left | Authority |
|------------------------|-------------|--------------------|
| R McKerlich (Chairman) | | Cardiff |
| L Ford (Vice-Chairman) | | Cardiff |
| S Bradwick | | Rhondda Cynon Taff |
| J Daniel | | Rhondda Cynon Taff |
| D T Davies | | Caerphilly |
| D Hando | | Newport |
| K Hyde | | Cardiff |
| S J Jones | | Rhondda Cynon Taff |
| G Price | | Merthyr Tydfil |
| V E Smith | | Monmouthshire |
| G Stacey | | Rhondda Cynon Taff |
| E T Williams | | Vale of Glamorgan |

APOLOGIES:

| | |
|-----------------|---------------|
| C Beynon | Torfaen |
| R J W Greenland | Monmouthshire |
| C James | Bridgend |

ABSENT:

OFFICERS PRESENT:- ACO P Haynes – Director of People Services, Mr M Malson – Head of Human Resources, Mr C Powell – Head of Business Support, Dr W Davies – Occupational Health Physician, Ms V Gregory – Diversity Officer, Group Manager G Davies – Head of Training & Development, Ms J Edwards – HR Manager

52. DECLARATIONS OF INTEREST

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

53. AGENDA ITEM 6 – REPORT ON DISCIPLINARY DISMISSAL APPEALS

The Chairman requested approval from Members to defer Agenda Item 6 – Report on Disciplinary Dismissal Appeals, to the next HR & Equalities meeting.

RESOLVED THAT

Members unanimously agreed to defer Agenda Item 6 to the next HR & Equalities meeting.

54. MINUTES OF PREVIOUS MEETING

The minutes of the HR & Equalities meeting held on 18 October 2010 were received and accepted as a true record of proceedings.

55. OHU ACTIVITY REPORT – 1ST AND 2ND QUARTERS 2010

The Occupational Health Physician informed Members that from 2005 South Wales Fire & Rescue Service Occupational Health Service (SWFRS OHS) activity reports have been submitted to the Fire & Rescue Authority. In 2010 it was decided that the reporting procedures for these activities would be more appropriately placed with the HR and Equalities Committee, in a revised format, and this report was the first submitted under the new arrangements.

RESOLVED THAT

55.1 Members noted the content of the report and performance information.

55.2 The Occupational Health Physician agreed to arrange visits for Members to view the new Occupational Health Unit.

56. SICKNESS ABSENCE REPORT – APRIL TO NOV 2010

The Head of HR presented to Members a comparative analysis of the trends in sickness absence incidence across the Service and reported that the average number of days lost for all staff is 8.3 days per employee, for the period April to November 2010.

For the period April to November 2010, of all absences recorded 78% (1007) were short term absences and 22% (278) long term absences.

RESOLVED THAT

56.1 Members noted the contents of the report and those areas where significant improvements had occurred.

56.2 Members requested the Head of HR provide a further report detailing an analysis of the number of personnel affected, at the next HR & Equalities meeting.

57. ASSESSMENT & DEVELOPMENT CENTRES

The HR Manager provided Members with details of the assessment processes of the Service for the identification of Wholetime (WDS), Retained Firefighters (RDS), and Control Staff, to be considered for promotion.

RESOLVED THAT

Members noted the content of the report, and thanked the HR Manager for a comprehensive report.

(Dr Davies left the meeting at 1130 hrs)

58. TRAINING PROGRAMME UPDATE

The Head of Training & Development updated Members on the significant issues affecting Cardiff Gate Training & Development Centre PFI contract and the factors which influence the Training Programme for 2010/11 & 2011/12.

RESOLVED THAT

Members noted the contents of the report and supported the delivery of the Service's ongoing Training Programmes.

59. SINGLE EQUALITY SCHEME UPDATE

The Diversity Officer updated Members on the Equality Act and the Public Sector Equality Duties in Wales, and progress relating to SWFRS Equality Plan.

RESOLVED THAT

Members noted the content of the report, and supported the Service's ongoing equality objectives.

60. ANNUAL REPORT TO WELSH LANGUAGE BOARD

The ACO People Services informed Members that the document supporting the report gives an update of progress against the six targets set out in the Authority's Welsh Language Scheme 2010-2013.

RESOLVED THAT

Members agreed that the Fire and Rescue Authority note the contents of the report.

61. WELSH ASSEMBLY GOVERNMENT APPROVAL OF WELSH LANGUAGE (WALES) MEASURES

The ACO People Services reported on a summary of the recent developments with regard to the Welsh Language (Wales) Measure approved by the Welsh Assembly Government on 7 December 2010.

RESOLVED THAT

Members noted the information contained within the report, that the Welsh Board was expected to continue for a further twelve months, and the Welsh Language Scheme would remain in being for a further three years.

62. WELSH ASSEMBLY GOVERNMENT STRATEGIC DOCUMENT: A LIVING LANGUAGE: A LANGUAGE FOR LIVING

The ACO People Services updated Members on the main points contained within the Welsh Assembly Government draft strategic document 'A Living Language: A Language for Living' that will replace Iaith Pawb.

Additionally it was reported that the South Wales Fire and Rescue Service response to the consultation process was being progressed within the stipulated conditions and time limits.

RESOLVED THAT

Members noted the content of the report.

63. FORWARD WORK PROGRAMME

The ACO People Services presented the Forward Work Programme.

RESOLVED THAT

Members accepted the Forward Work Programme for the HR & Equalities Committee 2010/11.

SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE FIRE & RESCUE AUTHORITY MEETING HELD ON MONDAY 7 FEBRUARY 2011 AT SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

83. PRESENT:

| Councillor | Left | Authority |
|-----------------------|------------------|--------------------|
| A M Ernest (Chairman) | | Vale of Glamorgan |
| D Bolter | | Caerphilly |
| S Bradwick | 1310 hrs | Rhondda Cynon Taff |
| J Daniel | | Rhondda Cynon Taff |
| D T Davies | 1300 hrs | Caerphilly |
| L Ford | | Cardiff |
| R J W Greenland | | Monmouthshire |
| S J Jones | 1305 hrs | Rhondda Cynon Taff |
| L W Kelloway | | Cardiff |
| C Mann | | Caerphilly |
| R McKerlich | | Cardiff |
| R Patel | 1320 hrs | Cardiff |
| G Price | | Merthyr Tydfil |
| D Sage | Arrived 1130 hrs | Bridgend |
| P Seabourne | | Torfaen |
| V E Smith | | Monmouthshire |
| E T Williams | | Vale of Glamorgan |

APOLOGIES:

| | | |
|------------------------|--|--------------------|
| M Bartlett | | Blaenau Gwent |
| D Hando | | Newport |
| K Hyde (Vice Chairman) | | Cardiff |
| C James | | Bridgend |
| R Jones | | Torfaen |
| W J Routley | | Newport |
| G Stacey | | Rhondda Cynon Taff |

ABSENT:

OFFICERS PRESENT:- CFO A Marles, DCFO K Barry, ACO S Murton – Director of Corporate Support, Mr S Greenslade – Treasurer, ACO P Haynes – Director of People Services, ACFO H Jakeway – Director of Planning, Development & Support, Ms J Joyce – Wales Audit Office, Mr M Watt – FBU Representative

84. DECLARATIONS OF INTEREST

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

85. CHAIRMAN'S ANNOUNCEMENTS

COUNCILLORS SEABOURNE AND BEYNON

The Chairman was pleased to welcome back Councillor Phil Seabourne, and was glad he was now fully recovered. The Chairman also extended his best wishes to Councillor Beynon for standing in over the last few months. Councillor Beynon also sent her thanks to all Members and Officers for the welcome that she had received during her short time with the Fire Authority. Councillor Seabourne agreed to pass on Members thanks to her.

RETIRED VICE CHAIRMAN, COUNCILLOR PAUL DAVID

The Chairman was sad to report that Retired Vice-Chairman, Councillor Paul David, was critically ill in hospital. On behalf of Members, the Chairman agreed to send best wishes to Mr David.

INCIDENT AT LISWERRY ON SATURDAY 5 FEBRUARY

Members were updated on the recent news of the tragic incident at Liswerry in Newport, where a 19 year old mother to be died in what initially appeared to be an accidental house fire. Following a fire investigation and post mortem examination, it was discovered that she had met a violent death prior to the start of the fire. The Service is assisting Gwent Police with their investigations.

MARITIME & COASTGUARD AGENCY CONSULTATION

Members were informed that the Service has responded to the Maritime and Coastguard Agency proposal to modernise the Coastguard provision which will see all the Control Centres in Wales close, with the exception of the Swansea Centre, which will remain open during daylight hours. Anyone wishing to see the response should contact ACFO Huw Jakeway.

FIREFIGHTER INJURY

Whilst attending an incident on 26 January, a Crew Manager from Aberdare Fire Station sustained a fracture to his wrist. The Crew Manager is recovering at home and is receiving full welfare support from the Service, and despite his injury he remains in high spirits. The Chairman requested Officers send personal best wishes to the Crew Manager for a speedy recovery, on behalf of the Fire Authority.

EUROPEAN ROAD SAFETY CHARTER

South Wales Fire and Rescue Service have been invited to sign up to the European Road Safety Charter in recognition of its commitment to reducing deaths and injuries on the roads in Europe. To achieve this level of recognition the effectiveness of its road safety strategy has been analysed and has been deemed to have reached the required standards to have been awarded the Charter. Members agreed for the Chairman and Chief Fire Officer to sign the Charter at the end of the meeting. The Service will have access to a large range of additional road safety materials at no extra cost. South Wales Fire & Rescue Service will be the 12th Fire and Rescue Service in the UK to be recognised with this award.

CHAIRMANS NEWSLETTER

In order to streamline Chairman's announcements, and reduce the number of "for information" reports on the agenda, the first edition of the Chairman's newsletter was circulated at the meeting. Members noted the article on the new fire appliances received by the Service last month. Following the meeting, Officers were available to show Members the appliances in more detail. The Chairman requested feedback on the first edition of the Chairman's Newsletter to ensure that it becomes a useful method of Members obtaining further information on the Service.

86. MINUTES OF PREVIOUS MEETING

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

- FAPM meeting held on 15 November 2010
- Fire & Rescue Authority meeting held on 22 December 2010

87. UPDATE ON ACTIONS

The ACO Corporate Support informed Members of actions undertaken since the last meeting.

88. MEMBERS ATTENDANCE

The ACO Corporate Support reported on Members Attendance for 2010/11.

RESOLVED THAT

Members noted Fire Authority Members Attendance figures for 2010/11.

89. USE BY CHIEF FIRE OFFICER OF EMERGENCY DELEGATED POWERS

The ACO Corporate Support advised Members of the use by the Chief Fire Officer of his emergency powers to authorise travel abroad by Station Manager Moody to attend a European training event.

RESOLVED THAT

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

90. AUTHORITY FOR OVERSEAS TRAVEL

The Deputy Chief Fire Officer informed Members that Officers invited to travel abroad for business purposes require the approval of the Fire & Rescue Authority. South Wales Fire & Rescue Service has received invitations for the World Extrication and Trauma Challenge 2011. The invitation extends to the South Wales Fire & Rescue Service Extrication and Trauma Teams consisting of 8 members. An invitation for Group Manager Ian Greenman to attend the same event in the capacity of assessor has also been received.

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

RESOLVED THAT

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

90.2 Members agreed to authorise the attendance of Group Manager Greenman at the 2011 World Extrication Championships.

90.3 Members agreed to authorise the attendance of the Line Rescue Team at the European Challenge event in Belgium.

91. REVENUE AND CAPITAL BUDGET DETERMINATION 2011/12

The Treasurer outlined for Members the responses of Constituent Councils to the Revenue Budget proposals determined on 22 December 2010, as Members are required to set the budget and resultant Constituent contributions for 2010/11.

The report also recommended the Capital Budget for 2011/12, and updated the forward capital plan for Members consideration.

RESOLVED THAT

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

91.2 Members unanimously agreed to determine the revenue budget of £71,157,615 and resultant Constituent Council contributions for 2011/12.

91.3 Members agreed the principle of making tactical use of General Reserves in 2011/12 should the natural wastage target of the Flexible Rostering project fail to be achieved, subject to the actual deployment of reserves being approved

by the Finance, Audit and Performance Management Committee.

91.4 Members agreed to determine the capital budget allocations for 2011/12 of £5,391,000 plus allowable slippage levels from the current year of £3,244,000.

The Chairman thanked the Treasurer and all members of the Budget team for their hard work in completing the process.

(Councillor Sage joined the meeting at 1130 hrs)

92. REVIEW OF OPERATIONAL TACTICAL MANAGERS – RISK REDUCTION PLAN 2011/12

The Deputy Chief Fire Officer provided Members with background detail concerning the outcome of the review of Operational Tactical Managers, Risk Reduction Plan (RRP) Project 2011/12. While Members have agreed in principle to the reduction of five Group Managers from the operational tactical rota at their 6 December 2010 meeting, the report provided assurance to Members that the review has been undertaken in line with the criteria outlined within the RRP 2011/12.

RESOLVED THAT

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

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

92.3 Members unanimously agreed that the operational tactical managers rota would not be formally revisited for a period of three years, subject to any legislative requirement within that time period which may force such a review.

(The FBU representative left the meeting at 1200 hrs)

93. USE OF PREMISES FOR POLITICAL PURPOSES

The ACO Corporate Support introduced Members to an attached protocol to the report, which provided guidance on the use of Premises for Political Purposes both during election campaigns and outside of these times.

RESOLVED THAT

Members noted the content of the report and attached protocol, and agreed to the protocols immediate commencement.

94. PROPOSED NEW ROAD SAFETY PROGRAMME – FIRE CRUZ

The Deputy Chief Fire Officer informed Fire & Rescue Authority Members of a proposed new road safety initiative, advising on the nature of the innovative scheme.

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

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

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

RESOLVED THAT

94.1 Members unanimously agreed to note the content of the report and accepted the rationale to attempt to reduce road traffic deaths and injuries using this method of youth engagement.

94.2 Members unanimously accepted the minimal growth of the Service vehicle fleet by one vehicle for the duration of the

project, noting the cost neutral implications achieved by remodelling of the existing road safety budget.

94.3 Members noted the innovative use of staff time which would incur no increase in personnel and no overtime costs.

94.4 Members requested a press release be issued to publicise the new initiative.

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

A resolution to exclude the press and public by virtue of Section 100A and paragraph 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended) was unanimously passed.

96. UPDATE ON THE RE-DEVELOPMENT OF THE CARDIFF CENTRAL/ADAM STREET SITE

(Councillor Patel left the meeting to remain impartial whilst this item was being debated)

The ACO Corporate Support updated Members on the progress of the planning application for the Cardiff Central Fire & Rescue Station re-development.

RESOLVED THAT

96.1 Members noted the update report.

96.2 Members unanimously agreed for Officers to have the authority to negotiate the removal of the telecommunications mast up to an agreed value.

96.3 Members instructed Officers that if the negotiation on the removal of the telecommunications mast required additional funding, this was approved subject to first consulting with the Chairman and Vice-Chairman of the Finance and Audit Performance Management Committee, and Councillor Sage.

97. RESOLUTION TO RETURN TO OPEN MEETING

Members unanimously agreed to pass the resolution to return to open meeting.

98. APPOINTMENT OF DEPUTY CHIEF OFFICER

The principal officers left the meeting during the consideration of this item.

The Chief Fire Officer reminded Members that in December 2010 the Fire & Rescue Authority received a report from the Chief Fire Officer which identified that the Deputy Chief Fire Officer had confirmed his intention to retire from the Service, and the vacancy was to be advertised internally and externally.

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

Members were informed that they could rescind a decision that they had taken in the last six months as long as they suspended standing orders. To do this half of the whole number of Members for that meeting is present, and at least two-thirds of those present votes in favour of the suspension (PSO 25).

RESOLVED THAT

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

98.2 Members voted 13 votes to 2 for the advert to be issued internally only, and agreed that internal applicants shall, if necessary, undergo the same strategic level assessment centre to ensure the consistency of approach required at the principal officer level. (Councillor Patel was unable to vote as he was not in the meeting room during the debate – Standing Order Ref. PSO 19.4).

- 98.3 Members unanimously agreed that the Shortlisting Committee comprise the Chairman and Vice Chairman of the Fire & Rescue Authority, the Chairman and Vice Chairman of the Finance Audit and Performance Management Committee, Councillor D T Davies, with the Chairman of the Fire & Rescue Authority designated as Chairman.
- 98.4 Members unanimously agreed that the Appointment Committee comprise the Chairman and Vice Chairman of the Fire & Rescue Authority and the Finance Audit and Performance Management Committee, with the Chairman of the Fire & Rescue Authority designated as Chairman.
- 98.5 Members unanimously agreed that following a successful appointment being made the Chief Fire Officer shall review terms, duties and responsibilities to maintain operational effectiveness and consistency of application across the Principal Officers' group.

The Principal Officers returned to the meeting.

(Councillor D T Davies left the meeting at 1300 hrs)

The Chairman wished the Deputy Chief Fire Officer all the very best in his retirement, and on behalf of the Fire Authority wished to thank him formally for all his outstanding work carried out on behalf of the Service. The Deputy Chief Fire Officer replied it had been an honour and privilege to work for the Service, and thanked Members for their support.

99. TREASURY MANAGEMENT STRATEGY 2011/2012

The Treasurer provided Members with a Treasury Management Strategy and Annual Investment Strategy for 2011/12 together with the Treasury Limits as required by Section 3 of the Local Government Act 2003.

RESOLVED THAT

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

(Councillor S Jones left the meeting at 1305 hrs)

100. FORWARD WORK PROGRAMME

The ACO Corporate Support presented the Forward Work Programme.

RESOLVED THAT

Members accepted the Forward Work Programme for the Fire Authority Committee 2010/2011.

(Councillor S Bradwick left the meeting at 1310 hrs)

101. TO CONSIDER ANY ITEMS OF URGENT BUSINESS THAT THE CHAIRMAN DEEMS URGENT (PART 1)

There were no items of urgent business.

102. RESOLUTIONS TO EXCLUDE THE PRESS AND PUBLIC BY VIRTUE OF SECTION 100A AND PARAGRAPHS 12 AND 15 OF PART 4 OF SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 (AS AMENDED)

A resolution to exclude the press and public by virtue of Section 100A and paragraphs 12 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended) was unanimously passed.

103. PILOT PROJECT – CARDIFF AREA

The Chief Fire Officer presented a report advising Fire and Rescue Authority Members of collaborative working with Welsh Ambulance Services (NHS) Trust and in particular of a suggested pilot scheme in Cardiff.

RESOLVED THAT

103.1 Members agreed to endorse the principle of the pilot and noted the other collaborative work.

103.2 Members agreed to the budgetary implications

104. APPLICATION FOR VOLUNTARY REDUNDANCY – SUPPORT STAFF

The ACO People Services informed Members the Human Resources Department within the People Services Directorate provides professional advice and guidance across the Service in terms of: Absence Management, HR Policies, Pensions and Payroll, Recruitment/Assessment & Development and Employee Relations.

Over the past three years the Department has continued to review and refine the ways in which it delivers services. Changes to the Recruitment Teams and Assessment and Development Centre management has provided the Head of HR Service with the opportunity to formally realign these specific service areas and reduce overall revenue budget costs.

The specific business case details were contained in Appendix 1 of the report.

RESOLVED THAT

104.1 Members agreed for a HR Manager's post (grade 14) be deleted from the departmental structure.

104.2 Members agreed for a member of staff be offered voluntary redundancy as prescribed in the South Wales Fire and Rescue Services' Policy.

(Councillor Patel left the meeting at 1320 hrs)

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

There were no items of urgent business.

106. RESOLUTION TO RETURN TO OPEN MEETING

Members unanimously agreed to pass the resolution to return to open meeting.

107. BERNIE PRESENTATION

Group Manager R Morris delivered a presentation to Members on the 'Bernie' project.

RESOLVED THAT

Members requested an electronic copy of the presentation.

The Chairman thanked Group Manager Morris for an excellent presentation, and wished him well with the project.

AGENDA ITEM NO 5

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

Meeting of: Fire & Rescue Authority

| | |
|--|--|
| Sally Murton – ACO/CS Huw Jakeway - DCO Greg Clement – T/ACFO/TS Andy Marles – CFO Phil Haynes – ACO/PS Calvin Powell - BSM | Steve Greenslade – Treasurer Business Support Unit – BSU Martin Henderson – HRR Tony Carter – Strategic Property Manager Performance Management Unit – PMU |
|--|--|

| Minute No | Item | Action | Leading Officer | Current Status: |
|------------------|---|--|------------------------|---|
| 08/09-137 | Proposed Emergency Services Collaboration | Detailed Terms and Conditions of lease with Coast Guard Agency to be agreed. | ACO/CS | Treasury Department approval received. Dealing with final enquiries of coastguards solicitors before completion |

| Minute No | Item | Action | Leading Officer | Current Status: |
|------------------|--|---|----------------------------|---|
| | | ACO/CS to be given delegated authority to enter into appropriate agreements (including leases) where appropriate to existing arrangements for the Fire and Rescue Services' premises. | ACO/CS | The lease has now been agreed and final approval is now being sought from the WAST Board. Asset Management Working Group have requested further discussions by ACO Corporate Support with the WAST Chief Executive to progress matters due to recent difficulties |
| 08/09-153 | Relocation of Paintshop | Prepare plans and apply for Local Authority Planning permission to relocate the Paintshop to the HQ site. | Strategic Property Manager | Planning consent is still awaited due to changes to the design due to ground conditions. |
| 09/10 – 37 | Pilot Scheme for AFA – Generated to call to Fire Control | Extending existing pilot scheme for a further six months – then Members to receive a final report. | DCO | Report deferred to Spring due to insufficient data being available due |

| Minute No | Item | Action | Leading Officer | Current Status: |
|------------|--|--|-----------------|---|
| | | | | to interruptions in monitoring due to the implementation of the airwave project. |
| 09/10 – 38 | Review of Hydrant Testing Arrangements | Review progress in 2011. | ACO/TS | On agenda |
| 09/10-120 | Motorcycle – Road Safety Programme | DCO to provide Members with statistics on the number of accidents involving motorcyclists. | DCO | Being researched. |
| 09/10-151 | Medium Term Financial Plan 2010/2014 | To present a more detailed report on the ICT Project | Project Lead | Project Board established. FA approval on 27 September 2010 to include the project in 2011/12 RRP. Project Brief & Project Deliverables being scoped and project team now identified. Timescales for initial research being scoped. To be |

| Minute No | Item | Action | Leading Officer | Current Status: |
|------------------|-------------|---------------|------------------------|---|
| | | | | <p>reported to Project Board at December meeting. December mtg delayed due to inclement weather. Board met in January and considerable further work was identified as required before a report to members could be prepared. Additional Board mtg scheduled for beginning of Feb to push progress.</p> <p>Recent meeting has identified current project scope and deliverables are unaffordable for the Service given the projected savings. Further opportunities have also presented themselves which</p> |

| Minute No | Item | Action | Leading Officer | Current Status: |
|-----------|----------------------------|--|-----------------|--|
| | | | | require researching. Scope of project being revisited and redrafted for consideration by members |
| 09/10-156 | Quarterly Stats Update | Further report on individual wards | DCO | Feasibility being reconsidered. |
| 09/10-167 | Voluntary Early Retirement | 1. Technician's post be established. | ACO/PS | Completed |
| 10/11-43 | Local Government Measure | Refer issue of scrutiny to Standing Orders Working Group | ACO/CS | To be referred when contract standing order, financial regulation and delegation amendments submitted. Contract amendments completed and financial regs currently being amended. |

| Minute No | Item | Action | Leading Officer | Current Status: |
|------------------|---|---|------------------------|------------------------|
| 10/11 - 56 | Sickness Absence in control | Report to HR & Equalities Committee on sickness absence in control due to stress | ACO PS | Completed |
| 10/11 – 59.2 | Grey Book Terms and Conditions and Allowances | Report to Finance Working Group | ACO PS | Completed |
| 10/11 – 71.3 | Retirement of the Deputy Chief Fire Officer | A Report on the conditions of appointment for the DCO and a draft advert | CFO | Completed |
| 10/11 – 71.4 | Retirement of the Deputy Chief Fire Officer | A Report on the maintenance of operational resilience within the Senior Management Executive | CFO | Completed |
| 10/11 – 78.4 | Health & Safety 2009/10 | Comparative data with other organisation to be incorporate in the next Health & Safety Report | ACFO TS | Being researched |
| 10/11 – 94.4 | Fire Cruz Road Safety Programme | Press release to be issued on programme | DCO | |
| 10/11 - 107 | Bernie Project | Electronic copy of Bernie Presentation to be circulated to members | DCO | Completed |

Fire Authority Members Attendance 2010/11

AGENDA ITEM 6

Attendance between 28 June 2010 - 19 April 2011

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

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

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

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

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 7

9 MAY 2011

REPORT OF THE CHAIRMAN OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE & THE ACO CORPORATE SERVICES

ANNUAL REPORT ON THE WORK OF THE FINANCE, AUDIT AND PERFORMANCE MANAGEMENT COMMITTEE & ITS WORKING GROUPS

SUMMARY

This report is the annual report on the work of the Finance, Audit and Performance Management Committee and its Working Groups.

RECOMMENDATION

That Members note the work undertaken by the Finance, Audit and Performance Management Committee and its Working Groups during the 2010/11 municipal year.

1. BACKGROUND

1.1 This report sets out the work undertaken by the Committee and its Working Groups during the municipal year 2010/11.

2. ISSUE

2.1 As Members will be aware, the Finance, Audit & Performance Management Committee was established to demonstrate the Authority's commitment to the efficient and effective deployment of public resources and the attainment of related performance targets.

2.2 The Committee is responsible for the planning and management of the Authority's financial resources including authorising expenditure, virement of funds and donations of equipment or other property. It oversees the financial reporting process and provides a detailed examination of

financial performance including the extent that this affects the Authority's exposure to risk and weakens the control environment. The Committee also provides assurance of the adequacy of the risk management framework and associated control environment. Within the scope of the Committee it also assists the Fire & Rescue Authority in policy and strategy development issues relating to Finance, Audit & Performance Management and Good Governance issues.

2.3 To discharge its functions the Committee plans its work through a forward work programme. The work of the Committee broadly falls under three distinct categories, namely: financial; policy, audit or development; and scrutiny. For the purposes of this report it is intended that an overview of the work undertaken by the Committee in the 2010/11 municipal year is detailed under each of the sub headings.

2.4 In addition, the Committee is also responsible for two of the Authority's Working Groups, namely the Finance Working Group and the Asset Management Working Group. Each of these Working Groups has also prepared an annual report which forms part of this report at Appendix 1 and 2 respectively.

2.5 **Financial**

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

- a) The critical accounting policies and practices and any changes in them
- b) The extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed
- c) The clarity of reports
- d) Significant adjustments resulting from audits
- e) Compliance with accounting standards
- f) Compliance with other legal requirements

- 2.5.2 The Committee also monitors the management action in response to issues raised in relation to financial reporting and carries out spending reviews of budgets to enable reviews current spending policy.
- 2.5.3 In discharging these functions the Committee has undertaken a large amount of work this year on a variety of financial issues. This work has included the following:
- 2.5.4 Revenue & Capital Monitoring – The Committee has considered in detail regular monitoring reports in respect of the current financial year’s revenue and capital budgets which provide an update of expenditure against the budget for the year. Detailed scrutiny has taken place in respect of variations against budget and further reports or information have been requested where appropriate (e.g. in respect of salaries, overtime and property) to address Member queries. Detailed questioning has been undertaken in respect of delays in achieving spends particularly in respect of capital items and the adequacy of measures to mitigate delays have been considered (e.g. in respect of vehicles and property spends).
- 2.5.5 Revenue and Capital Outturn – In July, Members considered the revenue and capital outturn reports for the previous financial year which advises on total revenue and capital expenditure against the respective set budgets following the year end. Members have scrutinised year end variations and have used this information to influence budget setting for subsequent years.
- 2.5.6 Revenue and Capital Budget Setting – The Committee and its Finance Working Group has taken a particularly detailed role in assisting in the formulation of the appropriate revenue and capital budgets required to meet the Service’s requirements for the current financial year. This financial year the detailed work of the Working Group required the convening of additional meetings over and beyond the scheduled meetings to consider further detailed proposals from officers following Members’ comments on previous drafts of the budget. This work has taken up a considerable amount of the Working Group and Committee’s time during the autumn and winter months due to the challenging

financial times the Authority now faces and the delayed financial announcements on budget settlements from the Welsh Assembly Government.

2.5.7 Audit Office – Audit of Accounting Statements – The Committee considered in draft form the Wales Audit Office ISO 260 report which provides an opinion on the accuracy, adequacy and statutory compliance of the Authority's Statement of Accounts for Members. For the last few years this piece of work has proved more challenging than most due to the qualification received by the Fire & Rescue Authority on its accounts due to the differing opinions between the Wales Audit Office and the Fire & Rescue Authority on the legality of holding reserves.

2.5.8 However, this year, despite a final technical qualification in respect of the treatment of reserves for the first part of the financial year (the amendment to the combination order only taking effect from December 2009), the Committee were pleased to note the positive progress the Authority was making in this area which is reflected in the Wales Audit Office Annual Improvement Letter.

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

2.5.10 Pay Awards – The Committee has not undertaken any substantive work in the area this year due to the current public sector pay freeze. However, it did receive regular updates in respect of the part time workers pay claim (a national case) and the support staff pay award for those earning less than £21,000 and took these issues into consideration with respect to budget monitoring and budget setting.

2.6 **Policy, Audit or Development**

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

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

2.6.3 The Committee agreed an annual internal audit programme for 2009/10 covering the areas identified below and has

considered in detail the progress and findings of the relevant audits:

- Performance Management
- Health and Safety Workplace Inspections
- Grant Funding
- Fuel
- Compliance with the Code of Corporate Governance
- Projects and tracking value for money and efficiencies
- Payroll
- Asset Management
- Risk Maturity
- IT Disaster Recovery
- IFRS Staff Leave Recording
- Financial Controls
- Follow Up Audits

2.6.4 As a result of consideration of some of these audit reports, further reports have been requested in specific areas for further scrutiny (for example, fuel and health and safety workplace inspections).

2.6.5 External Audit - In relation to external audit and inspection the Committee is responsible for overseeing the Authority's relations with the external auditor. It approves the terms of engagement and the remuneration to be paid to the external auditor in respect of auditing inspection services received by the Authority. At the time of writing this report, the Committee have not resolved fees for the 2011/12 audit year but have reacted strongly against the level of fees proposed by the Auditor General which would result in a fee increase for the Authority against a backdrop of a 5% reduction in fees for other local government bodies.

2.6.6 The Committee also reviews with the external auditor the findings of their work including any major issues that arise during the course of an audit, key accounting and audits judgments, level of errors identified during the audit and obtain explanations from managers or auditors as to why certain errors might remain unadjusted. In addition the Committee reviews and monitors the actions taken by departments as a result of external auditors' findings and recommendations and where necessary direct action should be taken as a consequence of an external audit report.

2.6.7 Members also assess at the end of the audit cycle the effectiveness of the audit process by reviewing whether the auditor has met the agreed audit plan and understanding the reasons for any change (including changes in perceived audit risks and the work undertaken by the external auditors to address those risks) and consideration of the robustness and perceptiveness of the auditors in handling of the key accounting and audit judgements, responding to questions from the Committee and their commentary where appropriate on the systems of internal control.

2.6.8 This year, being the first transitional year for the new Local Government Measure has seen a slight amendment to this timetable. Consideration of the annual financial report was discharged this year in January 2011 with the consideration of the WAO Annual Report which resulted in the Committee noting the assurance of the WAO on the adequacy and effectiveness of the Authority's risk management, control and governance processes. At the March 2011 meeting, the Committee considered in detail the very positive Annual Improvement Report which highlighted that the Authority was expected to improve things for the citizens it serves due to the good sound management of the organisation.

2.6.9 Members will recall that last financial year, the Committee and subsequently Fire & Rescue Authority also agreed that the Committee would meet on annual basis with both internal and external auditors without management present to discuss the audit work of the Authority. This will take place following the March 2011 meeting.

2.6.10 Performance Management - In relation to performance management, the Committee reviews, monitors and challenges the performance monitoring framework of the organisation. It considers and challenges the performance review systems and targets (including the Welsh Assembly Government's strategic and core indicators) and ensures that they are implemented and monitored by the Authority. The Committee identifies the reviewed areas of performance in need of improvement and ensures delivery of the Authority's Risk Reduction Plan aims, targets and results via performance reports. An example of where the Committee

has requested further reports on performance following identification of a need to improve is in the field of sickness absence where further reports on the financial implications of this and the actions to address the trend were requested.

2.6.11 Corporate performance reports and statistics are considered quarterly by the Committee and have resulted in several additional reports or updates on performance at subsequent meetings via the scrutiny framework referred to below. Trend analysis has proved particularly beneficial in tracking the longer term improvements in service delivery over a five year period (wherever possible) rather than focusing upon quarterly outcomes which may skew shorter term consideration of the data. In addition, performance data on corporate objectives are also reported and feed into the consideration of performance generally of the organisation.

2.6.12 The Committee also receives all external reports on the performance of the Authority and considers and recommends to the Fire & Rescue Authority action plans relating to these reports and monitors progress against the approved action plans. In relation to the Wales Programme for Improvement, the Committee reviews, approves and challenges, where necessary, the performance and improvement plan, the operational and non-operational assurance self-assessment, the joint risk assessment and peer review and any other periodic reports on performance management of relevant areas of the service. In addition, the Committee considers comparative studies, including benchmarking and best practice.

2.7 **Scrutiny**

2.7.1 As it has already been highlighted, the Committee is responsible for the scrutiny function of the Authority and has undertaken a considerable amount of scrutiny throughout the year on a variety of topics, some self-initiated and some at the request of the Fire & Rescue Authority.

2.7.2 Analysis of RTC Trends: Urban and Rural – As a result of performance reports, the Committee requested an analysis of the road traffic collision data between rural and urban areas due to differences in the level of increases / decreases

in the trend data. Members examined potential reasons for this and achieved a greater understanding of the recording mechanisms that influence the collation of the data, especially with reference to motorcycle / other vehicle recording.

- 2.7.3 Sickness Statistics – as has been briefly mentioned above, as a result of a quarterly performance report, Members of the Committee requested that they undertake detailed scrutiny in relation to the financial implications of the sickness statistics of the Service. A detailed report was received by the Committee at their July meeting, which identified the financial costs and also considered the trends in sickness absence, the Services performance benchmarked against other Fire & Rescue Services and the initiatives in place and proposed to reduce the burden for the organisation.
- 2.7.4 New Local Government Measure – at its September 2010 meeting, the Committee considered in some detail the implications of the new Local Government Measure via an interactive presentation by Officers followed by a lively discussion with representatives of the Wales Audit Office. The Committee considered in detail how the Measure would impact upon its work and the way in which it would discharge its duties and as a result an amendment to the Terms of Reference of the Committee were subsequently approved by the Fire & Rescue Authority.
- 2.7.5 Disposal of End of Life Equipment – following the acquisition and issue of the personal protective equipment for firefighters in the Spring of 2010, the Committee received several reports about the procedures for disposing of end of life equipment from the organisation. The Committee also received an enlightening presentation from Officers on the work that was being undertaken with the Fire Service in Serbia, together with the very limited resources that they have available. As a result of this scrutiny work, a report was subsequently approved by the Fire & Rescue Authority in the Autumn 2010 approving the Committees recommendation of donating all end of life equipment to Serbia for a period of 3 years, to be reviewed at that time.

- 2.7.6 Fuel Monitoring – Following an internal audit report, Members requested further details of the procedures for recording the use of fuel within the Service. As a result of this work, a tender exercise was carried out to cost up the procurement of an electronic fuel reporting system and evaluation of the tender responses is currently underway.
- 2.7.7 Debt Recovery – As a result of the consideration of the ISO 260 report on the Authority's financial position, Members scrutinised the proposed write off of a debt owed to the Authority and requested that further work be undertaken to recover some or all of the debt from the company. Members received a report at their March meeting updating on the present position and the successful recovery of funds for the Service.
- 2.7.8 Member Involvement in Peer Reviews – Whilst considering the Joint Peer Assessment Report for the organisation, Members identified that the current assessment and challenge process did not accommodate Member involvement at any stage in a similar way to local authority assessments and inspections. As a result of this, a further report was received by the Committee explaining the statutory basis to the reviews and the composition of the assessment teams. It was agreed that further discussions would take place at a Member level between the three Fire and Rescue Authorities in Wales.
- 2.7.9 Spikes Cavell Spend Analysis – Following the revenue monitoring process, Members agreed that they would like to receive a more detailed report on the work that was underway within the procurement department in association with Spikes Cavell to evaluate and scrutinise the spend data for the organisation. At their January meeting, Members received a very detailed report on the spend analysis together with an overview of the priorities the Service was proposing to adopt on the evidence in the report. Members scrutinised the data and the proposals and endorsed their adoption.
- 2.7.10 Areas still to be scrutinised – as part of the Committees work in discharging its terms of reference, further areas of work

have been identified for further scrutiny and added to the forward work programme for Members. At the time of writing this report, the following area is yet to be considered by the Committee:

- a) Review and Scrutiny of the Medium Term Financial Plan (May 2011) following budget settlement and updated work on cost projections and savings for 2012 onwards.

3. Review of Remit, Terms of Reference and Working Practices

- 3.1 During recent months, the Committee has become very aware of the very substantial workload that it discharges under its current terms of reference. To streamline this, much work has already been undertaken to co-ordinate reports and information, utilise electronic circulation of information and reports and minimise the provision superfluous information to enable focus upon the key issues.
- 3.2 As a result of some of this work, the Committee were very mindful that there could be further room for improvement in some areas which would involve Fire & Rescue Authority approval and an amendment to the terms of reference. The key area is the consideration of the quarterly performance and statistics reports. Following Member representation to this effect, these reports are currently presented both to this Committee and the Fire & Rescue Authority meeting, causing some considerable duplication of effort and a substantial amount of paper. It is therefore suggested that in future, these reports are solely presented to the Fire & Rescue Authority meeting with the terms of reference for the Committee being amended accordingly. This would still leave the Fire & Rescue Authority the option of referring a specific issue of performance or indicator to the Committee for more detailed scrutiny if it is considered that this is required. In this way, the Committees work will become more focussed and Members time utilised in a more effective way.

4. RECOMMENDATION

- 4.1 That Members note the work undertaken by the Finance, Audit and Performance Management Committee and its Working Groups during the 2010/11 municipal year.

Appendix 1: Annual Report of the Finance Working Group

Appendix 2: Annual Report of the Asset Management Working Group

SALLY MURTON

ACO CORPORATE SERVICES

Background Papers:

None

Contact Officer:

Sally Murton

ACO - Corporate Services

Tel: 01443 232005

Email: s-murton@southwales-fire.gov.uk

APPENDIX 1

ANNUAL REPORT OF THE FINANCE WORKING GROUP

1. PURPOSE OF THE WORKING GROUP

- 1.1 As Members will be aware, the Finance Working Group was established to demonstrate the Authority's commitment to the efficient and effective deployment of public resources and to give assurance that available funding is utilised as efficiently and effectively as possible to protect the level of service offered to the public within the core priorities defined by the Fire & Rescue Authority. This was considered necessary to enable detailed and in depth scrutiny of the Service's operations and its budgets in a manner that was not possible within the time constraints posed within the Committee structure.
- 1.2 The Committee is responsible for reviewing and challenging the make up of the Authority's revenue and capital budget with a view to cost reduction or value enhancement. In carrying out these functions, the Working Group pays particular regard to:
 - 1.2.1 The clarity of budget headings;
 - 1.2.2 The statutory requirements of the Authority to deliver a service to the public of South Wales;
 - 1.2.3 The national commitments of the Authority to deliver a service on strategic issues such as national resilience;
 - 1.2.4 The relationship of the budget with key corporate documents of the Authority;
 - 1.2.5 Carrying out spending reviews of budgets to enable assessments of current spending policy against future financial predictions of the organisation within the Medium Term Financial Plan;
 - 1.2.6 Reviewing past performance of selected budget areas when assessing current and future years requirements; and
 - 1.2.7 Reviewing the budget setting process for revenue and capital budgets for improvements that could be made in future years.

- 1.3 To discharge its functions the Working Group plans its work through a forward work programme. The work of the Group broadly comprises scrutiny of the Medium Term Financial Plan, scrutiny of budget holders, scrutiny of revenue and capital budget monitoring reports and reports to the Finance, Audit & Performance Management Committee.

2. WORK UNDERTAKEN TO FEBRUARY 2011

- 2.1 As Members will appreciate, to date, the majority of the meetings this municipal year have been geared towards the Finance Working Group's presentation to Fire & Rescue Authority on 6 December 2010 of a very thorough report on their detailed review of preparations for striking the 2011/12 revenue budget (set in the context of the adopted Risk Reduction Plan (RRP), the Medium Term Financial Plan (MTFP) and the budget strategy approved by the Fire & Rescue Authority on 27 September 2010).
- 2.2 During this process, the Working Group received updates on the main strands of budget production and agreed recommendations for the wider consideration of Members designed to help balance the 2011/12 budget which was being delivered in a period of almost unprecedented financial constraint. The guiding principles for those recommendations were to protect front line services whilst bearing down on cost, improving efficiency and positioning the Fire & Rescue Authority for future years of austerity.
- 2.3 As a result of the Working Groups considerable efforts and time (with additional meetings, several taking all day), the Working Group's recommendations of savings for the 2011/12 revenue budget of £1,543,365 were unanimously accepted by Fire & Rescue Authority on 6 December 2010 and are now being implemented (comprising RRP project savings £895,506 and staff efficiencies £647,859).
- 2.4 Since the setting of the 2011/12 revenue and capital budget, the Working Group has moved on to consider other key areas of the Authority's budget. At its January meeting, a detailed analysis of the training and development budget was undertaken and an overview of the PFI Contract with Babcock's was provided. This has resulted in several areas being identified that Members of the Group require

scrutinising further in order to satisfy themselves about the efficiency and effectiveness of our arrangements. Further work is therefore scheduled to deliver this.

3. WORK STILL TO BE UNDERTAKEN DURING REMAINDER OF MUNICIPAL YEAR

3.1 As part of the Working Groups work in discharging its terms of reference, further areas of work have been identified for further scrutiny and added to the forward work programme for Members. At the time of writing this report, the following areas are yet to be considered by the Working Group:

3.1.1 Review of:

- a) Travel and Subsistence Budget and allowances budget (nationally agreed and locally agreed)
- b) Past performance against travel and subsistence budget and allowances budget
- c) Planning assumptions for travel and subsistence budget and allowances budget

3.1.2 Review of Service expenditure on Welsh Language and budgetary planning assumptions for this area of expenditure and the demand for the service

3.1.3 Review of the Medium Term Financial Plan

3.1.4 Review of Grey Book and Locally Negotiated terms and conditions (financial impact)

3.1.5 Review of:

- a) ICT Budget
- b) Past performance against ICT budget
- c) Planning assumptions for ICT budget

3.1.6 Consideration of the draft report on the 5 year review of the PFI Training Contract to include:

- a) income review
- b) income targets
- c) marketing strategy to achieve income targets

d) presentation by Babcock's Finance Director on income generation

3.1.7 Six monthly review of progress of income generation and marketing strategy for the Cardiff Gate site (including Fire Service and Babcock's work in this area).

APPENDIX 2

ANNUAL REPORT OF THE ASSET MANAGEMENT WORKING GROUP

1. PURPOSE OF THE WORKING GROUP

- 1.1 As Members will be aware, the Asset Management Working Group was established to demonstrate the Authority's commitment to the efficient and effective management of its assets and to give assurance that its assets are utilised as efficiently and effectively as possible to ensure that the level of service offered to the public within the core priorities defined by the Fire & Rescue Authority is delivered.
- 1.2 The Committee is responsible for reviewing, monitoring and challenging the management of the Authority's assets. In carrying out these functions, the Working Group pays particular regard to:
 - 1.2.1 The statutory requirements of the Authority to deliver a service to the public of South Wales;
 - 1.2.2 The statutory requirements of the Authority of running an organisation (including health and safety management);
 - 1.2.3 The relationship of our assets with key corporate documents of the Authority;
 - 1.2.4 Carrying out specific reviews of the Authority's performance in the management of its assets;
 - 1.2.5 To consider and challenge the performance review systems and targets;
 - 1.2.6 To consider collaborative opportunities for the Authority in the management of its assets.
- 1.3 To discharge its functions the Working Group plans its work through a forward work programme. The work of the Group broadly comprises scrutiny of the following documents and reports to the Finance Audit & Performance Management Committee:
 - Asset Management Strategy

- Land and Buildings Management Plan
- ICT Management Plan
- Fleet and Vehicles Management Plan
- Plant and Equipment Management Plan
- Minor Assets Management Plan

2. WORK UNDERTAKEN TO FEBRUARY 2011

- 2.1 The newly formed Working Group first met in July, where they revisited the terms of reference for the Group and reminded themselves about the Authority's Asset Management Strategy and the requirement for management plans under that strategy for each asset group.
- 2.2 At that meeting, the Group were briefed upon the role of the new Asset Manager Post that had been created within the Major Projects and Property Department within Corporate Support. They considered how this new post would assist in the co-ordination of the management of the Authority's assets and the challenge that lay ahead in this regard.
- 2.3 The Group also received a presentation on one of the management plan strands that sat below the Asset Management Strategy, namely fleet and vehicles. The presentation outlined how the department intended to form their management plan, the timescales for doing so and the proposed content. Members debated the proposed content of the plan and agreed parameters and further information that they required to be provided, with a written draft to be brought to a later meeting.
- 2.4 The September meeting focused upon the and Buildings Management Plan, which had been in place for about 18 months and recently reviewed to cover the period 2010-2014. There was considerable debate around the refurbishment proposals, the age of the Authority's building stock, the accuracy of the data that the Service had about issues that needed addressing and the health and safety implications of the stock. The revisions to the plan were wholly endorsed by the group to be used as the basis of future budget submissions.

- 2.5 The December meeting centred around the proposed formation of the ICT Management Strategy. The group received a presentation on the suggested content of the plan and also the current position with ICT assets in the organisation. The Group are due to consider the written draft ICT management plan at their meeting on 25 February 2011.
- 2.6 At that meeting, the group also considered the draft fleet and vehicles management plan prepared following their July meeting and approved its adoption.
- 2.7 Following from the December meeting, the Working Group duly considered the final version of the ICT Management Plan at its February meeting. The Group were satisfied with the direction of travel set out in the plan and the proposed progression of the Service with respect to ICT in the future. However, the Group were very mindful of the potential financial implications arising from some of the proposals within the plan and the capacity implications for the Service, especially given that the plan had very limited financial considerations attached to it. It was therefore unanimously agreed that the Group would refer this plan to the Finance Working Group for further consideration of the financial implications upon the Service and whether these were feasible and achievable within the current economic times as part of that Working Group's review of the Medium Term Financial Plan.
- 2.8 At that meeting, the Group also considered the draft plant and equipment strategy, planning assumptions and budgetary implications. Members received a detailed presentation on how the Service manages its plant and in particular how it ensures that all equipment is logged and tracked to ensure appropriate servicing, maintenance and health and safety standards are maintained. The replacement cycles of the equipment were considered due to the specialist nature of some of the items and Members were satisfied to approve the principles behind the draft strategy.

3. WORK STILL TO BE UNDERTAKEN DURING REMAINDER OF MUNICIPAL YEAR

3.1 As part of the Working Groups work in discharging its terms of reference, further areas of work have been identified for further scrutiny and added to the forward work programme for Members. At the time of writing this report, the following areas are yet to be considered by the Working Group:

3.1.1 Review of minor assets strategy, budget and planning assumptions (8 April 2011)

3.1.2 Further review of the Asset Management Strategy (following officer review) to pick up on new asset groups to be included within the policy framework (8 April 2011)

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 8

9 MAY 2011

REPORT OF THE CHAIRMAN OF THE HR & EQUALITIES COMMITTEE & THE ASSISTANT CHIEF OFFICER – PEOPLE SERVICES

ANNUAL REPORT ON THE WORK OF THE HR AND EQUALITIES COMMITTEE

SUMMARY

This report informs Members of the work that the HR & Equalities Committee have undertaken over the last twelve months.

RECOMMENDATION

That Members note the work of the HR & Equalities Committee.

1. BACKGROUND

1.1 This report summarises the work that the HR & Equalities Committee has undertaken over the last twelve months.

2. ISSUE

2.1 As Members will be aware, the HR & Equalities Committee was established to demonstrate the Authority's commitment to ensuring that the Service has a well-equipped, skilled and motivated workforce that is able to work safely and whose composition reflects the diverse communities it serves.

2.2 To discharge its functions the Committee plans its work through a forward work programme. The work of the Committee broadly falls under four distinct categories, namely: human resources, learning and development/training, occupational health and equality/diversity. For the purposes of this report it is intended that an overview of the work undertaken by the Committee in the 2010/11 municipal year is detailed under each of the sub headings.

2.3 The HR & Equalities Committee Terms of reference are appended to this report for Members' information.

2.4 **Human Resources**

2.4.1 At the inaugural meeting of the HR & Equalities Committee the Fire & Rescue Authority Members received information which appraised them of the structure and functions of the HR Department along with the major objectives and issues facing the Department.

2.4.2 The Department is continuously developing a more strategic approach to the way it delivers services by becoming more of a "business partner" in the addressing of operational and strategic HR solutions. Integral to this approach the Department has been working towards devolving more HR responsibilities to line management, to equip Line Managers with the skills to undertake HR activities and to improve HR performance management and reporting procedures.

2.4.3 It continues to develop standardised HR processes and procedures, consolidating HR administration, developing greater self-service HR technology, and implementing revised and new policies and procedures. Additionally it provides greater support to Line Managers on a day-to-day and face-to-face basis. It is recognised that continuous improvement in the HR administration will be achieved by developing greater continuity of service, greater flexibility of its staff that will improve effectiveness and efficiency.

2.4.4 The Department has submitted reports to the Committee which have addressed:

- The South Wales Fire & Rescue Service People Plan, which supports the Services RRP.
- South Wales Fire & Rescue Service Recruitment Processes.
- South Wales Fire & Rescue Service Organisational Structures.
- Cessation of Employment and Associated Retirement Provisions.
- Temporary Appointments to Permanent Posts.
- Assessment and Development Centres.
- Sickness and Absence Activities throughout the year.

2.5 **Learning And Development/Training**

- 2.5.1 At the inaugural meeting of the HR & Equalities Committee the Fire & Rescue Authority Members received information which appraised them of the structure and functions of the Learning and Development, the major objectives and issues facing the Department and the issues associated with the delivery of functions through the Cardiff Gate Training Centre contract.
- 2.5.2 Members noted that the work of the Department has developed to continuously meet the ever-changing demands of South Wales Fire & Rescue Service by developing a customer focused business culture and a flexible approach to changing demands linked to key legislation, such as; Fire & Rescue Services Act 2004, Health and Safety at Work Act 1974 etc. and Road Traffic Act 1974.
- 2.5.3 The Department has progressed an increased customer focus approach to the services it offers to its internal customers. As a result, there has been full consultation in the creation of the current Training Department Plan for 2009/10. To compliment this, new performance measures have been created within the plan that provides an improved indication of success.
- 2.5.4 To ensure continual improvement of training services the Department implement 'best practice' in respect of certification and accreditation to ISO 9001.
- 2.5.5 As the Private Finance Initiative (PFI) PFI contract with Babcocks (formerly Vosper Thorneycroft) enters the fifth year of a twenty-five year PFI partnership for the provision and facility management of Cardiff Gate Training and Development Centre. The Department continues to review arrangements with Babcocks to ensure continued success of the partnership.
- 2.5.6 The Department has been implementing improved management information systems to inform the financial and contractual management issues surrounding the PFI

contract. They will also continue to support Babcocks with Third Party Income (TPI) generation.

2.5.7 The Department has also submitted individual reports to the Committee which have addressed:

- Management of the PFI Contract at the Cardiff Gate Training & Development Centre.
- The Wales Charter for Fire & Rescue Service Authority Member Support and Development, and subsequent update.
- The South Wales Fire & Rescue Service Training Programme.

2.6 **Occupational Health**

2.6.1 At the end of October 2009 the South Wales Fire & Rescue Service Occupational Health Unit moved to new accommodation at Nantgarw, which is shared with Cardiff Council Occupational Health Services. The relocation has resulted in improved facilities, a more central and accessible location for employees and consolidation of the Service's Occupational Health team.

2.6.2 The Occupational Health Unit provides the range of services required by Fire & Rescue Authorities under Health and Safety Law, Employment Law, Pension Provisions and in accordance with directions issued by relevant government departments. Firefighting can be extremely demanding and hazardous occupation requiring high levels of medical and physical fitness. The prevention of unnecessary ill health and incapacitation are essential factors in our efforts to maintain optimum operational effectiveness and efficiency.

2.6.3 Sickness Statistics – as has been briefly mentioned above, Members of the Committee have received detailed performance reports which summarise sickness and absence data which has enabled them to undertake detailed scrutiny in relation to the financial implications of the sickness statistics of the Service. Detailed reports have been received by the Committee on a regular basis, which identified the financial costs and also considered the trends in sickness absence and the initiatives in place and proposed to reduce the burden for the organisation.

2.7 **Equality and Diversity**

- 2.7.1 The Committee has considered a wide expanse of equality and diversity issues throughout the last year.
- 2.7.2 Within South Wales Fire & Rescue Service the main Diversity Unit reports through the relevant Principal Officer.
- 2.7.3 The various strands of equality and diversity are embedded in all directorate plans and throughout functional and operational activities.
- 2.7.4 In the widest terms topics encompassing equality and diversity address the following: ensuring that no person is treated less favourably on grounds of race, colour, nationality, ethnic or national origin, disability, gender, marital or parental status, age, religion or belief, sexual orientation, proposed or actual gender re-assignment, economic group, employment status, politics, staff association or trade union membership, or any other condition which cannot be shown to be wholly justified in relation to employment.
- 2.7.5 Within Wales public bodies also encapsulate Welsh Language provisions as part of their wider diversity agenda.
- 2.7.6 In practical terms the Committee has received a significant number of equality and diversity reports for consideration and endorsement that have included:
- The Welsh Language Compliance Update.
 - Lesbian, Gay, Bi-Sexual Policy Summary.
 - Transgender Guidelines Summary.
 - The South Wales Fire & Rescue Service Disability Equality Review and Interim Action Plan.
 - The Annual report to the Welsh Language Board.
 - The South Wales Fire & Rescue Service Single Equality Scheme Update.
 - The Wales Assembly Government Approval of Welsh Language (Wales) Measures.
 - Wales Assembly Government Strategic Document: A Living Language/A Language for Living.

3. RECOMMENDATION

- 3.1 That Members note the work of the HR & Equalities Committee.

PHILIP HAYNES **ASSISTANT CHIEF OFFICER – PEOPLE SERVICES**

Background Papers:

HR and Equalities Committee - Terms of Reference
South Wales Fire and Rescue Service People Plan

Contact Officers:

Philip Haynes

Assistant Chief Officer – People Services

Tel No. 01443 232159

Email: p-haynes@southwales-fire.gov.uk

APPENDIX 1**SOUTH WALES FIRE & RESCUE AUTHORITY****TERMS OF REFERENCE****HR AND EQUALITIES COMMITTEE**

| | |
|---|---|
| <p>1 PURPOSE OF THE COMMITTEE</p> <p>1.1 The Committee demonstrates the Authority's commitment to ensuring that the Service has a well-equipped, skilled and motivated workforce that is able to work safely and whose composition reflects the diverse communities it serves.</p> | <p>FA 18.5.09 Min No. 150</p> |
| <p>2 TERMS OF REFERENCE</p> <p>2.1 The Committee is authorised by the Fire & Rescue Authority to:</p> <p>2.1.1 monitor staff work/life balance, working conditions and well-being, including the monitoring of absence.</p> | <p>FA 18.5.09 Min No. 150</p> <p>FA 18.5.09 Min No. 150</p> |
| <p>2.1.2 monitor the implementation and operation by Service of Human Resources and Equality frameworks, policies and procedures, and ensure that action is taken where appropriate.</p> | <p>FA 18.5.09 Min No. 150</p> |
| <p>2.1.3 where Service procedures so provide, act as an Appeals Committee following hearings under disciplinary, grievance and other procedures (including capability).</p> | <p>FA 18.5.09 Min No. 150</p> |
| <p>2.1.4 receive and consider reports from the Service's Human Resources and Equality Officers and determine responses where appropriate.</p> | <p>FA 18.5.09 Min No. 150</p> |

| | |
|--|--|
| 2.1.5 Monitor the implementation and operation of the training and development function of the Service and Member training and development to include the implementation and achievement of the Member Charter | FA 18.5.09 Min No. 150 FA 24.05.10 Min No.162 |
|--|--|

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 9

9 MAY 2011

REPORT OF THE ACO CORPORATE SERVICES

WALES AUDIT OFFICE ANNUAL IMPROVEMENT LETTER & PROPOSED FEES FOR 2011/12**SUMMARY**

This report summarises the key findings of the Auditor General for Wales' Annual Improvement Letter received by the South Wales Fire & Recue Authority and updates Members on the latest position with regard to Wales Audit Office fee proposals for 2011/12.

RECOMMENDATION

That Members note the findings of the Annual Improvement Letter issued by the Auditor General for Wales.

That Members note the current position with regard to the Wales Audit Office fee proposals for 2011/12 and consider their updated response accordingly.

1. ISSUE**1.1 Annual Improvement Letter**

1.1.1 As Members will recall the Local Government Measure (June 2009) introduced new responsibilities for the Auditor General, including a responsibility to publish his assessment of each authority's arrangements to secure continuous improvement.

1.1.2 The report attached at Appendix 1 to this report has been produced by the Auditor General for Wales to discharge his duties under section 24 of the measure. The report also discharges duties under section 19, namely, to issue a report certifying that he has carried out an audit under section 17 and an improvement assessment under section 18.

1.1.3 The report is very positive about the Service and Authority, with its main message being that the Authority is likely to improve things for the people who live in its area because it has sound leadership and is well managed.

1.1.4 The key messages from the report can be summarised as follows:

- The Authority has consensual and open leadership, is well run and has begun to improve public accountability by making improvements to its website. It is doing its best to work with partners but this takes up a considerable amount of time and it is not clear what benefit this is having for the community.
- The Authority's budget has been well managed in recent years and it is forecasting an underspend in the current financial year (2010-11) which places it on a sound footing going forward into a period of significant change and financial cuts. The Service has a track- record of making sure its services are delivered with the resources it has available.
- Despite a technical qualification of the Authority's Accounts for 2009-10 due to the disagreement over the accounting treatment for the Authority's general and earmarked reserves balances but the Auditor General confirmed that money had been spent in a proper way.
- The Authority's five published improvement objectives are clearly set out in its Improvement Plan together with measures of the benefits it expects to secure for citizens in the future.
- The Authority faces ongoing challenges in relation to the percentage of fires started deliberately, which at 80 per cent is the highest in Wales. The Authority is very conscious of the challenge and its Arson Reduction Team is delivering a number of initiatives with some success.
- While the number of road traffic collisions it attends has slightly increased, fatalities and serious injuries

related to these collisions are decreasing and the Authority works in collaboration with the police and others to improve safety on the roads through the Road Safety Wales Group.

- The Authority has made health and safety a key priority and is taking a number of actions to improve the health and safety of staff. Sickness absence rates are improving for some staff groups but not all and staff injuries whilst 'on-duty' increased during 2009-10.

1.2 **Wales Audit Office Fee Proposals**

1.2.1 On 21 March 2011, the Finance, Audit and Performance Management Committee received a report on the proposed fee scales for the Fire and Rescue Service issued for consultation by the Auditor General for Wales.

1.2.2 The report advised that the Service had received a letter of consultation early in February for responses by the end of the same month. In summary, the main points to the consultation letter were as follows:

- Fee scale proposals are set against the backdrop of unprecedented economic times. The Wales Audit Office is committed to playing its part in meeting the challenges of the current economic climate.
- Lower audit and assessment fee scale minima for all types of local government body.
- Lower fee rate ranges for the use of most grades of staff with specialist skills.
- Lower fee rate ranges for most grades of staff carrying out work in relation to the certification of claims and returns.
- No fee scale uplifts to account for the ongoing and substantial increases in auditor workload due to the introduction of International Financial Reporting

Standards and clarified International Standards on Auditing.

- No uplifts to fee scales for inflation, which despite the recession has continued to rise.
- Taken together, the proposals, as outlined in the annual estimate of income and expenses, have the potential to reduce overall local government fees for annual audit work by around five per cent over the coming year, with further reductions as changes become established. However, the Auditor General did not expect that fee reductions will be evenly spread with bodies' fees potentially rising.
- The potential for fee reductions will largely depend on each local body's circumstances. The fee must be sufficient to fund the work required considering local circumstances such as size, the governance environment, risk, complexity, financial and performance management arrangements, and the body's track record on improvement.

1.2.3 In conclusion, the table of proposed fees indicated that the South Wales Fire and Rescue Service fee would increase from just over £59,000 in 2010/11 to a minimum of £61,000, mid range of £80,000 and maximum of £99,000. This is clearly therefore, an increase for the Service despite the assurances given to the finance, audit and performance management committee last year about fee increases.

1.2.4 In the light of these representations and the short consultation period, the committee were advised that the Service responded to the consultation within the required timescales as detailed in Appendix 2.

1.2.5 In addition, since the submission of the consultation response, Officers had met with the local WAO representative to discuss how the audit time for the Service can be reduced, for example by greater reliance on the work of internal audit through their audit programme, more frequent meetings with Officers to save attendance at Committees and Fire & Rescue Authority meetings, streamlining the submission of evidence and audit

programmes. This work is still in progress and an update will be provided at the meeting.

- 1.2.6 In the light of the above, the Members of the Finance, Audit and Performance Management Committee highlighted their extreme concern to the representative from the Wales Audit Office present at the meeting and resolved that the Auditor General be required to provide a breakdown of their proposed fees for 2011/12 to include rates and timescales for work. In addition, they required that if the proposed fees did not reduce by at least 1.5% from those charged last financial year, a representative for the Auditor General be required to attend this Fire and Rescue Authority meeting to discuss the proposals and the exact breakdown for the fees.
- 1.2.7 Since consideration of this matter by the Finance, Audit and Performance Management Committee, the Auditor General for Wales has advised that the proposed fee scales are to remain for Fire and Rescue Authorities in Wales and will be used as the benchmark for locally agreed fees (extract - Appendix 3). At the time of writing this report, no local figure has been provided, although it is appreciated that reports for this meeting need to be published earlier than usual due to a number of bank holidays prior to the meeting. A representative from the Wales Audit Office will be in attendance at the meeting to update Members on the current fee position.

2. RECOMMENDATION

- 2.1 That Members note the findings of the Annual Improvement Letter issued by the Auditor General for Wales.
- 2.2 That Members note the current position with regard to the Wales Audit Office fee proposals for 2011/12 and consider their updated response accordingly.

SALLY MURTON
ACO CORPORATE SERVICES

Background Papers:

Appendix 1: Wales Audit Office Annual Improvement Letter

Appendix 2: Response to the Auditor General's Consultation on
Fees

Appendix 3: Extract from Email from Auditor General for Wales to
Chief Executives Dated 31 March 2011

Contact Officer:

Sally Murton

ACO Corporate Services

Tel: 01443 232005

Email: s-murton@southwales-fire.gov.uk



WALES **AUDIT** OFFICE

SWYDDFA **ARCHWILIO** CYMRU

Annual Improvement Report

South Wales Fire and Rescue Authority

January 2011



Annual Improvement Report by the Auditor General for Wales

This report is written by the Wales Audit Office on behalf of the Auditor General for Wales. (An explanation of what the Auditor General does is at Appendix 1). It is a new report that he is required to publish about how well Welsh councils, national parks, and fire and rescue authorities are improving their services. With help from other inspectors we have brought together a picture of what each council or authority in Wales is trying to achieve and how it is going about it. We have also used the outputs from the peer assessment process¹ operating within the fire and rescue authorities.

This Annual Improvement Report sets out that picture and each year we will produce a report to let you know what progress South Wales Fire and Rescue Authority (the Authority) has made. We have not covered all the services the Authority provides. We have focused on a small number of things, especially those things that the Authority has said are its priorities for improvement.

We want to find out what you think of the services the Authority is providing in your area and will be giving you an opportunity to comment in the future. In the meantime we would like to know whether this report gives you the information you need, and whether it is easy to understand. You can let us know your views by emailing us at info@wao.gov.uk or writing to us at 24, Cathedral Road, Cardiff CF11 9LJ.

The Wales Audit Office study team that assisted in preparing this report comprised Lisa Williams and Jackie Joyce under the direction of Alan Morris.

This report has been prepared by the Wales Audit Office on behalf of the Auditor General for Wales as required by the Local Government (Wales) Measure 2009. The Auditor General for Wales assesses the compliance of Welsh improvement authorities (county councils, county borough councils, national park authorities and fire and rescue authorities) with the improvement requirements of Part 1 of the Local Government (Wales) Measure 2009.

The Auditor General for Wales and his staff together comprise the Wales Audit Office. For further information about the Wales Audit Office please write to the Auditor General at 24 Cathedral Road, Cardiff, CF11 9LJ. Telephone 029 2032 0500, email: info@wao.gov.uk, or see website www.wao.gov.uk.

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¹ The Assembly Government introduced new arrangements for the assessment of fire and rescue authorities' operational performance in November 2006. The assessment process involves carrying out a self assessment against a centrally provided framework combined with a review by a peer assessment team comprising officers from other fire and rescue authorities.

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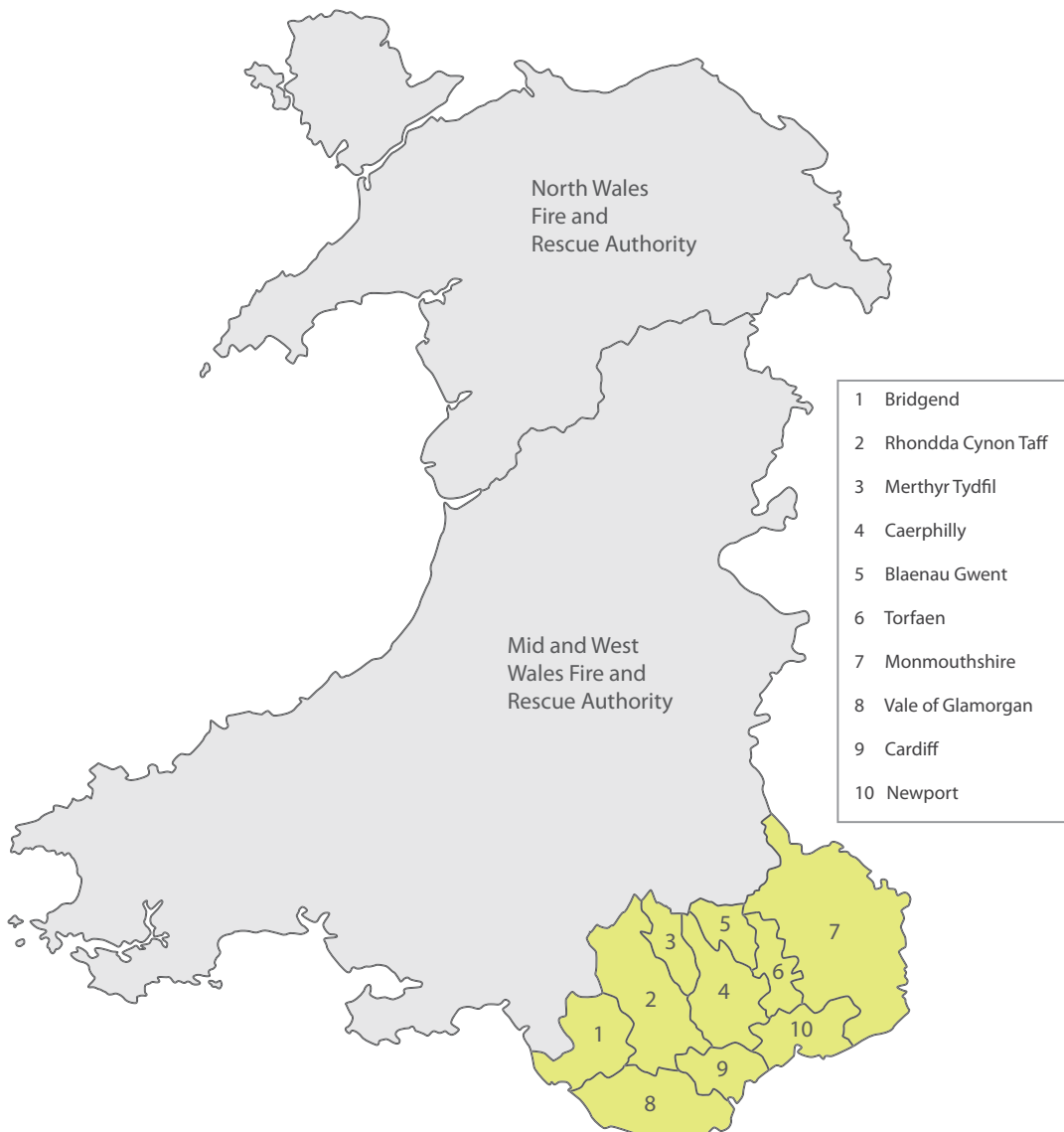
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What kind of area does South Wales Fire and Rescue Authority cover?

- 1 In this report we have used the term 'Authority' to collectively refer to members and staff who are responsible for the leadership, management and delivery of the services provided by South Wales Fire and Rescue Authority. The Authority is made up of the 10 constituent unitary authorities of Blaenau Gwent, Bridgend, Caerphilly, Cardiff, Monmouth, Merthyr Tydfil, Newport, Rhondda Cynon Taf, Torfaen and the Vale of Glamorgan (see [Exhibit 1](#)).

Exhibit 1: Composition of South Wales Fire and Rescue Authority



- 2 The area covered is approximately 2,811 square kilometres (1,085 square miles) and includes a wide range of risks. The area includes the South Wales valleys, large areas of rural countryside and two cities, Cardiff and Newport. Having a capital city within its area adds significant issues for the Authority to manage, particularly security. Capital cities attract key political gatherings and events that require additional planning to protect citizens.
- 3 Based on the latest available estimates 1,446,000 people live within the Authority's area in 605,000 households of which 179,000 being occupied by people who live alone. This means that 30 per cent of all households are people living alone.
- 4 In 2007 there were some 8,750 kilometres of roads in the Authority's area. In 2007 there were 444 fatalities and serious accidents on the roads within the Authority's area compared with 415 in 2008 when the most incidents occurred in Cardiff. The volume of traffic on the major roads in the Authority's area totals some 13.1 billion vehicle kilometres with the highest rates occurring in Cardiff and Rhondda Cynon Taf. To put this figure in context, Cardiff alone has nearly three billion vehicle kilometres.
- 5 The Welsh Health Survey found that the percentage of adults, who responded to the survey, in the 10 unitary authority areas, and who identified themselves as being current smokers ranged from 20 to 30 per cent, compared with a Welsh average of 24 per cent.
- 6 The age profile of the Authority's population taken from the latest estimates shows the number of children (aged 0 to 15) to be just under 19 per cent in 2009 (slightly higher than the Welsh average of 18) whilst the number of people aged over 65 is just under 17 per cent (slightly lower than the Welsh average of 19).
- 7 Further information about the Authority is included in [Appendix 2](#).

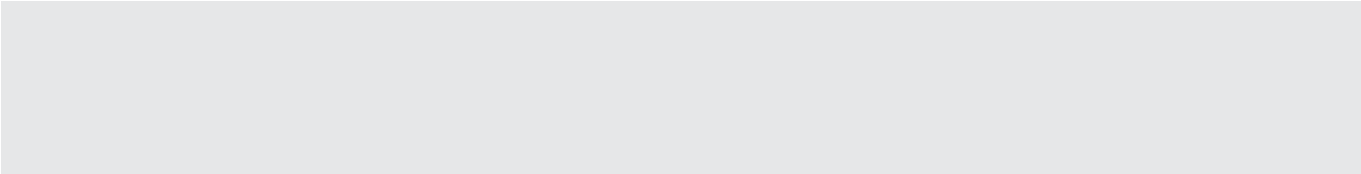
geographic area
2,811 km²
//////////

population
1,446,000
//////////

19% 0-15
17% >65
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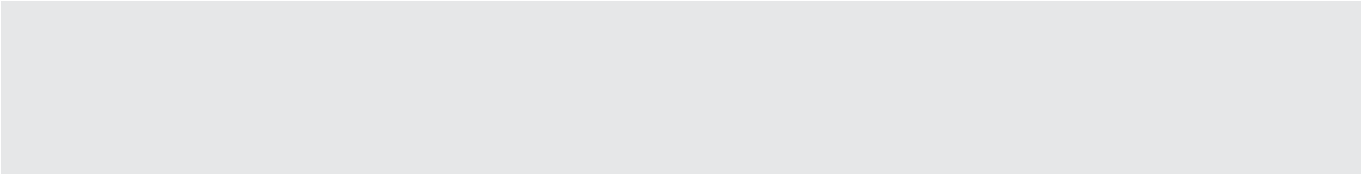
Is the Authority well managed?

- 8 In August of last year the Wales Audit Office produced a report called the Preliminary Corporate Assessment, which gives some detail on how the Authority is organised and managed. Our findings are set out in [Appendix 3](#). If you want to read the whole Corporate Assessment Report you can find it on the Authority's website or on the Wales Audit Office's website at www.wao.gov.uk.
- 9 The overall conclusion of that report was: 'that effective leadership and robust corporate arrangements provide a sound foundation for improvement in performance'. In other words, the Authority is likely to improve things for the people who live in its area because it has sound leadership and is generally well managed.
- 10 The key messages from the report were that the Authority:
- has consensual and open leadership;
 - is generally well run although public accountability could be better;
 - is doing its best to work with partners but this takes up a considerable amount of time and it is not clear what benefit this is having for the community; and
 - needs to ensure that staff understand the programme of change ahead and are involved in its implementation.
- 11 Since then the Authority has made some progress in these areas, including:
- improving the information available on its website;
 - undertaking a series of road shows to tell staff about the changes ahead; but
 - due to a recruitment freeze it has not yet been able to broaden the diversity of its workforce.
- 12 Since we produced the Preliminary Corporate Assessment the pressure has grown on all public services to make the very best use of all their resources. In 2009-10 the Authority's gross revenue spending was £70.1 million, equating to £48 per resident. In that year the Authority also spent £4.8 million on capital items. The auditor appointed by the Auditor General recently gave his opinion on the Authority's accounts; he qualified his opinion because, as in 2008-09, there was disagreement over the accounting treatment for the Authority's general and earmarked reserves balances but confirmed that money had been spent in a proper way. [Appendix 4](#) gives more detail.
- 13 The Authority's budget has been well managed in recent years and it is currently forecasting an underspend of £1.5 million for the current financial year (2010-11). This places it on a sound footing going forward into a period of significant change and financial cuts as it has a track record of making sure its services are delivered with the resources it has available.
- 14 The Authority has been aware for some time that it needs to make sure it uses the resources it has as effectively as possible. The Authority is making sensible preparations and established a Finance Working Group which considered all possible financial and service options. Its Medium Term Financial Plan is supported by the People Plan and the Asset Management Plan. Its budget for 2011-12 is designed to achieve efficiencies of £1.54 million through a range of activities that have been developed through the Finance Working Group, consultation with staff and agreed by the Authority. Indicative Assembly Government figures show further real term reductions in the Authority's revenue funding for 2012-13 and 2013-14 which will have a consequential impact for fire service funding.

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- 15 In 2009, just over 17 per cent of the population within the Authority's area could speak Welsh compared with just under 26 per cent of the total population of Wales. The Welsh Language Board (the Board) works with fire and rescue authorities to help them develop their statutory Welsh language schemes that outline the way in which they provide services to the public in Welsh. The primary responsibility for the range and standard of services rests with the authorities which provide them, working in accordance with the statutory framework and guidelines of the Board. Every fire and rescue authority is expected to provide the Board with an Annual Monitoring Report that explains how its scheme has been implemented. This allows the Board to offer advice as to how a fire and rescue authority might improve its local arrangements. The Board also undertakes its own reviews to assess the provision of Welsh language services and to promote improvement.
- 16 The Board has praised the Authority for its new General Guidance for Third Parties on Equality, Diversity, Health and Safety and Welsh Language implications. The Authority was also praised for its continuing commitment to deliver and complete Language Awareness Training for every member of staff by the end of 2010-11. The Board has found that the Authority's website had three issues requiring attention to ensure compliance with its own Welsh Language Scheme. The Authority has agreed to develop an action plan to rectify these issues. The Authority has a specific target of recruiting eight Welsh speakers to all eight of its Welsh essential posts in the Fire Control Room by 2013. Five are already in post, but with a current recruitment freeze, there is a potential risk of failing to complete the target.

Does the Authority know what it needs to do to improve?

- 17 The Assembly Government requires all fire and rescue authorities to publish their plans for improving their services and how they will go about doing so.
- 18 The vision for the Authority is to 'make our communities the safest places to live, work and visit'. To achieve this it has a number of long-established aims which are generally consistent with the Assembly Government's national strategic priorities for fire and rescue authorities and seek to:
- ensure all of our communities are aware of the risks;
 - work with partners to reduce the risks;
 - target our services according to need; and
 - give an excellent and rapid response when our services are required in order to save and protect.
- 19 The Authority must publish its improvement objectives by the end of October prior to the year that they relate to and this year it published its first set of improvement objectives for the year commencing April 2011. The improvement objectives are based on the following five key themes with more information in [Appendix 5](#):
- community protection: reduce deaths and injuries from fires and road traffic collisions;
 - attract and develop people: continue to develop a responsive and creative workforce;
 - effective use of resources: ensure that our resources and assets are utilised effectively to support service delivery;
 - organisational improvement: to improve internal service delivery ensuring the most effective use of both financial and people resources; and
 - sustainability: to promote sustainable local communities through our activities.
- 20 We wanted to be sure the Authority is clear how people will be better off if it improves in the ways it intends to. The themes of the improvement objectives are clearly set out in its Plan and it has set out how it will know if it has been successful to allow it to begin to measure what benefits will result in the future. The Authority recognises that some of its objectives will be difficult to measure in this way but is developing measures that will be in place by April 2011. Such indicators should include both qualitative and quantitative measures so that community outcomes can be identified and evaluated. We will in the coming months, look at the arrangements for monitoring delivery of the improvement objectives.
- 21 We also looked at how well the Authority involved local people and those that work with and for it, in deciding what it should make a priority. We found that the priorities were developed by a member working group and were then consulted on over a 12-week period during the summer. Following the consultation exercise, proposals were changed to reflect the responses received. The Peer Assessment Team (PAT) report states 'PAT identified a wide ranging engagement and development process for the 2011-2012 including senior manager development groups, internal workshops, surveys and station visits'. More information on PAT reports can be found in [Appendix 6](#).
- 22 Finally we asked how well the Authority's plans will support its efforts to do better and if it could afford to pay for these improvements. The Authority has, and is continuing to undertake a number of actions to identify a range of options in order to meet the reduction in its finances and the development of performance management arrangements that include a clear outcome focus.

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- 23 We found that the actions proposed in the Risk Reduction Plan projects have been well thought through and are aspects of a coherent approach to both planning and performance management. It is too early to say whether this new approach will deliver the Authority's improvement objectives and we will look at this in greater detail in the next year.
- 24 Every fire and rescue authority needs to have good information and use it well if it is to provide good services and make them even better. A recent PAT report noted that the Authority 'recognises there are gaps in their data gathering. The Authority believes the future development of 'data observatories' will address this issue.' From our work we also know that changes are being made to the systems for collecting and reporting information on performance as new measures are introduced to monitor implementation of the improvement objectives.
- 25 We found from our audit work looking at the latest performance indicators and data that the quality and accuracy of reported information are satisfactory as all National Strategic Indicators (NSIs) the Authority is required to collect and report to the Assembly Government were correctly stated. However, we found that the publicly reported information tends to be about what the Authority is doing rather than if it is making a difference to outcomes for people but the Authority is planning to change this from April 2011.
- 26 It is too early for us to say whether or not plans will be delivered. We will look at the plans over the coming months but what we can say is that the approach taken by the Authority is sensible, and if difficult decisions are taken about service delivery structures and implemented successfully it is likely to reduce costs and achieve its improvement objectives.

Is the Authority serving people well?

- 27 Through the Auditor General's Improvement Assessment we hope to gradually build a picture of how well the Authority is serving local people. In order to do that, each year we will examine the services provided by the Authority and some of their objectives for improvement as they relate to the statutory duties placed upon it by legislation and the vision set by the Assembly Government's National Framework. We think that together, the following aspects cover the main things that fire and rescue authorities do:
- Is the Authority helping to reduce the likelihood and impact of fires and road traffic collisions through its prevention and protection activities?
 - Is the Authority responding well to fires and other threats to safety?
- 28 In this year's assessment we have looked at both the new improvement objectives for 2011-12 and the 2010-11 key areas. We will look at improvement objectives in greater detail next year to assess if a performance baseline has been established and, if possible, how far performance has improved.

Is the Authority helping to reduce the likelihood and impact of fires and road traffic collisions through its prevention and protection activities?

- 29 In December 2010 the Assembly Government launched a new strategy to educate children and young people on fire safety and prevention. The strategy sets out how the authorities will educate youngsters on the dangers of fire and fire-related incidents. It also aims to discourage fire-related, anti-social behaviour and crime carried out by children and young people, such as hoax calls or arson. This supports the priority set for the Authority by the Assembly Government to save lives and protect communities and to help them do this they provided funding of over £1 million to the Authority in 2009-10 for preventative work.
- 30 The Authority undertakes a range of activities designed to prevent fires happening and to minimise the impact when they do. The Authority has set itself an improvement objective to reduce deaths and injuries from fires and road traffic collisions, during 2010-11 by:
- identifying and targeting vulnerable groups for Home Fire Safety Checks (HFSCs);
 - researching and evaluating the effectiveness of existing community safety partnerships;
 - developing closer working with partner agencies;
 - maintaining its partner role with the Road Safety Wales group;
 - continuing to develop Legislative Fire Safety processes by:
 - improving business processes within the Legislative Fire Safety department;
 - building on existing partnerships with business and promoting awareness and understanding of the Fire Safety Order;
 - using the Risk Based Inspection Programme to target commercial properties which present the highest risk of environmental harm if a fire broke out in order to reduce that risk; and
 - pro-actively developing existing Fire Safety partnerships within businesses and commerce.
- 31 Although the Authority does not have a Community Safety Strategy document, its priorities outlined above set a clear strategic direction for its community safety activity. We have looked at the core areas of domestic fire reduction, non-domestic fire reduction arson/crime reduction, youth work and road traffic collisions in more detail below. In addition the Peer Assessment Team reviewed the Authority's community safety activities during the autumn of 2010 and **Appendix 6** contains a summary of their findings.
- ### Domestic fire reduction
- 32 Across Wales the number of people who have lost their life in a house fire is small and has remained so for the last few years; from a low of 14 in 2006-07 to a high of 22 in 2007-08, 18 people died in 2009-10. Similarly the number of injuries sustained during domestic fires has reduced in Wales from 358 in 2004-05 to 185 in 2009-10.
- 33 In order to reduce fires in the home free 'Home Fire Safety Checks' (HFSCs) are available for all householders to identify risks and give advice and suggestions on how to make homes safer. The Authority tries to target those individuals who are most at risk of a fire in the home but recognises that there is room for improvement and this is a priority area for 2010-11. Working arrangements have been put in place with some key partners to identify those most at risk and also to carry out HFSCs. The Authority is developing ways of identifying those most at risk of a house fire and prioritising them for HFSC using enhanced social demographic information (MOSAIC database). Last year (2009-10) some 24,000 HFSCs were carried out and a target of 23,000 has been set for this year, 2010-11.

- 34 These measures are contributing to success as since 2004-05:
- total dwelling fire deaths have reduced significantly by 70 per cent (from 10 in 2004-05 to three in 2009-10);
 - the number of injuries sustained in dwelling fires has remained broadly the same at around 105 injuries but there has been an increase in the proportion of injuries received in fires started deliberately (increased 75 per cent from 15 to 26 in 2009-10) compared with accidental fires (decreased 15 per cent from 93 to 79 in 2009-10) over this period;
 - dwelling fires attended have reduced by 10 percent (from 1,100 attendances in 2004-05 to 992 in 2009-10);
 - accidental dwelling fires attended have reduced steadily by approximately six per cent (from 856 in 2004-05 to 801 in 2009-10); and
 - there has been a steady reduction of some 22 per cent in fires started deliberately in homes (from 244 in 2004-05 to 191 in 2009-10).
- 35 However, despite the measures above indicating that there has been some success there are still challenges faced by the Authority as over half of the house fires attended in 2009-10 did not have a smoke alarm fitted. As noted above the Authority provides free smoke alarms as part of its HFSC work this year they plan to undertake more targeting of these checks to reach those most at risk.
- 36 Information on HFSCs undertaken for the Authority as a whole (regarding targeting and numbers completed) is no longer reported to members of the Finance, Audit and Performance Management Committee or the whole Authority. A lack of high level reporting makes it difficult for senior staff and members to monitor how well the Authority as a whole is performing on one of its key priority areas.
- 37 The Authority, together with the other two Welsh fire and rescue authorities, has been playing a key part in the current debate about the benefits of sprinklers. They have lobbied since 2007 for a change in legislation requiring the installation of residential sprinkler systems in domestic properties. A Private Members Measure known as the Proposed Domestic Fire Safety (Wales) Measure was issued for public consultation in July 2010 and the Assembly's Legislation Committee is currently undertaking scrutiny of the proposed Measure.
- Non-domestic fire reduction**
- 38 Across Wales two people have lost their life in accidental non-domestic premise fires in the last six years. The number of people injured in non-domestic fires has also decreased from 59 in 2004-05 to 22 in 2009-10.
- 39 The Authority is required to enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005 to ensure that adequate fire safety measures are in place. They can also provide advice and take enforcement action when considered necessary for example if a serious risk exists and is not being managed.

- 40 There are some 42,000 non-domestic premises in the Authority's area of which approximately 27,000 are currently recorded on the Authority's database. Of these 570 are classified as very high or high risk, 2,996 medium risk, 2,286 are low or very low risk. 13,700 have been assessed as not requiring a programmed re-inspection. The Authority considers that a further 7,600 premises are of lower risk and is in the process of classifying these. Where risk data on premises is not currently held, an eight-year programme is in development to review them. The Authority believes these premises to be of a lower risk as they were not captured within previous fire safety legislation.
- 41 During 2009-10 some 2,000 fire safety audits of premises were carried out which equates to approximately five per cent of total business premises. It took action in over 1,400 of these premises. Details about the premises gathered during audits are used to provide information to crews who may be called to an emergency at the site (and so help to minimise the risks to fire-fighters).
- 42 The Legislative Fire Safety Department is currently in the process of reviewing and changing how it works including the development of new performance management tools to better reflect the current work of the Department. Due to the limitations of the existing fire safety management system, it is not currently a straightforward task to identify the numbers of audits required, and carried out by risk category and so it is important that this work is completed as quickly as possible. The process for buying a new fire safety management information system is currently underway for possible purchase in 2011-12.
- 43 The Authority has adopted the Chief Fire Officers Association's (CFOA) national guidance on the reduction of false alarms and unwanted fire signals. It is trying to reduce false alarms from premises fitted with automatic fire detection systems because sending a fire engine/appliance when there is no emergency is a waste of resources and may also encourage people to ignore alarms and not evacuate buildings. The number of false alarms attended has steadily reduced over the last six years and was 3,809 or 11 false calls a day in 2009-10.
- 44 The Authority is a statutory consultee for a number of issues including housing, licensing and buildings. For example, it is consulted on Building Regulations², which are concerned with ensuring buildings are safe, healthy, accessible and sustainable for current and future generations.
- 45 These measures are contributing to success as since 2004-05:
- there have been no deaths in non-domestic premise fires (there was one in 2004-05);
 - the number of people injured has decreased from 12 to 11 in 2009-10 but this has been as low as four (2006-07) and high as 14 (2008-09); and
 - there has been a gradual reduction in the number of non domestic property fires attended by some six per cent (from 605 to 569 in 2009-10) which mirrors the picture across Wales but at a significantly lower rate (the Welsh average reduction was 21 per cent).

² Building Regulations set standards for design and construction which apply to most new buildings and many alterations to existing buildings in England and Wales.

Arson and crime reduction

- 46 The number of deliberate fires in Wales has reduced by a third since 2004-05 from 19,709 to 12,902. During 2009-10, over two-thirds of all the fires attended across Wales were started deliberately (12,902 fires).
- 47 Within this Authority some 80 per cent of the fires attended were deliberately started during 2009-10 even though it has reduced over the last six years from 85 per cent in 2004-05. This is significantly above the rate for the whole of Wales which was 75 per cent in 2004-05 and 67 per cent in 2009-10.
- 48 The Authority commits resources to tackle arson and fire crime work. In addition, the Assembly Government funds the Arson Reduction Team and a number of projects within community safety including:
- Project 'Bernie' launched to tackle youth behaviour in setting deliberate grass fires;
 - visiting primary schools to encourage children to report incidents of arson within their school (Safety Squad);
 - carrying out a programme of school and public building audits to help make these buildings resistant to attack from vandals and arsonists; and
 - maintaining close links with all 10 Youth Offending Teams in the Authority's area to allow young people access to various youth schemes such as Phoenix, a youth inclusion programme aimed at young offenders.
- 49 These measures are contributing to success as since 2004-05:
- the number of deaths resulting from deliberate fires is very small (two per year since 2006-07 and 11 in total since 2004-05); and
 - there has been significant improvement in the number of deliberate fires attended, which have reduced by a third from 12,543 to 8,534 in 2009-10); but
 - although the number of injuries sustained in deliberate fires is small there has been a steady increase from 29 injuries in 2004-05 to 34 in 2009-10.
- ## Youth work
- 50 There are a number of programmes targeted at children and young people in respect of fire prevention and road safety. Programmes not mentioned above include Pass Plus Cymru and CSI Cymru, which are aimed at young drivers to reduce their risk of becoming road traffic collision casualties. One hundred and forty-four young driver events including CSI Cymru, vehicle crime awareness day, 'Ride Out Ride Right', Megadrive, Pass Plus Seatbelt Options and other road safety initiatives have been undertaken during 2009-10.
- 51 There are 10 Young Firefighter groups across the area. An education programme has elements which link to the national curriculum at key stages one and two, and 449 schools were visited during 2009-10. In addition, resource materials are provided by a fire and rescue service all-Wales education group for key stages three and four.
- 52 Specific programmes such as Fire Awareness Child Education (FACE) and Firesafe are aimed at young firesetters (during 2009-10, 67 FACE programmes were delivered).

Road Safety

- 53 Whilst the total number of fires attended across Wales has decreased by 27 per cent, since 2004-05 over the same period the number of road traffic collisions attended has increased by six per cent.
- 54 In 2008 there were 1,190 fatalities and accidents on Welsh roads which is a nine per cent reduction since 2003 (1,302). In terms of casualties in 2009 there were 10,354 casualties on Welsh roads compared with 13,687 in 2004, a reduction of 24 per cent.
- 55 Road safety is not a statutory duty for the Authority but it works in collaboration with the police and others to improve safety on the roads through the Road Safety Wales Group.
- 56 The Authority undertakes a number of initiatives designed to reduce the level of road accidents including:
- The Domino Effect – an education package for key stage 3 pupils to inform them of the consequences of inappropriate behaviour in vehicles, whether as a passenger or a driver.
 - Operation Cruise – an engagement programme used by the Authority's Road Safety Manager to interact with the most at risk group (17 to 24 year old drivers) where they gather in areas such as out of town shopping car parks or at official off-road events. This programme aims to raise the awareness of the consequences of inappropriate driver behaviour using case studies and personal testimony. One in four drivers who die in road traffic collisions are under 25, but under 25s account for only 10 per cent of the driver population. Death on the road is the biggest killer of people aged between 17 and 25.
 - Superbike Safety – an initiative based on interaction with superbike users. This programme has received full funding and support from the Assembly Government. The aim of the superbike project is to encourage riders to attend the police sponsored rider training courses which are currently operating with limited uptake.
- 57 Whilst the total number of fires attended by the Authority has decreased by 28 per cent, since 2004-05 in line with the Welsh average (from 14,747 to 10,684 in 2009-10) over the same period the number of road traffic collisions attended has increased by eight per cent from 1,268 to 1,372 (slightly more than the Welsh average of six per cent). However, the measures described above are contributing to success as:
- in 2008 there were 415 fatalities and serious accidents on roads in the Authority's area compared with 498 in 2003, a reduction of 17 per cent; and
 - in 2009 there were 4,176 casualties on roads in the Authority's area compared with 6,029 in 2004, a reduction of 31 per cent.

Is the Authority responding well to fires and other threats to safety?

- 58 The Authority recognises the need to be ready to respond to a wide range of incidents from fires and road traffic collisions to flooding, other natural disasters and acts of terrorism. In 2009-10 it responded to a total of 44,500 emergency calls resulting in approximately 22,500 incidents attended. This included 15,500 fires and special service incidents; 73 per cent of these incidents were fires with the remaining 27 per cent being non-fire related incidents such as road traffic collisions, flooding and false alarms.
- 59 In order to respond to requests for assistance the Authority:
- Employs some 1,370 operational and 265 support staff. Keeping staff safe is a key priority and training operational crews in the latest techniques and equipment is vital if they are to successfully respond to a range of incidents.
 - Has 50 fire and rescue stations where the majority of staff and equipment are based. In 2007 the Authority began a plan to move four stations to a Retained Duty System (RDS); two have been achieved with two more changing to RDS during this financial year. It has also been working hard to recruit retained duty staff and is now achieving an average of 98 per cent availability of fire cover across all its stations of which:
 - 10 are wholetime shift crewed (staff based at the station 24 hours a day);
 - two are day crewed transitioning to retained duty crewing (staff based at the station for part of the day and retained cover at quieter times);
 - twenty-eight are retained (staff respond to incidents as needed and are only based on the station for a small number of hours a week); and
 - 10 are multi-duty with both wholetime and retained crewing systems being worked.
 - Has 95 water ladders including six used for training and 12 in reserve; five aerial appliances (including one in reserve); 10 rescue tenders (including one in reserve); 61 operational support vehicles; and a light vehicle fleet including panel vans and officer cars, all of which are maintained (including major works and over-hauls) at a single site workshop facility or a mobile 'workshop' is used for on-station inspections and routine repairs. Reserve vehicles are utilised when the frontline vehicles are being repaired to ensure no loss of service.
- 60 The Assembly Government's Service Standard to Fires in the Home (the Standard) has been used since 2006 to measure how well the Authority is responding to dwelling fires. The Standard aimed to provide 80 per cent of Welsh dwellings with an attendance to a fire in their home in 10 minutes (five minutes where computer modelling determined a higher risk to life), coupled to enhanced preventative activity for the 20 per cent of dwellings outside the Standard. Following a review of the Standard during 2010, amid concerns over potential weaknesses, an alternative approach has been developed 'Guiding Principles for Dwelling Fires Response' which is currently subject to consultation.
- 61 One of the Authority's improvement objectives for 2011-12 is 'develop a responsive and creative workforce who practice our values'. This year's (2010-11) objective to 'attract, retain, develop and maintain the health and well being of its people' is a key way in which it prepares itself to be able to respond to requests for assistance and its plans to do this include:
- aligning attraction and recruitment processes for whole time and retained fire-fighters;

- put in place high potential schemes, succession planning and workforce planning; and
 - continually improve on the reduction of accidents by encouraging a pro-active approach to health, safety and welfare.
- 62 New personal protective equipment for fire-fighters has recently been purchased on an all-Wales basis with the support of the Assembly Government. The Authority has also replaced all 461 breathing apparatus sets during 2010-11.
- 63 During 2009-10 there were 91 personnel injured whilst 'on duty' which is an increase on the previous year when there were only 80. As a result of these injuries 1,251 days were lost (compared with 1,448 in 2008-09) by wholetime staff. The programme of Health and Safety audits at stations and departments has continued throughout the year.
- 64 During 2009-10 there were some 9,700 days/shifts lost to sickness absence which is a reduction of nearly 480 days on the previous year (four per cent) and equates to nearly eight days per person. Control staff have the highest rate of sickness absence at an average of 15 days per person compared with operational staff who have seven days and non-operational staff who have 10 days. There appears to be a particular issue with control staff as not only do they have the highest level of sickness absence but have also experienced an increase between 2008-09 and 2009-10 (from 740 to 854 days/shifts an increase of over 15 per cent) when other staff categories have reduced.
- 65 The PAT reviewed the Authority's arrangements for Health, Safety and Welfare (HSW) and Training, Development and Assessment (TDA) during the autumn of 2009. They concluded that 'arrangements for meeting its responsibilities in relation to health, safety and welfare and for training, development and assessment corresponded to, and, in some areas, were close to exceeding, all the 'established' descriptors in the relevant sections of the operational assurance of service delivery guidance' and further findings are shown in [Appendix 6](#).
- 66 It is essential that fire crews are able to access as much information relating to incidents and to do this the Authority has installed sophisticated computer systems in the cabs of all frontline fire appliances (80 in all). This includes a wireless data link to ensure fire-fighters can access real-time information held at Fire and Rescue Service headquarters. These vehicle Mounted Data Terminals (MDTs) feature sturdy touch-screens, which allow fire-fighters to access a wealth of potentially life-saving information – including building and risk plans, design specifications of many cars, road maps and the properties and risks associated with more than 30,000 chemical substances – direct from the fire appliance cab. Each cab is also fitted with its own computer printer to allow fire crews to make a hard copy of the information en route to, or during, an incident.
- 67 Training is provided at the purpose-built Cardiff Gate Training and Development Centre which has a wide range of fire training capabilities. A variety of different fire scenarios, including simulated Liquid Petroleum Gas (LPG) fires in an industrial environment, and a house, bedroom and kitchen fire, can be created and enhanced with synthetic smoke. In addition to fire-based training, the Centre is equipped with facilities for rope and ladder rescue on a purpose-built tower that replicates a rock face, electrical pylon and a traditional building on three elevations. There is also an area for road traffic collision training, including a 'floodable' concrete ditch, large animal rescue and specialist technical rescue. From January 2011 there will be a collaborative training programme introduced across Wales.

- 68 Staff are also trained to respond to national as well as local incidents. Following the terrorist attacks of 11 September 2001 in the United States of America, the United Kingdom government implemented a programme to ensure that the UK Fire and Rescue Service had the capability to deal with events of that scale and magnitude should they occur here. The programme was called New Dimension (ND) and has enhanced the capability to respond to major disruptive events including terrorism. The ND programme has resulted in specialist vehicles and equipment being located in Wales and includes High Volume Pumps, Incident Response Units and Decontamination equipment. The vehicles and equipment located in South Wales are valued at approximately £2.5 million.
- 69 The ND programme also provides for specialist capabilities, for example, Urban Search and Rescue (USAR). The USAR teams have the capability to carry specialist rescue operations from incidents that involve collapsed buildings, confined spaces and large scale transport incidents. There are 20 USAR teams across the UK and one is located in Wales. The Welsh USAR team is made up of members from both South Wales and Mid and West Wales Fire and Rescue Authorities. The team is always available to respond and trains together twice a month.
- 70 In order to be able to respond to both local and national demands the Authority has developed a series of contingency plans that help it to manage when demand for its services are high. It shares these plans with partners, such as the police, ambulance, coastguard and has begun a series of multi-agency testing of the plans to ensure they are robust and undertaken joint training exercises.
- 71 During 2009-10 some 44,500 calls were received by Fire Control. In order to strengthen call handling arrangements the Fire Control has recently relocated and been upgraded. A new all-Wales control resilience project will become operational during 2011-12. This will provide enhanced back up and resilience between the three Fire Controls within Wales. The resilience of the Authority has also been improved through the use of the Airwave radio system to allow better contact with other emergency services.
- 72 The number of malicious calls that the Authority received has decreased since 2004-05 when it received 3,083 compared with 2,209 in 2009-10. As well as the decrease in the number of malicious calls received the percentage of malicious calls attended has also decreased over the same period (31 per cent compared with 27 per cent). The Crown Prosecution Service has also recently successfully prosecuted a persistent hoax caller to the emergency services in South Wales including the fire and rescue service.
- 73 The Authority has a comprehensive operational learning process which includes independent officers attending certain incidents to observe and provide advice to officers in charge should they need it. Information gathered is used to inform training and improve health and safety.

What should the Authority do?

- 74 Given the wide range of services provided and the challenges facing the Authority it would be unusual if we did not find things that can be improved. The Auditor General is able to:
- recommend to Ministers of the Assembly Government that they intervene in some way;
 - conduct a special inspection and publish the report with detailed recommendations;
 - make formal recommendations for improvement – if a formal recommendation is made the Authority must respond to that recommendation publicly within 30 days; and
 - make proposals for improvement – if we make proposals to the Authority, we would expect them to do something about them and we will follow up what happens.
- 75 We think the Authority needs to consider our proposals to help it improve.

Proposals we made in our earlier work

The Authority should:

- improve public accountability and engagement by providing more information for the public about its operation such as agendas and minutes for key meetings, and consider its engagement and consultation processes to encourage wider participation eg, Facebook and Twitter;
- seek to broaden the diversity of its workforce by fully evaluating the impact of initiatives it has taken to date to meet associated targets;
- identify how the Performance Development Review (PDR) process can be more consistently used across the organisation; and
- develop further its approach to workforce engagement.

New recommendations

The Authority should:

- develop improvement objectives and associated performance and outcome measures that:
 - enable it to identify the impact of its activity for its community; and
 - show how the Authority performs now, its targets and how it compares with other fire and rescue authorities.
- ensure that changes to processes within the Legislative Fire Safety department and weaknesses in the management information available are prioritised.

Appendix 1

About the Auditor General for Wales and this report

The Auditor General

The Auditor General is independent of government and is appointed by Her Majesty the Queen. He leads the Wales Audit Office and is held accountable by the Public Accounts Committee of the National Assembly for the Wales Audit Office's work.

The Wales Audit Office helps the Auditor General by examining various aspects of how Welsh public bodies work. It was created in 2005 when the National Audit Office in Wales and the Audit Commission in Wales merged.

The Auditor General is the external auditor of the Assembly Government and its sponsored and related public bodies; the National Assembly for Wales Commission and National Health Service (NHS) bodies in Wales. He also appoints the external auditors of Welsh local government bodies, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils.

As well as carrying out financial audit, the Auditor General's role is to examine how public bodies manage and spend public money, including achieving value in the delivery of public services. The law which created the Wales Audit Office also expanded the powers of the Auditor General to follow the 'public pound' wherever it goes.

This report

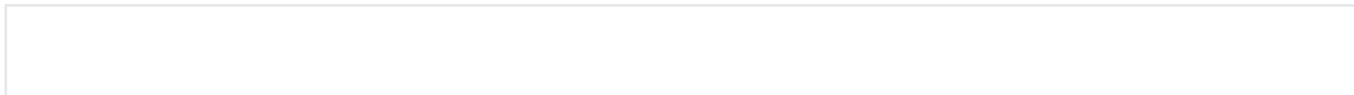
The Local Government Measure (June 2009) (the Measure) introduced new responsibilities for the Auditor General, including a responsibility to publish his assessment of each council's/authority's arrangements to secure continuous improvement.

This report has been produced by the Auditor General for Wales to discharge his duties under section 24 of the Measure. The report also discharges duties under section 19, namely, to issue a report certifying that he has carried out an audit under section 17 and an improvement assessment under section 18.

Improvement authorities are under a general duty to 'make arrangements to secure continuous improvement in the exercise of [their] functions'. Improvement authorities are defined as local authorities, national parks, and fire and rescue authorities.

The main piece of work for the Wales Audit Office, to enable the Auditor General to fulfil his duties, is an annual Improvement Assessment.³

³ This assessment will be conducted for each improvement authority, under section 18 of the Measure. For each authority, it will determine whether the authority is likely to comply with the requirements of Part 1 of the Measure. The Wales Audit Office will also undertake an improvement information and planning audit, as required under section 17 of the Measure, in order to ascertain whether the authority has discharged its duties under section 15(1) to (7).



This will be informed by a:

- Corporate Assessment - a forward-looking assessment of an authority's likelihood to comply with its duty to make arrangements to secure continuous improvement; and
- Performance Assessment - a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority's track record of improvement.

The output(s) from these assessments will be issued by the Auditor General as Audit and Assessment Report(s), under section 19 of the Measure. In publishing this report under section 19, the Auditor General for Wales is certifying that we have undertaken a section 17 audit and a section 18 improvement assessment.

The Auditor General may also in some circumstances carry out Special Inspections (under section 21), in respect of which he will provide a report to the relevant authorities and Ministers, and which he may publish (under section 22).

The Auditor General will summarise Audit and Assessment Reports in this published Annual Improvement Report (under section 24). This will also summarise any reports of Special Inspections.

An important ancillary activity for the Wales Audit Office is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General will also take account of information shared by relevant regulators (under section 33) in his assessments and this report will summarise any work undertaken by them.

The Auditor General sets out the fee for his performance audit work undertaken to discharge his duties under the Measure at each local authority in a Regulatory Programme agreed each year with the authority. The fee for November 2009 until March 2011 is currently expected to be in line with that set out in the Regulatory Programme.

Appendix 2

Useful information about South Wales Fire and Rescue Authority

The Authority has to perform all the duties and responsibilities in accordance with appropriate legislation and regulations. There are two important pieces of law relating to fire authorities:

The Fire and Rescue Services Act 2004

The Act requires all fire authorities to make provision for fire fighting, which means not only putting out fires but also protecting life and property in case of fire. It also makes provision for attending road traffic collisions and other emergencies as well as community safety activities.

The Regulatory Reform (Fire Safety) Order 2005 (FSO)

The Order came into force on 1 October 2006, and replaced over 70 separate pieces of fire safety legislation. The requirement for businesses to have fire certificates was abolished. The FSO applies to all non-domestic premises in England and Wales, including the common parts of blocks of flats and houses in multiple occupation. It gives responsibility to those who are best placed to address fire safety and ensure that risks are kept under review. Under the Order the Responsible Person⁴ is required to carry out a fire risk assessment and put in place appropriate fire safety measures to minimise the risk to life from fire; and to keep the assessment up to date. The Order is enforced by Fire and Rescue Authorities who are expected to develop appropriate risk based inspection regimes.

Civil Contingencies Act 2004

The Act delivers a single framework for civil protection in the United Kingdom capable of meeting the challenges of the twenty-first century. The Act is divided into two parts; Part 1 which defines the obligations of certain organisations to prepare for various types of emergencies and Part 2 which provides additional powers for the Government to use in the event of a large scale emergency.

Under the Act fire and rescue services are defined as Category 1 Responders and as such have six specific duties to deliver:

- assess the risk of emergencies occurring and use this to inform contingency planning;
- put in place emergency plans;
- put in place Business Continuity Management arrangements;
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency;
- share information with other local responders to enhance co-ordination; and
- co-operate with other local responders to enhance co-ordination and efficiency.

⁴ Communities and Local Government Fire Safety Law and Guidance documents for business states that the law applies if you are: responsible for business premises, an employer or self-employed with business premises, responsible for a part of a dwelling where that part is solely used for business purposes, a charity or voluntary organisation, a contractor with a degree of control over any premises, providing accommodation for paying guests.



There is an additional duty placed on local authorities to:

- Provide advice and assistance to businesses and voluntary organisations about business continuity management. Local fire and rescue services can be called upon to assist in this role.

Category 2 organisations include organisations such as the Health and Safety Executive, transport and utility companies. Category 1 and 2 organisations form Local Resilience Forums (which are co-terminus with police areas) which will help co-ordination and co-operation between responders at the local level.

The Authority is funded directly by its constituent local authorities based on the registered electorate in each area. It comprises 24 councillors from the 10 unitary authorities of South Wales:

- Blaenau Gwent County Borough Council (1 member)
- Bridgend County Borough Council (two members)
- Caerphilly County Borough Council (three members)
- Cardiff City Council (five members)
- Monmouth County Council (two members)
- Merthyr Tydfil County Borough Council (one member)
- Newport City Council (two members)
- Rhondda Cynon Taf County Borough Council (four members)
- Torfaen County Borough Council (three members)
- the Vale of Glamorgan Council (two members)

The number of representatives from each constituent authority is determined by the number of registered local government electors in each area.

The current Chairman of the Fire and Rescue Authority is Cllr Anthony Ernest.

The Authority acts as the main policy making body and governs the adoption of various working practices in line with statutory guidelines laid down by the Assembly Government. The Authority meets on a quarterly basis and its work is supported by three main committees, namely, Finance, Audit and Performance Management, HR and Equalities and Standards and a number of working groups. All of these groups meet regularly to consider issues within their areas of responsibility. Meetings are open to the public, and records of the Authority's transactions are available from the Authority's website.

The Service is led and managed by A Marles the Chief Fire Officer supported by the corporate management team.

For more information see the Authority's own website at www.southwales-fire.gov.uk or contact the Authority at Fire and Rescue Service Headquarters, Forest View Business Park, Llantrisant, Rhondda Cynon Taf, CF72 8LX.

Appendix 3

The Auditor General's Corporate Assessment

The main conclusions of the Auditor General's Corporate Assessment which was issued to the Authority in August 2010 are set out below.

Effective leadership and robust corporate arrangements provide a sound foundation for improvement in performance.

How the Authority has approached improvement over time

The Authority has improved the transparency and effectiveness of its approach to securing improvement:

- before 2008 the Authority's arrangements were traditional in style with some key weaknesses especially in relation to governance;
- consensual and open leadership has led to significant improvement with a sharper focus on effective strategic planning and business processes; and
- the Authority's arrangements provide a good platform for service improvement.

Analysis of the Authority's arrangements to help it improve

Good use of resources and appropriate information support a clear strategic approach and effective leadership:

- the Authority manages its resources effectively, ensuring its strategic choices are informed by accurate, timely management information;
- members and senior officers are providing clear leadership and strategic direction that support improvement but public accountability could be strengthened;
- collaborative working is well developed but partnerships make considerable demands in capacity which are not yet fully evaluated in terms of outcomes for the community; and
- while the Authority is addressing the future nature of its workforce, there are challenges in ensuring that staff understand the programme of organisational change planned and are involved in its implementation.

For the full report see our website at www.wao.gov.uk or contact us at the address on the inside cover of this report.

Appendix 4

Appointed Auditor's Annual Audit Letter to the Members of South Wales Fire and Rescue Authority

South Wales Fire Authority complied with financial and performance improvement reporting requirements but is facing significant financial pressures in the near future

It is the Authority's responsibility to:

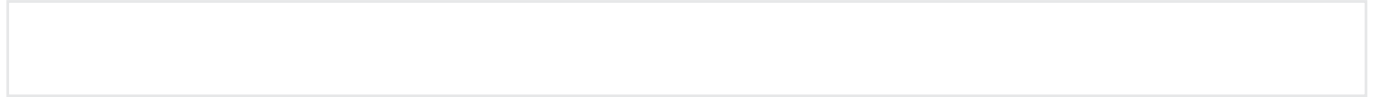
- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements;
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- publish its Improvement Plan by 31 October.

The Code of Audit Practice issued by the Auditor General (the Code) requires me to:

- provide an audit opinion on the accounting statements;
- review the Authority's arrangements to secure economy, efficiency and effectiveness in its use of resources;
- consider whether the Improvement Plan is prepared and published in accordance with statutory requirements; and
- issue a certificate confirming that I have completed the audit of the accounts.

On 29 September 2010 I issued a qualified audit opinion on the accounting statements. The qualified opinion arose, as in 2008-09, from disagreement over the accounting treatment for the Authority's general and earmarked reserves balances.

My report was qualified because during the audit of the accounts for 2007/2008, legal advice obtained by the Wales Audit Office confirmed that the statutory framework under which the Authority operates does not provide for the holding of reserves which have been accumulated from an excess of its constituent authorities' appropriate proportion of the net expenses of the Fire Authority in respect of each financial year. However, the Authority chose not to make an adjustment in its accounts to remove the balances previously held within such reserves and reclassify the amounts as current liabilities (amounts held on behalf of constituent authorities). This led to a qualified audit opinion being given on the accounts due to a disagreement on the accounting treatment related to reserves.



The Authority continued its accounting treatment in 2008/09. A consultation process to amend the Combination Order in order to enable Fire Authorities to hold reserves is now complete confirming that Fire Authorities can hold reserves from 1 December 2009. However, this amendment was not retrospective and therefore an uncorrected misstatement has been identified in the accounts resulting in a qualification of the audit report. My report is contained within the Statement of Accounts.

The following areas were noted during the accounts audit:

- the accounting statements preparation processes have continued to improve, resulting in good quality draft statements supported by comprehensive working papers although there is further room for improvement in the process for amending the accounts for audit adjustments;
- revised accounting requirements for PFI were correctly implemented but further progress is required in preparation for implementing IFRS in 2010-11. The Authority should aim to produce an opening balance sheet and a draft set of IFRS accounts including comparatives as soon as possible; and
- the Whole of Government Account's return was prepared effectively and in accordance with the Assembly's timetable.

My review of the Authority's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the LG Measure. The main findings from this latter work will be set out in the Annual Improvement Report. In addition, I also bring the following issues to your attention:

- effective budgetary control arrangements are in place and medium-term financial planning has been implemented, but the Authority faces significant financial pressures in the future. This is referred to further in the Annual Improvement Report.

The Authority's Improvement Plan 2010-11 meets statutory requirements and provides a balanced view of its performance in 2009-10.

I issued a certificate confirming that the audit of the accounts had been completed on 29 September 2010. The financial audit fee for 2009-10 was in line with that set out in the Financial Audit Strategy.

Virginia Stevens
KPMG LLP

Appendix 5

South Wales Fire and Rescue Authority's improvement objectives

The Authority published its improvement objectives in its Improvement Plan which can be found on the Authority's website at www.southwales-fire.gov.uk. They are:

Theme 1 - Our Communities

Improvement Objective - reduce deaths and injuries from fires and road traffic collisions

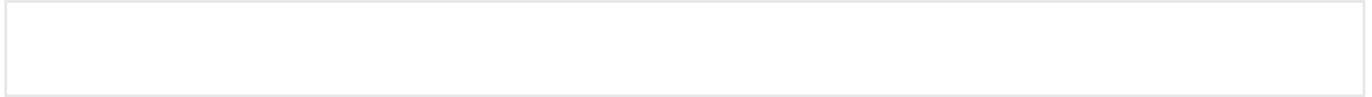
In order to ensure that it makes its communities the safest places to live, work and visit, the Authority has committed to responding rapidly to incidents in order to minimise the loss of life and injury and to reduce the physical, social and financial effects of any resulting loss and damage. Its call profile over recent years show an increase in operational activity in relation to road traffic collisions and public expectation that they provide rescue services to a wide variety of incidents. Both the public and staff have expectations that the Authority retains its track record of increasing standards of service delivery.

To do this the Authority intends to build on previous work by:

- Working proactively both individually and in collaboration with other organisations in order to further reduce deaths and injuries from fires and road traffic collisions.
- Utilising FSEC risk modelling and MOSAIC data in order for areas of high risk based on dwellings and demographics to be identified and enable more effective targeting of safety initiatives to maximise resources most efficiently.
- Utilising any increased capacity for community safety initiatives.
- Expanding our partnership arrangements to work with other agencies across Wales to target our home fire safety activities at the most vulnerable groups in our communities.
- Implementing the outcomes of the Legislative Fire Safety business process review. This will enable us to continue to reduce risk within the business communities in a manner which is increasingly effective within the current financial climate and seek to improve awareness and understanding of the Fire Safety Order within those business communities.
- Utilising more intelligent mobilising.
- Supporting the initiative that all new housing will be built with domestic sprinkler systems.
- Reviewing our suite of standard operating procedures and tactical plans.

How will the Authority know if it has been successful?

- Decrease in number of incidents.
- Decrease in number of deaths and injuries from fires and road traffic collisions.
- Reduction in number of mobilisations.



What difference will it make to its communities?

The Authority's aim is for communities with zero deaths and injuries from fires and road traffic collisions; this not only makes communities safer but also reduces the wider socio and economic costs involved to families when someone is involved in such an incident. Successful road safety initiatives can also have an impact on reducing the economic cost to business of roads being closed, delays experienced or vehicles being involved in accidents.

Theme 2 - Our people

Improvement Objective - continue to develop a responsive and creative workforce who practice our values

The Authority recognises that in order to continue to be successful we need to have the right people with the relevant skills, knowledge and understanding appropriate to service needs. In the past the Authority has faced challenges in recruiting a workforce that is reflective of the different communities we serve, and as it adapts to the current economic changes there are different market forces and pressures being applied to the potential recruitment pool. At the same time it is monitoring the retirement profile and knows that it needs to build knowledge in the next few years to ensure we have effective succession planning in place. To do this the Authority intends to:

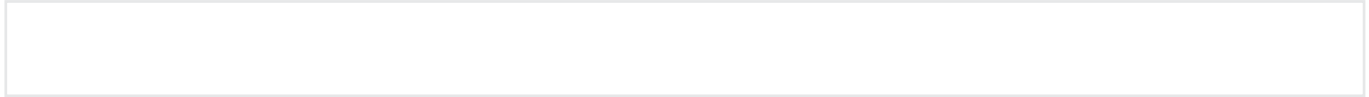
- Implement the People Strategy.
- Utilise the workforce creatively to ensure business.
- Engage widely with the public and with its current workforce.
- Implement the Members' Charter.

How will the Authority know if it has been successful?

- Appropriately qualified staff in post.
- Planned management of staff leaving and joining the organisation.
- Successfully short listing appropriate applicants for all vacancies.
- Achievement of equality and diversity performance indicator targets.

What difference will it make to its communities?

By achieving this objective the Authority will remain a trusted service with a competent workforce, able to maintain a public service in times of high demand and extreme circumstances. We will remain responsive to community needs and changing demands and ensure that we deliver a professional service to the communities we serve.



Theme 3 - Our resources

Improvement Objective - ensure that resources and assets are utilised effectively to support service delivery

The Authority recognises that if it does not review its allocation of resources and business processes to ensure they are utilised in the most efficient and effective manner, there could be implications on service delivery to the public. Research has indicated changing shift patterns and staffing levels can achieve a reduction in staff costs without any detriment to the level of fire cover to the community. Also the existing location of stations was determined by the needs of the three former Brigades and these physical assets are aging and in need of maintenance. Since 1996 there has been a significant reduction in the call rate and workloads of some stations so the authority recognises the need to adapt and modernise to meet current demands and public expectations. To do this the Authority intends to:

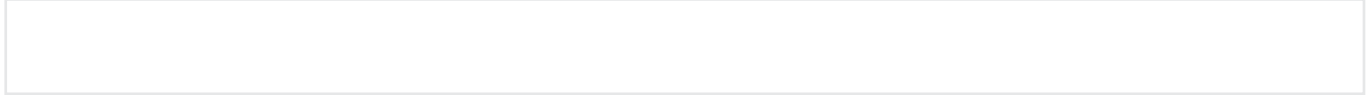
- Maximising assets by implementing more effective management through the vehicle replacement programme and asset tracking.
- Progressing the reactive property maintenance programme.
- Taking forward the Medium Term Financial Plan for 2010/2014.
- Carrying out a high level review of the contribution to public and Firefighter safety made by each station and to identify those areas where more in-depth analysis should be conducted.
- Exploring the effectiveness and future need of each second pumping appliance including the location, incident data, call rate and crewing arrangements.
- Exploring the effectiveness of each special appliance including the location incident data, call rates and crewing arrangements.

How will the Authority know if it has been successful?

- Reduction in reactive maintenance budget and increase in planned maintenance projects.
- Maintenance or reduction of FSEC risk profiles after resources have been reallocated.
- Potential efficiency savings identified and any realised in the year tracked and monitored.

What difference will it make to its communities?

Achievement of this objective will allow the Authority to make more appropriate analysis of risk to the different communities across South Wales, recognising that different areas have different needs and to get the most appropriate resources allocated and attending incidents in a cost effective manner. Modern fire stations will be fit for purpose and where appropriate they will be accessible community facilities.



Theme 4 - Our Organisation

Improvement Objective - to improve internal service delivery ensuring the most effective use of both financial and people resources

The Authority is committed to ensuring that it continues to provide value for money to the people of South Wales by ensuring that internal service delivery is as streamlined and effective as possible to support front line service delivery. To do this the Authority intends to:

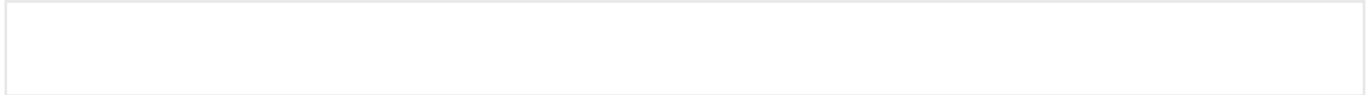
- Review and streamline the support services systems and processes to identify where efficiency savings can be made.
- Train middle managers in the systems thinking model to enable them to have the tools and mechanisms to drive through change and improvement in their areas.
- Identify and release efficiency savings that may arise through challenges to organisational structures and internal services.
- Scoping a major ICT review.

How will the Authority know if it has been successful?

- Identifiable savings tracked through the year.
- Internal services become more responsive.

What difference will it make to its communities?

The result of these reviews will be that the front line operational staff are able to continue to deliver responsive services and preventative community initiatives with less costs attributed to the supporting internal services behind them. This will provide better value for money to the communities of South Wales whilst ensuring that levels of service delivery remained unaffected as funding comes under increased pressure in the years to come.



Theme 5 - Sustainability

Improvement Objective - to promote sustainable local communities through our activities

The Authority is committed to working to protect its communities and environment both in terms of reducing the impact of operational activities and routine business, for example through the energy it uses, the way it purchases and how it manages its waste.

It is aware of the impact that the loss through fire of a community resource such as a school or business can have upon the local citizens and economy of an area. It also recognises the importance and impact that supporting the building of community capacity through youth schemes and through working with vulnerable adults has to help prevent the economic and environmental cost of incidents such as arson, wildfire, abandoned vehicles and other anti social behaviour. To do this the Authority intends to:

- Undertaking community education initiatives with youth groups and vulnerable adults.
- Amend all necessary documents to ensure they incorporate level 3 of the sustainable procurement assessment framework.
- Reviewing its Land and Buildings Plan.
- Increase intelligent mobilising to ensure we respond in a timely manner thus reducing the impact of fires.
- Increase working with partner organisation to achieve joint objectives and ensure safer communities.
- Targeting home fire safety checks to areas of identified risks.
- Implement the Asset Management Plan so that fire stations become safe and sustainable places to work and in appropriate situations also a facility for community use.

How will the Authority know if it has been successful?

- Progress against actions in service plans will be monitored and reported throughout the year.
- Statistical returns.

What difference will it make to its communities?

The successful implementation of these undertakings will make the Authority more efficient and better able to maintain the budget outlined within our Medium Term Financial Plan. As it becomes more efficient, whilst providing the same level of service, communities will experience better value for money. In addition, it will be playing our part in helping make its communities safer places with more pleasant environments both built and natural. It can reduce the environmental impact of fires and road traffic collisions, both in relation to the damage caused by the fire or fuel slippage and also through water usage if the number of incidents is reduced as a result of our proactive safety initiatives. Also if there are fewer incidents to attend and our resources are placed so as to be closer to areas of higher risk then we can reduce the environmental impact of vehicle movements and demand.

Appendix 6

Summary of Peer Assessment Team findings

Review of Health, Safety and Welfare (Autumn 2009)

Health, Safety and Welfare (HSW) Arrangements

- The Peer Team found clearly defined and effective arrangements in place which have been developed over a number of years following review of H&S within the Service. This has resulted in a Health and Safety Strategy (formally reviewed every 3 years) supported by associated policies (which are updated regularly).
- The Peer Team acknowledges the commitment at Director and Authority level to the ongoing development of Health, Safety and Welfare, which is demonstrated within the Risk Reduction Plan.

Management Structures and Arrangements to Support HSW

- The current structures and arrangements reflect best practice guidance for successful H&S management e.g. Health and Safety Policy, H&S Committee structures, active and reactive monitoring etc.
- The Occupational Health Team makes a significant contribution to the overall management of Health, Safety and Welfare arrangements within the Service.
- The Peer Team found examples of limited awareness and understanding of general organisational HSW arrangements at and below supervisory levels. This suggests some uncertainty regarding full implementation of HSW arrangements through all levels of the Organisation.

HSW Plans, Targets, Procedures and Practices

- The Service has developed plans, challenging targets, procedures and practices in relation to Health and Safety.
- Development areas have been recognised by the Service and an Improvement Plan details actions and recommendations (with nominated owners) which will further strengthen an already positive Health and Safety culture.
- The Peer Assessment Team noted the efforts made by the Service in ensuring that Health and Safety performance data was utilised in the ongoing enhancement of safety standards. However, the team was unable to readily identify where such data influenced the existing Health and Safety Strategy and Improvement Plan.

Measurement and Evaluation of HSW Activities

- The Service has a broad range of methods for capturing H&S performance and outcomes are disseminated using formal reporting mechanisms and key committee meetings.
- It is recognised that there is a downward trend for ill health retirements and accidents and injuries over a number of years. It was unclear to the Team how some data influenced changes in Health and Safety policies and strategies.

Review of Health, Safety and Welfare (Autumn 2009)

Training, Development and Assessment (TDA) Policies

- There has been wide consultation to produce a Strategy and associated policies in line with National Guidance. This strategy will be further enhanced by the validation of the ADC process.

Management Structures and Arrangements to Support TDA

- Structures and arrangements exist to support training, development and assessment.
- A wide range of realistic training programmes and opportunities exist to ensure personnel both develop and maintain their competencies in line with role maps/job descriptions.
- It was noted that NVQs have been introduced for RDS and the need for additional support has been recognised by the Organisation.

The team found that the PDR process has been shown to identify training needs and measure workplace performance but inconsistencies in application undermine the overall Learning and Development Strategy.

TDA Plans, Targets, Procedures and Practices

- Data from consultation has helped to inform the future Learning & Development strategy.
- Core competencies are addressed by structured training programmes and this is complemented by guidance from ORM and Health and Safety outcomes. This is further influenced by risks highlighted in the Community Risk Register.

Measurement and Evaluation of TDA Activities

- Deployment of ODART provides real time information which informs and influences future training objectives, and this includes external stakeholders. The Service has recognised that training delivery would benefit from a more effective evaluation and feedback process.
- Feedback and report systems exist for PDRs, however, this may be limited by the lack of engagement from some line managers.
- An established NVQ process exists, which is externally verified and supports the development of uniform staff.

Review of Community Risk Management and Community Safety Activities (Autumn 2010)

Community Risk Management

'Is the Fire and Rescue Authority identifying and prioritising the risks faced by the community?' The Peer Assessment Team were able to confirm that the FRA are identifying and prioritising risk faced by the community.

- The FRA has sufficient data sets to enable them to identify a range of risks.
- The PAT identified that the Medium Term Financial Plan (MTFP) had informed the 2011-12 RRP process in relation to resource prioritisation. This was communicated to Fire Authority members to inform their decision making processes.
- The FRAs approach to RRP development are evolving as the needs of the organisation are changing with the FRA recognising that this needs to be reflected within the way it develops future RRP.
- The FRA engages in improvement workshops which informs the development phase of the RRP and undertakes communication road shows to consult with staff to further inform and identify areas of risk.
- Formal review of the RRP development process did not appear to have been undertaken although there was evidence to support continued informal review and revision of the development process in the form of developing and widening the delivery of RRP road shows.
- The PAT found evidence of data sharing between CSPs and internal departments.

Community Safety

'Does the Fire and Rescue Authority have effective arrangements for delivering Community Safety in line with identified risks and priorities?' The Peer Assessment Team were able to confirm that the FRA does have effective arrangements for delivering Community Safety in line with identified risks and priorities.

- Although the FRA does not have a Community Safety (CS) Strategy document, strategic direction on CS is implicit within the Organisational Strategic objectives contained within individual function/departmental plans.
- The FRA has reduced the rate of injuries and fatalities from fire. The statistics were constantly checked to monitor current trends and performance.
- Future CS activity will be targeted at a local level through MOSAIC although the PAT did not find evidence of it being consistently implemented across the organisation.
- The PAT identified evidence to suggest positive Community Safety hours allocated to RDS staff could be used in a more effective manner to increase output and efficiency.
- The PAT noted the work that had been undertaken in agreeing SLA funding for partners to undertake HFSCs, however the PAT found the content of the SLA presented a potential risk to the organisation.
- The identification, management and monitoring of HFSCs and in particular 'high risk' referrals at station level appear to be inconsistent.
- The PAT found the range of partners interviewed were keen to present anecdotal evidence of positive outcomes and feedback on their experiences of working with the FRA.

Appendix 7

References

All the data referred to within the report is drawn from one of the following sources:

- Welsh Assembly Government, StatsWales
- Welsh Assembly Government, local area summary statistics
- Improvement Authority's own websites, Authority reports and Improvement Plans
- Operational Assurance of Service Delivery Peer Assessment Report 2009-10 and 2010-11
- The Wales Yearbook
- The Home Office
- Members' Research Service
- Office for National Statistics
- The Welsh Health Survey 2008-2009

APPENDIX 2

Mr Huw Vaughan Thomas
Auditor General for Wales
Wales Audit Office
24 Cathedral Road
CARDIFF
CF11 9LJ

Our Ref: SM/HE
Your Ref:
Date: 28 February
2011

Contact: Sally Murton
Tel: 01443
232009

Dear Sir

Consultation on Audit and Inspection Fee Scales 2011/12 for Fire & Rescue Services

Thank you for your letter of 2 February 2011, which has been passed to me for reply on behalf of South Wales Fire & Rescue Service.

This Service was pleased to note that you were setting your proposed fee scales against the backdrop of the unprecedented financial constraints facing the public sector within Wales, and that the Wales Audit Office was committed to playing its part in meeting the challenges of the current economic climate. However, the Service was very disappointed to note that the minimum fee range that it is proposed that we would be facing next year actually represented an increase on the fees paid in 2010/11. The Service was particularly disappointed following the representations by your officers that the introduction of IFRS and the introduction of the Local Government Measure would not have a detrimental impact on the fee levels charged to the Service. In addition, the Service was advised during the 2010/11 fee setting process that the fees it faced in this current financial year were reflective of the additional work that the auditors were required to carry out due to the amendment to the Combination Order governing the technical qualification to the accounts concerning the legality of holding reserves. As you will appreciate this issue has now been formally resolved by the Welsh Assembly Government to explicitly provide

that we are able to hold such reserves and therefore it is concerning to note that fees are still proposed to increase.

The Service acknowledges that the fees are set dependent upon the work required by your auditors after consideration of local circumstances such as size, governance, environment, risk, complexity, financial and performance management arrangements, and the body's track record for improvement. Given this, it is again disappointing that the proposed fees are increasing given the conclusions of your Annual Improvement Report, published earlier this month. As you will recall, the report's main message was that the Authority was likely to improve things for the people that live in its area because it has sound leadership and is well managed. The report also concludes that the Authority's budget has been well managed in recent years and the organisation is on sound footing going forward into a period of significant change and financial cuts, having a good track record of making sure that its services are delivered within the resources it has available. Indeed, the report goes on to say that the Authority is making sensible preparations for the financial constraints that it faces.

The Service would therefore urge that you reconsider your fee levels for the financial year 2011/12 to reflect the content of your earlier report, especially given the fact that the audit regime is not significantly different than the 2010/11 year (except in the field of financial audit this year for which there is no fee increase). The Service is unable to understand the justification for any fee increase, especially given the budget reduction facing the Authority next financial year. This is especially so given the fact that all of the Local Government bodies have received a fee reduction for 2011/12, and the Fire & Rescue Service is funded purely from Local Government contributions.

Should you wish to discuss any aspect of this consultation response or require any further information, please do not hesitate to contact me.

Yours sincerely

ACO Sally Murton
Director of Corporate Services

APPENDIX 3

Extract from email from Auditor General for Wales to Chief Executives dated 31 March 2011

“Local government audit and inspection fee scales 2011-12 (including fee scales for the audit of the 2010-11 accounts of local authorities, criminal justice, fire and rescue services, National Park authorities and pension funds)

I am grateful to those who responded to the consultation on my proposed fee scales for local government bodies in Wales for 2011-12. In contrast to the consultation on Improvement Assessment, there were many fewer themes emerging, but many of you also made comments specific to your authority's circumstances. I have therefore set out below my responses to the main themes and I will write separately to all those whose consultation responses raised specific issues.

Following careful consideration of all the views provided, I have decided to affirm the scales of fees as per my proposals. I have also set out my response to those views below.

- a) Meeting the challenges of the current economic climate. I was encouraged by the appreciation expressed for the Wales Audit Office playing its part in meeting the challenges of the current economic climate. Working with my staff and trades union partners we will continue to improve the efficiency of the Wales Audit Office and make best use of resources to ensure value for money.
- b) Fee scales and local fees. I feel it is important to reiterate the distinction between fee scales and local fees. Fee scales provide the framework within which fees can be discussed and agreed. Actual fees will be dependent on each body's individual circumstances and must be sufficient to fund the work required to properly discharge the auditor's responsibilities considering those circumstances.

As outlined in my proposals, the fee scale framework enables me to identify and challenge fees that appear to be either too high or too low to enable auditors to properly

discharge their responsibilities. It also ensures that the fees generated enable the Wales Audit Office to maintain financial balance in its local government work.

This process of checks and balances for 2011-12 is now nearing completion. We are on track to deliver an overall reduction in local government fees for annual audit work. Appointed auditors and improvement assessment leads will be able to provide more detail on fees at a local level.

c) Transparency. Several colleagues commented in their responses on the importance of transparency in the fees and charging arrangements of the Wales Audit Office. As part of my broader commitment to demonstrating openness and transparency in the way I operate and how I communicate with the public, I will be looking to further improve our arrangements in this area over the coming months. I will do this by:

- Publishing benchmarking data on fees
- Requiring greater information to be provided in audit plans breaking the fee down into its major component parts
- Requiring a more detailed accountability statement to be included in the annual audit letter/report specifying the work planned, what has been delivered, any changes to planned work, and any work carried forward into future years.

These are challenging times. You are responsible for handling public money and the public expects you to be held fully accountable for the use of that money. My aim is to support you in managing and mitigating the inevitable increase in risks to public services and accountability associated with reducing resources and managing consequential change. I also aim, with your collaboration, to minimise the impact of the necessary demands on your time and resource.”

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 10

9 MAY 2011

REPORT OF THE DEPUTY CHIEF OFFICER

IMPROVEMENT OBJECTIVES 2012/2013**SUMMARY**

The annual improvement objectives for 2012/2013 to support the planning framework have been developed by the Directors at the strategic planning day of 20 January 2011.

RECOMMENDATION

It is recommended that Members review and endorse the improvement objectives for 2012/2013.

1. BACKGROUND

- 1.1 Members will recall that in accordance with the performance management framework and to support the vision and mission of South Wales Fire and Rescue Service, improvement objectives are established on an annual basis. These objectives identify where the Service wishes to place the focus on improvement activities for the forthcoming financial year and form the basis for the annual planning process.
- 1.2 The Local Government (Wales) Measure 2009 requires that improvement objectives are established and consulted on with the public prior to adoption.
- 1.3 Due to the necessity to set the improvement objectives in advance of the year to which they relate, they are expressed in generic terms and are largely the same as the 2011/2012 objectives. Specific actions to achieve the objectives will be developed following the consultation period and included in the annual Improvement Plan which will be published by 31 October 2011.

2. ISSUE

- 2.1 On 20 January 2011, the Directors attended a strategic planning day where the improvement objectives for 2012/2013 were established.
- 2.2 The objectives were established using a result based accountability (RBA) approach, which in accordance with the Local Government (Wales) Measure will enable us to evidence why the themes were considered, what we are actually going to do to achieve them and the outcomes for the communities we serve.
- 2.3 The improvement objectives are shown in Appendix 1.

3. FINANCIAL IMPLICATIONS

- 3.1 All activities associated with the improvement objectives will be tailored to align with the budget.

4. LEGAL IMPLICATIONS

- 4.1 The improvement objectives support and fall within the requirements of the Local Government (Wales) Measure.

5. EQUALITIES AND DIVERSITY IMPLICATIONS

- 5.1 There are no equalities and diversity implications arising directly as a result of this report. Equality impact assessments will be carried out at appropriate times during the implementation of actions associated with the improvement objectives.

6. RECOMMENDATION

- 6.1 It is recommended that Members review and endorse the improvement objectives for 2012/2013.

HUW JAKEWAY
DEPUTY CHIEF OFFICER

BACKGROUND PAPERS:

None

CONTACT OFFICER:

Amanda Jenkins

Performance Planning

Tel No: 01443 232187

Email: a-jenkins@southwales-fire.gov.uk

Appendix 1

Improvement Objectives 2012/2013

As agreed at the ELT strategic day of 20th January 2011

| | |
|-----------------------------|---|
| Theme | Our Communities |
| Objective | To reassure, educate and protect our Community from the effects of fire, road traffic collisions and other emergencies as they occur. |
| Responsible Director | DCFO Service Delivery |

| | |
|-----------------------------|---|
| Theme | Our People |
| Objective | To continue to develop a responsive and creative workforce who practice our values. |
| Responsible Director | Director People Services |

| | |
|-----------------------------|---|
| Theme | Our Resources |
| Objective | To ensure that our resources and assets are utilised efficiently and effectively to support service delivery. |
| Responsible Director | Director Corporate Support |

| | |
|-----------------------------|---|
| Theme | Our Organisation |
| Objective | To improve internal business processes to ensure the most efficient and effective use of both financial and people resources. |
| Responsible Director | Director Corporate Support |

| | |
|-----------------------------|--|
| Theme | Sustainability |
| Objective | To promote a sustainable organisation that contributes to sustainable local communities. |
| Responsible Director | Director Corporate Support |

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 11

9 MAY 2011

REPORT OF THE CHIEF FIRE OFFICER

**ASSISTANT CHIEF FIRE OFFICER - TECHNICAL SERVICES
APPOINTMENT AUTHORISATION****SUMMARY**

The Deputy Chief Officer's selection and appointment process concluded on 15 March 2011. Following the appointment being made the Chief Fire Officer has reviewed the Principal Officers' group terms of reference, duties and responsibilities in order to maintain operational effectiveness and consistency of application across service areas.

Members are now required to authorise the recruitment and appointment procedure to enable a permanent appointment to be made to the Assistant Chief Fire Officer, Technical Services post.

RECOMMENDATIONS

Members approve the recruitment and appointment procedure to enable a permanent appointment to be made to the Assistant Chief Fire Officer, Technical Services post.

In line with recent Fire & Rescue Authority determinations governing Principal Officer level recruitment the advertising of the Assistant Chief Fire Officer, Technical Services post shall be restricted to internal applicants.

The Shortlisting Committee comprises of the Chairman and Vice Chairman of the Fire & Rescue Authority, with the Chairman of the Fire Authority designated as Chairman, the Chairman and Vice Chairman of the Finance Audit and Performance Management Committee and the nominated lead Member from the Labour group.

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

1. BACKGROUND

- 1.1 The Deputy Chief Officer recruitment and appointment processes have now been concluded.
- 1.2 As determined by Standing Orders a request to fill a post at Assistant Chief Officer level on a permanent basis has to be brought before the Fire & Rescue Authority for approval.
- 1.3 Subject to Members' approval it is proposed to commence the recruitment process at the earliest opportunity with the aim of making an appointment as soon as possible.

2. ISSUES

- 2.1 Since 2009 the South Wales Fire & Rescue Service Executive Leadership Team has comprised of five posts, namely the Chief Fire Officer, Deputy Chief Officer and three Assistant Chief Officers, one uniformed and two non-uniformed.
- 2.2 The responsibilities of each Director are determined by the Chief Fire Officer and are reviewed each time there is a change to the Executive Leadership Team membership to ensure that both operational and strategic functions are discharged effectively.
- 2.3 Currently the vacant Assistant Chief Fire Officer post holds responsibility for managing the Technical Service's Directorate which provides operational improvement across all Directorates of South Wales Fire & Rescue Service, delivers improvement by reviewing current policies, practices, fleet and equipment, scans the environment in the Service's quest for continuous improvement. The support function creates a collation point for information and data to identify operational intelligence via analysis, impact assessment and co-ordinated activity to affect change.
- 2.4 The potential for employing an Assistant Chief Fire Officer in collaboration with neighbouring Fire & Rescue Services has been explored but has not proved to be a viable option at this level due to disparities in managerial responsibility.

- 2.5 As previously reported it has been the practice that Fire & Rescue Service Principal Officer level vacancies are advertised nationally, on appropriate terms and conditions, to attract the best possible field of applicants.
- 2.6 In February 2011 the Fire & Rescue Authority resolved that the Deputy's post should be advertised internally only on the basis that the pool of potential applicants was sufficiently experienced to enable an appointment to take place.
- 2.7 In order to adhere to the Fire & Rescue's commitment to technical support it is necessary to appoint an Assistant Chief Fire Officer to manage the Technical Services Directorate. This will mean that it will be necessary to restrict the applicants for the Assistant Chief Fire Officer's position to the four Area Managers employed by the Service.
- 2.8 The Shortlisting Committee has been comprised of the Chairman and Vice Chairman of the Fire & Rescue Authority, with the Chairman of the Fire & Rescue Authority designated as Chairman and the Chairman and Vice Chairman of the Finance Audit and Performance Management Committee and the nominated Member from the relevant group.
- 2.9 The Appointment Committee for Principal Officers has normally comprised of the Chairman and Vice Chairman of the Fire & Rescue Authority, with the Chairman of the Fire & Rescue Authority designated as Chairman and the Finance Audit and Performance Management Committee.
- 2.10 The Chief Fire Officer provides principal technical advice to the Interview Committee.
- 2.11 The Assistant Chief Officer, People Services will facilitate the recruitment and selection process, the shortlisting schedule, as well as providing direct support to the Interview Committee.
- 2.12 The Human Resources Department's Assessment Centre and Recruitment Team shall provide support to the Appointment Committee throughout the whole recruitment and selection process.

3. FINANCIAL IMPLICATIONS

- 3.1 Funding for the Assistant Chief Officer, Technical Services post is contained within the revenue budget.
- 3.2 As a post with operational commitment the Assistant Chief Officer, Technical Services post attracts a salary of £92,823, plus a lease scheme emergency service vehicle.

4. EQUALITIES AND FAIRNESS IMPLICATIONS

- 4.1 The Service's Equal Opportunity and Fairness protocols will form a central part of the recruitment and selection process.
- 4.2 Consistency of approach and fairness can only be ensured by requiring all applicants to undergo an interview by the Member Panel.

5. RECOMMENDATIONS

- 5.1 Members approve the recruitment and appointment procedure to enable a permanent appointment to be made to the Assistant Chief Fire Officer, Technical Services post.
- 5.2 In line with recent Fire & Rescue Authority determinations governing Principal Officer level recruitment the advertising of the Assistant Chief Fire Officer, Technical Services post shall be restricted to internal applicants.
- 5.3 The Shortlisting Committee comprises of the Chairman and Vice Chairman of the Fire & Rescue Authority, with the Chairman of the Fire & Rescue Authority designated as Chairman, the Chairman and Vice Chairman of the Finance Audit and Performance Management Committee and the nominated lead Member from the Labour group.
- 5.4 The Appointment Committee comprises of the Chairman and Vice Chairman of the Fire & Rescue Authority and the Finance Audit and Performance Management Committee, with the Chairman of the Fire Authority designated as Chairman.

ANDY MARLES
CHIEF FIRE OFFICER

Background Papers:

None

Contact Officers:

Andy Marles, Chief Fire Officer

Tel No. 01443 232006

Email: a-marles@southwales-fire.gov.uk

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 12

9 MAY 2011

REPORT OF THE ACO CORPORATE SERVICES

REFURBISHMENT OF EBBW VALE FIRE AND RESCUE STATION.

SUMMARY

Fire and Rescue Authority approval is sought in accordance with Contract Standing Orders to award the contract for the refurbishment works at Ebbw Vale Fire and Rescue Station as part of the Service Wholetime Station refurbishment programme.

RECOMMENDATIONS

Members authorise the ACO Corporate Services to award the building contract for the refurbishment of Ebbw Vale Fire and Rescue Station.

1. BACKGROUND

- 1.1 Members will recall that the Services Land and Buildings Plan for 2010-14, which forms part of the Authorities' Asset Management Strategy and supported by the Medium Term Financial Plan, details the schedule for the refurbishment of the Authorities Wholetime Stations and the first Station in that programme is Ebbw Vale.
- 1.2 Our Wholetime Fire and Rescue Stations are occupied 24 hours a day and 365 days a year. 14 Stations were constructed between 1950 and 1975 with the majority being over 45 years old. Earlier stock condition surveys showed that significant works are required to these buildings if they are to meet our critical outcomes, specifically:
 - Properties are modern, compliant and well maintained.
 - Stations meet our equality and diversity agenda.
 - Premises encourage community integration.
 - The impact of our properties on the environment is minimal.

- 1.3 The change from Day Crewing to Shift at Ebbw Vale has required the provision of separate dormitories and other additional facilities and this has provided the opportunity to refurbish the building. The building works will not only provide the additional facilities required to change the Station from Day Crewed to Wholetime, but will also include a major refurbishment of the building which in the future will result in lower maintenance costs and energy costs and ensure the Station is fit for the purpose form any years to come.
- 1.4 The proposed refurbishment works can be summarised as follows:
- Ground and first floor extension to provide community room and individual dormitory rooms
 - Reconfiguration of ground offices to provide modern and compliant facilities
 - Refurbishment of toilets and shower facilities, kitchen, gym, circulations areas and all remaining areas to a modern and compliant standard
 - Accessibility improvement works to the site and building, including the provision of accessible parking, entrances etc.
 - Improvements to the buildings external fabric i.e. windows and walls to improve the buildings thermal performance, i.e. insulation.

2. ISSUES

- 2.1 The design and specification for the building works have been completed and the contract is currently out to tender and is provisionally due to start on site in August 2011. The budget for the project is £1.5m and will exceed the threshold specified in Contract Standing Order 15.4 and therefore Fire and Rescue Authority approval is required in order to award the contract.
- 2.2 Any potential postponement, in awarding the contract will result in a delay in starting on site, which may in turn have a financial impact on the cost of the scheme i.e. increase in project costs.

3. FINANCIAL IMPLICATIONS

- 3.1 The funding for this project is contained in the 2011-12 Capital programme as approved by Members at the Fire and Rescue Authority meeting held on the 7 February 2011.

4. RECOMMENDATION

- 4.1 That Members authorise the ACO Corporate Services to award the building contract for the refurbishment of Ebbw Vale Fire and Rescue Station.

SALLY MURTON **ACO CORPORATE SERVICES**

Background Papers:

None

Contact Officer:

Stuart Howison

Building Maintenance Manager

s-howison@southwales-fire.gov.uk

Tel: 01443 232452

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 13

9 MAY 2011

REPORT OF THE DEPUTY CHIEF OFFICER

AUTHORITY FOR OVERSEAS TRAVEL**SUMMARY**

Standing Orders require that Officers invited to travel abroad for business purposes require Fire and Rescue Authority approval.

South Wales Fire and Rescue Service has received an invitation to attend a three-day promotional event at Holmatro HQ in The Netherlands on 6-9 June 2011, for which Fire and Rescue Authority approval is required. The invite extends to the six members of the Bridgend Extrication Team.

RECOMMENDATION

That Members authorise six members of the Bridgend Extrication Team to attend the three-day promotional event at Holmatro HQ in The Netherlands.

1. BACKGROUND

1.1. Standing Orders require that Officers invited to travel abroad for business purposes require Fire and Rescue Authority approval.

2. ISSUES

2.1 The Bridgend Extrication Team has been actively seeking sponsorship to raise monies to contribute to the funds already provided by the Fire & Rescue Authority for the Team to compete in the World Rescue Challenge taking place in New Zealand in July 2011.

2.2 Holmatro Ltd, a major hydraulic rescue company, has offered to sponsor the Team with a donation of £1,000 for attendance at this year's World Rescue Challenge, and a further annual donation of £1,000 to support the Team in UK regional challenges in future years.

- 2.3 A requirement of the sponsorship is that the Team assists in demonstrations to other Rescue Services, both in the UK and overseas.
- 2.4 The Team has been invited by Holmatro Ltd to attend a three-day promotional event at Holmatro HQ Europe in the Netherlands to demonstrate equipment and rescue techniques to emergency services from across Europe. The Team's attendance further promotes South Wales Fire & Rescue Service as a world leader.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications to the Fire and Rescue Authority other than Officer time.
- 3.2 Accommodation, travel and catering costs will be met by Holmatro Ltd.
- 3.3 There are no overtime or backfilling costs with this trip as flexible rostering will provide the cover or the Officers concerned will arrange their own cover.

4. RECOMMENDATION

- 4.1 That Members authorise six members of the Bridgend Extrication Team to attend the three-day promotional event at Holmatro HQ in The Netherlands.

HUW JAKEWAY **DEPUTY CHIEF OFFICER**

Background Papers:

None

Contact Officer:

Huw Jakeway

Deputy Chief Fire Officer

Tel No: 01443 232007

Email: h-jakeway@southwales-fire.gov.uk

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 14

9 MAY 2011

REPORT OF THE T/ASSISTANT CHIEF FIRE OFFICER
TECHNICAL SERVICES**USE BY CHIEF FIRE OFFICER OF EMERGENCY DELEGATED
POWERS****SUMMARY**

This Report advises Members of the use of Emergency Powers by the Chief Fire Officer in consultation with the Chairman of the Fire & Rescue Authority to approve attendance at the Tetra World Conference in Budapest.

RECOMMENDATION

That Members note the use by the Chief Fire Officer of his Emergency Powers to authorise the attendance of Mr T Gilbert to attend the Tetra World Congress Conference 2011 in Budapest.

1. ISSUES

- 1.1 As Members will be aware Standing Orders require that Officers invited to travel abroad for business purposes require Fire and Rescue Authority approval.
- 1.2 The Tetra World Congress Conference is the premier annual event where 2000 delegates from around the world share information and ideas for development of trunked radio systems based on the TETRA (Terrestrial Trunked Radio) Standard. This Standard is the basis of the Airwave network currently being installed in all Fire & Rescue Services in the UK.
- 1.3 Mr Tim Gilberts, ICT Systems Manager, was invited by the organisers of the Tetra World Congress Conference to lead a Masterclass on Tetra Security. Mr Gilberts was the Project Manager for the All-Wales Resilience project and has a wealth of knowledge on this subject.
- 1.4 The event is taking place in Budapest between 24-27 May 2011 and as travel bookings had to be made before the date of this meeting the Chief Fire Officer in consultation with the

Chairman of the Fire & Rescue Authority authorised attendance at this event.

2. FINANCIAL IMPLICATIONS

- 2.1 The accommodation costs will be met by CAPITA SIS who will be co-presenting the Masterclass and the conference organisers have agreed to pay £250 towards the flight. The resulting financial impact to the Authority will be up to £500 which will cover the balance of the flight and other local travel costs. The expenditure will be maintained within the existing subsistence budget.

3. RECOMMENDATION

- 3.1 That Members note the use by the Chief Fire Officer of his emergency powers to authorise the attendance of Mr T Gilbert to attend the Tetra World Congress Conference 2011 in Budapest.

GREG CLEMENT

T/ASSISTANT CHIEF FIRE OFFICER – TECHNICAL SERVICES

Contact Officer:

Greg Clement

T/Assistant Chief Fire Officer – Technical Services

Tel No: 01443 232008

Email: gj-clement@southwales-fire.gov.uk

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 15

9 MAY 2011

REPORT OF THE DEPUTY CHIEF OFFICER

PERMANENT APPOINTMENT OF A KEY POST WITHIN RISK REDUCTION (STATION MANAGER – CONTROL)**SUMMARY**

Following an extended trial, a permanent appointment of a key post within Risk Reduction (Station Manager - Control) is sought for approval.

The post has been a temporary addition to the salary budget since 2008. The post has proved a valuable asset and is figured into the 2011/2012 budget.

WAG funding of £267k is used to tackle arson related incidents, attacks on fire crews, reduction in False Alarms and is key in our statutory contribution to the Crime and Disorder Act.

RECOMMENDATION

That Members of the Fire & Rescue Authority support this proposal and agree to establish this post.

1. BACKGROUND

- 1.1 Following a Risk Reduction Plan proposal in 2008, an opportunity to trial a temporary post within the Fire Crime Unit with Risk Reduction was taken. This post initially linked to the then newly commissioned Single Non-Emergency Number (SNEN) facility in Cardiff. This provided a valuable FRS presence within the Police-centred activities that emanate from 101 House.
- 1.2 Since the appointment, the role has further expanded, with the post holder using Fire Control experience and knowledge to provide a depth of interrogation to our own data systems and those held by partner agencies (notably Police) to identify the locations of increased anti-social behaviour

resulting in an increase in arson related incidents, false alarms, attacks on firefighters. This post is able to brief and advise Managers and teams in the Community Safety function and thereby deploy to those areas identified to take proactive steps to reduce arson, malicious false alarms and youth annoyance. So far, our recent data has shown that this is a successful strategy, with a positive influence on the relevant core and strategic indicators. This data and intelligence is then made available to the Community Safety Partnerships, thus providing an holistic picture.

- 1.3 The organisation has recently invested in the MOSAIC data intelligence system. This is highly useful and powerful tool that uses a number of datasets to identify homes and areas at risk from fire (accidental and deliberately set). The system even suggests individual domestic residencies that are likely to have a fire, so that the FRS can proactively install smoke alarms and conduct a home fire safety assessment. This post is central in the systems use and is already producing important data that drives the focus and targeting of Risk Reduction activities.
- 1.4 The number of deliberately set primary and secondary fires – although decreasing since 2008 - remains a challenge and stretch targets have been set for 2011/2012. A relevant extract from the report received by FAPM for the third quarter of 2011 is attached for Members information.

2. ISSUE

- 2.1 In order to maintain this extremely important work, it is recommended to make the current temporary post a substantive post.
- 2.2 It is important to note that the post works alongside the newly combined Fire Crime and Arson Reduction Team that now attracts £267k of annual WAG funding. This notable amount of funding includes 5 directly WAG funded posts.
- 2.3 An opportunity to commit our own resources, to that provided by WAG, is present and represents an opportunity to maximise the effectiveness of our community safety activity in best influence our core and strategic indicators.

3. FINANCIAL IMPLICATIONS

- 3.1 The cost of the post £46,258 is already accounted for in the Salary budget and has been since 2008. There is no increase in salary costs as this is already accounted for.

4. CRIME, DISORDER & OTHER LEGAL IMPLICATIONS

- 4.1 The work of the Fire Crime Unit is directly related to our contribution to the Crime and Disorder Act.
- 4.2 The work of the post will ensure that the continued success of the Service is maintained in the further reduction of anti social fire setting, the reduction of false alarms and attacks on firefighters.

5. PERSONNEL IMPLICATIONS

- 5.1 There will be an increase in the substantive establishment by one Station Manager (Control). An examination of whether the post could be undertaken by non-uniformed role was conducted, however due to the specialist knowledge of Control and Mobilising systems and Operational procedures the added value brought by a uniform post is considered appropriate and valuable. Moreover, this post also represents a new career path for Control staff, bridges traditional departmental boundaries and provides resilience to the management of control and deployment of operational resources.

6. REPRESENTATIVE BODY CONSULTATION

- 6.1 Full agreement was given by the FBU to trial the post in 2008.

7. RECOMMENDATION

- 7.1 That the Members of the Fire & Rescue Authority support this proposal and agree to establish this post.

HUW JAKEWAY

DEPUTY CHIEF OFFICER

Contact Officer:

Martin Henderson

Head of Risk Reduction

Tel No: 07979 876341

Email: m-henderson@southwales-fire.gov.uk

AGENDA ITEM NO 16

**Flexible Rostering
(Presentation)**

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

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

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

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|---|--|---|--|--|
| Report on Progress of implementation of Risk Reduction Plan 2010/11 | To update Members upon progress of the implementation of the current years Risk Reduction Plan | DCO Contact Officer: Huw Jakeway | 13 Dec 2010 9 May 2011 | Dec update completed – May update deferred due to update having been given in February Chairman's newsletter |
| Draft Risk Reduction Plan 2012/13 Report | To seek Members approval to draft Risk Reduction Plan for publication for public consultation | DCO Contact Officer: Huw Jakeway | 9 May 2011 | On agenda |
| Report on Draft Improvement Objectives for 2012/13 | To seek members agreement to the corporate objectives | DCO Contact Officer: Kevin Rudge | 9 May 2011 | On agenda |

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

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

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

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|--|--|---|--|---|
| Report on AFA's | To inform members of result of pilot scheme | DCO Contact officer: Rod Hammerton | 13 Dec 2010 | Deferred due to insufficient data at the current time |
| Review of Hydrant Testing Arrangements | To inform members of progress made | ACO TS Contact Officer: Greg Clement | 9 May 2011 | On agenda |
| Presentation on the Bernie Project | To advise Members of the objectives and outcomes of the project to reduce deliberately set grass fires | DCO Contact Officer: Martin Henderson | 7 Feb '11 | Completed |
| RRP Communications Strategy & Joint Consultative Forum | To consider if it would be appropriate to re-establish the Joint Consultative Forum as a mechanism for consulting over RRP proposals | DCO Contact Officer: Huw Jakeway | 9 May'11 | On agenda |

| Report Name | Purpose of Piece of Work | Lead Director/ Contact Officer | Expected Date of Decision/ Submission/ Review | Progress |
|--|--|--|---|---|
| Review of Overtime | To update Members on the review of overtime that is being undertaken | ACO PS Contact Officer: Phil Haynes | 9 May'11 | On agenda |
| Update on the re-development of the Cardiff Central Fire Station | To update members on developments with the scheme progress since the last report in February | ACO CS Contact Officer: S Murton | 9 May 2011 | On agenda within strategic property update report |
| WAO Annual Improvement Letter | To advise members of the key issues emanating from the annual report | ACO CS Contact Officer: S Murton | 9 May 2011 | On agenda |
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| | | | | |

CFO Andy Marles - Ext 2006

J-GRIFFIN@southwales-fire.gov.uk

Huw Jakeway - DCO - Ext 2007

h-jakeway@southwales-fire.gov.uk

Sally Murton – ACO/CS - Ext 2009

s-murton@southwales-fire.gov.uk

Phil Haynes – ACO/PS - Ext 2159

p-haynes@southwales-fire.gov.uk

Greg Clements – T/ACFO Technical Services - Ext 2542

GJ-Clement@southwales-fire.gov.uk

Steve Greenslade - Treasurer Tel. 01633 644266

stevegreenslade@monmouthshire.gov.uk

Calvin Powell – BSM Business Support Manager - Ext 2020

CA-POWELL@southwales-fire.gov.uk

Geraint Thomas – HF&P Head of Finance & Procurement - Ext 2074

GB-Thomas@southwales-fire.gov.uk

Mark Malson – HHR Head of Human Resources - Ext 2024

M-Malson@southwales-fire.gov.uk

Martin Henderson – HRR Head of Risk Reduction - Ext 2419

m-henderson@southwales-fire.gov.uk

Rod Hammerton – HOps Head of Operations - Ext 2119

r-hammerton@southwales-fire.gov.uk

Kevin Rudge – HPP Head of Performance Planning - Ext - 2031

k-rudge@southwales-fire.gov.uk

