

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

SOUTH WALES FIRE & RESCUE AUTHORITY

COMMITTEE: Finance, Audit & Performance Management Committee

DATE: Monday, 7 March 2022 at 1030 hours

VENUE: To be held on Star leaf, access code: 4529601470

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

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

A G E N D A

1. Apologies for Absence
2. Roll Call
3. Declarations of Interest

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

4. Chairperson's Announcements
5. To Receive the Minutes of:

- Finance, Audit & Performance Management Committee held on Monday 13 December 2021

- Finance, Asset & Performance Management Scrutiny Group held on Monday 6 December 2021 11

Reports for Decision

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| 16. | To consider any items of business that the Chairperson deems urgent (Parts 1 or 2) | 211 |

Signature of Proper Officer:



MEMBERSHIP

Councillors:

M	Colbran	Merthyr Tydfil
M	Spencer	Newport
P	Drake	Vale of Glamorgan
D	De'Ath	Cardiff
S	Evans	Torfaen
W	Hodgins	Blaenau Gwent
A	Hussey	Caerphilly
S	Morgans	Rhondda Cynon Taf
V	Smith	Monmouthshire
D	White	Bridgend

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SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT MEETING

HELD ON MONDAY 13 DECEMBER 2021 AT
IN MEETING ROOM 8 OR REMOTELY VIA STARLEAF

96. PRESENT:

Councillor

Left

S Evans (Chair)	Torfaen
M Colbran	Merthyr Tydfil
P Drake	Vale of Glamorgan
W Hodgins	Blaenau Gwent
A Hussey	Caerphilly
S Morgans	Rhondda Cynon Taff
V Smith	Monmouthshire
M Spencer	Newport

APOLOGIES:

W Hodgins (Due to a faulty network connection)	Blaenau Gwent
S Chapman	Monitoring Officer

ABSENT:

D White (Deputy Chair)	Bridgend
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OFFICERS PRESENT:- Mrs S Watkins – Deputy Monitoring Officer, Mr C Barton – Treasurer, T/ACO G Thomas – Temporary Director of Corporate Services, Ms L Townsend – Accountancy Technician, Ms H Cargill – TIAA Internal Auditor

97. DECLARATIONS OF INTEREST

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

The Chair declared a personal interest in items which related to planning applications for New Inn Fire Station.

Councillor Morgans declared an interest in Agenda item 7 which related to properties within the Rhondda Cynon Taff Unitary Authority area.

98. CHAIR'S ANNOUNCEMENTS

• REPLACEMENT FOR COUNCILLOR EBRAHIM

Members were informed that due to the recent resignation of Councillor Ebrahim from the Fire & Rescue Authority, Cardiff Council had confirmed that Councillor De'Ath had been appointed as his replacement. Once the relevant paperwork had been completed, Councillor De'Ath was expected to commence his new appointment on 20 December, 2021.

• REMEMBRANCE DAY PARADE – TORFAEN

The Chair informed Members that he had recently attended the Remembrance Day Parade in Torfaen, and was pleased to note that the Firefighter Cadets were also in attendance and were a credit to the Service.

99. MINUTES OF PREVIOUS MEETING

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

- Finance, Asset & Performance Management Committee meeting held on 20 September, 2021
- Finance, Audit & Performance Management Scrutiny Group meeting held on 18 January, 2021
- Finance, Asset & Performance Management Scrutiny Group held on 11 October, 2021

The Deputy Monitoring Officer advised Members that at the last Finance, Asset & Performance Management Scrutiny Group meeting on 11 October, 2021, it had been unanimously agreed to add the following further recommendation to Item 7 within the minutes 'Property Asset Strategy 2021/22' report:-

- 7.3 *Members agreed that Local Authority Building Control Inspectors would be used when dealing with property issues.*

The Deputy Monitoring Officers assured Members that the minutes recorded on 11 October, 2021, had now been amended

100. REPORTS FOR DECISION

100.1 PROPOSED REFORMS AND NEW TERMS OF REFERENCE FOR SCRUTINY COMMITTEE

The ACO Corporate Services reminded Members that they would be aware that several reports on the proposed reforms and new Terms of Reference for the Scrutiny Committee had been presented to the Finance Audit & Performance Management Committee, and the Fire & Rescue Authority, for discussion and consideration.

RESOLVED THAT

Following lengthy discussion on the options for the Scrutiny Committee outlined in paragraphs 2.4 and 2.5 within the report, and on receiving further clarification and assurance from Officers, Members unanimously agreed for proposals to be presented back to the Fire & Rescue Authority.

100.2 REVENUE MONITORING REPORT 2021/2022

The Temporary ACO Corporate Services informed Members that the Revenue Monitoring report provided details of the annual revenue budget and associated information for the year ending 31 March 2022.

RESOLVED THAT

- 100.2.1 Members unanimously agreed to note and agree the content of the Revenue Monitoring report 2021/2022.
- 100.2.2 Following a question and answer session, Officers agreed to ensure the correct terminology was included in future reports.

- 100.2.3 Officers also agreed to provide Members with further details on why the figures for Auxiliary Reserves had decreased.
- 100.2.4 Following further discussion, Officers agreed to include details on environmental impacts within future reports.

100.3 CAPITAL MONITORING REPORT 2021/22

The Temporary ACO Corporate Services informed Members that the Capital Monitoring report provided details of the capital budget, transactions to date, and the forecast year end position.

RESOLVED THAT

- 100.3.1 Members unanimously agreed to note the budget and progress of capital schemes, and approved the alterations identified in Appendix 1 attached to the report, and associated movements in funding.
- 100.3.2 Following a query raised by Councillor Smith, Officers agreed to find out what a 'Hose Inflation Kit' does, and to provide a response in due course.

100.4 REVENUE AND CAPITAL BUDGET SETTING UPDATE REPORT

The Treasurer informed Members that the presented report included an update to the draft Revenue Budget proposals considered by the Finance, Audit & Performance Management Committee and the Scrutiny Group at their previous meetings, together with the associated Capital Programme.

At its December meeting, the Fire & Rescue Authority would consider a draft budget for consultation during December and January, prior to setting its final budget in February 2022.

The report included a proposed Revenue Budget of £79,304,057, representing a 2.29% increase over that set for 2021/22.

RESOLVED THAT

Members unanimously agreed to note the update to the proposed Revenue and Capital Budgets and recommended them to the Fire & Rescue Authority as the basis for consultation.

100.5 TREASURY MANAGEMENT MID-TERM REVIEW REPORT 2021/22

The Treasurer informed Members that the Treasury Management Mid-Term Review report provided an update on the Authority's treasury activities for the period 1 April – 30 September, 2021.

RESOLVED THAT

Members unanimously agreed to note the report and treasury activity for the period 1 April – 30 September, 2021, and recommended that the Fire & Rescue Authority do the same.

The Chair thanked Officers for their excellent report

101. REPORTS FOR INFORMATION

101.1 INTERNAL AUDIT PROGRESS REPORT & AUDIT ACTION UPDATE

The Internal Auditor presented a report which updated Members upon the progress being made against the Internal Audit Plan 2021/2022.

RESOLVED THAT

Members agreed to note the internal audit recommendations and work completed to date on the Internal Audit Annual Plan 2021/2022.

101.2 FORWARD WORK PROGRAMME 2021/2022

The Temporary ACO Corporate Services provided a brief overview of the Forward Work Programme for 2021/2022, and advised Members that the 'Audit & Plan Scheme Updates' would be deferred to the next meeting in March 2022.

RESOLVED THAT

Members agreed to note the Forward Work Programme for 2021/2022.

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

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

SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE FINANCE, ASSET & PERFORMANCE SCRUTINY GROUP MEETING HELD ON MONDAY 6 DECEMBER 2021 AT SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

14. PRESENT:

L Brown (Chair)	Monmouthshire
G Holmes	Rhondda Cynon Taff
A Hussey	Caerphilly
H Jarvie	Vale of Glamorgan
A Lister	Cardiff
S Malson	Torfaen
S Morgans	Rhondda Cynon Taff
D Naughton	Cardiff
R Shaw	Bridgend
H Thomas	Newport

APOLOGIES:

D Ali	Cardiff
V Smith	Monmouthshire
J Williams	Cardiff
DCO S Chapman	Monitoring Officer

ABSENT:

M Spencer	Newport
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OFFICERS PRESENT: - T/DCFO Richard Prendergast – Director of Technical Services, T/ACO G Thomas – Director of Corporate Services, Mrs S Watkins – Deputy Monitoring Officer, Mr C Barton – Treasurer, Mr C Temby – Head of Fleet & Engineering, Mr C Williams – Head of ICT, AM N Williams – Head of Operational Risk Management

15. DECLARATIONS OF INTEREST

No declarations of interest were made.

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16. CHAIRPERSON'S ANNOUNCEMENTS

There were no Chairperson's announcements to record.

17. MINUTES OF PREVIOUS MEETING

The minutes of the Finance, Asset & Performance Management Scrutiny Group meeting held on 11 October, 2021, were received and accepted as a true record of proceedings, subject to the following amendment:-

- Members unanimously agreed to add the following extra recommendation to Item 7 within the minutes 'Property Asset Strategy 2021/22' report:-

7.3 Members agreed that Local Authority Building Control Inspectors would be used when dealing with property issues.

17.1 MATTERS ARISING

With reference to Item 9 within the minutes, 'Appointment of Member Champions', the ACO Corporate Services requested Members to consider nominations for the following two vacancies:- ICT and Fleet & Engineering.

Following discussion, Members unanimously agreed that Councillor Smith would continue as the Member Champion for Land & Buildings, and Councillor J Williams would continue as the Member Champion for Operations & Personal Equipment. The two vacancies would be deferred until the new Municipal Year, and the next Annual General Meeting in June 2022.

With reference to updating the Terms of Reference, the ACO Corporate Services assured Members that a report had already been approved by the HR & Equalities Committee, and was due to be presented to the Finance, Audit & Performance Management Committee, before finally being presented to the full Fire & Rescue Authority for final approval in March 2022.

18. REPORT FOR DECISION

18.1 CIPFA FINANCIAL MANAGEMENT CODE

The Treasurer advised Members that good financial management was an essential element of good governance and longer-term service planning, which was critical in ensuring that local service provision was sustainable.

The Financial Management Code (FM Code) was designed to support good practice in financial management, and to assist local authorities in demonstrating their financial sustainability. For the first time the Financial Management Code set out the standards of financial management for local authorities.

The Financial Management Code had been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and introduced because the exceptional financial circumstances faced by local authorities had revealed concerns about fundamental weaknesses in financial management, particularly in relation to organisations that may be unable to maintain services in the future.

CIPFA considered application of the Financial Management Code to be a collective responsibility of each Authority's organisational leadership team. The Financial Management Code should be adopted by each local authority to underpin its governance and management processes.

RESOLVED THAT

- 18.1.1 Following consideration of the content of the Financial Management Code, Members made the necessary recommendations to the Finance, Audit & Performance Management Committee on areas which it believed should be strengthened or improved.
- 18.1.2 Following a lengthy question and answer session on the 'Potential Actions' contained within the report, and discussion on how to improve consultation with local authorities, Officers agreed to consider carrying out a survey with Councillors in Local Authorities and how it could be constructed.

19. REPORTS FOR INFORMATION

19.1 REVIEW OF FLEET & VEHICLES STRATEGY, BUDGET & PLANNING ASSUMPTIONS AND PROGRESS AGAINST THE PLAN

The Head of Fleet & Engineering informed Members that the presented report supported the 2017-2021 Fleet Asset Management Plan.

RESOLVED THAT

Following a question and answer session on electrified vehicles and the lifespan of batteries, Members agreed to note the contents of the report which supported the attached plan.

19.2 REVIEW OF ICT STRATEGY, BUDGET & PLANNING ASSUMPTIONS, PROJECT OVERVIEW, AND PROGRESS AGAINST THE PLAN TO INCLUDE CAPITAL REPORT

The Head of ICT informed Members that the presented report provided a review of the ICT Strategy, budget and planning assumptions, and an overview of the key projects which included a capital report.

RESOLVED THAT

Following a question and answer session on networking issues, Members agreed to note the contents of the report.

19.3. OPERATIONAL AND PERSONAL EQUIPMENT STRATEGY, BUDGET AND PLANNING ASSUMPTIONS 2020-2025

The Head of Operational Risk Management presented a report which updated Members on the Operational and Personal Equipment Strategy 2020-2025.

RESOLVED THAT

Members agreed to note the contents of the report.

19.4 FORWARD WORK PROGRAMME 2021/2022

The T/ACO Corporate Services provided a brief overview of the Forward Work Programme for 2021/2022.

RESOLVED THAT

- 19.4.1 Members agreed to note the Forward Work Programme for 2021/2022.
- 19.4.2 Following a proposal to bring next April's meeting forward, Members unanimously agreed that the meeting would take place on 4 April 2022.
- 19.4.3 Officers assured Members that appointing new Members Champions would be deferred to the next Municipal Year, and the Terms of Reference would be added to the Forward Work Programme.

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

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

The Chair closed the meeting by thanking Members for their attendance and to Officers for their informative reports. She also took the opportunity to wish all Members and Officers a very Merry Christmas and Happy New Year.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 6
7 MARCH 2022

FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE

REPORT OF THE TREASURER

CIPFA FINANCIAL MANAGEMENT CODE

THIS REPORT IS FOR DECISION

REPORT APPROVED BY TREASURER

PRESENTING OFFICER TREASURER

SUMMARY

Good financial management is an essential element of good governance and longer-term service planning, which are critical in ensuring that local service provision is sustainable.

The Financial Management Code (FM Code) is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability. For the first time the FM Code sets out the standards of financial management for local authorities.

The FM Code has been developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and introduced because the exceptional financial circumstances faced by local authorities have revealed concerns about fundamental weaknesses in financial management, particularly in relation to organisations that may be unable to maintain services in the future.

CIPFA considers application of the FM Code to be a collective responsibility of each authority's organisational leadership team. The FM Code should be adopted by each local authority to underpin its governance and management processes.

RECOMMENDATIONS

That the Committee confirm adoption of the Code noting the comments of the FAPM Scrutiny Group.

1. BACKGROUND

- 1.1 Following concerns about the sustainability of local authority finances arising from the economic downturn over the last decade, CIPFA

developed and launched a new Financial Management Code to assist local authorities in developing and delivering a sustainable financial framework to underpin their operations.

- 1.2 Local authorities were required to apply the requirements of the FM Code with effect from 1 April 2020. CIPFA considered that the implementation date of April 2020 should indicate the commencement of a shadow year and that by 31 March 2021, local authorities should be able to demonstrate that they are working towards full implementation of the code. The first full year of compliance with the FM Code will therefore be 2021/22.
- 1.3 As indicated in last year's Annual Governance Statement due to the Covid pandemic, approval has been delayed until 2021/22 and this report is part of that approval process in South Wales Fire Authority. Discussions with Audit Wales have covered the disruption arising from COVID and the latest Annual Governance Statement included the intent to implement the FM Code.
- 1.4 The Finance, Audit and Performance Scrutiny Group considered the content of the Code at its December meeting.

2. ISSUE / PROPOSAL

- 2.1 There are six Principles of Good Financial Management developed by CIPFA in collaboration with senior leaders and practitioners who work within or have a stake in good local authority financial management. These principles are the benchmarks against which all financial management should be judged. CIPFA's view is that all financial management practices should comply with these principles. They are as follows:-

2.1.1 **Organisational leadership** demonstrating a clear strategic direction based on a vision in which financial management is embedded into organisational culture.

2.1.2 **Accountability** based on medium-term financial planning that drives the annual budget process supported by effective risk management, quality supporting data and whole life costs.

2.1.3 Financial management is undertaken with **transparency** at its core using consistent, meaningful and understandable data, reported frequently with evidence of periodic officer action and elected member decision making.

- 2.1.4 Adherence to **professional standards** is promoted by the leadership team and is evidenced.
- 2.1.5 Sources of **assurance** are recognised as an effective tool mainstreamed into financial management, including political scrutiny and the results of external audit, internal audit and inspection.
- 2.1.6 The **long-term sustainability** of local services is at the heart of all financial management processes and is evidenced by prudent use of public resources.
- 2.2 The FM Code translates these principles into financial management standards. These financial management standards will have different practical applications according to the different circumstances of each authority and their use should therefore reflect this. The principle of proportionality is embedded within this code and reflects a non-prescriptive approach.
- 2.3 The financial management standards set out the professional standards needed if a local authority is to meet the minimal standards of financial management acceptable to meet fiduciary duties to taxpayers, customers and lenders. Since these are minimum standards, CIPFA's judgement is that compliance with them is obligatory if a local authority is to meet its statutory responsibility for sound financial administration. Beyond that, CIPFA members must comply with it as one of their professional obligations. The following summarises the standards expected.

The responsibilities of the chief finance officer and leadership team

- The leadership team are able to demonstrate that the services provided by the authority provide value for money.
- The authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government.

Governance and financial management style

- The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.
- The authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016).
- The financial management style of the authority supports financial sustainability.

Long to medium-term financial management

- The authority has carried out a credible and transparent financial resilience assessment.
- The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members.
- The authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities.
- The authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans.

The annual budget

- The authority complies with its statutory obligations in respect of the budget setting process.
- The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves.

Stakeholder engagement and business plans

- The authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget.
- The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.

Monitoring financial performance

- The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.
- The leadership team monitors the elements of its balance sheet that pose a significant risk to its financial sustainability.

External financial reporting

- The chief finance officer has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the Code of Practice on Local Authority Accounting in the United Kingdom.
- The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions.

2.4 Appendix 1 of the report shows how the above standards map across to the six key principles and forms a useful visual guide to the Code.

2.5 To consider the adoption of the FM Code, officers from within the Finance Team and the Senior Management Team together with the Treasurer have undertaken a self-assessment exercise considering all

the required standards. The results of that exercise are included as Appendix 2 to this report.

- 2.6 The FAPM Scrutiny Group considered the content of the Code and the Self Assessment at its December meeting and made the following observations.

- Observation 1 TBC
- Observation 2 TBC
- Observation 3 TBC etc

3 IMPLICATIONS

3.1 Community and Environment

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

3.1.1 Whilst the code itself does not directly impact on the matters above, the financial sustainability of the Authority is an imperative to support its functions and operations into the future.

3.2 Regulatory, Strategy and Policy

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

3.2.1 The Authority must comply with regulatory requirements which includes the adoption of relevant Codes of Practice. Failure to adopt the Code could represent a risk to the sustainability of the Service.

3.3 Resources, Assets and Delivery

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

3.3.1 The Service's assets and finances are dependent on sustainable financial management practices.

4 EVALUATION & CONCLUSIONS

- 4.1 The Authority's financial practice and governance already meets the standards and requirements of the FM Code however, there are areas which the Authority could consider strengthening and / or improving as outlined in the self-assessment document attached.
- 4.2 Regulatory reports have not highlighted any significant weaknesses in the Authority's governance or financial systems which supports this self-assessment.

5 RECOMMENDATIONS

- 5.1 That the Committee confirm adoption of the Code noting the comments of the FAPM Scrutiny Group.

Contact Officer:	Chris Barton Treasurer
Background Papers	None
Appendices	Appendix 1 – FM Code Appendix 2 – Self-Assessment

CIPFA FINANCIAL MANAGEMENT CODE

Appendix 1

The FM Code



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CIPFA FINANCIAL MANAGEMENT CODE

Appendix 2
Self-Assessment

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
Leadership				
A	The leadership team is able to demonstrate that the services provided by the Authority provide value for money	High	<p>Procurement controls, contract and financial regulations determine appropriate procedures and outcomes.</p> <p>The Leadership Team ensures that all services tendered by the Fire Authority provide the best use of resources. This includes ensuring that all tenders consider VFM by evaluating the quality of the service and not just the price. Requirements to ensure compliance with other statutory and Wales specific legislation are also included.</p> <p>A comprehensive performance management system is being embedded in the Service.</p> <p>External and Internal Audit can comment on value for money and efficiency as part of their routine and thematic reviews.</p> <p>Peer review systems exist within Wales to feedback on performance.</p>	<p>Consultation on budgets / road shows</p> <p>MTFS comparisons year to year</p> <p>Service statistics / profile</p> <p>Recommended actions</p> <p>Consider appropriate use of benchmarking data where comparators can be established</p> <p>Improve Procurement Contract Management</p>

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
B	The Authority complies with the CIPFA Statement on the Role of the Chief Finance Officer in Local Government.	High	<p>The Treasurer is a qualified accountant with significant experience who is a member of the Leadership Team. The Treasurer also attends all Fire Authority, FAPM Committee and Scrutiny Group meetings.</p> <p>Formal reports are required to include specific comment on financial implications.</p> <p>The Finance and Procurement Team includes professionally qualified officers. Internal Audit is procured externally.</p> <p>The Authority procures additional professional expertise and advice in relation to technical accounting, treasury management, valuation, actuarial, taxation and other matters as necessary.</p>	<p>Recommended actions</p> <p>Implement process for Finance staff to 'sign off' report implications</p>

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
O	The leadership team monitors the elements of its balance sheet that pose a significant risk to its financial sustainability.	High	<p>The Fire Authority has a strong Balance Sheet and there are no current risks to financial sustainability.</p> <p>The Authority maintains and regularly reviews a risk register including matters which have a financial impact.</p> <p>The FAPM Committee receives reports on the Authority's Accounts, MTFS, budgets and Reserves. Auditors are invited to attend these meetings and Members can avail themselves of discussing matters with auditors without officers present.</p> <p>Capital Strategy.</p> <p>Questions to those charged with governance!</p>	<p>Reports to FA</p> <p>Recommended actions</p> <p>Continue development of BMIS Finance Dashboard</p>
Accountability				
D	The Authority applies the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016).	High	The Annual Governance Statement (AGS) is produced annually and audited as part of the Statement of Accounts. It includes an Annual Internal Audit Report on the effectiveness of the internal control environment and systems of internal control.	AGS

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
P	The chief finance officer has personal and statutory responsibility for ensuring that the statement of accounts produced by the local authority complies with the reporting requirements of the Code of Practice on Local Authority Accounting in the United Kingdom	High	<p>The Statement of Accounts is prepared in compliance with The Code.</p> <p>Assurance is provided through External Audit and Internal Audit.</p> <p>Reporting timescales are complied with.</p>	External Audit reports
Q	The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions.	High	<p>Final outturn reports for Revenue and Capital are presented to FAPM Committee and the Leadership Team and enables strategic financial decisions to be made.</p> <p>The Statement of Accounts includes a reconciliation of the Comprehensive Income and Expenditure Statement to the information provided in outturn reports.</p>	<p>Reports to FA</p> <p>Statement of Accounts</p>
Transparency				
L	The Authority has engaged where appropriate with key stakeholders in developing its long-term financial strategy, medium-term financial plan and annual budget.	High	<p>As part of its Strategic Planning, the Authority undertakes consultation with stakeholders.</p> <p>The Council undertakes budget consultations with its constituent authorities.</p> <p>Consultation responses are reported to decision makers.</p>	<p>Recommended actions</p> <p>Extend consultation to all council members</p>

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
M	The Authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.	Medium	<p>The Fire Authority has a robust procurement process for the evaluation of tenders and contracts including VFM, price and quality. An evaluation matrix is used to record all scores.</p> <p>Annual budget processes include a bidding round for revenue and capital investment need.</p> <p>Where specific projects require option appraisal, suitable financial analysis is undertaken.</p>	
Standards				
H	The Authority complies with the CIPFA Prudential Code for Capital Finance in Local Authorities.	High	<p>The Fire Authority has a Capital Programme and Strategy compliant with the Prudential Code based on asset replacement programmes and surveys.</p> <p>Treasury Management processes and reporting is in place to properly finance and account for capital.</p> <p>The Authority uses external Treasury Management Advisors.</p>	Reports to FA
J	The Authority complies with its statutory obligations in respect of the budget setting process.	High	<p>The Fire Authority produces an annual budget and meets all the requirements of current legislation.</p> <p>Budgets and Reserves are reviewed by the Treasurer as part of the MTFS.</p> <p>The Council has a Reserves Strategy that maintains adequate contingency reserves and allows for invest to save activity.</p>	Reports to FA

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
K	The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves.	High	<p>The budget reports include statements from the Treasurer on the robustness of estimates and a statement on the adequacy of the proposed reserves.</p> <p>A risk assessed minimum level of general reserves is maintained.</p>	Reports to FA
Assurance				

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
C	The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.	Medium	<p>The Fire Authority has a reported and published process for good governance and internal control.</p> <p>All members of the Leadership Team are required to follow these procedures and to ensure their teams do as well. The Annual Governance Statement highlights the role of the Leadership Team in supporting good governance within the Fire Authority.</p> <p>Job descriptions and the job evaluation system recognise management of resources as a key responsibility.</p> <p>The FAPM Committee provides independent assurance over governance, the risk and internal controls within the Fire Authority.</p> <p>Updates are provided to the FAPM Committee on its governance and internal control processes.</p> <p>The Treasurer and Monitoring Officer attend the FAPM Committee. Internal Auditors attend as required to present reports on the internal control environment within the Fire Authority. The Internal Audit team carry out several audits and follow up audits during the year to continually test internal controls.</p>	<p>Recommended actions</p> <p>Improve consistency of project documents for evaluation, approval, monitoring and review across the whole Service</p>

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
F	The Authority has carried out a credible and transparent financial resilience assessment.	High	<p>The Fire Authority's funding is from its constituent council budget contributions. The legislative framework within which the Fire Authority operates ensures that it can always draw down sufficient resources to balance its budget. The Authority does however set its budget in full cognisance of the resources available to its funding partners.</p> <p>The planning processes within the Authority identify financial costs and pressures for inclusion in the MTFS.</p>	Reports to FA
N	The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.	High	<p>The FAPM Committee and Leadership Team members receive financial reports. Budgets are vired in response to matters identified.</p> <p>The Authority has no history of significant overspending.</p>	Reports to FA
Sustainability				
E	The financial management style of the Authority supports financial sustainability.	High	<p>The Fire Authority has a central Finance and Procurement Team with access to all Service Areas and the Leadership Team. Similarly, these professionals are available to support other teams.</p> <p>Budgetary control is devolved to specific managers with support for monitoring.</p> <p>The Authority operates a prudent approach to budgeting and has a low dependency on volatile sources of income.</p>	

Ref	FM Standard	Compliance	Current Position	Evidence / Actions
G	The Authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members.	High	<p>The Treasurer presents both draft and final budgets to the Fire Authority for approval. These reports are scrutinised informally and formally through various stages.</p> <p>The Council produces a five-year MTFS informed by its Strategic Plan and known Service changes and pressures.</p>	Reports to FA
I	The Authority has a rolling multi-year medium-term financial plan consistent with sustainable service plans.	High	<p>The Fire Authority prepares a multi-year rolling budget, which provides details of budget allocation across the directorates.</p> <p>The service and financial planning process contributes to budget preparation and the outcome of this process inform the MTFS and supporting financial plans.</p>	Reports to FA

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SOUTH WALES FIRE & RESCUE AUTHORITY

**AGENDA ITEM NO 7
7 MARCH 2022**

FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE

REPORT OF TREASURER

TREASURY MANAGEMENT STRATEGY 2022/23

THIS REPORT IS FOR DECISION

REPORT APPROVED BY THE TREASURER

**REPORT PRESENTED BY TEMP HEAD OF FINANCE, PROCUREMENT
& PROPERTY**

SUMMARY

To recommend for approval the Authority's Annual Treasury Management Strategy.

RECOMMENDATION

That the Finance, Audit & Performance Management Committee note the following and recommend for Fire Authority approval:

- The Treasury Management Strategy Statement (TMSS);
- Capital Prudential Indicators and Minimum Revenue Provision (MRP) Policy
- Borrowing Policy and Treasury Indicators / limits
- Annual Investment Strategy (AIS)
- The Treasurer to update Strategies and Policies as necessary throughout the year.

1. BACKGROUND

- 1.1 The Fire & Rescue Authority is required to approve in advance of each financial year its governance arrangements for treasury management activities. Detailed explanations of what these are, are contained in Appendix 1.
- 1.2 All Local Authority bodies are required by statute to approve the treasury management strategy and associated policies annually.

2. ISSUE

- 2.1 The purpose of this report is for Members to consider the treasury management activities required to deliver capital spending plans in a prudent and sustainable manner and ensure cash resources are managed effectively.

3 FINANCIAL IMPLICATIONS

- 3.1 The approval of the Treasury Management Strategy provides the control framework within which officers can operate to ensure that as far as possible the costs of borrowing are minimised, and investment opportunities are maximised and adequate liquidity is maintained so that payments can be made when they fall due, whilst ensuring risk is kept to a minimum.
- 3.2 The capital prudential indicators show the financial impact of capital investment decisions to assess if those decisions are affordable, prudent and sustainable.
- 3.3 The treasury management indicators set constraints to ensure decisions are made in accordance with good practice.
- 3.4 The MRP policy determines how the Authority will determine the amount that must be set aside from revenue each year to repay external debt.

3.5 Community and Environment

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

3.6 Regulatory, Strategy and Policy

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

3.7 Resources, Assets and Delivery

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

4. RECOMMENDATION

- 4.1 That the Finance Audit & Performance Management Committee note the following and recommend for Fire Authority approval:

The Treasury Management Strategy Statement (TMSS)
 Capital Prudential Indicators and Minimum Revenue Provision (MRP) Policy
 Borrowing Policy and Treasury Indicators / limits
 Annual Investment Strategy (AIS)
 The Treasury to update Strategies and Policies as necessary throughout the year.

Contact Officer:	Lisa Mullan T/Head of Finance, Property & Procurement
Background Papers	<ul style="list-style-type: none"> - Local Government Act 2003 - CIPFA Treasury Management Code - CIPFA Prudential Code - WG MRP & Investment Guidance - Capital Budget Working Papers

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1.1 Background

The Authority is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Authority's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Authority's capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer-term cash flow planning, to ensure that the Authority can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Authority risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

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

1.2 Reporting requirements

1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this capital strategy is to ensure that all elected members on the full Authority fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management reporting

The Authority is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. **Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
 - the capital plans, (including prudential indicators);
 - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
 - the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
 - an investment strategy, (the parameters on how investments are to be managed).
- b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
- c. **An annual treasury report** – This is a review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Authority. This role is undertaken by the Finance, Audit & Performance Management (FAPM) Committee.

1.3 Treasury Management Strategy for 2022/23

The strategy for 2022/23 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Authority;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, Welsh Government Investment Guidance and MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. Training is provided by each Members 'Home Authority'.

1.5 Treasury management consultants

The Authority uses Link Group, Treasury solutions as its external treasury management advisors.

The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

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

2 THE CAPITAL PRUDENTIAL INDICATORS 2022/23 – 2024/25

The Authority's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital expenditure and financing

This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

	2020/21	2021/22	2022/23	2023/24	2024/25
Capital, Financing & Prudential Indicators	Outturn	Current	Budget	Indicative	Indicative
Opening CFR	41,465	41,630	41,541	46,571	50,036
Capital Spending	3,587	3,854	10,338	8,277	6,678
CERA	-203	-200	-250	-250	-250
Capital Receipts	0	-189		-150	
Capital Grant	-69	-357	-1,143		
Revenue Reserves	-17	0			
Borrowing requirement for the year	3,298	3,108	8,945	7,877	6,428
Repayment of Debt					
MRP	-2,903	-2,833	-3,497	-3,974	-4,183
MRP on PFI	-229	-365	-419	-437	-91
Closing CFR	41,630	41,541	46,571	50,036	52,190
Movement in closing CFR	166	-89	5,030	3,466	2,154
Gross borrowing at start of year	26,478	29,062	28,147	31,738	34,355
New borrowing	5,000	0	5,000	4,000	4,000
Loan repayments	-2,416	-916	-1,409	-1,383	-1,395
Gross borrowing at end of year	29,062	28,147	31,738	34,355	36,960
Other long term liabilities i.e. pfi and leases	4,462	4,097	3,679	3,242	3,151
Gross Debt	33,524	32,244	35,416	37,597	40,111
Under/Over borrowed (Gross debt vs CFR)	8,106	9,297	11,154	12,440	12,079

The table summarises capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a borrowing need.

2.2 The Authority's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Authority's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Authority's indebtedness and so it's underlying borrowing need.

Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g., PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Authority's borrowing requirement, these types of schemes include a borrowing facility by the provider and so the Authority is not required to separately borrow for these schemes. The Authority currently has £5.7m in one PFI scheme included within the CFR.

The Authority is asked to approve the CFR projections.

2.3 Minimum revenue provision (MRP) policy statement

The Authority is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

Welsh Government regulations have been issued which require the full Authority to approve **an MRP Statement** in advance of each year. A variety of options are provided to Authority's, so long as there is a prudent provision. The Authority is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

- **Existing practice** - MRP will follow the existing practice outlined in Welsh Government regulations (option 1);

This option provides for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases), the MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

This option provides for a reduction in the borrowing need over approximately the asset's life.

Repayments included in annual PFI or finance leases are applied as MRP.

3 BORROWING

The capital expenditure plans set out in Section 2 provide information of the service activity of the Authority. The treasury management function ensures that the Authority's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Authority's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current portfolio position

The overall treasury management portfolio as at February 2022 are shown below for both borrowing and investments.

Borrowing	21/22	22/23	23/24	24/25
PWLB				
Opening Principal	29,040,744.88	28,138,845.47	31,736,946.06	34,354,126.65
New Borrowing	0.00	5,000,000.00	4,000,000.00	4,000,000.00
EIP Principal Repaid	-401,899.42	-401,899.41	-382,819.41	-363,739.41
Maturity Principal Repaid	-500,000.00	-1,000,000.00	-1,000,000.00	-1,031,000.00
Closing Principal	28,138,845.47	31,736,946.06	34,354,126.65	36,959,387.23
Salix				
Opening Principal	20,750.01	6,916.67	0.00	0.00
New Borrowing	0.00	0.00	0.00	0.00
EIP Principal Repaid	0.00	0.00	0.00	0.00
Maturity Principal Repaid	-13,833.34	-6,916.67	0.00	0.00
Closing Principal	6,916.67	0.00	0.00	0.00
Total				
Opening Principal	29,061,494.89	28,145,762.14	31,736,946.06	34,354,126.65
New Borrowing	0.00	5,000,000.00	4,000,000.00	0.00
EIP Principal Repaid	-401,899.42	-401,899.41	-382,819.41	-363,739.41
Maturity Principal Repaid	-513,833.34	-1,006,916.67	-1,000,000.00	-1,031,000.00
Closing Principal	28,145,762.14	31,736,946.06	34,354,126.65	36,959,387.23
Total principal paid	-915,732.76	-1,408,816.08	-1,382,819.41	-1,394,739.41

The weighted average interest rate of the above loan portfolio is 3.83%, with the highest and lowest rates being 5.25% and 1.02% respectively.

Cash Held at Bank

LLOYDS CURRENT ACCOUNT	6,330,283.20
BARCLAYS CURRENT ACCOUNT	4,196,729.12
	10,527,012.32

Current interest rates at Lloyds and Barclays bank are bank rate -0.10 which translates as 0.50% -0.10 = 0.40%. This is the interest rate applied to deposits held at both banks and as a result investment income is anticipated to be low in the next year.

The Authority's forward projections for borrowing are summarised above and in section 2.1

of this report. The table above in 2.1, shows the actual external debt, against the CFR, highlighting any over or under borrowing. This Authority is currently under borrowed and the forecasts show this is set to continue.

There are a number of key indicators to ensure that the Authority operates its activities within well-defined limits. One of these is that the Authority needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Treasurer reports that the Authority complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Authority's overall finances. The Authority is asked to approve the following indicators:

Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

%	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Total	6.19	6.09	6.85	7.31	6.80

The estimates of financing costs include current commitments and the proposals in this budget report.

3.2 Treasury Indicators: limits to borrowing activity

The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational boundary £m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Debt	40,000	46,000	50,000	52,000
Other long-term liabilities	5,000	5,000	5,000	5,000
Total	45,000	51,000	55,000	57,000

The authorised limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Authority. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all Authoritys' plans, or those of a specific Authority, although this power has not yet been exercised.
2. The Authority is asked to approve the following authorised limit:

Authorised limit £m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Debt	45,000	48,000	51,000	53,000
Other long-term liabilities	10,000	5,000	6,000	7,000
Total	55,000	53,000	57,000	60,000

3.3 Prospects for interest rates

The Authority has appointed Link Group as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. Link provided the following forecasts on 7th February 2022. These are forecasts for certainty rates, gilt yields plus 80 bps.

Link Group Interest Rate View 7.2.22													
	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
BANK RATE	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
3 month av. earnings	0.80	1.00	1.00	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.20
6 month av. earnings	1.00	1.10	1.20	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30
12 month av. earnings	1.40	1.50	1.60	1.70	1.70	1.60	1.60	1.50	1.40	1.40	1.40	1.40	1.40
5 yr PWLB	2.20	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30	2.30
10 yr PWLB	2.30	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40
25 yr PWLB	2.40	2.50	2.50	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60
50 yr PWLB	2.20	2.30	2.30	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40	2.40

Additional notes by Link on this forecast table: -

- LIBOR and LIBID rates ceased at the end of 2021. In a continuation of our previous forecasts, our money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- Our forecasts for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short term cash at any one point in time.

Over the last two years, the coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16th December 2021 and then to 0.50% at its meeting of 4th February 2022.

As shown in the forecast table above, the forecast for Bank Rate now includes a further three increases of 0.25% in March, May and November 2022 to end 2022/23 at 1.25%.

Forecasts for Bank Rate

The Monetary Policy Committee is now very concerned at the way that forecasts for inflation have had to be repeatedly increased within a matter of just a few months. Combating this rising tide of inflation is now its number one priority and the 5-4 vote marginally approving only a 0.25% increase on 4th February rather than a 0.50% increase, indicates it is now determined to push up Bank Rate quickly. A further increase of 0.25% is therefore probable for March, and again in May, followed possibly by a final one in November. However, data between now and November could shift these timings or add to or subtract from the number of increases.

However, it is likely that these forecasts will need changing within a relatively short timeframe and these are covered in appendix 5.1 Economic Background.

Investment and borrowing rates

- Investment returns** have started improving in the second half of 21/22 and are expected to improve further during 22/23 as the MPC progressively increases Bank Rate.

- **Borrowing interest rates** fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England and still remain at historically low levels. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years.
- **Borrowing for capital expenditure.** Our long-term (beyond 10 years) forecast for Bank Rate is 2.00%. As nearly all PWLB certainty rates are now above this level, borrowing strategy will need to be reviewed, especially as the maturity curve has flattened out considerably. Better value can be obtained at the very short and at the longer end of the curve and longer-term rates are still at historically low levels. Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive as part of a balanced debt portfolio. In addition, there are also some cheap alternative sources of long-term borrowing if a client is seeking to avoid a “cost of carry” but also wishes to mitigate future re-financing risk.
- While this authority will not be able to avoid borrowing to finance new capital expenditure there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new borrowing that causes a temporary increase in cash balances.

3.4 Borrowing strategy

The Authority is currently maintaining an under-borrowed position. This means that the CFR has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2022/23 treasury operations. The Treasurer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in borrowing rates*, then borrowing will be postponed.
- *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast*, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

3.5 Policy on borrowing in advance of need

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

3.6 Debt rescheduling

Rescheduling of current borrowing in our debt portfolio is unlikely to occur as there is still a very large difference between premature redemption rates and new borrowing rates, even though the general margin of PWLB rates over gilt yields was reduced by 100 bps in November 2020.

If rescheduling was done, it will be reported to the Authority, at the earliest meeting following its action.

3.7 New financial institutions as a source of borrowing and / or types of borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points for both HRA and non-HRA borrowing. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

3.8 Approved sources of long- and short-term borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	
Local authorities	●	●
Banks	●	●
Overdraft		●
Internal (capital receipts & revenue balances)	●	●
Finance leases	●	●

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment policy – management of risk

The Welsh Government and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team).

The Authority’s investment policy has regard to the following: -

- The Welsh Government’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

The Authority’s investment priorities will be security first, portfolio liquidity second and then yield, (return). The Authority will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Authority’s risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs. However, where appropriate (from an internal as well as external perspective), the Authority will also consider the value available in periods up to 12 months with high credit rated financial institutions.

The above guidance from the Welsh Government and CIPFA places a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Authority will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two types of investment, i.e. ‘specified’ and ‘non-specified’ investments as described below. This Authority will invest in specified investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to

maturity if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

- **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. **Transaction limits** are set for each type of investment in 4.2.
6. Investments will only be placed with counterparties from the UK.
7. All investments will be denominated in **sterling**.
8. As a result of the change in accounting standards for 2022/23 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. The Welsh Government has passed a statutory override to allow Welsh local authorities time to adjust their portfolio of all pooled investments by delaying implementation of IFRS 9 for five years until 31.3.23.

However, this authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.3). Regular monitoring of investment performance will be carried out during the year.

Changes in risk management policy from last year.

The above criteria are unchanged from last year.

4.2 Creditworthiness policy

This Authority applies the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

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

This modelling approach combines credit ratings, and any assigned Watches and Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Authority to determine the suggested duration for investments. The Authority will, therefore, use counterparties within the following durational bands.

- Yellow 5 years *
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months

- Green 100 days

The Link creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Authority use will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

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

- if a downgrade results in the counterparty / investment scheme no longer meeting the Authority's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Authority will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link. Extreme market movements may result in downgrade of an institution or removal from the Authority's lending list.

Creditworthiness.

Significant levels of downgrades to Short- and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, as economies are beginning to reopen, there have been some instances of previous lowering of Outlooks being reversed.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards at the end of March / early April 2020 due to the heightened market uncertainty and ensuing liquidity crisis that affected financial markets, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to local authorities and the Authority has access to this information via its Link-provided Passport portal.

4.3 Investment strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.

- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment returns expectations.

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to reach 1.25% in November 2022.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows.:

Average earnings in each year	Now	Previously
2022/23	1.00%	0.50%
2023/24	1.25%	0.75%
2024/25	1.25%	1.00%
2025/26	1.25%	1.25%
Years 6 to 10	1.50%	-
Years 10+	2.00%	2.00%

Investment returns will be measured against the above rates.

For its cash flow generated balances, the Authority will seek to utilise its business reserve instant access and notice accounts and short-dated deposits, (overnight to 100 days), in order to benefit from the compounding of interest.

4.4 End of year investment report

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

5 APPENDICES

1. Economic background
2. Treasury management practice 1 – credit and counterparty risk management
3. Treasury management scheme of delegation
4. The treasury management role of the section 112 officer

5.1 ECONOMIC BACKGROUND

COVID-19 and vaccines.

These were the game changer during 2021 which raised high hopes that life in the UK would be able to largely return to normal in the second half of the year. However, the bursting onto the scene of the Omicron mutation at the end of November, rendered the initial two doses of all vaccines largely ineffective in preventing infection. This dashed such hopes and raised major concerns that a fourth wave of the virus could overwhelm hospitals in early 2022. What we now know is that although this mutation is very fast spreading, it does not cause severe illness in fully vaccinated people. Rather than go for full lockdowns which heavily damage the economy, the government strategy this time focused on getting as many people as possible to have a third (booster) vaccination after three months from the previous last injection. It also placed restrictions on large indoor gatherings and hospitality venues over Christmas and into January and requested workers to work from home. This hit sectors like restaurants, travel, tourism and hotels hard which had already been hit hard during 2021. Economic growth will also have been lower due to people being ill and not working, similar to the pandemic in July. The economy, therefore, faces significant headwinds in early 2022 although some sectors have learned how to cope well with Covid. The big question still remains as to whether any further mutations of this virus could develop which render all current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread until tweaked vaccines become widely available.

A SUMMARY OVERVIEW OF THE FUTURE PATH OF BANK RATE

- The threat from Omicron was a wild card causing huge national concern at the time of December's MPC meeting; now it is seen as a vanquished foe disappearing in the rear-view mirror.
- The MPC shifted up a gear last week in raising Bank Rate by another 0.25% and narrowly avoiding making it a 0.50% increase by a 5-4 voting margin.
- Our forecast now expects the MPC to deliver another 0.25% increase in March; their position appears to be to go for sharp increases to get the job done and dusted.
- The March increase is likely to be followed by an increase to 1.0% in May and then to 1.25% in November.
- The MPC is currently much more heavily focused on combating inflation than on protecting economic growth.
- However, 54% energy cap cost increases from April, together with 1.25% extra employee national insurance, food inflation around 5% and Authority tax likely to rise in the region of 5% too - these increases are going to hit lower income families hard despite some limited assistance from the Chancellor to postpone the full impact of rising energy costs.
- Consumers are estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above increases. But most of those holdings are held by more affluent people whereas poorer people already spend nearly all their income before these increases hit and have few financial reserves.
- The increases are already highly disinflationary; inflation will also be on a gradual path down after April so that raises a question as to whether the MPC may shift into protecting economic growth by November, i.e., it is more debatable as to whether they will deliver another increase then.
- The BIG ISSUE – will the current spike in inflation lead to a second-round effect in terms of labour demanding higher wages, (and/or lots of people getting higher wages by changing job)?

- If the labour market remains very tight during 2022, then wage inflation poses a greater threat to overall inflation being higher for longer, and the MPC may then feel it needs to take more action.

PWLB RATES

- The yield curve has flattened out considerably.
- We view the markets as having built in, already, nearly all the effects on gilt yields of the likely increases in Bank Rate.
- It is difficult to say currently what effect the Bank of England starting to sell gilts will have on gilt yields once Bank Rate rises to 1%: it is likely to act cautiously as it has already started on not refinancing maturing debt. A passive process of not refinancing maturing debt could begin in March when the 4% 2022 gilt matures; the Bank owns £25bn of this issuance. A pure roll-off of the £875bn gilt portfolio by not refinancing bonds as they mature, would see the holdings fall to about £415bn by 2031, which would be about equal to the Bank's pre-pandemic holding. Last August, the Bank said it would not actively sell gilts until the *"Bank Rate had risen to at least 1%"* and, *"depending on economic circumstances at the time."*
- It is possible that Bank Rate will not rise above 1% as the MPC could shift to relying on quantitative tightening (QT) to do the further work of taking steam out of the economy and reducing inflationary pressures.
- Increases in US treasury yields over the next few years could add upside pressure on gilt yields though, more recently, gilts have been much more correlated to movements in bund yields than treasury yields.

MPC MEETING 4TH FEBRUARY 2022

- After the Bank of England became the first major western central bank to put interest rates up in this upswing in December, it has quickly followed up its first 0.15% rise by another 0.25% rise to 0.50%, in the second of what is very likely to be a series of increases during 2022.
- The Monetary Policy Committee voted by a majority of 5-4 to increase Bank Rate by 25bps to 0.5% with the minority preferring to increase Bank Rate by 50bps to 0.75%. The Committee also voted unanimously for the following: -
 - to reduce the £875n stock of UK government bond purchases, financed by the issuance of central bank reserves, by ceasing to reinvest maturing assets.
 - to begin to reduce the £20bn stock of sterling non-financial investment-grade corporate bond purchases by ceasing to reinvest maturing assets and by a programme of corporate bond sales to be completed no earlier than towards the end of 2023.
- The Bank again sharply increased its forecast for inflation – to now reach a peak of 7.25% in April, well above its 2% target.
- The Bank estimated that UK GDP rose by 1.1% in quarter 4 of 2021 but, because of the effect of Omicron, GDP would be flat in quarter 1, but with the economy recovering during February and March. Due to the hit to households' real incomes from higher inflation, it revised down its GDP growth forecast for 2022 from 3.75% to 3.25%.
- The Bank is concerned at how tight the labour market is with vacancies at near record levels and a general shortage of workers - who are in a very favourable position to increase earnings by changing job.
- As in the December 2021 MPC meeting, the MPC was more concerned with combating inflation over the medium term than supporting economic growth in the short term. However, what was notable was the Bank's forecast for inflation: based on the markets' expectations that Bank Rate will rise to 1.50% by mid-2023, it forecast inflation to be only 1.6% in three years' time. In addition, if energy prices beyond the next six months fell as the futures market suggests, the Bank said CPI inflation in three years' time

would be even lower at 1.25%. With calculations of inflation, the key point to keep in mind is that it is the rate of change in prices – not the level – that matters. Accordingly, even if oil and natural gas prices remain flat at their current elevated level, energy's contribution to headline inflation will drop back over the course of this year. That means the current energy contribution to CPI inflation, of 2% to 3%, will gradually fade over the next year.

- So the message to take away from the Bank's forecast is that they do not expect Bank Rate to rise to 1.5% in order to hit their target of CPI inflation of 2%. The immediate issue is with four members having voted for a 0.50% increase in February, it would only take one member more for there to be another 0.25% increase at the March meeting.
- **The MPC's forward guidance on its intended monetary policy** on raising Bank Rate versus selling (quantitative tightening) holdings of bonds is as follows: -
 1. Raising Bank Rate as "the active instrument in most circumstances".
 2. Raising Bank Rate to 0.50% before starting on reducing its holdings.
 3. Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
 4. Once Bank Rate had risen to at least 1%, it would start selling its holdings.

OUR FORECASTS

a. Bank Rate

- Covid remains a major potential downside threat as we are most likely to get further mutations. However, their severity and impact could vary widely, depending on vaccine effectiveness and how broadly it is administered.
- If the UK invokes article 16 of the Brexit deal over the dislocation in trading arrangements with Northern Ireland, this has the potential to end up in a no-deal Brexit.

In summary, with the high level of uncertainty prevailing on several different fronts, we expect to have to revise our forecasts again - in line with whatever the new news is.

b. PWLB rates and gilt and treasury yields

Gilt yields. Since the start of 2021, we have seen a lot of volatility in gilt yields, and hence PWLB rates. Our forecasts show little overall increase in gilt yields during the forecast period to March 2025 but there will doubtless be a lot of unpredictable volatility during this forecast period.

While monetary policy in the UK will have a major impact on gilt yields, there is also a need to consider the potential impact that rising treasury yields in America could have on gilt yields. **As an average since 2011, there has been a 75% correlation between movements in US 10-year treasury yields and UK 10-year gilt yields. This is a significant UPWARD RISK exposure to our forecasts for medium to longer term PWLB rates. However, gilt yields and treasury yields do not always move in unison.**

US treasury yields. During the first part of 2021, US President Biden's, and the Democratic party's, determination to push through a \$1.9trn (equivalent to 8.8% of GDP) fiscal boost for the US economy as a recovery package from the Covid pandemic was what unsettled financial markets. This was in addition to the \$900bn support package previously passed in December 2020. Financial markets were alarmed that all this stimulus was happening at a time when: -

1. A fast vaccination programme roll-out had enabled a rapid opening up of the economy during 2021.
2. The economy was growing strongly during the first half of 2021 although it has weakened during the second half.

3. It started from a position of little spare capacity due to less severe lockdown measures than in many other countries.
4. And the Fed was still providing substantial stimulus through monthly QE purchases during 2021.

It was not much of a surprise that a combination of these factors would eventually cause an excess of demand in the economy which generated strong inflationary pressures. This has eventually been recognised by the Fed at its recent December meeting with an aggressive response to damp inflation down during 2022 and 2023.

- **At its 3rd November Fed meeting**, the Fed decided to make a start on tapering its \$120bn per month of QE purchases so that they ended next June. However, at its **15th December meeting** it doubled the pace of tapering so that they will end all purchases in February. These purchases are currently acting as downward pressure on treasury yields and so it would be expected that treasury yields will rise over the taper period, all other things being equal.
- It also forecast that it expected there would be three rate rises in 2022 of 0.25% from near zero currently, followed by three in 2023 and two in 2024. This would take rates back above 2% to a neutral level for monetary policy. It also gave up on calling the sharp rise in inflation as being 'transitory'.
- At its **26th January meeting**, the Fed became even more hawkish following inflation rising sharply even further. It indicated that rates would begin to rise very soon, i.e., it implied at its March meeting it would increase rates and start to run down its holdings of QE purchases. It also appears likely that the Fed could take action to force longer term treasury yields up by prioritising selling holdings of its longer bonds as yields at this end have been stubbornly low despite rising inflation risks. The low level of longer dated yields is a particular concern for the Fed because it is a key channel through which tighter monetary policy is meant to transmit to broader financial conditions, particularly in the US where long rates are a key driver of household and corporate borrowing costs.

There are also possible **DOWNSIDE RISKS** from the huge sums of cash that the UK populace have saved during the pandemic; when savings accounts earn little interest, it is likely that some of this cash mountain could end up being invested in bonds and so push up demand for bonds and support their prices i.e., this would help to keep their yields down. How this will interplay with the Bank of England eventually getting round to not reinvesting maturing gilts and then later selling gilts, will be interesting to monitor.

Globally, our views are as follows: -

- **EU.** The ECB joined with the Fed by announcing on **16th December** that it will be reducing its QE purchases - by half from October 2022, i.e., it will still be providing significant stimulus via QE purchases during the first half of 2022. The ECB did not change its rate at its **3rd February meeting**, but it was clearly shocked by the increase in inflation to 5.1% in January. The President of the ECB, Christine Lagarde, hinted in the press conference after the meeting that the ECB may accelerate monetary tightening before long and she hinted that asset purchases could be reduced more quickly than implied by the previous guidance. She also refused to reaffirm officials' previous assessment that interest rate hikes in 2022 are "very unlikely". It, therefore, now looks likely that all three major western central banks will be raising rates this year in the face of sharp increases in inflation - which is looking increasingly likely to be

stubbornly high and for much longer than the previous oft repeated 'transitory' descriptions implied.

- **China.** The pace of economic growth has now fallen back after the initial surge of recovery from the pandemic and China has been struggling to contain the spread of the Delta variant through using sharp local lockdowns - which depress economic growth. However, with Omicron having now spread to China, and being much more easily transmissible, lockdown strategies may not prove so successful in future. To boost flagging economic growth, The People's Bank of China cut its key interest rate in December 2021.
- **Japan.** 2021 was a patchy year in combating Covid. However, recent business surveys indicate that the economy is rebounding rapidly now that the bulk of the population is fully vaccinated, and new virus cases have plunged. The Bank of Japan is continuing its very loose monetary policy but with little prospect of getting inflation back towards its target of 2% any time soon.
- **World growth.** World growth was in recession in 2020 but recovered during 2021 until starting to lose momentum more recently. Inflation has been rising due to increases in gas and electricity prices, shipping costs and supply shortages, although these should subside during 2022. It is likely that we are heading into a period where there will be a reversal of **world globalisation** and a decoupling of western countries from dependence on China to supply products, and vice versa. This is likely to reduce world growth rates from those in prior decades.
- **Supply shortages.** The pandemic and extreme weather events, followed by a major surge in demand after lockdowns ended, have been highly disruptive of extended worldwide supply chains. Major queues of ships unable to unload their goods at ports in New York, California and China built up rapidly during quarters 2 and 3 of 2021 but then halved during quarter 4. Such issues have led to a misdistribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. The latest additional disruption has been a shortage of coal in China leading to power cuts focused primarily on producers (rather than consumers), i.e., this will further aggravate shortages in meeting demand for goods. Many western countries are also hitting up against a difficulty in filling job vacancies. It is expected that these issues will be gradually sorted out, but they are currently contributing to a spike upwards in inflation and shortages of materials and goods available to purchase.

The balance of risks to the UK economy: -

- The overall balance of risks to economic growth in the UK is now to the downside.

Downside risks to current forecasts for UK gilt yields and PWLB rates include: -

- **Mutations** of the virus render current vaccines ineffective, and tweaked vaccines to combat these mutations are delayed or unable to be administered fast enough to stop the NHS being overwhelmed.
- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity.

- **Bank of England** acts too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- **The Government** acts too quickly to increase taxes and/or cut expenditure to balance the national budget.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, Iran, China, North Korea and Middle Eastern countries, which could lead to increasing safe-haven flows. If Russia were to invade Ukraine, this would be likely to cause short term volatility in financial markets, but it would not be expected to have a significant impact beyond that.

Upside risks to current forecasts for UK gilt yields and PWLB rates: -

- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- Longer term US treasury yields rise strongly and pull gilt yields up higher than forecast.

5.2 TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT OPTION 1

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to a maximum of 1 year**, meeting the minimum ‘high’ quality criteria where applicable.

A variety of investment instruments may be used, subject to the credit quality of the institution, and depending on the type of investment made.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

	Minimum credit criteria / colour band	Max % of total investments	Max. maturity period
DMADF – UK Government	yellow	100%	6 months (max. is set by the DMO*)
UK Government gilts	yellow	100%	5 years
UK Government Treasury bills	yellow	100%	364 days (max. is set by the DMO*)
Bonds issued by multilateral development banks	yellow	100%	5 years
Money Market Funds CNAV	AAA	100%	Liquid
Money Market Funds LNAV	AAA	100%	Liquid
Money Market Funds VNAV	AAA		Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	AAA	100%	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.5	AAA	100%	Liquid
Local authorities	yellow	100%	5 years
Term deposits with housing associations	Blue Orange Red Green No Colour	100%	12 months 12 months 6 months 100 days Not for use
Term deposits with banks and building societies	Blue Orange Red Green No Colour	100%	12 months 12 months 6 months 100 days Not for use

CDs or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	100%	12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating	100%	

* DMO – is the Debt Management Office of HM Treasury

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

5.3 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Fire Authority

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Finance Audit & Performance Management Committee

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

(iii) Treasurer with responsibility for scrutiny

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

5.4 THE TREASURY MANAGEMENT ROLE OF THE SECTION 112 OFFICER

The S112 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe.
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
 - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
 - *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*
 - *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*

- *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 8
7 MARCH 2022

FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE

REPORT OF TEMP ASSISTANT CHIEF OFFICER CORPORATE SERVICES

REVENUE MONITORING REPORT 2021/22

THIS REPORT IS FOR DECISION

REPORT APPROVED BY TEMP ASSISTANT CHIEF OFFICER CORPORATE SERVICES

REPORT PRESENTED BY TEMP HEAD OF FINANCE, PROCUREMENT & PROPERTY

SUMMARY

The Revenue Monitoring Report provides details of the annual revenue budget and associated information for the year ending 31 March 2022.

RECOMMENDATIONS

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

1. BACKGROUND

- 1.1 This report provides an update of the major changes affecting the revenue budget since the Finance, Audit and Performance Management (FAPM) Committee on 13 December, 2021.
- 1.2 Appendix 1 details the original budget, a revised budget to reflect authorised virements, grant funding, Actuals, the forecast year end position and the under spend on the revised budget.
- 1.3 Appendix 2 charts the budget variances reported at each FAPM Committee reconciling to the most recent position.
- 1.4 The reserve statement at Appendix 3 forecasts the year end position for scrutiny and financial planning purposes.
- 1.5 Appendices 4 and 5 detail grant funded initiatives and the impact on the revenue budget.

2. ISSUE / PROPOSAL

- 2.1 A forecast £2 million underspend comprises a £826k underspend on employee budgets, £288k on non-employee budgets, £231k of additional income and a further £662k of grants since initial budget setting. This is an overall increase of £491k since previous reporting.
- 2.2 The following narrative highlights the most significant changes since previous reporting.

2.2.1 EMPLOYEE COSTS - £177k decrease in underspend

Projected salary costs are more than previously reported and this is because we have supernumery arrangements, a small increase as a result of job evaluation, an increase in whole time recruits, i.e.16 – 24, in addition to some minor allowance costs being extrapolated to year end.

The latest establishment figures shown below.

Establishment figures (FTE) as at December 2021

	Strength	Budgeted
WDS	788.00	792.00
On Call	319.94	426.40
Control	43.50	37.50
Support Staff	264.03	273.46
Fire Cadets	53.87	85.00
Auxiliary Reserve	57.00	84.00

Total Leavers & Joiners April 2021 to December 2021 (Headcount)

	Starters	Leavers*
Control	0	2
Support Staff	9	16
On Call	40	66
WDS	17	45
Auxiliary Reserve	0	16
Fire Cadets	3	2
Volunteers	4	3
Total	73	150

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

The travel and subsistence forecast has seen a further reduction of £52k due to the ongoing impact of Covid-19 and relates to mileage and accommodation claims. Savings as a result of the pandemic are offset against additional costs i.e. cleaning, PPE, cleaning

consumables etc. before grant claims are made to Welsh Government (WG).

2.2.2 PREMISES COSTS - £21k increase in underspend

Telecommunication and Wide Area Network (WAN) charges are forecast to be less than originally budgeted.

2.2.3 TRAINING COSTS - £26k decrease in underspend

A £24k adjustment is the result of income being previously offset against this budget line. The correct treatment is to gross out costs from income and so we have redirected the latter to income, below.

2.2.4 SUPPLIES AND SERVICES - £81k decrease in overspend

A number of areas have reported underspends;

£24k within the furniture budget has been identified where the demand for replacement items i.e. chairs has reduced due to hybrid working. Existing storage has been maximised rather than purchase additional facilities.

Operational equipment is reporting an under spend of £31k.

£28k was budgeted against promotional activities although due to the ongoing restrictions, this budget will not be spent.

2.2.5 CONTRACTED SERVICES - £52k decrease in overspend

The legal consultancy budget has forecast a reduction in costs of £50k since previous reporting.

2.2.6 CAPITAL COSTS - £272k increase in underspend

The decrease in anticipated costs is due to a reduction in the Minimum Revenue Provision (MRP) budget as a result of less capital projects being completed in 2021/22. The MRP charge is correlated to the capital budget forecast. The capital monitoring report shows a reduction of £3.5million in forecast capital costs since previous reporting.

2.2.7 INCOME - £265k increase in under spend

This is largely is due to additional grant funding confirmed since previous reporting in the following areas;

- HFS stock - £80k

- FBU secondment - £11k
- JESG secondment - £20k
- JESG Critical Op Location Survey - £20k
- Merseyside FRS secondment - £23k
- WAST Volunteers - £3.5k
- FF Apprentices - £47k
- Bedfordshire FRS - £0.5k

The majority of the above funds employee expenditure and is confirmed on a quarterly basis.

In addition is the £26k grossing out adjustment as discussed above and various other small and ad-hoc, income streams.

3. IMPLICATIONS

A projected underspend on the revenue budget equating to £2 million.

3.1 Community and Environment

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

3.2 Regulatory, Strategy and Policy

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

3.3 Resources, Assets and Delivery

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

4 EVALUATION & CONCLUSIONS

- 4.1 Local Authority contributions for 2021/22 are £77.5 million in addition to £2.8 million of grant funding providing for a total funding position of £80.3 million. The net expenditure position for the year is forecast at £78.3 million, providing an underspend of £2 million in total.

5 RECOMMENDATIONS

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

Contact Officer:	Lisa Mullan Temp Head of Finance, Property & Procurement	
Background Papers	Date	Source / Contact
Capital Monitoring Report	2021/22	Temp Head of Finance, Property & Procurement

Appendices	
Appendix 1	Revenue Monitoring 2021/22 (07.03.2022)
Appendix 2	Revenue Variances to Date 2021/22 (07.03.2022)
Appendix 3	Reserve Statement 2021/22 (07.03.2022)
Appendix 4	Grant Monitoring Report 2021/22 (07.03.2022)
Appendix 5	Grant Monitoring Report 2021/22 – Table (07.03.2022)

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REVENUE MONITORING 2021/22
Appendix 1
Revenue Monitoring 2021/22 (07.03.2022)

SOUTH WALES FIRE & RESCUE SERVICE									
BUDGET MONITORING 2021/22									
		Original Budget 2021/22 £	Revised Budget (vired budget) 2021/22 £	Original Revenue Grant Funding 2021/22 £	Total Revenue Budget 2021/22 £	Actual Spend at 24.01.22 £	Revenue Forecast at 31.03.22 £	Over/Under Spend Against Revised Budget	Over/Under Spend %
Employee Costs									
	Salaries, NI & superann.	61,347,710	61,334,446	1,202,728	62,537,174	50,838,519	61,895,356	641,818	0.8%
	Pensions (ill health)	945,879	945,879	0	945,879	526,980	892,633	53,246	0.1%
	Travel and Subsistence	428,000	428,000	0	428,000	171,757	296,972	131,028	0.2%
Total Employee Costs		62,721,589	62,708,325	1,202,728	63,911,053	51,537,256	63,084,962	826,091	1.1%
Premises Related Expenses		5,482,658	5,481,094	0	5,481,094	3,903,074	5,451,805	29,289	0.0%
Training Expenses		1,617,663	1,630,927	71,572	1,702,499	287,363	1,639,113	63,385	0.1%
Supplies & Services		4,844,733	4,848,755	816,331	5,665,086	4,719,142	5,674,389	-9,303	0.0%
Transport Related Expenses		1,403,000	1,403,000	29,189	1,432,189	1,204,404	1,448,636	-16,447	0.0%
Third Party Payments (Contracted Services)		856,101	853,643	0	853,643	672,707	1,083,146	-229,503	-0.3%
Capital costs / leasing		4,686,780	4,686,780	0	4,686,780	617,125	4,236,051	450,729	0.6%
Contingency		0	0	0	0	0	0	0	0.0%
Total Expenditure		81,612,524	81,612,524	2,119,821	83,732,344	62,941,071	82,618,102	1,114,242	1.4%
Income									
	Employee Related	-3,003,034	-3,003,034	0	-3,003,034	-2,359,578	-3,096,975	93,941	0.1%
	Lease Car Contributions	-81,500	-81,500	0	-81,500	-82,268	-95,870	14,370	0.0%
	Co-Location Re-imbursement	0	0	0	0	0	0	0	0.0%
	Other Income	-997,901	-997,901	0	-997,901	-1,023,597	-1,120,496	122,595	0.2%
Total Income		-4,082,435	-4,082,435	0	-4,082,435	-3,465,442	-4,313,341	230,906	0.3%
NET BUDGET / FORECAST 2021/2022		77,530,089	77,530,089	2,119,821	79,649,910	59,475,628	78,304,761	1,345,149	1.7%
	Local Authority Contributions	-77,530,089	-77,530,089	0	-77,530,089	-64,608,410	-77,530,089	0	0.0%
	External Funding (WG)	0	0	-2,119,821	-2,119,821	-2,235,058	-2,781,479	661,658	0.9%
OVERALL REVENUE OVER / UNDERSPEND							2,006,807		
Key									
	Overspend								
	Underspend								

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REVENUE MONITORING 2021/22
Appendix 2
Revenue Variances to Date 2021/22 (07.03.2022)

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REVENUE MONITORING 2021/22
Appendix 3
Reserve Statement 2021/22 (07.03.2022)

Reserve	Purpose and Control	Balance at year start	Transfers in and (out)	Balance at year end	Variations arising between budgeted and actual levels of reserves
General	To cover general financial risks including council funding, grants, inflation and interest.	-3,000,000	0	-3,000,000	
Managed under spends	To meet costs associated with rolling programmes of expenditure incomplete at year end. Controlled via routine budget monitoring procedures.	-43,646	-18,600	-62,246	New carry forward requests within revenue
Change Management	Costs of change arising from 'Shaping our 'Future' programme, investment in change projects to improve service and / or reduce spend.	-6,398,831	-2,106,807	-8,505,638	Forecast revenue underspend and transfer of annual joint control lease costs
PFI Equalisation	To meet future costs of the Training Centre PFI project	-3,683,169	176,061	-3,507,108	Current figures which may change slightly with indexation
Capital Receipts	To meet costs of the capital programme. Reserve applied as receipts are generated	-129,525	129,525	0	All capital receipts to be used on capital expenditure
Joint Control Lease Reserve	To meet the lease costs over an eight year period (from 2017/18)	-400,000	100,000	-300,000	Annual Joint Control lease costs
TOTAL		-13,655,171	-1,719,821	-15,374,991	

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REVENUE MONITORING 2021/22
Appendix 4
Grant Monitoring Report 2021/22 (07.03.2022)

1. BACKGROUND

- 1.1 This report presents an update of the major changes affecting the grant budget since the last FAPM report in December 2021.

2. ISSUES

2.1 FIRE CRIME - £4k decrease in forecast overspend

Successful delivery of Operation Bang over the Halloween and Bonfire period was achieved and overtime claims were not as high as anticipated which reduced the previously anticipated overspend by £4k.

2.2 HFS STOCK - £32.4k decrease in forecast overspend

COVID-19 restrictions are being monitored with a view to increasing home fire safety checks and to ensure fire safety messages are being delivered. There has been an increase in the issue of stock in the last quarter to reflect this which includes items such as smoke alarms, carbon monoxide alarms and heat detectors.

Additional funding from WG has been awarded and SWFRS are due to receive £80k to offset against overspends.

2.3 NATIONAL RESILIENCE – £11.9k decrease in forecast underspend

An underspend of £11k has been forecasted in relation to NR salary costs, an increase in training expenses of £8.9k, an increase in transport related expenses of £3.3k and an increase in supplies and services of £35.7k have all contributed to the change in forecasts.

This has been offset against further funding of £25k from the All Wales NR budget.

2.4 USAR - £14.7k increase in forecast underspend

There has been some changes in team composition, in particular the removal of the Search and Rescue dog handler post has increased the underspend by £14.7k.

2.5 COVID-19 – £156.8k decrease in forecast overspend

Recovery Team salary costs which occurred in 2020/21 have been identified and claimed in 2021/22 and this has contributed to an increase in income of £190k, without the associated costs offsetting this position.

Welsh Government request each FRS to identify savings and to offset these against additional costs of Covid-19. Offsetting these savings has greatly reduced the amount available to claim over the last quarter.

2.6 **£205k - Increase in forecast income**

Since last reported, there has been an increase in forecasted income in the following areas, the majority being employee related:

- HFS stock - £80k
- FBU secondment - £11k
- JESG secondment - £20k
- JESG Critical Op Location Survey - £20k
- Merseyside FRS secondment - £23k
- WAST Volunteers - £3.5k
- FF Apprentices - £47k
- Bedfordshire FRS - £0.5k

The above grant funding is confirmed on a quarterly basis.

3. FINANCIAL IMPLICATIONS

There is an overall underspend of £37k on grants and this is due to 2020/21 Covid-19 expenditure being reclaimed in 2021/22.

REVENUE MONITORING 2021/22
Appendix 5
Grant Monitoring Report 2021/22 – Table (07.03.2022)

SOUTH WALES FIRE & RESCUE SERVICE REVENUE GRANT REPORTING 2021/22											
	FIRE CRIME	HFS STOCK	YOUTH	MOMENTUM	ANTI SOCIAL BEHAVIOUR	NATIONAL RESILIENCE	MTA	USAR	FBU	JESG	AVON FRS
Employee Costs											
Salaries, NI & superann.	32,003.62	0.00	96,946.92	0.00	32,983.60	305,716.67	82,374.25	332,102.48	41,728.23	86,137.37	58,753.70
Travel & Subs	0.00	0.00	725.00	0.00	0.00	4,183.30	1,062.55	7,577.51	0.00	1,342.16	580.96
Premises Related Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	601.20	0.00	0.00	0.00
Training Expenses	0.00	0.00	2,414.96	0.00	0.00	62,247.98	0.00	0.00	0.00	0.00	0.00
Supplies & Services	0.00	350,312.23	4,628.08	10,000.00	0.00	585,770.94	10,254.67	4,514.61	0.00	35.21	0.00
Transport Related Expenses	10,088.23	0.00	7,221.85	0.00	0.00	9,323.08	2,995.00	1,752.67	0.00	0.00	0.00
Third Party Payments (Contracted Services)	65,947.64	0.00	0.00	60,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenditure	108,039.49	350,312.23	111,936.81	70,000.00	32,983.60	967,241.97	96,686.47	346,548.47	41,728.23	87,514.74	59,334.66
Other Income	0.00	0.00	0.00	0.00	0.00	-15,302.71	0.00	-213.13	0.00	-20,400.00	0.00
Grant Income	-107,748.00	-303,400.00	-111,355.00	-70,000.00	-28,000.00	-964,558.72	-94,663.00	-364,534.54	-41,728.23	-67,114.74	-59,334.66
(Under)/Overspend to be transferred to Revenue	291.49	46,912.23	581.81	0.00	4,983.60	-12,619.46	2,023.47	-18,199.20	0.00	0.00	0.00

	MERSEYSIDE FRS	CIRCULAR ECONOMY	WAST VOLS	COVID-19	FF APPRENT	CYBER TRAINING	AFAN PROJECT	BEDFORD FRS	NFCC	D20, C-19 & WINTER PRESSURES	Total
Employee Costs											
Salaries, NI & superann.	71,851.73	0.00	41,168.83	54,778.20	121,263.10	0.00	10,852.23	67,839.78	12,265.16	2,500.00	1,451,265.87
Travel & Subs	700.41	0.00	0.00	0.00	0.00	0.00	1,123.89	0.00	0.00	0.00	17,295.78
Premises Related Expenses	0.00	24,167.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	24,768.60
Training Expenses	0.00	0.00	0.00	0.00	0.00	600.00	0.00	0.00	0.00	0.00	65,262.94
Supplies & Services	803.17	0.00	0.00	91,145.01	0.00	0.00	240.10	0.00	220.00	0.00	1,057,924.02
Transport Related Expenses	7,237.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	38,617.84
Third Party Payments (Contracted Services)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	125,947.64
Total Expenditure	80,592.32	24,167.40	41,168.83	145,923.21	121,263.10	600.00	12,216.22	67,839.78	12,485.16	2,500.00	2,781,082.69
Other Income	0.00	0.00	-510.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-36,426.27
Grant Income	-80,592.32	-24,167.40	-40,658.40	-206,719.65	-121,263.10	-600.00	-12,216.22	-67,839.78	-12,485.16	-2,500.00	-2,781,478.92
(Under)/Overspend to be transferred to Revenue	0.00	0.00	0.00	-60,796.44	0.00	0.00	0.00	0.00	0.00	0.00	-36,822.50

** £190k Covid-19 income relates to 20/21 salary costs which were claimed for in 21/22

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SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 9
7 MARCH 2022

FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE

REPORT OF TEMP ASSISTANT CHIEF OFFICER CORPORATE SERVICES

CAPITAL MONITORING REPORT 2021/22

THIS REPORT IS FOR DECISION

REPORT APPROVED BY TEMP ASSISTANT CHIEF CORPORATE SERVICES

REPORT PRESENTED BY TEMP HEAD OF FINANCE, PROCUREMENT & PROPERTY

SUMMARY

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

RECOMMENDATION

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

1. BACKGROUND

- 1.1 This report provides an update of the major changes affecting the capital budget since previous reporting, December 13th 2021.
- 1.2 Appendix 1 illustrates budget information for all approved capital investment plans. In summary, appendix 1 presents the total budget (2020/21 slippage + 2021/22 budget) for 2021/22 as £8.3 million and the forecast outturn, budget over spend and slippage as £3.9 million, £666k and £5.1 million respectively. A detailed narrative below supports this position and a funding analysis provides information on how we intend to finance the investment.
- 1.3 Forecast spending on capital schemes has reduced since previous reporting from £7.4 to £3.9 million which is a reduction of £3.5 million. The majority of this, i.e. £2.5 million relates to the Vehicle Replacement Programme (VRP), with smaller reductions in Equipment and Property schemes, £606k and £333k respectively.
- 1.4 Appendix 2 details grant funded initiatives and the impact this has on the capital budget and associated funding streams.

1.5 The following provides a narrative explanation in support of appendix 1.

2. BUDGET HEADINGS

2.1 Property

2.1.1 Forecast expenditure and budget slippage are £1.6 million and £2.3 million respectively. There is a net overspend of £803k which is driven by five projects, i.e. the build of an Urban Search & Rescue (USAR) facility at Whitchurch, an on-call station project, refurbishments at Pontypridd and Tonypandy stations and investment in electrical vehicle (EV) infrastructure. These are offset by small under spends for the proposed refurb of Penarth station and planned and preventative maintenance works.

2.1.2 Pontypridd

This project is complete, with work on the new steel frame Tower completed in December. We are awaiting a final invoice which is expected to bring costs to £359k for this year. This is an overspend of £282k, an increase of £35k since previous reporting. This is due to the final account being available and includes a retention value of £22k.

2.1.3 Tonypandy

This project is complete and outstanding fees of £20k for retention are due in July 2022 and are included in the forecast. 2021/22 costs have reduced by £16k since previous reporting i.e. £532k, due to the final account now being available.

2.1.4 New Inn

Unfortunately, the land purchase has not been progressed and is very unlikely to occur this financial year. Instead, we have instructed our Agent to continue searching for an alternative site and this work has an approximate cost of £10k, the remaining budget will slip into 2022/23.

2.1.5 On-Call Station Storage

The forecast spend in 2021/22 has increased by £100k as we have progressed preparatory work quicker than anticipated. Initial costs incurred are professional fees for planning and design work and construction is due to commence in 2022/23. The project will span approximately 2 years and will be progressed by a new addition to the Property team who joins us in March.

2.1.6 Electric Vehicle (EV) Infrastructure

Following the installation of electric vehicle chargers at Headquarters last year, funding has been sought to finance the installation of EV charging points at 5 strategic stations, i.e. Maesteg, Maindee, Aberbargoed, Aberdare and Chepstow, in addition to 6 twin chargers at Cardiff Gate Training Centre to accommodate up to 12 vehicles. Orders have already been placed to allow completion before 31st March. We are awaiting confirmation that the funding application has been accepted although an agreement in principle has been received.

2.2 Vehicle Replacement Programme (VRP)

2.2.1 The forecast expenditure and budget slippage are £1.1m and £2.3 million respectively resulting in a net overspend of £267k. A number of projects have slipped into the next financial year due to confirmed delivery times beyond, March 31ST 2022.

2.2.2 Truck (Slide deck/Crane)

The tender for this project went out again in January as the previous tender received no bids and this has set the project back. Therefore the full budget of £150k has slipped into 2022/23.

2.2.3 Water Ladders

Eight vehicles have been ordered against the 2021/22 budget, with four expected to be delivered before the end of March. The four remaining vehicles will be delivered in the new financial year and £928k of the budget has been slipped forward to accommodate these.

2.2.4 Rescue Tender

The ordering of these vehicles took place later than planned and so delivery is not due until July as there is a relatively complex 'build requirement'. This has meant the budget of £705k has slipped into 2022/23.

2.2.5 Vans/Operational Estate Cars

A grant application is on-going in order to secure funding to purchase ten electric vans instead of the programmed diesel vans. If the application is successful it will cover the cost difference. Currently the cost of a diesel van is £30k, whereas electric are priced at £71k. If we fail to secure the funding we will revert to the original plan which has an estimated cost of £300k. As the order is likely to be placed late in this year, the vehicles will

not be delivered until the new year and therefore this budget has slipped into 2022/23.

2.2.6 Prime Movers

This project has been reprioritised and Welsh Government (WG) have agreed this grant funding can be redirected to the Whitchurch / USAR project as building costs have risen significantly during the pandemic.

2.3 Operational Equipment

2.3.1 This budget heading has forecast expenditure, budget under spend and slippage of £665k, £159k and £539k respectively. The forecast expenditure has decreased by £606k largely because of two projects that have been slipped into next financial year i.e. cutting equipment £300k and rescue tender equipment £239k, as preparatory work continues, elongating timelines beyond 31 March 2022. In addition to this is an increase in under spend of the Structural Fire Kit project of £67k

2.3.2 Wet Weather Gear

The tender has been awarded and the manufacturing process is due to commence with delivery expected by the end of March.

2.3.3 Structural Fire Kit

All deliveries have now been received and this project is complete. Final costs for 2021/22 are £505k which has resulted in a project under spend of £140k. This is due to different order quantities to those anticipated in the original bid.

2.4 ICT Equipment

2.4.1 The updated forecast is £518k, there is £220k of slippage resulting in an over spend of £21k, largely driven by the End User Computer Replacement project.

2.4.2 Wireless Lan Controllers

An order is due to be placed in January with an expected delivered of before year end. Spend is forecast to be £7k below budget. This underspend is to be offset against a £7k overspend on the Voice Gateways Project.

2.4.3 Voice Gateways Replacement

This order has been placed and is scheduled to be complete by the end of the financial year. Due to price changes since the bid was complete, there will be a £7k overspend. This will be offset by the underspend on the Wireless Lan Controllers.

2.4.4 HQ Inner Firewalls Replacement

The plan is to order the hardware before financial year end however the delivery will take place in the new financial year. The full £30k budget has been slipped forward to accommodate.

2.4.5 Core Switch Replacement

The delay in this project is due to the hardware being unavailable difficult market conditions. This project will be progressed as soon as possible in the new financial year.

3 IMPLICATIONS

3.1 Appendix 1 illustrates current capital spending plans for the year and how this differs from the original budget.

Forecast expenditure of £3.9m and slippage of £5.1m has resulted in a net £666k overspend. The table below illustrates the gross over spend of £947 which is offset by £280k of under spends, equating to the net £666k position.

£357k of WG grants will be used to fund a large portion of the over spend in addition to £189k in capital receipts.

CAPITAL SCHEME	Over spend	Under spend	Additional Funding	Report Variances
PONTYPRIDD	-282			-282
TONYPANDY	-107			-107
PENARTH		20		20
PLANNED & PREVENTATIVE MAINT		73		73
ON-CALL STATION	-150			-150
WHITCHURCH USAR (grant funded)	-300		300	0
EV INFRASTRUCTURE	-57		57	0
BREATHING APPARATUS	-4			-4
STRUCTURAL KIT		140		140
RECIPROCATING SAWS		25		25
HOSE INFLATION KIT		15		15
GLOVES	-3			-3
WET WEATHER GEAR	-15			-15
WIRELESS LAN CONTROLLERS		7		7
END USER COMPUTER REPLACEMENT	-21			-21
VOICE GATEWAYS REPLACEMENT	-7			-7
TOTAL	-947	280	357	-309

3.2 Community and Environment

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

A number of capital projects detailed in this report aim to make SWFRS more sustainable e.g. Electric vans and electric vehicle chargers.

3.3 Regulatory, Strategy and Policy

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

3.4 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSION

- 4.1 The capital end of year position is forecast to be overspent by £666k. This will be partly funded by grants (£357k) and capital receipts (189k).

5. RECOMMENDATION

- 5.1 That Members note the progress of the capital schemes, approve alterations identified in Appendix 1 and note the associated funding streams.

Contact Officer:	Lisa Mullan T/Head of Finance, Property & Procurement
Background Papers	Appendix 1 – Capital Monitoring 2021/22 Appendix 2 – Grant Monitoring Report 2021/22 - Capital

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CAPITAL MONITORING 2021/22

Appendix 1

CAPITAL PROGRAMME 2021/22								APPENDIX 1
	Project Total £000	SLIPPAGE B/F 2020/21 £000	2021/22 BUDGET £000	ACTUAL AS AT 28.01.22 £000	COMMITTED AS AT 28.01.22 £000	OUTTURN POSITION 31.03.22 £000	BUDGET UNDER/ OVER SPEND £000	SLIPPAGE C/F 2022/23 £000
PROPERTY								
STATION REFURBISHMENTS								
PONTYPRIDD	1,000	77	0	267	46	359	-282	0
MONMOUTH (co-location scheme)	600	350	0	0	0	20	0	330
PENARTH	1,600	20	0	0	0	0	20	0
NEW INN	2,000	494	1,500	31	8	40	0	1,954
TONYPANDY	800	409	0	496	40	516	-107	0
PONTYCLUN	1,100	0	10	0	0	0	0	10
WHITCHURCH / USAR (grant funded)	1,040	0	0	41	0	300	-300	0
ON-CALL STATION PROJECT	0	0	0	4	124	150	-150	0
PLANNED & PREVENTATIVE MAINT	0	33	200	0	46	160	73	0
EV INFRASTRUTURE (grant funded)	0	0	0	0	0	57	-57	0
	8,140	1,383	1,710	840	263	1,602	-803	2,294
VEHICLES								
TRUCK (SLIDE DECK / CRANE)	150	150	0	0	0	0	0	150
WATER LADDERS	1,934	464	1,470	425	1,086	1,006	0	928
RESCUE TENDERS	705	705	0	0	897	0	0	705
VAN/OPS ESTATE CAR	362	62	300	63	0	63	0	299
PRIME MOVERS (grant funded)	400	0	0	0	0	0	0	0
	3,551	1,381	1,770	488	1,983	1,069	0	2,082
EQUIPMENT								
HELMETS	242	16	0	16	0	16	-0	0
BREATHING APPARATUS	900	21	0	5	20	25	-4	0
STRUCTURAL KIT	1,850	645	0	505	67	505	140	0
GLOVES		0	0	3	0	3	-3	0
RTC CUTTING EQUIPMENT	300	0	300	0	0	0	0	300
RESCUE TENDER EQUIPMENT	240	0	240	1	43	1	0	239
WET WEATHER GEAR	100	0	100	0	0	115	-15	0
RECIPROCATING SAWS	25	0	25	0	0	0	25	0
HOSE INFLATION KIT	15	0	15	0	0	0	15	0
	3,672	682	680	530	129	665	158	539
ICT								
WIRELESS LAN CONTROLLERS	80	50	0	8	2	43	7	0
GPS REPEATERS ON ALL STATIONS	45	9	0	4	0	9	0	0
PATIENT MANAGEMENT SYSTEM	60	60	0	0	0	0	0	60
TRANMAN UPGRADE	52	18	0	13	0	18	0	0
END USER COMPUTER REPLACEMENT	450	0	150	171	0	171	-21	0
THIN CLIENT REPLACEMENT	250	0	250	203	0	250	0	0
VOICE GATEWAYS REPLACEMENT	20	0	20	0	27	27	-7	0
HQ INNER FIREWALLS REPLACEMENT	30	0	30	0	0	0	0	30
CORE SWITCH REPLACEMENT	130	0	130	0	0	0	0	130
	1,117	137	580	399	29	518	-21	220
TOTAL	16,480	3,583	4,740	2,257	2,404	3,854	-666	5,135
FUNDING ANALYSIS								
						3,108		
						0		
						200		
						0		
						357		
						189		
						3,854		

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GRANT MONITORING 2021/22 – CAPITAL Appendix 2

	NATIONAL RESILIENCE
<u>Vehicle</u>	
<i>Prime Movers x 2</i>	0
<u>Property</u>	
<i>USAR property development</i>	300,000
<i>Electric Vehicle chargers</i>	57,000
Income	-357,000
(Under)/Overspend	-357,000

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AGENDA ITEM NO 10



AUDIT ACTIONS REPORT

Health Check

2021/2022 Quarter 3



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

Produced in

BMIS
Business Management
Information System

Contents

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Commentary on all other Audit Actions	Pages 17-18

Introduction

This report details the progress made on Audit Actions arising from:

1. Internal Audits carried out by TIAA as our appointed auditors
2. Corporate Schemes and Government Circulars
3. Operational Assurance Peer Reviews (if applicable)
4. Audit Wales Thematic Reviews (External Audits)

The information shown is as held within our Business Management Information System (BMIS) as at Quarter 3 (i.e. up to December 2021)

Once audits/reviews are completed then actions arising from them are assigned to an Officer and loaded onto BMIS for monitoring.


Each quarter officers provide an update with a Red, Amber, Green (RAG) status and commentary.




The report below details of the actions that have been agreed and loaded onto BMIS for all audit reports up to the end of December 2021.

Note: The terms 'audit actions' and 'audit tasks' mean the same thing and are interchangeable within the report.

Internal Audits Level of Assurance and Tasks Performance Summary

The table below relates to **ALL INTERNAL AUDITS HAVING OUTSTANDING TASKS**. It shows the Level of Assurance of each audit (Substantial, Reasonable, Limited or None). The tasks columns show the progress of audit tasks and the RAG status of the worst performing task for each audit.

-  All Actions are expected to be completed on time
 1 or more action(s) are not expected to be completed on time
 1 or more action(s) has an issue that needs attention

AUDIT TITLE	DATE	LEVEL OF ASSURANCE	STAGE	TASKS	TASKS	31/12/21
				COMPLETED	OUTSTANDING	
11.10/11 IT Disaster Recovery Planning - Follow Up	30 Nov 2017		In Progress	0	1	
Appraisal Review of Risk Management - Anti-Fraud Arrangements	30 Nov 2017		In Progress	8	1	
Assurance Review of HR Management - Rosters Dec 18	30 Nov 2017		In Progress	4	1	
Compliance Review of Key Financial Controls	30 Nov 2017	Reasonable Assurance	In Progress	3	1	
Internal Audit Follow Up Review	30 Nov 2017		In Progress	4	2	
Assurance Review of Estate Management Delivery February 2021	01 Oct 2018	Reasonable Assurance	In Progress	2	1	
Assurance Review of ICT Strategy	09 Sep 2019	Reasonable Assurance	In Progress	6	1	
Compliance Review of Key Financial Controls 2019-20	23 Jan 2020	Reasonable Assurance	In Progress	0	1	
Assurance Review of Procurement 2020/21	01 Sep 2020	Substantial Assurance	In Progress	0	3	
Assurance Review of Sustainability: Paper Usage Nov 2020	16 Nov 2020	Reasonable Assurance	In Progress	1	5	
Assurance Review of Outside Commitments, Personal and Business Interests	09 Jun 2021	Reasonable Assurance	In Progress	2	1	
Assurance Review of Payment Cards 2021/2022	06 Aug 2021	Substantial Assurance	In Progress	0	1	
Assurance Review of Performance Management	01 Sep 2021	Substantial Assurance	In Progress	0	1	
Assurance Review of Safeguarding 2021/22	10 Nov 2021	Reasonable Assurance	In Progress	1	7	

Internal Audit Action Progress

The below “scorecards” show the number of ongoing TIAA actions within date (Ongoing) or Overdue. It shows the number of actions by their RAG status.

Audit Actions within date

Internal Audit				
			Unknowns	Total
5	3	5	0	13
<div><div></div></div>				

Audit Actions Overdue

Internal Audit				
			Unknowns	Total
0	12	1	0	13
<div><div></div></div>				

Commentary on Overdue Internal Audit Actions – as at 31/12/2021

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of Estate Management Delivery - February 2021	Recommendation: Stock and Asset Condition Surveys are routinely undertaken to inform on what assets required maintenance. Management comment: It's unlikely that we would work to a planned maintenance programme which is directly informed by a condition survey in the short to medium term. It does however serve to give us another indication of priority issues and a high level budget cost for the scale of our repairing liabilities. We will look at continuing this work in-house.	Mike Davies	Finance & Procurement	Green	30/09/2021	Due to budgetary commitments it is not possible for the Property Team to work to the commitments of a stock condition survey. It provides the Service with a basic indication of building condition, this coupled with local knowledge of our sites provides the basis for our budget setting. Regular site visual surveys are carried out to monitor building condition.
Assurance Review of Outside Commitments, Personal and Business Interests	Recommendation: The Outside Employment procedure be reviewed, updated and approved as planned. Management comment: The review of this procedure will be completed in the next 6 months with due consideration to the additional points raised throughout this audit.	Gillian Goss	Human Resources	Amber	31/12/2021	Recommendations from audit have been considered and some implemented. An overall review is needed and will involve consultation. This will be undertaken in the first quarter of 2022.
Assurance Review of Procurement 2020/21	The Sustainable Procurement Policy 2020 be reviewed and approved by the Senior Management Team. (The draft Sustainable Procurement Policy will be reviewed and amended as appropriate)	Lee Bunkham	Finance & Procurement	Amber	31/03/2021	WRAP Cymru review nearing completion. Sustainability Policy forms part of this review.

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of Procurement 2020/21	The latest version of the Modern Slavery and Human Trafficking Statement be uploaded to the Authority's website. (The Modern Slavery Statement forms part of the Code of Practice for Ethical Employment. Procurement will work with HR to draft and seek approval of the statement.)	Lee Bunkham	Finance & Procurement	Amber	31/03/2021	Service does not yet have a Modern Slavery statement. Discussion to take place with HR
Assurance Review of Safeguarding 2021/22	A Terms of Reference to be developed for the Strategic Safeguarding Group setting out the role and responsibility of the Group and all meetings of the Group to be formally minuted. Management Comment: Terms of reference have been discussed and agreed at the Strategic SG group. Minutes of meeting are now actioned and recorded.	Dewi Rose	Service Delivery	Amber	01/07/2021	A draft terms of reference has now been produced and will be approved following restructures within the JPSC and CS Safeguarding teams. Strategic safeguarding meetings are now programmed at quarterly intervals and formally minuted.
Assurance Review of Sustainability: Paper Usage Nov 2020	Recommendation: Data be developed on paper usage and waste disposal through implementation of the projects in place to procure alternative printer and waste collection services. Management comment: Improvements in data capture and reporting are part of the review mentioned above. This will be further enhanced with the appointment of the Sustainability officer within the team.	Lee Bunkham	Finance & Procurement	Amber	30/09/2021	No change since last period

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of Sustainability: Paper Usage Nov 2020	Recommendation: Periodic waste audits be implemented to examine the volumes and variations in waste across the organisation and to physically inspect locations to identify wasteful practices. Management comment: This too forms part of the waste management review and will be implemented along with the other findings.	Lee Bunkham	Finance & Procurement	Amber	30/09/2021	Waste Management tender to be undertaken. Held back whilst Pre Procurement form is authorised.
Assurance Review of Sustainability: Paper Usage Nov 2020	Recommendation: The service wide engagement and communication to raise awareness and encourage ideas for carbon reduction be undertaken as planned. Management comment: A media and communications strategy will be drawn up to deliver several media campaigns across the service. This will be used as a tool for behavioural change to make the necessary improvements on all of our sites and in every department.	Kara Bennett	Finance & Procurement	Amber	30/09/2021	In progress, continued communications are being delivered across the service to encourage improved sustainability.
Compliance Review of Key Financial Controls	The Financial Procedure Rules be reviewed and any changes be approved by the Fire & Rescue Authority . (Review work is currently being undertaken and any amendments will be reported through committees and to the Fire Authority in the 2019 municipal year.)	Lisa Mullan	Finance	Amber	31/03/2021	The intention is to review by summer 2022.
Internal Audit Follow Up Review	Anti fraud Cyber Crime 2013/14 - A Forensic Readiness Procedure be documented detailing the processes to be followed in the event of a suspected or actual network security incident. Original Due Date 7/31/2018	Tim Gilberts	ICT	Amber	30/09/2020	This will be delivered by Business Plan Action ICT20.12

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
IT Disaster Recovery Planning - Follow Up	Management should ensure that the priority of recovery for key IT systems and data following a disaster event is determined, approved by senior management and included within the IT DR element of the organisation's ICT BCP.	Tim Gilberts	ICT	Amber	30/06/2021	Still awaiting final sign off of all departments BCP by R&P so we can finalise ICT side. Meanwhile ICT38.01 and ICT21.10 continue to deliver against specific ICT projects
Review of The Authority's Action Plan for meeting the Ethical Employment Commitments.	The Authority's Action Plan for meeting the Commitments in the Welsh Governments' Code of Practice – Ethical Employment in Supply Chains be reviewed by HR to assign responsibilities and implementation target dates. (Discussion to be held between Senior Procurement Officer and HR Manager to review and agree action plan.)	Lee Bunkham	Finance & Procurement	Amber	31/03/2021	Meeting to be arranged with HR to discuss progress
Review of the formal designation of a Money Laundering Reporting Officer for the Service.	The formal designation of a Money Laundering Reporting Officer for the Service be included in the next review of the Financial Procedures. (The next review of the Financial Regulation procedures will include designation of the Treasurer/deputy treasury as the Money Laundering Reporting Officer.)	Lisa Mullan	Finance	Amber	24/03/2021	The intention is to review prior to financial year end.

Commentary on Internal audit actions within latest due date as at 31/12/2021

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of HR Management - Rosters Dec 18	Reporting of Crew Manager and Watch Manager over and under availability be developed and reported to management alongside the existing performance data. (Meeting to be arranged with Kronos to discuss reporting system on RAPS.)	Zoe Davis	Operations	Amber	31/03/2022	Last year we were due to review a new availability system. A meeting was held with Kronos in relation to their upgrades, however it was agreed we would extend the maintenance with our current availability system. A case will be raised with Kronos to look at a possibility of creating a report. In the meantime, due to the increase in workload and Covid sicknesses we are currently not recording the optimum crewing numbers
Assurance Review of Payment Cards 2021/2022	Write and approve a Payment Card Policy	Jennifer Sambell	Finance & Procurement	Green	30/09/2022	First draft completed. Hoping to complete and approve by September 2022.
Compliance Review of Key Financial Controls 2019-20	The Finance Procedure Rules have not been reviewed and updated since July 2013. The Financial Procedure Rules be reviewed and updated as previously agreed. (An update to this document will be undertaken by the end of the current financial year, i.e. 2019/20 with a more in depth review to be undertaken during 2020/21)	Jennifer Sambell	Finance & Procurement	Green	30/09/2022	In progress, likely to be completed by September 2022.

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of ICT Strategy	<p>The Red Kite Assets system be incorporated into the central data hub to provide an overarching asset management system in accordance with the ICT Strategy.</p> <p>(The tender specification for the new Asset Management System included requirements for replacing the Red Kite System. However other areas of the service are currently being integrated into the new Asset Management System with the Red Kite System being left until last as this had a useable system and some other areas did not.</p> <p>ICT Applications Manager will meet with the Head of Operational Risk Management to discuss integrating the Red Kite System into the new Asset management System.</p> <p>Note: The implementation date is for the decision to integrate the Red Kite System following extensive research and consultation.)</p>	Heather Mitchell	ICT	Green	31/03/2022	<p>In 2020 we started working with House on the Hill (Supplier of the ICT Asset Management System) to create proof of concept for a Redkite replacement. This is now complete and we will shortly begin testing with ORM Team members before extending the testing to a selection of end users.</p> <p>When the testing is complete, a decision can be taken on whether to progress the new system or remain with the existing system.</p>

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of Performance Management	Recommendation: Consideration be given to establishing an approved performance management framework. Management comment: The Planning, Performance and Risk Team have started to collate the information required to begin drafting a performance management framework for our organisation. A member of the team will create the first draft, which will then be subject to wider discussion and further amending as deemed necessary. The framework, when finalised, can then be escalated in order for the required formal approval to be obtained.	Jon Carter	Planning, Performance & Risk	Green	31/03/2022	As per previous update, a draft performance management framework was drafted in early 2020. Document is being reviewed by a member of the PPR team and will be approved by the PPR Manager before sharing via the Intranet and through training with staff in advance of the planning cycle for 22/23.

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of Safeguarding 2021/22	The Authority should consider introducing a quality assurance process whereby a random sample of recently closed cases are selected and reviewed to ensure that the correct process has been followed and that information within the Safeguarding Database has been entered correctly. Management Comment: The aspect of quality assurance is captured within the Strategic SG plan. A department review of the current SG makeup and resilience is underway, the future quality assurance of cases is being discussed as part of this review and how other resources within CS&P may be able to support with resilience for the SG lead. The aim is allow the SG lead to conduct QA as necessary once we have established the necessary support.	Laura Thomas	Risk Reduction	Red	31/03/2022	Laura T met with JE and CS Managers, initial agreement for identified roles in CS to provide consistent, permanent support as members of a Safeguarding Team - these roles are Safe and Well Co-ordinator, Education Co-ordinator and FIS Manager (currently vacant). Managers to consider capacity within these roles and other managers (eg vacant home safety role and youth services manager) for the resilience required for SG Lead role and for support on aspects of work aside from the day to day processing of referrals. Laura T also met with Gill Goss to get Job descriptions for these roles written up and processed through JE again.
Assurance Review of Safeguarding 2021/22	Consideration be given to adding a safeguarding page to the Authority's website. Management Comment: This will be discussed at the SG Strategic meetings with any changes agreed and implemented as necessary.	Laura Thomas	Risk Reduction	Red	30/11/2022	Laura T to write content and give to media team.



Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of Safeguarding 2021/22	<p>Staff be reminded to close down safeguarding concerns in a timely manner once action has been completed. Management Comment: The services Designated SG lead is in the process of reviewing the database, this has been noted in recommendations 3 and 5 above.</p> <p>All persons with current access to the database and case allocation will be reminded to close down when completed. The process of how cases are “closed” is under review and any changes or requirements will be discussed once agreed.</p>	Laura Thomas	Risk Reduction	Green	01/04/2022	All current cases are now being closed appropriately. The problem is with historical cases and having time to go through them all. Need to identify someone who can do this.
Assurance Review of Safeguarding 2021/22	<p>The Safeguarding Database be amended by ICT so that the key fields are marked as mandatory thus preventing cases from being closed or marked as completed without all necessary fields being completed. Management Comment: The SG database is under a full review with the support of ICT. Alternative databases are being explored that will allow easier understanding of case statuses.</p>	Laura Thomas	Risk Reduction	Red	01/04/2022	Laura T has meeting booked with Heather Mitchel with a view to further improving database.

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of Safeguarding 2021/22	<p>A full review of the Safeguarding Database be undertaken to ensure that records are correct and up to date.</p> <p>Management Comment: The database has been refreshed to a BMIS page with restricted access, this allows clearer understanding of the cases and their current statuses.</p> <p>A review of the SG database will be actioned, but this is currently linked to a full review of the SG process from initial receipt to a referral being made to partner agencies.</p> <p>Alternative databases are being investigated with support from ICT that will support future practices.</p>	Laura Thomas	Risk Reduction	Red	31/01/2022	Need to identify someone able to go through database and close cases appropriately.
Assurance Review of Safeguarding 2021/22	<p>The Safeguarding structure and governance arrangements be defined and clearly outlined within the new Safeguarding Procedure with roles and responsibilities included in job descriptions as planned. Management Comment: The SG structure will be included within the revised SG policy and procedures. This will include roles and responsibilities at all levels.</p> <p>The policy is currently under review and will be published with all necessary amendments</p>	Laura Thomas	Risk Reduction	Red	31/01/2022	Once Job descriptions complete and support identified, Lead can concentrate on policy/procedure review

Audit/Scheme/Circular Name	Audit Task and Management Comment	Owner	Department	Performance	Original Target Date	Comments
Assurance Review of Sustainability: Paper Usage Nov 2020	<p>Recommendation: South Wales Fire and Rescue Service formally document its waste pathways into and out of the organisation and continue to keep this document up to date to support delivery of the Carbon Reduction Plan 2020-2030.</p> <p>Management comment: A review of waste management across the service is currently underway. The aim is to reduce overall waste, recycle where possible and to standardise the approach across all of our sites.</p>	Lee Bunkham	Finance & Procurement	Amber	30/06/2022	Waste Management tender to be undertaken. Held back whilst Pre Procurement form is authorised.
Assurance Review of Sustainability: Paper Usage Nov 2020	<p>Recommendation: The review of how Fire Authority, Committee and Senior Management Team papers be undertaken as planned.</p> <p>Management comment: Discussions will be held with Fire Authority Members and SMT to review the best options for reducing the need for paper reports.</p>	Sarah Watkins	Corporate Services	Amber	30/12/2022	This action is integral to a number of other projects and actions. Following the introduction of 365 and the introduction of a FA papers administration and publication system. Due date has been moved to reflect the current situation. A tender document for the FA papers administration and publication system is to be drawn up in collaboration with ICT in the next quarter.

Other Audits Summary as at 31/12/2021

Corporate Schemes and Circular Actions

Audit/Scheme/Circular Name	31/12/21					
	Action Description in full	Owner	Department	Performance	Original Target Date	Comments
 Audit - Strategic Equality Plan - good practice	Promote in-house equality and diversity good practice.	Carey Wood	Human Resources		27/03/2025	promoted via RN the NFCC videos, advising on media posts for events like Black History Month, shared external events/equality information with allies and the new Inclusive Workforce Group, advised re menopause and need for policy, established intranet section for equality related reports and promoted, used RN to ensure staff knew of new Integrated Assessment, etc.

Operational Assurance Actions

There are currently no Operational Assurance actions recorded in BMIS.

External Audit Actions (Audit Wales Thematic Reviews)

Audit/Scheme/Circular Name	31/12/21					
	Action Description in Full	Owner	Department	Performance	Original Target Date	Comments
<input checked="" type="checkbox"/> Thematic Review 2017 1	Learning following incidents, accidents and near misses from the fire community be communicated to operational personnel as soon as practicably possible	Hannah Owen	ORM	★	31/03/2020	ongoing. Continue to liaise with MWWFRS and NWFRS to share learning
<input checked="" type="checkbox"/> WAO - Annual Improvement Report 2017-18	Agreeing common measures with other Welsh Fire and Rescue Authorities to assess key indicators around land and buildings to enable comparison of performance and the identification of developing trends.	Mike Davies	Finance & Procurement	●	28/02/2022	Property Strategy Manager is current working with Suzanne Absolom to establish a link between South Wales Emergency Services. Initial mapping and SWFRS condition and suitability work has been complete and we now need to move to the other services providing information.

BUSINESS PLAN ACTIONS REPORT

Health Check

2021/22 Quarter 3

Report Date 28th January 2022



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

Produced in

BMIS
Business Management
Information System

Summary

This paper will give assurance to the Members of the Fire & Rescue Authority and senior management within South Wales Fire & Rescue Service on progress towards achievement of the Strategic Themes and performance of the Strategic Performance Indicators for the period 01 October – 31 December 2021.

Background

- 1.1 The Welsh Government requires South Wales Fire & Rescue Service to develop Strategic Plans to identify the direction for the Service and address particular areas for improvement. The Service does this by developing a Strategic Plan, implementing actions and measuring indicators to enable the Service to achieve these organisational goals.
- 1.2 All departments link actions within their annual department plans to the appropriate Strategic Objectives. This enables us to measure how well we are performing against these objectives by how many of the linked actions are on target and review how the associated indicators are performing.
- 1.3 Quarterly updates are recorded by action owners onto the Business Management Information System (BMIS), and staff within the Planning, Performance and Risk Team monitor the information and extract reports accordingly.
- 1.4 To further support the performance management framework, National Strategic Indicators were introduced for reporting year 2015/16. Together these provide data and information to inform and support decision-making processes within the Service to target activity and drive improvement. The Statistics and Risk Team monitors the information and extract reports accordingly.
- 1.5 This report will provide Members and Officers with a health check on performance against the Strategic Themes and Strategic Indicators for the period 01 October – 31 December 2021.

Issue

- 2.1 For Members' information going forward, taking into account the Well-Being of Future Generations (Wales) Act 2015, the Service has revised the Strategic Plan to include eight Strategic Themes as listed below:
- ST01 – Keeping you safe
 - ST02 – Responding to your emergency
 - ST03 – Using technology well
 - ST04 – Working with our partners
 - ST05 – Engaging and communicating
 - ST06 – Valuing our people
 - ST07 – Protecting our environment
 - ST08 – Continuing to work effectively
- 2.2 Each of these Strategic Themes has one or more Objectives that the Service has monitored progress against during 01 October – 31 December 2021.
- 2.3 Appendix 1 attached is a summary of the Performance Monitoring Report, which reviews the period 01 October - 31 December 2021 performance against agreed targets for the seven National Strategic Performance Indicators. It also includes a summary comment for each indicator.
- 2.4 Appendix 1 identifies that two indicators have not met their target and performed worse than last year, one has not met their target but is performing better than last year and four indicators are achieving their target.
- 2.5 The two indicators that have not meet their target and have performed worse than last year are:
- 1. Other Special Services Calls Attended
 - 2. Total False Alarms Attended
- 2.6 The 1 indicator that has not met their target but is performing better than last year is:
- 3. % of Dwelling Fires Confined to Room of Origin
- 2.7 The four indicators that have achieved their targets are:
- 4. Total Fires Attended
 - 5. Total Road Traffic Collisions Attended

6. Total Deaths and Injuries in Fires
7. Accidental Deaths and Injuries in Fires

2.8 Appendix 1 attached provides some key information about the Service and its performance during the period 01 April - 31 December 2021.

Equality Risk Assessment

1. This report, the accompanying appendices and the targets themselves have no Equality Risk Assessment impact. The Service Performance and Communications Department and the respective Directorates are working with the performance data to establish any trends and implications that would include equality implications. These will be addressed at that time.
2. It is the responsibility of the action owners to ensure that Equality Risk Assessments are carried out for their actions in the planning framework.

Recommendations

- 4.1 That Members review the performance details and statistical data for the period 01 October – 31 December 2021 contained within this report.

Scorecard

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

ST01 20/21 Keeping you safe				
▲	●	★	Unknowns	Total
1	8	16	0	25
ST02 20/21 Responding to your emergency				
▲	●	★	Unknowns	Total
3	7	10	0	20
ST03 20/21 Using technology well				
▲	●	★	Unknowns	Total
4	16	28	0	48
ST04 20/21 Working with our partners				
▲	●	★	Unknowns	Total
0	6	19	0	25
ST05 20/21 Engaging and communicating				
▲	●	★	Unknowns	Total
0	6	6	0	12
ST06 20/21 Valuing our people				
▲	●	★	Unknowns	Total
2	18	36	0	56
ST07 20/21 Protecting our environment				
▲	●	★	Unknowns	Total
0	9	16	0	25
ST08 20/21 Continuing to work effectively				
▲	●	★	Unknowns	Total
2	16	35	0	53

Strategic Theme Task Commentary

ST01 – Keeping you safe

1.1 Reduce the impact of false alarms on our resources

Internal collaboration between Operations and Business Fire Safety (BFS) to reduce Unwanted Fire Signals (UFS) from Automatic Fire Alarms (AFA) continues. A working group has been established and regular meetings are now taking place. The new UFS framework, which has now been rolled out and training delivered to crews, is being utilised to good effect.

***Unwanted Fire Signals (UFSs)** are false alarms generated from automatic fire alarm (AFA) systems.*

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

The Joint Fire Control (JFC) Training Team is still working on reduced numbers and is unable to progress work with Operations to develop a suitable training pack to provide awareness of human behaviour in, and causes of, fires in the home for JFC staff.

Operations are constantly monitoring how Home Safety Checks (HSCs) are delivered and a link is maintained with Community Safety (CS) colleagues to ensure best practice is captured and implemented along with any current trends.

The review and rejuvenation of Community Risk Management Plans (CRMPs) is ongoing and all Unitary Authorities (UAs) have now presented their CRMPs to the Head of Operations. Best practice has been shared and future presentations/updates are planned. We are promoting CRMPs to reflect station needs so CRMPs need not be identical but will share common themes.

The Operations Audit and Support Team (OAST) continue to review the quality of our Incident Recording System (IRS) data during regular bi-monthly meetings and will explore incorporating further analysis of information for targeting of vulnerable individuals and groups. Over the last year, guidance documents have been provided to stations and, more recently, on line training has been introduced in the form of a webinar.

The ***Incident Recording System (IRS)*** is a website managed by the Home Office. It collects information on the incidents attended by fire and rescue services, e.g. fires, false alarms, road traffic collisions.

Review continues of how we identify and apply risk rating of HSCs as part of the All Wales Risk Stratification process.

Enhanced HSCs continue to be delivered within eight UAs with representative body engagement continuing. On release from Covid-19 restrictions, we will continue to target the two remaining UAs for progression.

Data evaluation of Learning Evaluation After the Fire (LEAF), to inform targeted education/prevention activity, continues with systems to be devised to deliver LEAF which will be practitioner led. Launch date April 22.

1.3 Reduce the number of Road Traffic Collisions

We continue to work with Welsh Government (WG) and Go Safe Cymru to explore areas where we can initiate behavioural change rather than a penalty process. We are exploring trial areas where Go-Safe cameras will be removed allowing us to deliver education as an alternative. We have received a very positive response from road users within our trial sessions.

***GoSafe Cymru** is a partnership between the four police forces, the 22 local authorities and the WG and their aim is to make Welsh roads safer for everyone by influencing the attitudes and behaviours of all road users.*

During Q3 we have delivered over 1,000 interactions across Options, Domino and Megadrive. These have included using local community centres and sports clubs as venues to attempt to reach the heart of our communities.

***Domino** sessions are specifically designed to raise awareness of the **#Fatal5** – Drink / Drugs, Speed, Carelessness, Seat belt, Mobile phones*

***Operation Options** aims is to educate people on the dangers of not wearing a seatbelt.*

***Megadrive** is a pre driver training programme delivered to 16 to 18 year old students who may be planning on sitting their practical driving test in the not too distant future and may not be aware of all the potential hazards that come with driving on British roads.*

We are utilising data to change our approach to a more 'behavioural change' strategy. This has involved collaborating with WG and Go Safe Cymru to remove speed cameras from certain areas to allow us to provide education in that area to give motorists the opportunity to change their habits rather than receive a penalty. This has been very well received and we will roll this out to more areas during 2022.

1.4 Reduce the number of deliberate fires

Station Commanders sit on all Public Service Boards (PSBs) and numerous hubs across the Service and deliberate fire setting is a common agenda.

Risk Reduction continued to support Station Commanders through a number of local initiatives during the last quarter. Looking ahead resources will be put towards the Dawns Glaw and Healthy Hillside initiatives.

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

The Healthy Hillside Project is a partnership between numerous organisations, including Natural Resources Wales (NRW), Wildlife Trust of South and West Wales (WTSWW), Rhondda Cynon Taff County Borough Council (RCTCBC) and South Wales Fire and Rescue Service (SWFRS). This exciting new partnership is aiming to better manage our hillside for wildlife, and in doing so, better support the local communities in the Rhondda.

JFC will continue to provide safeguarding out of hours and at weekends by the Emergency Response Department. As an interim measure, all staff are currently undergoing one to one training on the completion of the database.

1.5 Improve safety in and around water

We continue to support the steering group of Water Safety Wales (WSW) including recently providing evidence to the petitions committee of WG in support of Public Rescue Equipment (PRE) around open water and the improvement of guidance to UAs from the Welsh Local Government Association (WLGA).

A toolkit is under development and a project has been initiated within Gwent to test the toolkit prior to roll-out to station commanders. This has involved the creation of a specific risk assessment which provides specific details of the watercourse, the (PRE) available, What Three Words references and access points. This has been a collaboration between Park Rangers, Caerphilly County Borough Council, New Inn Fire Station, Ebbw Vale Fire Station and Aberbargoed Fire Station. This process has allowed us to exercise against the toolkit to ensure its effectiveness.

We await the delivery of 'Stay Wise' in Wales. WG have been asked to implement water safety education to the curriculum led by Welsh Joint Education Committee (WJEC).

We have jointly hosted a families' event to support those affected by drowning over recent years. This has allowed us to develop a working group to coordinate the activities of these families in the drowning prevention arena. GM B Jones is leading a task and finish group to explore how we educate Special Educational Needs (SEN) children and home schooled children with partners on a national basis.

We continue to be involved with the National Fire Chiefs Council (NFCC) water rescue working groups. We have now re-established the All Wales Flooding and Water Rescue Group.

Due to the Service tendering process, a civil engineering consultant is required to be sourced by a competitive process to enable full planning permission for the River Usk Trackway (a deployable trackway to be used during flooding incidents) project. It is hoped that this will be completed by 31st Jan with planning being submitted by March 2022. The trackway system manufacture is programmed to present to OCG in later January. Once these elements are completed a project timeline will be completed. Newport City Council and Natural Resources Wales (NRW) have verbally agreed the trackway and stated they will support the project once planning is submitted. DCFO Richie Prendergast has confirmed budget is available to fund the project.

1.6 Improve fire safety in buildings in our communities

We continue to work with WG to implement the recommendations of their White Paper "Safer Buildings in Wales." Further updates will follow in the near future.

The Service will formally become a statutory consultee for planning applications on the 24th Jan 2022. All work relevant to ensuring the department is prepared for this change is complete and the department is working on an all Wales basis to ensure a consistent approach in this area. In addition, the CFO has offered support to the Department by securing two additional Station Manager (SM) positions to deal with additional work load.

The delivery of a risk based approach to ensure continued safety within our business premises continues. However this can only be achieved to a high standards when the RIDGE project delivers against its objectives.

Progress has been slower than expected developing a BFS module within our Business Management Information System (BMIS). Performance Indicators are expected to be available by the end of Q4.

JFC Systems continue to work with BFS to ensure Site Specific Risk Information (SSRI) is up to date via High Rise, Geospatial Data user Group (GDUG) and Building Risk Recommendation Group (BRRG) groups. An audit is required but not programmed yet due to staffing and workload.

ST02 – Responding to your emergency

2.1 Respond effectively when you need us

Resilience at JFC is still reliant on recall to duty which typically has limited success. Following the publishing of the review of efficiency and effectiveness of JFC and the first of a number of recruits' courses, it is hoped that greater numbers on watch will allow for the minimum crewing of six to increase to seven towards the end of the next quarter and eight before the end of the year. The provision of SM on watch will, in due course, provide additional decision making support to the watch. However, this will take time to develop and limited crewing means that SMs have to undertake operational and supervisory roles.

The review of efficiency and effectiveness of JFC Emergency Response (ER) has been published but limited impact on ER this quarter. Crewing levels remain very low due to both Covid-19 and legacy crewing issues - understaffing and long term sickness.

Phase 1 of the Risk Reduction operational competence training has been completed. This included 1-day practical training for level 2 officers and 1-day theory training for level 1 officers. Phase 2 will commence in 6 weeks and will see 2-day practical training commence for level 1 officers, and 1-day theory sessions for level 2 officers.

Collaborative working by Operations and Training to review core competency skills is on hold until 2022 due to change over of staff in training department.

JFC enhanced command and control system functionality, referred to as “secondary go-live” is unlikely to be achieved. Capita have now sold the command and control business. It is not known how this will affect this task.

JFC continue to use geospatial tools, “What 3 Words” and are testing BT new Enhanced Information Service for Emergency Calls (**EISEC**).

***EISEC** - BT enables the network to allow electronic transfer of the Caller Line Identity (CLI) to the Emergency Authority (EA), and allows the EA access to an EISEC-DB in order to directly collect location information relevant to the point of call origin.*

Work continues on Multi Agency Incident Transfer (MAIT) compatibility and testing with other agencies. WG making plans to move the MAIT project in to business as usual.

***MAIT** is a highly resilient service for all emergency service providers. It facilitates the fast exchange of secure messages and incident notifications between agency control rooms.*

A small number of Incident Command Level (ICL) assessments remain outstanding. Operational Assurance is working towards completing these by the end of March 2022.

Recently Ops have coordinated online Operational seminars to cover various subjects including raising awareness of special appliances. The promotion of working groups further underlines the ongoing work to improve awareness in this area.

Operational Risk Management (ORM) continue to review and update Standard Operating Procedures (SOPs) in line with Strategic Gap Analysis (SGA), Joint Organisational Learning (JOL), National Operational Learning (NOL) and the SOP review schedule.

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

On Call recruitment still remains a constant challenge and a priority for the Retained Management Team (RMT). The pandemic has impacted on the ability for stations to run local recruitment. Recruitment and Media & Communications continue to support with targeted Facebook and Google adverts. Stations will re-introduce local recruitment events when restrictions allow. Recruitment is discussed at all Station Commander and Group Manager (GM) engagement days.

We have agreed additional reward for courses completed and it is hoped that this will improve retention and give Firefighters (FFs) encouragement to attend courses. RMT are still working with training on the Skills for Justice (SFJ) award and what is required.

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

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

Two large exercises were completed in 2021 (Exercises Ivor and Taxing Towers) with over 10 pumps attending plus specials, other emergency service and partners. These exercises were presented to Senior Management Team (SMT) in December and it was agreed that similar exercises should take place annually. The team is looking to utilise the former HMRC high rise again in Q4 to capture other watches and actively seeking realistic venues across SWFRS to align with strategic risks and key areas of operational development.

OAST continue to work in collaboration with the Operational Development and Review Team (ODRT) and Training to ensure that all debriefs generated as a result of simulation and operations are collated in order learn and improve. Regular bi-monthly meetings have been arranged and work is ongoing to identify the need for a shared depository.

The JFC Training Team is still working on reduced numbers and is unable to progress new work including proactively identifying future trends that lead to new training needs.

Work has been undertaken by the Incident Command (IC) team to develop new scenarios for Level 2 and 3 IC exercises to complement the current suite already held. All new exercises and scenarios will then feature in future IC Initial course and assessments to ensure continuous variety in line with operational themes and trends.

ST03 – Using technology well

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

The Hydra system remains a usable asset. Further development will require an upgrade of significant cost. The need for future use of Hydra is to be monitored going forward to determine its value and viability in the future.

Hydra is a training tool that enables the monitoring of group dynamics, real-time leadership and naturalistic decision making in critical incidents.

Develop and transfer all FF development programme and “development to competent (D2C)” documentation online will be carried forward to 2022-23 due to ICT infrastructure unable to support this objective at present.

Discussions continue regarding the feasibility of placing android phones on all frontline appliances. Mobile phones are currently on trial at three wholtime stations for a three month period. We will look to extend these to all appliances following trial.

HR continue to integrate CoreHR including enhancement of the self-service provision. Testing and communications with other HR team members actively taking place. New report system introduced and working very well.

There has been no progress this quarter on the implementation of CoreHR attendance management due to the ongoing transition from Back Office to Portal which has priority over sickness absence.

The upgrade of the reprographics studio, including digital equipment, is almost complete. A procurement process is ongoing for high specification PCs and screens for video editing.

A document covering the impact of the South Wales Police Command and Control solution procurement has been prepared and JFC are waiting to receive it. Police procurement due to close 31st March for interested parties.

JFC continue scoping out Emergency Service Network (ESN) requirements and are engaging with the project team. A project manager has been appointed in MAWWFRS and project meetings are taking place with JFC.

ESN is a cross-government programme, led by the Home Office, to deliver the new Emergency Services critical communications system. This will replace the current Airwave service used by the emergency services in England, Wales and Scotland) and transform how they operate.

JFC review of the ICT strategy is ongoing with Silver and an ICT post has been advertised to assist with this work.

JFC are exploring technology to enable remote recruitment however, this has proved to be too expensive to date.

Developing a suite of HR reports that are automated through the use CoreHR, data via an Application Programming Interface (API) is currently on hold pending a decision by the Service as to whether or not to sanction APIs from CoreHR. A business case for CoreHR APIs supplied by ICT to ELT in early 2021.

*An **application-programming interface (API)** is a piece of software that lets one program access or control another program. APIs allow applications to share data without requiring developers to share software code.*

Health and Safety (H&S) continue to promote the 24/7 system for the reporting of accidents and near misses.

Phase 1 of the review and implementation of the Service's policy and procedure framework, to ensure accessibility for internal customers and administrative ease for managers, is complete and BMIS page is live for Heads of Service. Phase 2 is underway.

The monthly station audit module is now embedded and working well. The annual audit criteria and page layout have been approved by OAST and the intention is to backfill the previous 12 months audits. A spreadsheet has been prepared containing all annual audit criteria for all 47 stations in order to replicate the current hard copy station audit report within BMIS. This will be "bulk uploaded" to BMIS early in 2022.

The initial requirement to design and implement a summary of Service audits, with tasks still in progress and their associated assurance level, is now complete. Work remains ongoing with regards to presenting info on separate pages for internal audits.

There has been no progress, due to lack of resource, in undertaking market engagement to determine a suitable alternative finance system for the Service.

The pdrPro project, to ensure e-learning packages are in compliance with legislation, NOG and Service policy and that regular evaluation is in place, is under way with the basic system and layout developed. Additional resources are required to complete project by 1st February 23.

The development of a Fire & Rescue Authority (FRA) members reporting portal on BMIS, to allow access to relevant service performance data, continues. Draft pages are being developed offline for consideration by SMT/ELT. The next step will be to incorporate them into BMIS. The due date will likely be impacted by emerging resource issues.

Sourcing and implementing a digital platform around attendance management, to ensure more accurate and up to date reporting, remains on hold until transition from Core Back Office to Core Portal is complete.

ICT...

- Currently hold client data on a variety of CS systems; HSCs, Safeguarding, Domestic Violence and Fire Setting Intervention Scheme. Currently this data is securely held in four separate systems which makes it extremely difficult to know if the same person is being supported by more than one team. The intention is to take our existing data and create a simple client database where CS Manager can get an overview of a client and what teams have had some interaction with them.
- Continue to review Active Directory Management Tools. As part of our accreditation to Cyber Essentials Plus we need a robust method of assigning user permissions and managing security Group Memberships. Currently this is a manual and labour intensive process and with few tools to allow us to easily generate reports on user access.
- Have begun the VDI Hardware Replacement Project (previously VDI Improvement Project) Citrix consultancy. New proof of concept (POC) being created.
- Are still considering options for core switch replacement, progressing internal discussions regarding current and future requirements.
- Are progressing a full ICT physical asset management audit.
- Have completed work with House on the Hill (Supplier of the ICT Asset Management System) to create POC for a Redkite replacement and will shortly begin testing with a ORM Team members before extending the testing to a selection of end users. When the testing is complete a decision can be made to progress the new system or remain with the existing system.

House on the Hill: Cloud Service Desk & Portal that can be used for Freedom of Information Requests, IT Support, Customer Service or Facilities Management.

- Set up and configured resilient, WLAN virtual controllers. All three new controllers have been configured to match existing functionality. Tested SSIDs of wireless networks to confirm provide equivalent functionality.
- Continue the GPS repeater project with 42 stations now completed, following delivery of further hardware needed.

GPS repeaters enable the reception of satellite signals inside a building or indoor location where they cannot ordinarily be received.

- Considered the required features for the HQ inner firewall replacement, as well as considering future capacity. Meetings are arranged to discuss final requirements and procurement.

- Have placed an order with BT for resilient Session Internet Protocol (SIP) connections to replace Integrated Service Digital Network (ISDN). Met with support company to discuss changes needed to existing systems to accommodate the new connection. Note: BT have indicated that pandemic related supply chain issues may affect ability to provide hardware for the solution, which could delay completion.

ISDN comprises of a digital line that runs through copper wiring. It was a lot faster than traditional analogue lines and could be used for data as well as carrying voice calls.

SIP (also known as VoIP) trunking is a digital connection; ensuring calls are transmitted via the internet

- Made good progress in preparing systems for the migration to the new office productivity software which is due to be presented to strategy board in February. However the POC of an office productivity software implementation has slipped by two months.

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

We continue to support development of GDUG which is the gatekeeper for geospatial data. Datasets have been reviewed, working with Head of Ops Intel on evaluating service need, in particular replacement for Vega to provide service-wide mapping system. A Geo Data Hub is being developed on SharePoint.

In June 2021 the Intranet was upgraded from SharePoint 2007 to 2013. The site was given a complete overhaul and the menu systems were re-engineered to provide a much simpler interface to view/search for information. One of the many drivers for the change was to make the “public” side, i.e. everything up to the My Team Sites on the menu bar (that which is visible to all staff) available bilingually – we are now in the process of translating the menus. We can then move on to translating the pages. Information accessible by all staff needs to be translated but groups or teams can decide whether their My Teams Sites, i.e. restricted access areas, are bilingual.

The InPhase (BMIS) contract will be extended to 2024. A meeting has been arranged for mid-January 2022 to commence the development of a dashboard to monitor usage levels across BMIS. Work has commenced to consolidate project and action pages, providing a progress dashboard for SMT.

ST04 – Working with our partners

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

All Ops GMBs continue to engage with the PSBs or sub groups to ensure we can offer support wherever it is required.

A PSB area on BMIS will be developed for the collation and reporting of evidence to support the 9 PSB wellbeing objectives.

We continue to support the Gwent Climate Mitigation Group and all PSB action to address climate issues. In addition, extensive work has been taking place with both the Gwent and Cardiff Healthy Travel Charters.

We continue to build upon our understanding of refuse fires that account for one third of all our fires. The Refuse Working Group, a multi-agency partnership led by us, has agreed to support a recommendation for the upgrading of fire appliance mobile phones to a smart phone function. Following the agreement for smart phones to be trialled at three stations we will monitor their use and impact on information sharing. Additional reporting mechanisms will be enabled through access to the flymapper app.

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

Risk Reduction continue to work with offenders and cusp offenders to reduce anti-social behaviour, RTCs and deliberate fire setting. Phoenix and Crimes and Consequences have continued to operate and we have developed a new concept in the road and vehicle safety arena. We now work with Youth Justice to deliver road safety input to change behaviour and fringe criminality. This has been well received by our partners in the youth work arena.

The tri service data-sharing project remains on hold pending further engagement with the Welsh Ambulance Service Trust (WAST) and South Wales Police over the project future.

Procurement continues to work with Mid & West Wales FRS (MAWWFRS) with a view to embedding Social Value clauses in line with MAWWFRS. Link: [**Home - Social Value Portal**](#)

People Services continue to work with other FRSs both in Wales and also across the UK. We have also begun working with Chwarae Teg on a piece of work to support the reviews we are undertaking in some areas, including recruitment.

We are actively contributing to the All Wales Dementia strategic and operational working groups and developing the service into a Dementia Friendly organisation.

JFC continue to take part in regular exercises in conjunction with SWP, DPP and GP.

4.3 Review and evaluate our existing partnerships

The Primary Authority Scheme (PAS) with Campanile Hotels has been registered on the PA register and is in the process of going 'active'. The PAS agreement with Leekes is currently awaiting sign off. Due to capacity issues and competing departmental needs there are no plans to increase the number of PA partnerships at present.

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

The PAS with Community Housing Cymru (CHC) continues to function well and strengthen relationships with Housing Associations (HAs). SWFRS has provided advice regarding fire door specification and delivered a virtual presentation which was 'attended' by over 60 HA representatives. A presentation on the Fire Safety Act was also delivered by SWFRS via the internet and this had the same number of HA participants.

Regarding our insurance claims we have met with our claims investigator who has confirmed that they were satisfied with the way that we are dealing with our claims. We will continue to work with our insurers to determine whether we have any further training needs in the relevant areas.

ST05 – Engaging and communicating

5.1 Deliver on the recommendations of the Investors in People report

The development of a reporting portal on BMIS to track the progress made against the Investors in People (IiP) recommendations is complete. We are exploring how to implement the evidence gathering process retrospectively for year 2021 and going forward up until the next formal assessments.

Regular principal officer station visits continue and engagement events continue to be programmed by RMT with station JOs, SM's and GMs. Communication lines remain good at all levels.

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

Through the Consultation and Engagement Group (CEG) and subsequent meetings within Service Performance and Communications (SP&C), an SWFRS engagement resource hub is being developed. This will provide access to our Stakeholder and Partnership register, highlighting our contacts and working partnerships with groups including those applicable to our Socio Economic Duty.

Media & Communications continue to trial a variety of non-digital engagement methods, working with key stakeholders and partner organisations. Recent risk reduction and recruitment campaigns have seen the use of billboards, advertising vans, hyper local magazines, partner bulletins, national newspapers and radio advertising. Planning for campaigns and communications content for 2022 builds on previous successes and lessons learned, considering best means of engagement with a diverse range of audiences.

The use of social media platforms is embedding with station based crews. This has been helped by the introduction, initially to three stations, of smartphones. Crews are now also asked to provide basic information, via social media, to inform local communities of planned exercises. This has been used to good effect in Exercises Ivor and Taxing Towers, thereby alleviating any concerns that local residents may have.

Work is ongoing to engage and communicate sustainability opportunities. The Sustainability Officer now sits on the Improvement Suggestion Forum.

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

Station Commanders have been encouraged to plan station based events later in 2022 to promote Risk Reduction areas and enhance relationships with local partners and communities. This will be Covid-19 compliant.

We are continuing to deliver our KS1-4 educational interventions across the service. This has been delivered by a combination of face to face and remote delivery. During 2021 we delivered Crucial Crew input, virtually, to over 6,400 children across our UAs.

A campaigns calendar is in place on the intranet with departmental training on the system planned.

Plans are in place to re-establish the Momentum Programme commencing late Feb 2022.

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

ST06 – Valuing our people

6.1 Attract a workforce that reflects and represents our communities

The development and implementation of a Service recruitment strategy continues. Good practice is being considered alongside up-to-date, valid and necessary content.

To support SWFRS in maintaining its position as an employer of choice, approval has been given by the FRA to work with the representative bodies to develop attractive terms and conditions, including becoming a real living wage employer.

We have, where Covid-19 restrictions permit, continued running station based events supporting future FFs for both On Call and Wholetime duty systems.

The Equality, Diversity and Inclusion (ED&I) Officer and the Learning and Development Team are creating, as part of the pathways approach, a line manager training package for ED&I.

6.2 Develop our people by identifying training and development opportunities

We continue to review and improve our On Call, Wholetime, conversion and initial courses. We have consulted with RMT, Operations, Health and Safety, HR, Stores, ICT, Employee Relations and external stakeholders to develop and improve the systems and processes involved. Recent activities include team building trips to an outward bound centre and an introduction to mental health sessions. An end of course booklet is now produced and provided to Operations in order to improve the transition of trainees to operations.

We continue to work with our partners SFJ to evaluate, design and implement changes to the On Call qualification. We are identifying and evaluating, through gap analysis, what is required in order to gain efficiency and savings within the On Call pathway. Once the On Call Delivery Team have identified these requirements the SFJ leads at Cardiff Gate will collaborate with SFJ to create the award.

Roll out of the new development portfolio and Internal Quality Assurance (IQA) in BFS, which will map out the development pathway for new entrants, from induction through to competency, will commence in February. It highlights what 'Activities' they need to perform to achieve each National Occupational Standard (NOS) and includes information on courses, internal IQA portfolio, training and Continual Professional Development (CPD).

The planning and implementation of Breathing Apparatus (BA) bi-annual re-qualification is ongoing. The timetable for the BA Requalification (BAR) element of the training and lesson plans is in progress and the course commissioning document has been signed off. The Training Support Unit (TSU) will film micro teaches to place on the Service BA platform.

The development and roll out a training package for the new Thermal Imaging Cameras (TICs) is progressing as expected. Training at Cardiff Wales Airport has been arranged using their fire rigs. This will be filmed and utilised for future BA Tactical Ventilation training

*A **thermal imaging camera (TIC)** is a type of the thermographic camera used in firefighting. By rendering infrared radiation as visible light, such cameras allow FFs to see areas of heat through smoke, darkness, or heat-permeable barriers.*

***Tactical ventilation** involves opening ventilation paths with the intent to make the fire behave or travel in a certain direction*

We continue to align water rescue training to the new Department for the Environment, Food and Rural Affairs (DEFRA) training standards. Phase 1 conversion course for the four rescue tender stations to Module 3 technicians are scheduled to commence 10th January 2022, with a total of 142 personnel attending the training. This is a six month project to complete. Phase 2, during which all wholtime stations will be up skilled to Module 2, will take 24 months to achieve.

Large Good Vehicle (LGV) and Large Vehicle Emergency Response Driver Training (ERDT) will start to align with Section 19 of the Road Traffic Act when it is implemented in May 2022. This will have greatest impact for On Call personnel and training budgets due to 10 day course requirements.

Due to capacity and resourcing the development of a Service specific online training module covering key Data Protection principles has not progressed during the last quarter. Awareness has however been raised through joint campaign "Information Security Series" with ICT.

Progress has been made on Incident Recording System (IRS) e-learning module with the first chapters to be tested on stations for feedback.

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

All FFs have now received initial wellbeing training. We will now look at introducing similar, or more advanced, training on future junior officer and station manager courses.

Operations continue to work with relevant departments and representative bodies to ensure a smooth implementation of Fire Fit (HR/OHU driven objective which is due to be implemented in August 2022). The Fire Fit test will only be required if operational staff fail to reach the required standard obtained through the treadmill / wattbike method of gauging fitness levels

People Services has reviewed its performance against the first year 2021-24 People Plan and will report findings to the HR & Equalities committee in January 2022. The department

continues to put people at the forefront of its developments and have recently introduced Care Reviews to consider medical issues on an individual basis.

HR workshops, to deliver key messages and updates to line managers, were re-introduced on 9th Nov 2021 with the next one due to be held in Feb 2022.

HR are considering the key principles of the new Socio Economic Duty and their impact on recruitment activities. A report was produced by Recruitment / SP&C evaluating the last Wholetime recruitment campaign which has helped us drive activities forward for the 2022 campaign.

Work is ongoing reviewing the Service suite of employment contracts to ensure legal compliance and a clear employment offering. The Strategic Reserve Contract has been disbanded. Training contracts will be reviewed in the coming months. Due to the volume of contracts it is likely that this work stream will extend beyond 31st March 2022.

Plans are in place to develop and maintain, in collaboration with MAWWFRS, a suite of people procedures for the JFC, however capacity has not afforded the opportunity for this activity to be completed.

Employee Relations continue to collaborate with HoS on the development of consistent and up to date job descriptions. Work will continue when all job evaluation appeals have been completed. This may extend into the second quarter of 2022.

Work is ongoing supporting the implementation of the National Fire Chiefs Council (NFCC) safeguarding framework within the Service. Training has been delivered with a mop up session scheduled for January 2022.

Initial scoping work has commenced to review Green Book on call arrangements to ensure appropriate remuneration across posts.

*Known as the Single Status Agreement, the **Green Book** covers the pay and conditions for local authority employees ranging from architects to cleaners and lawyers to school meals staff. It includes our corporate staff.*

The Wellbeing Delivery Group is now established and meeting quarterly with representation from across the Service.

The location of a welfare room for JFC has been agreed and forms submitted to South Wales Police for work to commence. On hold due to omicron variant.

Absence management:

- Hold monthly Sickness Advisory Panel meetings with Occupational Health and HR to monitor individual cases and trends in physical and mental well-being.
- Are reviewing the mental health strategy.
- Are reviewing monthly departmental and Service Covid-19 risk assessments.
- Will be holding wellbeing events on stations, HQ and Cardiff Gate in Q2 and 3 2022.

- Continue to coordinate wellbeing activities through the Wellbeing Delivery Group.
- Continue Healthy Heart activities in January and February.
- Are planning a nutritional support “move more and eat well” presentation developed by Ops staff.
- Have set up a standup meeting room and made rising desks available to staff requiring support for medical conditions. Walking meetings are being held.
- Are considering the current work of the Royal Foundation, via the Wellbeing Delivery Group, in terms of mental health with a view to introducing best practice / recommendations by this group. The recommendations will be uploaded onto BMIS with specific task owners and will be monitored through this process.
- Have noted a significant difference in figures between English Services and the devolved Services in the NFCC Sickness Report Q1 figures. We are investigating if English Services use different definition of sickness recording.

ED&I have supported cultural change by promoting Equality, Diversity and Inclusion initiatives and solutions by:

- Setting up a new Inclusive Workforce Group
- Participating in the wholetime media project
- Drafting an organisational EDI map which brought together NFCC, People Plan and liP actions and aligned them to SEP outcomes along with Strategic Themes,
- Presenting Org EDI Map to ELT and SMT
- Offering to enable training on new Integrated Assessment to HR managers
- Carrying out a Dignity at Work review
- Sharing relevant external articles / reports / information with ELT and SMT
- Carrying out equality sessions during staff inductions

ED&I have provided equality support to colleagues in relation to their work streams including

- Providing 30 colleagues with advice and input re SOPS.
- Advising on seven Integrated Assessments which included condensed upskilling sessions.
- Participating in the setting of media posts on events such as Black History Month.
- Offering to carry out a session on new Integrated Assessments to HR managers.

ED&I have commenced collaborative work with NWFRS regarding lesbian, gay, bisexual, and transgender (LGB&T) staff, participated in Equality and Human Rights Commission (EHRC) online seminar and represented the Service for WG funded research into equality assessments.

ST07 – Protecting our environment

7.1 Reduce our usage of single use materials

A reporting dashboard is being developed on BMIS for the Service Delivery Group that replaces paper reporting. It is intended that the finalised BMIS reporting dashboard will be used at the Service Delivery meeting in February 2022.

Business Support no longer provide paper agendas and reports to internal members of staff. FRA Members still receive printed papers at present.

7.2 Explore the use of electric vehicles

The installation of the first group of electric vehicle chargers has now reached completion and further installations will follow at strategic sites.

A further two electric vehicles have been added to the fleet and we have applied for funding which will, should the application be successful, enable us to look at purchasing large vans in the future.

7.3 Reduce our energy use and our carbon footprint

The development of a carbon reduction dashboard on BMIS, to monitor the Carbon Reduction Plan, continues to be developed in conjunction with the Sustainability Officer this will continue through 22/23.

Link: **[Carbon-Reduction-Plan-2020-2023_eng.pdf \(southwales-fire.gov.uk\)](#)**

All specialist appliance training is now station-based to reduce specialist appliance movements during training courses.

With the introduction of Tranman v9, it is now possible to measure the carbon footprint of all vehicles. We continue to add mileages on a monthly basis in order to monitor the carbon footprint of all pool vehicles.

Making fire stations more sustainable is an ongoing exercise that will be driven forward as part of the whole Service goal of sustainability. Due to Covid-19 we are not as far forward as we would like to be but there are some excellent examples on station where sustainability methods are on show, e.g. re-use of fire hose, bee keeping and using helmets as plant pots.

The consolidated waste contract has encountered some delay in consultation due to concerns regarding increased costs. Work is currently in progress to address these concerns. A quotation for sub-metering has been provided and we await feedback as to the viability to proceed.

We are currently in the process of appointing a consultant to progress solar panel installation at HQ and Barry Fire Station. If successful, we will look to complete further installations across the Service.

We continue to explore and identify options for reducing unnecessary travel, e.g. adaptive travel has been undertaken both by operational and corporate staff, elements of operational training have been delivered at home stations using webinars and virtual group/station training.

7.4 Consider how our activities impact on the environment

Improving the recording, monitoring and reporting of all carbon impacts across the Service is an annual undertaking and was last reported in the summer of 2021. We continue to embed this work and capture data in what is a fairly new area.

Fleet and Engineering, in collaboration with the Sustainability Officer, are exploring the feasibility of collecting rainwater. This has been costed and a plan has been started but, as yet, not implemented.

An options proposal was put together for the disposal of confidential waste. Further work is required with the property team to better understand the direction of confidential waste strategy and our environmental commitments against budget.

Risk Reduction continue to explore opportunities to reduce the use of non-recyclable material. Community Safety training has been delivered to stations virtually.

ST08 – Continuing to work effectively

8.1 Be clear and publicly accountable

The Freedom of Information (FOI) publication scheme is now up to date and compliant. The availability of FOI requests on our public facing website is a larger piece of work with Media & Communications digital dependency (for a redesign following research) when capacity allows.

A reporting portal has been developed on BMIS to track compliance with the Welsh Language Standard. Head of HR requires a demonstration and will need to determine ownership of tasks related to the various standards going forward.

*The **Welsh Language Standards** promote and facilitate the Welsh language, and ensure that the Welsh language is not treated less favourably than the English language in Wales.*

Link: [Welsh language standards \(welshlanguagecommissioner.wales\)](https://welshlanguagecommissioner.wales)

A reporting portal has been developed on BMIS to track progress against the Gender Pay Gap action plan, based on tasks previously provided. However, reporting has not yet commenced and tasks are being revisited by Head of HR.

*The **gender pay gap** is an equality measure that shows the difference in average earnings between women and men.*

New data validation queries are in use for the quality assurance of IRS data and will be reviewed at the end of Q4.

Progress remains limited in developing an Information Asset Register (IAR) to help understand and manage the Service' information assets and the risks to them due to other commitments. The plan remains to host the IAR on the new SharePoint Intranet and for it to be regularly reviewed and updated as necessary.

Station Information Governance Audit visits have been parked with a view to recommence in April 2022.

The Strategic Safeguarding Group continues to support the safeguarding initiative and a formal working group has been established to consider how the Service progresses following the changes in JFC.

Developing a CS&P data quality assurance guide / procedure is to be scoped and developed in conjunction with new station reports on BMIS.

8.2 Maximise value for money

CoreHR Personal Reviews were added to the CORE digital portfolio in 2021. Work is progressing to implement a Learning Management System in 2022.

Process mapping with Employee Relations is ongoing dependent upon capacity. Support has been provided to ER team for development of new SIM database and monitoring reports on BMIS.

Process mapping exercises have been undertaken with Legal and Insurance. Final amendments have been made to the process map and this has been approved. A meeting is scheduled for 10th January 2022 to review reports.

The report into the long-term management of the Real Fire Training Facility, with a series of costed options for ELT to consider, is to be submitted in January 2022.

8.3 Develop for a new normal way of working

A review of the flexible rostering system to improve service delivery has been carried out. Awaiting joint approval with representative bodies and Head of Operations.

All Covid-19 risk assessments are current and updated regularly in line with new information received from WG and SWFRS updates.

The review of JFC structure and governance is complete and has moved into the consultation and implementation phase.

Positive meetings have been held with Microsoft 365 consultants investigating the use of document management systems and organisational filing systems in preparation for the new SharePoint. However, this action has been further delayed due to other pressures, capacity and availability. A project team is to be set up to address this action.

Risk reduction have evaluated processes modified as a consequence of Covid-19 and their impacts for future departmental needs. The home safety manager has completed training for all operational staff on the M20 process and expectations shared with new station commanders on their induction course.

Following the new SharePoint 2013 intranet pages, ORM have set up a private team site for recording SOPs, OTPs progress and work flows. This will remove the use of spreadsheets and allow collaborative working between the team.

A review of central staffing structure is still ongoing and currently awaiting the outcome of the appeal process.

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PERFORMANCE MONITORING REPORT

Appendix 1

01 April – 31 December 2021



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

Produced in

BMIS
Business Management
Information System

Introduction

The Performance Monitoring Report for 2021/22 highlights performance for the period 01 April 2021 to 31 December 2021. The report includes:

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

The performance indicators included show six years of data to enable us to demonstrate how the organisation is performing for the communities it serves by showing long term trends in performance.

Following consideration by the Senior Management Team and the Fire and Rescue Authority, the report is made available to the public via the internet.

Changes to Working Practices due to COVID-19

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

Depending on the information gathered from the individual, equipment has been either delivered to the doorstep with appropriate literature and guidance or a practitioner attends site and completes the more complex check of the needs of individuals. Practitioners have utilised the transferable skills throughout the department to meet the needs of communities throughout this difficult period.

During Q1/3 of this year the service has been able to carry out 5,730 HSCs, 335 were refused and at 491 addresses we were unable to contact the occupier. With restrictions easing more face to face interaction has taken place as we have progressed into the year.

The return of the cadets was initially put on hold but has successfully recommenced in September 2021 after suitable risk assessments took place.

For safety reasons the Business Fire Safety department was unable to carry out audits in the usual manner to premises, except to those that were deemed to be high risk. The team have started to recommence more activity as restrictions have been eased and suitable risk assessments have been put in place.

Due to the pandemic and continued support to other agencies, work by stations on CRMPs (Community Risk Management Plans) was put on hold. This however, has now recommenced and has progressed throughout the year.

Noticeable differences to the type of incidents that the service has attended has been the increase in assisting other agencies which has increased from 274 incidents last year to 388 incidents this year, an increase of 42%. Assistance to the Police/Ambulance has increased from 237 incidents last year to 306 incidents in Q1/3 this year, an increase of 29%.

The service has also experienced an increase in attendance to bariatric patients with incidents rising from 103 last year to 118 incidents this year, an increase of 15%. Attendance by crews to suicide or attempted suicide rose during 2020/21 but has fallen during Q1/3. There were 57 incidents last year compared to 39 this year, a decrease of 32%.

The Service Performance & Communications Department co-ordinates and compiles this report on behalf of the Service Delivery Directorate. All information is extracted from updated Directorate quarterly Service Plans and the data sets are maintained and validated by the Statistics and Risk Team and may be subject to change. Data for this report was extracted on 31st January 2022.

We are continually seeking to improve this report and welcome comments on additional information or other changes that you would like to see, please feel free to contact Neil Herniman at n-herniman@southwales-fire.gov.uk 01443 232775 or Suzanne Absalom on s-absalom@southwales-fire.gov.uk 01443 232588 to discuss.

Strategic Indicators 2021/22 – Performance

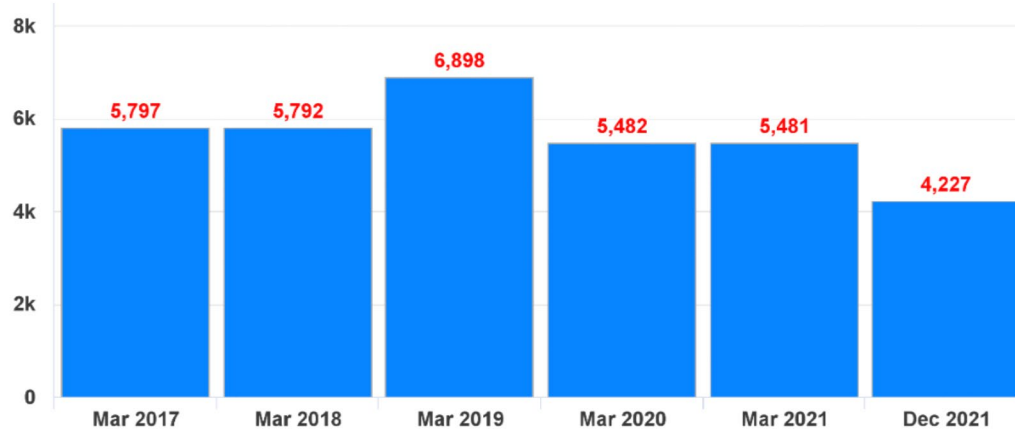
The sunburst below displays the progress of each Strategic Indicator based on its performance against the target set.

Performance Key	★ Better than or equal to target	● Up to 5% above target	▲ Over 5% from target
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	Q1 – Q3 Actual (YTD)	Q1 – Q3 Target (YTD)	Q1 – Q3 2020/21 (YTD)	Q1 – Q3 2019/20 (YTD)
Total Fires Attended	4,227	4,677	★	4,308
Total RTCs Attended	649	754	★	511
Total False Alarms Attended	6,464	6,244	●	6,418
Total Other SSCs Attended	2,037	1,732	▲	1,709
% of Dwelling Fires Confined to Room of Origin	83.71%	85.00%	●	82.00%
Total Deaths and Injuries in Fires	37	50	★	33
Total Accidental Deaths and Injuries in Fires	30	45	★	27

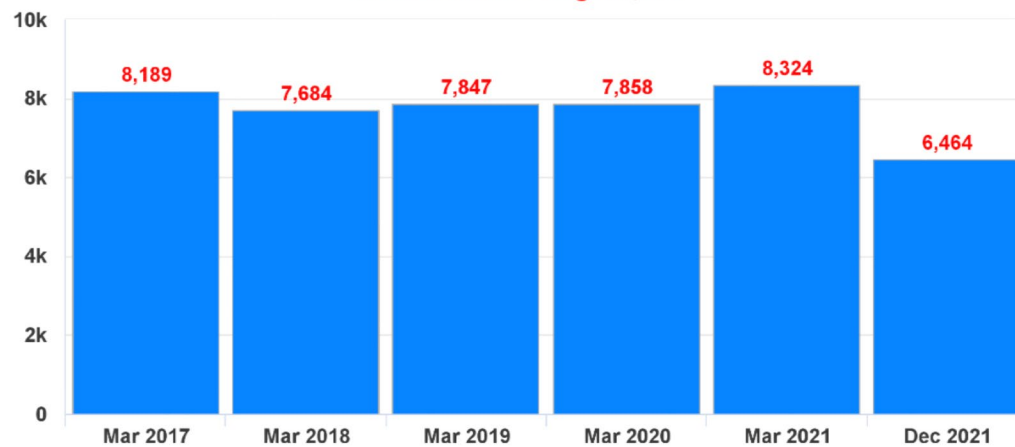
Total Fires Attended
2021/22 Q1-Q3 Target 4,677



Q1/Q3 2021/22 Performance V Q1/Q3 2020/21

- Total fires (4,308 – 4,227) ↓ 2%, 10% below the target of 4,677.
- Deliberate fires (3,037 – 3,019) ↓ (1%).
- Deliberate Grass fires (799 – 760) ↓ 5%,
Deliberate refuse fires (1,740 – 1,725) ↓ 1%.
- Deliberate Road vehicle fires (283 – 279) ↓ 1%,
- Monmouthshire (159) 7% **above** target,
Torfaen (214) 25% **below** target.
- Deliberate fires accounted for 71% of all fires.

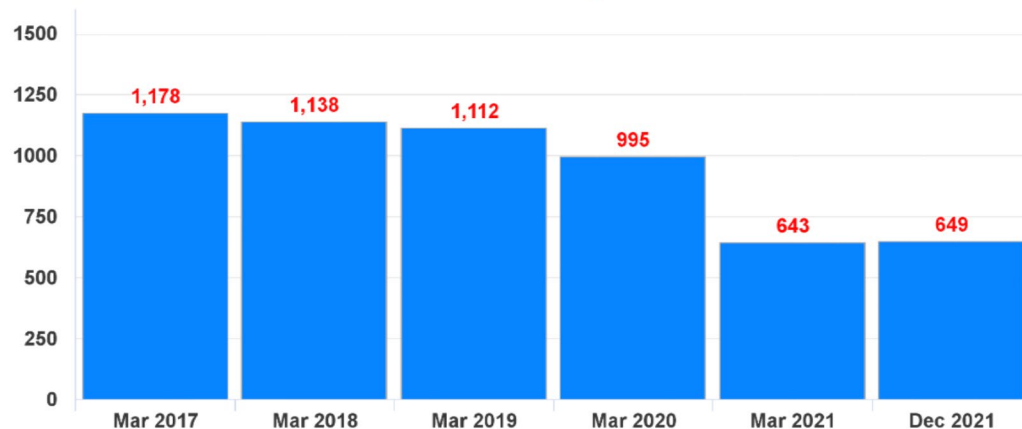
Total False Alarms Attended
2021/22 Q1-Q3 Target 6,244



Q1/Q3 2021/22 Performance V Q1/Q3 2020/21

- Total False Alarms (6,418 – 6,464) ↑ 46 (+1%).
- 4% **above** the target of 6,244.
- False alarm due to apparatus (3,546 – 3,493) ↓ 1%.
- False alarm good intent (2,713 – 2,753) ↑ 1%
- False Alarm Malicious (159 – 217) ↑ 36%.
- Residential homes (224 – 191) ↓ 15%,
Education (336 – 402) ↑ 20%, Hospitals (490 – 427) ↓ 13%.
- Appliances in attendance at Residential homes (349 – 284) ↓ 19% Education (507 – 563) ↑ 11%, Hospitals (713 – 613) ↓ 14%.

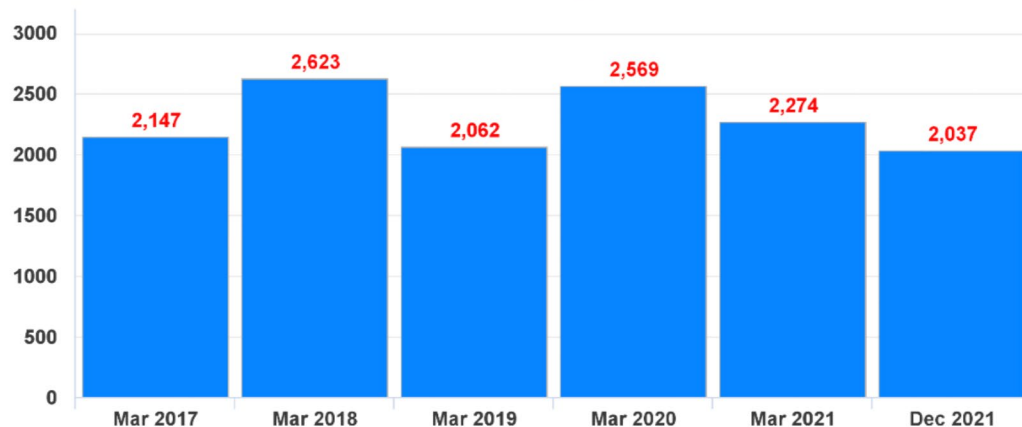
Total RTCs Attended
2021/22 Q1-Q3 Target 754



Q1/Q3 2021/22 Performance V Q1/Q3 2020/21

- Total RTCs (511 – 649) ↑ 138 (+27%)
- 14% **below** the target of 754.
- Numbers this year were higher than last year but were still lower than the previous 7 years.
- Although extrications/release of persons have risen from 97 to 125 the percentage of extrications/release of persons has remained at 19%.
- RCT (27) and Monmouthshire (19) experienced the highest numbers of extrications and release of persons in Q1/3.

Total Other SSCs Attended
2021/22 Q1-Q3 Target 1,732

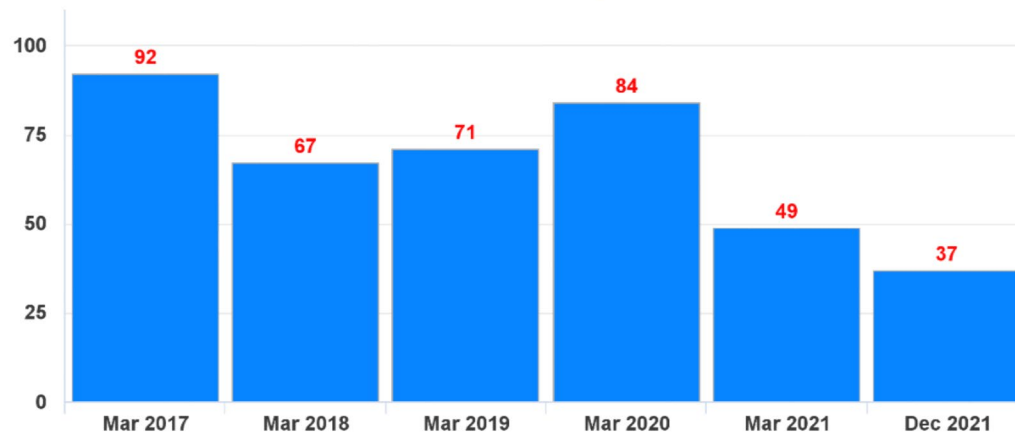


Q1/Q3 2021/22 Performance V Q1/Q3 2020/21

- Other SSCs (1,709 – 2,037) ↑ 328 (+19%).
- 18% **above** the target of 1,732.
- Effecting entry (163 to 267) ↑ 64%, animal assistance (110 to 141) ↑ 28%, lift release (79 to 92) ↑ 16%.
- Assisting other agencies (274 – 388) ↑ 42%, Bariatrics (103 – 118) ↑ 15%.
- Cardiff UA had the highest number of incidents with 545, an increase of 42% from the previous year in Q1/3.

Total Deaths and Injuries In Fires

2021/22 Q1-Q3 Target 50

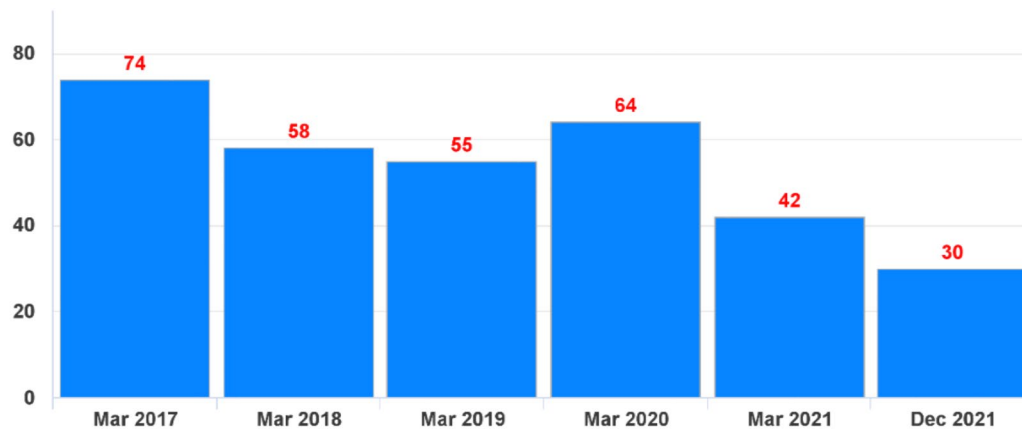


Q1/Q3 2021/22 Performance V Q1/Q3 2020/21

- Total fatalities and injuries ↑ 12% (33 to 37)
- 26% **below** the Q1/3 target of 50.
- There were 5 fatalities from fire in Q1/3, the same as last year.
- Serious injuries have increased from 5 last year to 7 this year (+40%).
- Slight injuries have increased from 23 last year to 25 this year (+9%).
- The slight increase in injuries corresponds with the slight 1% increase in accidental dwelling fires.

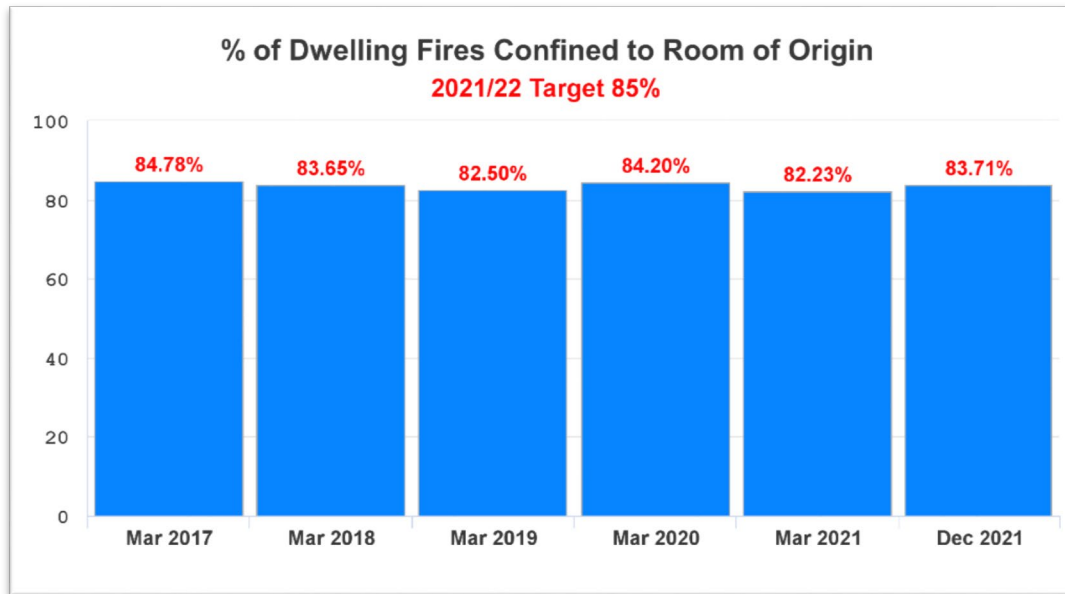
Total Accidental Deaths and Injuries In Fires

2021/22 Q1-Q3 Target 45



Q1/Q3 2021/22 Performance V Q1/Q3 2020/21

- Total accidental fatalities and injuries ↑ 11% (27 to 30)
- 34% **below** the target of 45.
- 5 fatalities were all accidental and is 2 more than last year in Q1/3.
- There were 5 accidental serious injuries which was the same as last year.
- There were 20 slight injuries compared to 19 last year.
- The slight increase in accidental fatalities/injuries corresponds with the slight 1% increase in accidental dwelling fires.

**Q1/Q3 2021/22 Performance V Q1/Q3 2020/21**

- 409 of 489 dwelling fires have been confined to the room of origin (83.71%).
- This is above last year and is 1.29% **below** the target set of 85% at the start of the year.
- Merthyr (96%) and Caerphilly (95%) UA's had the **highest** percentage of fires confined to the room of origin.
- Newport UA had the **lowest** percentage with 78% of dwelling fires confined to the room of origin.



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	907	123	85	101	79	97	76	73	59	59				309	252	191		752	691	61	9%
Special Service Call	141	9	11	28	15	15	13	15	15	10				48	43	40		131	113	18	16%
Total RTCs Attended	20	0	1	7	3	2	2	2	6	4				8	7	12		27	16	11	69%
Total Other SSCs Attended	121	9	10	21	12	13	11	13	9	6				40	36	28		104	97	7	7%
Total False Alarms Attended	374	40	41	34	23	38	34	38	27	31				115	95	96		306	280	26	9%
Malicious False Alarms	8	0	1	1	0	2	0	1	2	1				2	2	4		8	7	1	14%
Good Intent False Alarm	196	26	18	23	17	24	17	18	17	14				67	58	49		174	151	23	15%
Automatic False Alarms	170	14	22	10	6	12	17	19	8	16				46	35	43		124	122	2	2%
Total Fires Attended	392	74	33	39	41	44	29	20	17	18				146	114	55		315	298	17	6%
Deliberate Fire	320	67	26	33	36	40	22	18	14	13				126	98	45		269	240	29	12%
Deliberate grass fires attended	54	37	4	4	11	2	5	3	1	1				45	18	5		68	38	30	79%
Deliberate refuse fires attended	214	24	16	22	18	29	14	11	9	5				62	61	25		148	161	-13	-8%
Accidental Fire	72	7	7	6	5	4	7	2	3	5				20	16	10		46	58	-12	-21%
Accidental Dwelling Fires Attended	19	2	6	1	0	1	2	1	1	1				9	3	3		15	15	0	0%
Total Deaths and Injuries In Fires	1	0	0	0	1	0	0	0	0	0				0	1	0		1	1	0	0%
Total Accidental Deaths and Injuries In Fires	1	0	0	0	0	0	0	0	0	0				0	0	0		0	1	-1	-100%

An analysis of the statistics relating to accidental dwelling fires suggest that the numbers are the same as last year with 15 in Q1/3. There were 9 incidents in Q1, 3 in Q2 and 3 in Q3. 4 of the 15 incidents were caused by cooking compared to 3 of 15 last year. 7 of the 15 fires were due to human factors with distraction (4), falling asleep (1) and 2 were other medical conditions. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There were no fatalities or injuries in Q1 or Q3 but there was a slight injury in Q2. Attendance at Other special service calls has increased by 7% with assistance to other agencies increasing from 20 to 22 (+10%) compared to Q1/3 last year. There were also increases in other rescues/release from persons with 13 this year compared to 2 last year and removal of objects from people, 5 to 7. The number of road traffic collisions attended has increased from 16 to 27 (+69%) with crews attending 7 of these incidents in June. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate grass fires have increased by 79% from 38 to 68 although deliberate refuse fires have decreased by 8% from 161 to 148. Automatic false alarms have increased by 2% from 122 to 124. There were particularly high numbers in attendance at Industrial manufacturing properties with 23 incidents in Q1/3, the majority being faulty alarms. Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have increased from 7 to 8 and there was a 15% increase in Good intent false alarms (151 to 174) with calls to loose refuse accounting for the majority of this call type.



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	1,474	200	125	144	164	102	111	114	121	84				469	377	319		1,165	1,141	24	2%
Special Service Call	269	34	29	28	33	20	25	38	36	20				91	78	94		263	207	56	27%
Total RTCs Attended	79	7	9	9	8	6	9	14	9	6				25	23	29		77	65	12	18%
Total Other SSCs Attended	190	27	20	19	25	14	16	24	27	14				66	55	65		186	142	44	31%
Total False Alarms Attended	693	60	69	74	87	52	66	59	54	45				203	205	158		566	529	37	7%
Malicious False Alarms	27	2	1	3	2	0	1	3	1	1				6	3	5		14	22	-8	-36%
Good Intent False Alarm	315	35	39	38	50	25	34	23	27	16				112	109	66		287	243	44	18%
Automatic False Alarms	351	23	29	33	35	27	31	33	26	28				85	93	87		265	264	1	0%
Total Fires Attended	512	106	27	42	44	30	20	17	31	19				175	94	67		336	405	-69	-17%
Deliberate Fire	359	80	16	31	37	22	16	10	21	6				127	75	37		239	287	-48	-17%
Deliberate grass fires attended	106	38	0	10	12	5	3	0	3	0				48	20	3		71	84	-13	-15%
Deliberate refuse fires attended	193	33	9	17	21	11	8	7	13	3				59	40	23		122	159	-37	-23%
Accidental Fire	153	26	11	11	7	8	4	7	10	13				48	19	30		97	118	-21	-18%
Accidental Dwelling Fires Attended	49	7	4	1	3	3	2	5	2	7				12	8	14		34	34	0	0%
Total Deaths and Injuries In Fires	8	1	1	0	0	0	0	0	0	0				2	0	0		2	6	-4	-67%
Total Accidental Deaths and Injuries In Fires	6	1	1	0	0	0	0	0	0	0				2	0	0		2	5	-3	-60%

An analysis of the statistics relating to accidental dwelling fires suggest that the numbers are the same as last year with 34 in Q1/3. There were 12 incidents in Q1 and 8 in Q2 and 14 in Q3. 11 of the 34 incidents were caused by cooking compared to 12 of 34 last year. 13 of the 34 fires were due to human factors with distraction (6), being the most common reason. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. Sadly there was 1 fatality in Q1 in an accidental dwelling fire, a male aged 90 caused by an electric heater, and there was also a slight injury. Attendance at Other special service calls has increased from 142 to 186 (+31%) with assistance to other agencies increasing from 22 to 31 (+41%) compared to Q1/3 last year. We also attended 11 bariatric incidents. There were also increases to effecting entry incidents with numbers rising from 12 to 20 (+67%) and removal of objects from people, 6 to 14 (+133%). The number of road traffic collisions attended has increased from 65 to 77 with crews attending 13 extrications/release of persons compared to 8 last year in Q1/3. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate grass fires however have decreased by 15% from 84 to 71 and deliberate refuse fires have decreased by 23% from 159 to 122. Automatic false alarms have increased by 1% from 264 to 265. There was an increase in attendance at Educational premises (14 to 30) but most other property types experienced a decrease in calls. Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have decreased from 22 to 14. There was an 18% increase in Good intent false alarms with calls to residential homes (1 to 25) accounting for the majority of this increase.



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	1,757	267	145	177	159	178	167	165	160	124				589	504	449		1,542	1,354	188	14%
Special Service Call	263	25	33	27	32	32	33	26	23	30				85	97	79		261	189	72	38%
Total RTCs Attended	65	7	9	6	12	7	6	8	5	5				22	25	18		65	51	14	27%
Total Other SSCs Attended	198	18	24	21	20	25	27	18	18	25				63	72	61		196	138	58	42%
Total False Alarms Attended	748	86	55	75	67	83	71	71	67	51				216	221	189		626	601	25	4%
Malicious False Alarms	13	0	0	4	0	3	3	4	1	3				4	6	8		18	10	8	80%
Good Intent False Alarm	408	66	30	41	31	39	40	28	30	14				137	110	72		319	340	-21	-6%
Automatic False Alarms	327	20	25	30	36	41	28	39	36	34				75	105	109		289	251	38	15%
Total Fires Attended	746	156	57	75	60	63	63	68	70	43				288	186	181		655	564	91	16%
Deliberate Fire	557	135	43	52	51	54	48	54	48	29				230	153	131		514	424	90	21%
Deliberate grass fires attended	158	70	3	20	11	10	5	8	3	3				93	26	14		133	127	6	5%
Deliberate refuse fires attended	326	52	28	28	30	32	36	39	38	21				108	98	98		304	242	62	26%
Accidental Fire	189	21	14	23	9	9	15	14	22	14				58	33	50		141	140	1	1%
Accidental Dwelling Fires Attended	69	2	4	9	7	3	3	3	14	8				15	13	25		53	43	10	23%
Total Deaths and Injuries In Fires	4	1	0	1	0	0	0	0	4	0				2	0	4		6	2	4	200%
Total Accidental Deaths and Injuries In Fires	3	1	0	1	0	0	0	0	4	0				2	0	4		6	1	5	500%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 23% in incidents compared to last year in Q1/3. The number of incidents has risen from 43 to 53. There were 15 incidents in Q1 and 13 in Q2 and 25 in Q3. 18 of the 53 incidents were caused by cooking compared to 15 of 43 last year. 23 of the fires were due to human factors with distraction (3), unknown circumstances (5), and other medical condition (2) the main reasons. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There were 2 slight injuries in Q1 and 4 slight injuries in Q3. Attendance at Other special service calls has increased by 42% with assistance to other agencies increasing from 34 to 51 (+50%) compared to Q1/3 last year. There were also increases to animal assistance incidents from 4 to 12 (+200%) and effecting entry incidents, 8 to 23 (+188%). The number of road traffic collisions attended has increased from 51 to 65 with crews attending 13 extrications/release of persons compared to 10 last year in Q1/3. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate grass fires have increased by 5% from 127 to 133. Deliberate refuse fires have increased by 26% from 242 to 304. Automatic false alarms have increased by 15% from 251 to 289. There was an increase in attendance at industrial manufacturing (40 to 64) and hospitals (8 to 15). Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have increased from 10 to 18 and there was a 6% decrease in Good intent false alarms with calls to loose refuse being the reason for the majority of these calls (82 of 319).



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	3,658	381	299	359	350	348	364	368	370	296				1,039	1,062	1,034		3,135	2,777	358	13%
Special Service Call	635	61	80	75	76	78	62	78	79	66				216	216	223		655	472	183	39%
Total RTCs Attended	115	16	12	12	10	12	8	13	13	14				40	30	40		110	88	22	25%
Total Other SSCs Attended	520	45	68	63	66	66	54	65	66	52				176	186	183		545	384	161	42%
Total False Alarms Attended	2,023	162	157	172	190	195	204	215	214	175				491	589	604		1,684	1,496	188	13%
Malicious False Alarms	68	9	4	8	7	9	5	7	5	9				21	21	21		63	49	14	29%
Good Intent False Alarm	668	75	65	63	59	78	76	59	62	60				203	213	181		597	510	87	17%
Automatic False Alarms	1,287	78	88	101	124	108	123	149	147	106				267	355	402		1,024	937	87	9%
Total Fires Attended	1,000	158	62	112	84	75	98	75	77	55				332	257	207		796	809	-13	-2%
Deliberate Fire	646	121	42	72	58	47	74	48	54	32				235	179	134		548	523	25	5%
Deliberate grass fires attended	111	51	3	12	13	6	12	6	1	2				66	31	9		106	92	14	15%
Deliberate refuse fires attended	406	63	33	48	35	26	46	27	42	18				144	107	87		338	331	7	2%
Accidental Fire	354	37	20	40	26	28	24	27	23	23				97	78	73		248	286	-38	-13%
Accidental Dwelling Fires Attended	156	18	12	13	7	9	9	18	14	13				43	25	45		113	125	-12	-10%
Total Deaths and Injuries In Fires	8	1	1	1	1	0	3	2	0	0				3	4	2		9	5	4	80%
Total Accidental Deaths and Injuries In Fires	8	1	1	1	1	0	2	0	0	0				3	3	0		6	5	1	20%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 10% in incidents compared to last year in Q1/3. The number of incidents has fallen from 125 to 113. There were 43 incidents in Q1, 25 in Q2 and 45 in Q3. 41 of the 113 (36%) incidents were caused by cooking which was the same percentage as last year with 45 of 125 (36%). 60 of the 113 fires were due to human factors with distraction (22) and unknown circumstances (13) some of the main reasons. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There was 1 serious injury caused by smoking materials and 8 slight injuries in Q1/3. Attendance at Other special service calls has increased by 42% with assistance to other agencies increasing from 47 to 92 (+96%) compared to last year. There were also increases to animal assistance incidents from 25 to 37 (+48%) and effecting entry/exit, 53 to 86 (+62%). The number of road traffic collisions attended has increased from 88 to 110 (+25%) with crews attending 10 extrications/release of persons which was the same as last year in Q1/3. The majority of the calls were making the scene/vehicle safe (68). Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate grass fires have increased by 15% from 92 to 106. Deliberate refuse fires have increased by 2% from 331 to 338. Automatic false alarms have increased by 9% from 937 to 1,024. There was an increase in attendance at offices (60 to 99) and hospitals (152 to 159). Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have increased from 49 to 63. There was a 17% increase in Good intent false alarms with calls to domestic premises and loose refuse calls accounting for the majority of these calls.



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	729	135	63	61	71	61	65	60	67	62				259	197	189		645	578	67	12%
Special Service Call	129	11	15	8	10	15	13	13	17	16				34	38	46		118	98	20	20%
Total RTCs Attended	33	4	5	2	3	5	5	6	2	8				11	13	16		40	28	12	43%
Total Other SSCs Attended	96	7	10	6	7	10	8	7	15	8				23	25	30		78	70	8	11%
Total False Alarms Attended	312	25	16	28	39	31	35	31	34	33				69	105	98		272	244	28	11%
Malicious False Alarms	4	3	0	1	2	0	0	3	0	1				4	2	4		10	4	6	150%
Good Intent False Alarm	126	18	7	15	21	13	9	9	16	10				40	43	35		118	104	14	13%
Automatic False Alarms	182	4	9	12	16	18	26	19	18	22				25	60	59		144	136	8	6%
Total Fires Attended	288	99	32	25	22	15	17	16	16	13				156	54	45		255	236	19	8%
Deliberate Fire	218	87	27	19	16	13	11	10	15	7				133	40	32		205	180	25	14%
Deliberate grass fires attended	74	68	6	10	4	2	3	0	1	0				84	9	1		94	65	29	45%
Deliberate refuse fires attended	106	16	17	8	11	6	8	7	9	6				41	25	22		88	86	2	2%
Accidental Fire	70	12	5	6	6	2	6	6	1	6				23	14	13		50	56	-6	-11%
Accidental Dwelling Fires Attended	21	5	3	3	4	1	2	3	0	4				11	7	7		25	15	10	67%
Total Deaths and Injuries In Fires	1	0	1	0	0	0	1	0	0	0				1	1	0		2	1	1	100%
Total Accidental Deaths and Injuries In Fires	1	0	1	0	0	0	1	0	0	0				1	1	0		2	1	1	100%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 67% in incidents compared to last year in Q1/3. The number of incidents has risen from 15 to 25. There were 11 incidents in Q1, 7 in Q2 and 7 in Q3. 11 of the 25 (44%) incidents were caused by cooking which was 5 more than last year. 11 of the fires were due to human factors with distraction (5) and unknown circumstances (3) the main reasons. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There were 2 slight injuries in Q1/3 which was 1 more than last year. Attendance at Other special service calls has increased by 11% with assisting other agencies the main incident type (15). The number of road traffic collisions attended has increased from 28 to 40 (+43%) with crews attending 5 extractions/release of persons which was one less than last year. The majority of the calls were making the scene/vehicle safe (26). Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate refuse fires, however, have increased by 2% from 86 to 88. Deliberate grass fires have increased by 45% from 65 to 94. Automatic false alarms have increased by 6% from 136 to 144. There were 24 calls to hospitals and medical care and 26 calls to educational properties. Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have increased from 4 to 10. There was a 13% increase in Good intent false alarms with calls to loose refuse and domestic properties accounting for the majority of these calls.



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	903	91	56	81	83	71	96	78	76	76				228	250	230		708	706	2	0%
Special Service Call	198	22	21	21	24	18	23	22	19	12				64	65	53		182	159	23	14%
Total RTCs Attended	49	9	6	8	6	7	3	9	3	5				23	16	17		56	38	18	47%
Total Other SSCs Attended	149	13	15	13	18	11	20	13	16	7				41	49	36		126	121	5	4%
Total False Alarms Attended	519	37	26	45	43	33	55	43	41	44				108	131	128		367	407	-40	-10%
Malicious False Alarms	8	1	0	0	0	0	0	0	0	1				1	0	1		2	7	-5	-71%
Good Intent False Alarm	144	19	7	13	13	10	18	9	16	9				39	41	34		114	120	-6	-5%
Automatic False Alarms	367	17	19	32	30	23	37	34	25	34				68	90	93		251	280	-29	-10%
Total Fires Attended	186	32	9	15	16	20	18	13	16	20				56	54	49		159	140	19	14%
Deliberate Fire	75	13	5	4	3	11	5	2	5	6				22	19	13		54	62	-8	-13%
Deliberate grass fires attended	22	9	1	2	1	4	1	0	0	0				12	6	0		18	22	-4	-18%
Deliberate refuse fires attended	35	3	1	2	1	1	1	1	1	2				6	3	4		13	28	-15	-54%
Accidental Fire	111	19	4	11	13	9	13	11	11	14				34	35	36		105	78	27	35%
Accidental Dwelling Fires Attended	22	2	1	0	2	1	2	3	3	4				3	5	10		18	15	3	20%
Total Deaths and Injuries In Fires	5	0	0	0	0	0	0	0	0	1				0	0	1		1	4	-3	-75%
Total Accidental Deaths and Injuries In Fires	5	0	0	0	0	0	0	0	0	0				0	0	0		0	4	-4	-100%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 20% in incidents compared to last year in Q1/3. The number of incidents has risen from 15 to 18. There were 3 incidents in Q1, 5 in Q2 and 10 in Q3. The main causes of the accidental dwelling fires in Monmouthshire UA was combustible articles too close to heat source (4). 12 of the fires were as a result of human factors with distraction (3) and 4 unknown the main reasons. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There was one serious injury from fire in December a 52 year old male, who attempted suicide. Attendance at Other special service calls has increased by 4% with assistance to other agencies increasing from 19 to 30 (+58%) compared to last year. There were also 6 calls to bariatrics compared to 3 last year. The number of road traffic collisions attended has increased from 38 to 56 (+47%) with crews attending 19 extrications/release of persons compared to 9 last year. The majority of the calls were making the scene/vehicle safe (30). During the coming months crews will look to run 'Options' campaigns aimed at reducing road traffic collisions in the UA. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents as restrictions are eased. Deliberate grass fires, however, have decreased by 18% from 22 to 18. Deliberate refuse fires have also decreased by 54% from 28 to 13. Automatic false alarms have decreased by 10% from 280 to 251. There was a decrease in calls to hospitals from 52 to 38 with educational premises increasing from 23 to 36. Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have decreased from 7 to 2. There was a 5% decrease in Good intent false alarms with calls to dwellings accounting for the majority of these calls.



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	2,113	232	148	193	199	151	164	176	249	182				573	514	607		1,694	1,640	54	3%
Special Service Call	342	26	36	29	45	26	28	22	33	34				91	99	89		279	263	16	6%
Total RTCs Attended	63	4	4	3	10	7	4	5	8	7				11	21	20		52	46	6	13%
Total Other SSCs Attended	279	22	32	26	35	19	24	17	25	27				80	78	69		227	217	10	5%
Total False Alarms Attended	1,095	110	79	84	100	78	77	99	109	106				273	255	314		842	859	-17	-2%
Malicious False Alarms	34	3	4	3	6	4	4	2	13	7				10	14	22		46	25	21	84%
Good Intent False Alarm	444	50	33	38	39	40	26	32	38	27				121	105	97		323	351	-28	-8%
Automatic False Alarms	617	57	42	43	55	34	47	65	58	72				142	136	195		473	483	-10	-2%
Total Fires Attended	676	96	33	80	54	47	59	55	107	42				209	160	204		573	518	55	11%
Deliberate Fire	535	82	26	58	37	35	40	37	89	30				166	112	156		434	409	25	6%
Deliberate grass fires attended	53	19	0	8	9	7	15	2	1	1				27	31	4		62	47	15	32%
Deliberate refuse fires attended	369	52	19	43	16	21	20	22	65	19				114	57	106		277	280	-3	-1%
Accidental Fire	141	14	7	22	17	12	19	18	18	12				43	48	48		139	109	30	28%
Accidental Dwelling Fires Attended	62	3	4	7	4	7	5	11	6	3				14	16	20		50	46	4	9%
Total Deaths and Injuries In Fires	3	1	0	2	1	1	0	0	0	1				3	2	1		6	1	5	500%
Total Accidental Deaths and Injuries In Fires	3	1	0	1	1	1	0	0	0	1				2	2	1		5	1	4	400%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a slight increase of 9% in incidents compared to last year in Q1/3. The number of incidents has risen from 46 to 50. There were 14 incidents in Q1, 16 in Q2 and 20 in Q3. 9 of the incidents were caused by cooking compared to 18 last year. 29 of the 50 fires were due to human factors with distraction (10) and falling asleep (8) the main reasons. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. Sadly there were 2 fatalities, a male aged 71 caused by a fault in a fridge freezer and a male aged 64 caused by smoking materials. There was also 2 serious and 2 slight injuries. There was one serious injury in Q1/3 last year. Attendance at Other special service calls has increased by 5% with assistance to other agencies increasing from 26 to 29 (+12%) compared to last year. There were also 10 calls to bariatrics which was 2 less than last year. The number of road traffic collisions attended has increased from 46 to 52 with crews attending 9 extrications/release of persons which was the same as last year. The majority of the calls were making the scene/vehicle safe (35). Moving forward there will be a drive to run 'Options' campaigns at stations aimed at reducing road traffic collisions in the UA. Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate grass fires have increased by 32% from 47 to 62. Deliberate refuse fires have decreased by 1% from 280 to 277. Automatic false alarms have decreased by 2% from 483 to 473. There was an increase in calls to Educational premises from 55 to 83. Calls to hospitals decreased from (62 to 41) and retail (32 to 22) also decreased. Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have increased from 25 to 46 and there was an 8% decrease in Good intent false alarms.



South Wales
Fire and Rescue Service

Rhondda Cynon Taf County Borough Council



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	2,731	356	189	239	227	166	218	195	224	163				784	611	582		1,977	2,158	-181	-8%
Special Service Call	474	39	47	52	56	51	35	56	47	45				138	142	148		428	350	78	22%
Total RTCs Attended	134	13	14	17	18	15	14	17	13	12				44	47	42		133	112	21	19%
Total Other SSCs Attended	340	26	33	35	38	36	21	39	34	33				94	95	106		295	238	57	24%
Total False Alarms Attended	1,243	121	91	98	96	75	109	86	112	72				310	280	270		860	994	-134	-13%
Malicious False Alarms	26	1	2	9	2	0	1	3	3	8				12	3	14		29	19	10	53%
Good Intent False Alarm	631	85	40	44	53	44	56	36	62	30				169	153	128		450	523	-73	-14%
Automatic False Alarms	586	35	49	45	41	31	52	47	47	34				129	124	128		381	452	-71	-16%
Total Fires Attended	1,014	196	51	89	75	40	74	53	65	46				336	189	164		689	814	-125	-15%
Deliberate Fire	725	170	39	65	51	26	51	36	48	26				274	128	110		512	580	-68	-12%
Deliberate grass fires attended	282	97	11	8	15	6	6	1	4	1				116	27	6		149	245	-96	-39%
Deliberate refuse fires attended	344	67	18	48	29	17	36	23	35	17				133	82	75		290	257	33	13%
Accidental Fire	289	26	12	24	24	14	23	17	17	20				62	61	54		177	234	-57	-24%
Accidental Dwelling Fires Attended	118	8	6	9	13	4	8	12	8	7				23	25	27		75	89	-14	-16%
Total Deaths and Injuries In Fires	11	0	0	0	3	0	1	1	1	0				0	4	2		6	7	-1	-14%
Total Accidental Deaths and Injuries In Fires	8	0	0	0	2	0	1	1	1	0				0	3	2		5	4	1	25%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a 16% decrease in incidents compared to last year in Q1/3. The number of incidents has fallen from 89 to 75. There were 23 incidents in Q1, 25 in Q2 and 27 in Q3. 27 of the incidents were caused by cooking compared to 26 last year. 50 of the 75 fires were due to human factors with distraction (21) and falling asleep (9) the main reasons. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. Sadly there were 2 fatalities, a female aged 28 caused by smoking materials and a female aged 64 caused by candles. There were also 1 serious injury and 3 slight injuries in Q1/3. Last year there was 1 fatality, 1 serious injury and 5 slight injuries. Attendance at Other special service calls has increased by 24% with assistance to other agencies increasing from 47 to 64 (+36%) compared last year. There were also 22 calls to bariatrics which is 5 more than last year. The number of road traffic collisions attended has increased from 112 to 133 (+19%) with crews attending 27 extrications/release of persons which was 2 less than last year. The majority of the calls were making the scene/vehicle safe (80). Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate grass fires however have decreased by 40% from 245 to 148. Deliberate refuse fires however have increased by 14% from 257 to 290. Automatic false alarms have decreased by 16% from 452 to 381. There was a decrease in calls to residential homes from 58 to 46. Calls to educational properties (69 to 37) and offices (24 to 9) also decreased. Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have increased from 19 to 29 year and there was a 14% decrease in Good intent false alarms with calls to dwellings and loose refuse accounting for the majority of these calls.



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	1,076	109	82	99	107	102	79	106	92	74				290	288	272		850	833	17	2%
Special Service Call	160	18	17	19	22	19	12	24	15	11				54	53	50		157	122	35	29%
Total RTCs Attended	28	2	5	3	1	3	2	6	5	2				10	6	13		29	24	5	21%
Total Other SSCs Attended	132	16	12	16	21	16	10	18	10	9				44	47	37		128	98	30	31%
Total False Alarms Attended	604	44	41	45	68	66	50	68	53	44				130	184	165		479	466	13	3%
Malicious False Alarms	14	0	4	7	1	1	0	2	0	2				11	2	4		17	9	8	89%
Good Intent False Alarm	224	25	16	20	22	28	23	10	21	5				61	73	36		170	176	-6	-3%
Automatic False Alarms	366	19	21	18	45	37	27	56	32	37				58	109	125		292	281	11	4%
Total Fires Attended	312	47	24	35	17	17	17	14	24	19				106	51	57		214	245	-31	-13%
Deliberate Fire	210	29	14	23	10	7	7	9	16	13				66	24	38		128	171	-43	-25%
Deliberate grass fires attended	58	14	3	1	3	4	0	0	1	2				18	7	3		28	52	-24	-46%
Deliberate refuse fires attended	115	9	8	22	4	3	7	5	15	3				39	14	23		76	91	-15	-16%
Accidental Fire	102	18	10	12	7	10	10	5	8	6				40	27	19		86	74	12	16%
Accidental Dwelling Fires Attended	36	5	4	3	0	2	2	2	3	2				12	4	7		23	25	-2	-8%
Total Deaths and Injuries In Fires	4	1	0	0	0	0	0	0	0	0				1	0	0		1	4	-3	-75%
Total Accidental Deaths and Injuries In Fires	4	1	0	0	0	0	0	0	0	0				1	0	0		1	4	-3	-75%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 8% in incidents compared to last year in Q1/3. The number of incidents has fallen from 25 to 23. There were 12 incidents in Q1, 4 in Q2 and 7 in Q3. 10 of the incidents were caused by cooking compared to 6 last year. 7 of the 23 fires were due to human factors, including distraction and falling asleep. The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There was 1 slight injury this year compared to 4 last year. Attendance at Other special service calls has increased by 31% with assistance to other agencies increasing from 22 to 24. There were also 6 calls to bariatrics which was the 2 less than last year. Effecting entry saw the biggest rise with 20 incidents compared to 5 last year. The number of road traffic collisions attended has increased from 24 to 29 with crews attending 9 extrications/release of persons which was the same as last year. The majority of the calls were making the scene/vehicle safe (14). Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate grass fires however have decreased by 46% from 52 to 28. Deliberate refuse fires have also decreased by 16% from 91 to 76. Automatic false alarms have increased by 4% from 281 to 292. Calls to hospitals (29 to 37) and educational properties (32 to 67) have experienced the largest increases. Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have increased from 9 to 17. There was however a 3% decrease in Good intent false alarms with calls to dwellings and loose refuse accounting for the majority of the incidents.



Incident Categories	Apr 2020 - Mar 2021	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Last Year Q1-Q3	Q1-Q3 YoY	Q1-Q3 YoY %
Total Incidents	1,374	135	84	101	99	95	97	97	103	98				320	291	298		909	1,068	-159	-15%
Special Service Call	306	22	23	23	21	28	22	25	20	28				68	71	73		212	247	-35	-14%
Total RTCs Attended	57	9	5	3	7	7	7	7	7	8				17	21	22		60	43	17	40%
Total Other SSCs Attended	249	13	18	20	14	21	15	18	13	20				51	50	51		152	204	-52	-25%
Total False Alarms Attended	713	64	39	45	53	47	56	52	58	48				148	156	158		462	542	-80	-15%
Malicious False Alarms	9	2	1	2	2	0	0	2	0	1				5	2	3		10	7	3	43%
Good Intent False Alarm	254	33	20	23	15	26	30	18	16	20				76	71	54		201	195	6	3%
Automatic False Alarms	450	29	18	20	36	21	26	32	42	27				67	83	101		251	340	-89	-26%
Total Fires Attended	355	49	22	33	25	20	19	20	25	22				104	64	67		235	279	-44	-16%
Deliberate Fire	202	26	10	18	16	8	12	8	12	7				54	36	27		117	161	-44	-27%
Deliberate grass fires attended	35	8	2	7	6	2	2	0	2	2				17	10	4		31	27	4	15%
Deliberate refuse fires attended	131	15	7	9	10	5	6	5	9	4				31	21	18		70	105	-35	-33%
Accidental Fire	153	23	12	15	9	12	7	12	13	15				50	28	40		118	118	0	0%
Accidental Dwelling Fires Attended	53	6	4	6	3	4	4	2	8	9				16	11	19		46	37	9	24%
Total Deaths and Injuries In Fires	4	1	0	1	0	0	1	0	0	0				2	1	0		3	2	1	50%
Total Accidental Deaths and Injuries In Fires	3	1	0	1	0	0	1	0	0	0				2	1	0		3	1	2	200%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 24% in incidents compared to last year in Q1/3. The number of incidents has risen from 37 to 46. There were 16 incidents in Q1, 11 in Q2 and 19 in Q3. 30 of the incidents were caused by cooking compared to 9 last year. 28 of the fires were due to human factors, including distraction (16) and falling asleep (5). The South Wales Fire and Rescue strategy to reduce accidental dwelling fires is closely linked to the Welsh Government wider social justice and supporting people agendas by targeting the most vulnerable groups within our society and making them safer within their homes. There were 2 serious and 1 slight injury in Q1/3, compared to 1 fatality and 1 slight injury last year in Q1/3. Attendance at Other special service calls has decreased by 25%, although assistance to other agencies increased from 27 to 30 and effecting entry rising from 16 to 23. There were also 10 calls to bariatrics which was 5 more than last year. The number of road traffic collisions attended has increased from 43 to 60 with crews attending 13 extrications/release of persons compared to 4 last year. The majority of the calls were making the scene/vehicle safe (32). Deliberate fire setting remains an issue within the UA and therefore stations will continue to seek opportunities to reduce the number of these types of incidents. Deliberate grass fires have increased from 27 to 31 (+15%). Deliberate refuse fires have decreased by 36% from 105 to 70. Automatic false alarms have also decreased by 26% from 340 to 251. There was a decrease in calls to hospitals from 89 to 55 and calls to educational properties have decreased from 28 to 23 compared to last year. Crews will continue to target premises that are identified on the Business Management Information system to identify causes and trends to be able to liaise with premises owners to provide advice on reducing these call outs. Malicious false alarms have increased from 7 to 10. There was also a 3% increase in Good intent false alarms with calls to dwellings and loose refuse accounting for the majority of these calls.



DEPARTMENTAL RISK REGISTER REPORT

Health Check

2021-22 Quarter 3 (Oct to Dec 2021)



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

Produced in

BMIS
Business Management
Information System

Introduction

This report details progress made on the management of risks identified on the Departmental Risk Register as at Quarter 3 (October – December 2021).

These risks are those that are considered significant risks emerging within one or more Departments and is separate to service-wide risks that are recorded on our Strategic Risk register.

In recent months, Officers from our Planning, Performance and Risk team have been working with Heads of Service meetings to improve the use of departmental risks. This process is intended to enhance the scrutiny of these risks and provide a pathway to identifying potential strategic risks.

Each quarter officers provide an update commentary for each risk along with a Red, Amber or Green (RAG) status and review the risk scores based on the current likelihood and impact for each risk. The Risk control tasks are also updated at the same time.

Directors, department heads and team leaders are responsible for identifying risks during the business planning process and taking the appropriate actions to manage or mitigate risk within their areas.

The Senior Management Team formally reviews the Risk Register on a regular basis and endorses the inclusion of any new or emerging strategic risks identified.

The Risk Performance RAG colour coding shown in the report is as follows:

Colour	Risk Score (Likelihood (1-5) * Impact (1, 2, 4, 8 or 16))
Red (high risk)	16 and over
Amber (medium risk)	8 to 12
Green (low risk)	1 to 5

Recommendation:

It is recommended that Members view these risks along with the latest update information on the following pages.

Contact Officer: Suzanne Absalom (Planning Performance and Risk Manager)


a. List of all Departmental Risks and current Performance.





	Performance	Actual▼	Owner
DR JFC002 Staffing	▲	40	Natalie Pearce
DR TD003 Crewing Reduction	▲	16	Dean Loader
DR TD002 Vacancies	▲	16	Dean Loader
DR PROP002 Building Compliance	▲	16	Mike Davies
DR PROP001 Maintenance of Buildings	▲	16	Mike Davies
DR TD004 Training Real Estate	▲	16	Dean Loader
DR HR05 lack of knowledge of Pension Legislation	▲	16	Alison Reed
DR CS007 National Framework Changes	●	12	Wayne Thomas
DR PROC001 Team keeping up to date with Regs.	●	12	Lee Bunkham
CDR ICT001 Systems Failure	●	8	Chris Williams
DR RR001 FS Legislation	●	8	Jason Evans
DR ICT002 Technology Change	●	8	Chris Williams
DR FE003 Skilled workforce	●	8	Chris Temby
DR CS009 PP&R Cross-skilling	●	8	Jon Carter
DR CS008 BMIS Contract Review	●	8	Jon Carter
DR HR06 Departmental workload not managed	●	8	Andrew Jones
DR TD005 Sustaining current demands	●	8	Dean Loader
DR CS006 Engagement	★	6	Wayne Thomas
DR ICT001 Shadow ICT	★	4	Chris Williams
DR HR01 Welsh Language	★	4	Alison Reed
DR OPS001 Crewing Appliances	★	4	Dewi Jones
DR OPS002 Accurate Data Completion	★	4	Mike Wyatt
CDR PS001 Staff Turnover	★	4	Andrew Jones
DR FE004 Vehicle Fuelling change	★	2	Chris Temby
DR ACC003 Fraud	★	2	Jennifer Sambell
DR ORM001 Supplier difficulties	★	1	Neil Davies
DR RR004 WG Funding	★	1	Jason Evans

b. Report of Risk Details and Quarter 3 update score and comments

Owner	Dept Risk ID	IF	THEN	Current Risk Score		
				31/12/21		
				Performance	Actual	Comments
Alison Reed	DR HR01 Welsh Language	We fail to effectively resource the implementation year of the Welsh Language Standards	We will be unable to deliver our obligations under the standard	★	4	A dedicated resource remains in place to monitor and record the progress against the Welsh language standards. A trial to use the BMIS system to capture this information has begun which will look to streamline the collection of this data. A recent compliance audit was very positive and discussions to resource the Welsh language obligations are ongoing.
	DR HR05 lack of knowledge of Pension Legislation	There is a lack of provision, knowledge and understanding of pension and tax legislation	Employees of the Service will face the potential of not receiving correct advice and ultimately a unforeseen tax burden	▲	16	We continue have a resourced pension team within the HR function and this is supported by pensions administration, provided through a Service Level Agreement, by RCT Pensions. We currently do not anticipate any imminent changes to this resourcing model, due to the complexity of fire pensions we will keep this under review.
Andrew Jones	CDR PS001 Staff Turnover	we were to suffer high staff absence due to our retirement profile, increased sickness or any other reason	the resultant loss of experience could have a detrimental impact on our performance	★	4	Department restructure and job evaluation process are nearing completion and staffing levels across the teams remained stable which is reflected in the scoring.
	DR HR06 Departmental workload not managed	The workload of the department is not managed and monitored to ensure a fair distribution of work activity	Employees will have difficulty in establishing a health work/life balance.	●	8	Work continues with the process review to enable better workflows across the teams. Have received support from other departments to progress further
Chris Temby	DR FE003 Skilled workforce	If we are not able to maintain a suitably trained and skilled technician workforce due to retirements and/or external market factors	we will be unable to provide the necessary support for our vehicle fleet	●	8	we currently have no vacancies and moral seems to be good, there are training courses booked for next month and we have a successful apprenticeship programme in place.
	DR FE004 Vehicle Fuelling change	If we do not adequately provide the required training, infrastructure and change in processes for fuelling vehicles	we will not be able to use our electric vehicle fleet effectively	★	2	Property have delivered on additional charging and there is now a training course booked for Feb/March.
Chris Williams	CDR ICT001 Systems Failure	we had a major ICT systems or services failure and our Disaster Recovery plans are not robust	it would impact the service's business continuity	●	8	Continuing to work with departments on their DR plans that are linked to ICT
	DR ICT001 Shadow ICT	If users, teams or departments do not engage with ICT at the first opportunity when purchasing or using ICT solutions	There could be wasted time, inconsistent approach, wasted investment, inefficiencies, higher risk of data loss or leaks, barrier to enhancement and has an effect on ICT Dept.	★	4	Heads of Service work closely together
	DR ICT002 Technology Change	We do not keep up with the appropriate advances in technology	The service may not be using the most efficient and effective solutions for its needs	●	8	Existing control tasks help to minimise risk

Dean Loader	DR TD002 Vacancies	The Department was unable to fill the vacancies within Training	The 'schools' would be unable to meet their respective training commitment.	▲	16	scores set up on risk loading
	DR TD003 Crewing Reduction	Crewing reduction due to pandemics, and wide spread absence	Schools unable to meet training commitments " impacting service delivery in operations	▲	16	vacancies of instructors within training during Q3 have been permanently filled with the support of transfer meetings. Current staffing has been maintained at good levels throughout the quarter with no impacts on delivery of training courses
	DR TD004 Training Real Estate	Loss of training real estate due to unplanned work disruptions and / or failure of current systems (RFTF)	we would be unable to deliver realistic and effective training	▲	16	Risk rating remains the same for Q3, satellite venues are available and will provide resilience for training in the event of real estate loss.
	DR TD005 Sustaining current demands	If we are unable to sustain the current demands on the department	Welfare issues for training instructors in particular cancellation of courses could adversely impact operations	●	8	Scores set up on risk loading
Dewi Jones	DR OPS001 Crewing Appliances	If we cannot adequately crew our appliances	We may not be able to provide the appropriate operational response to our communities.	★	4	The new Omicron virus has seen increased levels of sickness in the 3rd quarter. 24 new recruits arrived on stations from Dec 27th which eased the crewing difficulties. Assistance in crewing shortfalls on stations sorted from day duty staff with a calendar introduced. Operations cell introduced on Dec 10th to maximise crewing levels.
Jason Evans	DR RR001 FS Legislation	Major changes to legislation and the role of business fire safety as a result of the findings from the Grenfell fire inquiries.	SWFRS may not have sufficient resources to cope with the impact.	●	8	Funding support not available from WG however additional staffing has been supported by internal budgets and supported by FA approval to ensure the department is fit for the future - Risk Scores reflect the remaining uncertain nature regarding the volume of work that will emerge
	DR RR004 WG Funding	Welsh Government reduce the grant funding in the future	SWFRS may not be able to provide the level of risk reduction initiatives at the current level.	★	1	Funding from WG has not been forthcoming but additional positions have been supported by FA and facilitated from current budgets. This along with internal restructure will enable the discharge of additional work streams. Current risk scores reflect the level of uncertainty surrounding volume and complexity of work.
Jennifer Sambell	DR ACC003 Fraud	we fall victim to fraud	it could manifest as financial loss as improper payments are made to suppliers, non-suppliers and employees through the bank and the corporate credit card	★	2	All mitigations remains in place.

Jon Carter	DR CS008 BMIS Contract Review	we do not review and assess our Contract and use of the Inphase Business Management system in line with our future requirements in good time	Corporate Credit Card we will not be able to develop the Tender documents and due process in time to enable us to agree and implement an effective performance system beyond the end of our current Contract.		8	An agreement to extend the contract with InPhase from March 2022 to March 2024 is in the final stages with the additional provision of a site wide licence to replace the existing licensing agreement
	DR CS009 PP&R Cross-skilling	we do not provide adequate cross-skilling within the PP&R team to cover potential staff absence	our ability to provide the necessary service to Users will be compromised which in turn could result in decisions being made on insufficient information		8	Team meetings continue to provide opportunities to share detail on workstreams. Training on functions of the BMIS have been undertaken with all members of PPR and training notes have been developed as a result. A self-assessment skills matrix with PPR will be used to identify resilience issues to inform training activities
Lee Bunkham	DR PROC001 Team keeping up to date with Regs.	the Procurement Team fail to keep up to date with EU/Public Procurement Regulations and Service CSO's	we could misinform user departments over correct procurement procedures increasing the risk of challenge from suppliers.		12	The number of procurement officers who retain current membership of CIPS and are able to assist in high level high risk procurement has further reduced to 2 staff within the Fire Service.
Mike Davies	DR PROP001 Maintenance of Buildings	We don't maintain our buildings to a reasonable standard as required by the Fire Authority	There is a risk of not being able to provide fit for purpose safe property assets from which to deliver an emergency service		16	As per last update our planned maintenance tasks for this FY are continuing to see good progress. There have been some clear increases in material costs this year but as things stand we are monitoring this in readiness for next FY.
	DR PROP002 Building Compliance	we do not have adequate measures in place for the strategic monitoring of building compliance areas	we will be in breach of our statutory requirements in a number of priority risk areas, such as: fire safety, gas safety, legionella, electrical, asbestos. Failure to comply adequately may result in fines and or legal action.		16	Progress has been slow on the tender process for the new compliance helpdesk due to other work commitments. The brief will continue to be worked on over the coming months with a view to going to tender in the new FY.
Mike Wyatt	DR OPS002 Accurate Data Completion	We do not complete information held within our electronic systems promptly and accurately	the quality of our reports to Senior Management and Welsh Government will be compromised.		4	OAST continues to have monthly meetings with the statistics and risk department and take part in the IRS working group to continually monitor the completion of IRS.

Natalie Pearce	DR JFC002 Staffing	The Majority of staff living over 1 hours drive away seek other employment or resign as a result of the relocation package ceasing	The Joint Control will lose up to 33% of its current establishment		40	Score remains the same due to current crewing levels. we remain 59.5 on paper 1.5 over establishment. Trainees are on watch but not counted yet. Further course in 2022. Absence due to RTW programmes, maternity and sickness ranging between 10 to 18.
Neil Davies	DR ORM001 Supplier difficulties	A large supplier/manufacturer went into financial difficulties suddenly	We would lose the facility of support, care package, parts, servicing and H&S back up		1	Ballyclare's supply issues have now been resolved and the remainder of the outstanding garments have now been received. The BA Dept. are not reporting any further delays in procuring replacement parts at this moment in time. There are reports of delays in general procurement from suppliers of equipment, but we are yet to experience any of these delays to date.
Wayne Thomas	DR CS006 Engagement	We fail to communicate, consult, engage and involve our communities and staff effectively	The reputation, public confidence and efficiency of the service could be compromised.		6	The organisation continues to monitor Welsh Government COVID-19 guidance and the Critical Incident Team continues to discuss our stance on attending and hosting public events, in order to engage with our communities via face to face engagement. Hosting recruitment events on stations has been deemed a business critical activity at the most recent Critical Incident Team meeting (05/01/2021) providing that these are conducted in line with the appropriate COVID risk assessments. A number of large scale engagement events continue to be postponed following Wales moving to COVID Alert level 2 at the end of 2021. All opportunities to attend/host events will also be explored within the organisation's consultation and engagement group (which meets every 6 weeks), and all events attended will be subject to risk assessments being completed and, for the time being, the event being deemed as business critical. The Media Relations and Communications team continues to explore methods of engaging with our communities via methods other than online digital platforms - for the January WDS campaign we have commissioned an external advertising agency to assist us with promoting our campaign material to a wider audience.
	DR CS007 National Framework Changes	we fail to adequately consider the requirements of the National Fire Framework enforced under new Wales Measure in relation to our Annual Improvement Report arrangements	the required work involved could result in us being unable to comply with the Welsh Government reporting requirements.		12	Initial conversations held between the organisation and Welsh Government prior to the COVID-19 pandemic with regards to this issue suggested that all amendments to requirements within the National Fire Framework that would impact our annual reporting would be implemented and agreed in collaboration with all three Fire and Rescue Services. However the Improvement Planning Steering Group meetings where this topic was being discussed have not been scheduled in recent months due to the COVID pandemic. The scoring associated with this risk is therefore currently being driven by the uncertainty of the situation.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 13
7 MARCH 2022

FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE

REPORT OF TEMPORARY DIRECTOR OF CORPORATE SERVICES

REGISTER OF GIFTS AND HOSPITALITY 2021

THIS REPORT IS FOR INFORMATION

REPORT APPROVED BY TEMPORARY DIRECTOR OF CORPORATE SERVICES

REPORTED PRESENTED BY HEAD OF CORPORATE SUPPORT

SUMMARY

This report provides Members with an overview of the gifts and hospitality recorded on the Register of Gifts and Hospitality for 2021.

RECOMMENDATION

That Members note the contents of the Register of Gifts and Hospitality in line with Internal Audit recommendations.

1. BACKGROUND

- 1.1 South Wales Fire & Rescue Service is committed to carrying out our business fairly, openly and honestly, preserving the integrity and reputation of the Service, our Members and staff.
- 1.2 The Service's Hospitality and Gifts Policy (OP-05.006 Hospitality and Gifts) is intended to establish and maintain a consistent approach in relation to the offer, refusal and acceptance of hospitality and gifts to ensure that conflicts of interest are avoided.

2. ISSUE

- 2.1 All gifts and hospitality are to be recorded in the Gifts and Hospitality Register, whether accepted or declined, in accordance with the General Standing Orders. Members are required to disclose their personal interests and gifts and hospitality they receive in accordance with the Members' Code of Conduct. Similarly Officers are required to disclose their personal interests and gifts and hospitality they are offered or receive in accordance with the Officers' Code of Conduct.

- 2.2 Following an observation by the Internal Auditors during the Risk Management Anti-fraud Audit 2017/18, it was recommended that the Gifts and Hospitality Register be presented regularly to the Finance, Audit & Performance Management Committee for inspection in accordance with good governance and this be recorded in the minutes.
- 2.3 The Finance, Audit & Performance Management Committee agreed in 2019 to receive the Register of Gifts and Hospitality on an annual basis.
- 2.4 The current register details the entries for 2021 identifying the gifts and/or hospitality entries declined and accepted. Further information can be found within the register attached as Appendix 1 to this report.

3. IMPLICATIONS

3.1 Community and Environment

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

3.2 Regulatory, Strategy and Policy

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

- 3.2.1 The rigor of the process of the hospitality register, approval process and production of this report satisfy the legal and ethical requirements of serving the public. By openly reporting the hospitality and gifts accepted within the organisation, the Service is displaying transparency and preventing potential reputational risk.

3.3 Resources, Assets and Delivery

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

4. RECOMMENDATION

- 4.1 That Members note the contents of the Register of Gifts and Hospitality in line with Internal Audit recommendations.

Contact Officer:	Sarah Watkins Head of Corporate Support
Background Papers	Appendix 1 – Register of Gifts and Hospitality 2021

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APPENDIX 1

REGISTER OF GIFTS AND HOSPITALITY 2021

Date	Name	Gift Received From	Nature of Gift/ Declaration of Interest	Approx Value	MO consulted	Accepted or Declined	What happened to gift
22.01.21	John Bolton, Stn 52 Ely	The family of Ff Dan Jones	Memorial Bench for Ely Fire Station	£1000	Yes	Accepted	Placed at Fire Station
01.03.21	Ff Gavin Williams Station 8 Maesteg	Tesco	Assortment of stationary	£30	Yes	Accepted	Prizes for competition winners
05.03.21	Ff Gavin Williams Station 8 Maesteg	GE Door Manufacturing	3 x pallets of surplus wood	0	Yes	Accepted	For the eco garden project at Station 8 Maesteg
9.03.21	Ff Gavin Williams Station 8 Maesteg	LBS Builders Merchant	Gardening tools	£100	Yes	Accepted	For the eco garden project at Station 8 Maesteg
25.04.21	Eleanor Crowley on behalf of Stn 24 Caerphilly	Bedwas Infants & Junior School	Hamper	Unknown	Yes	Accepted	Shared amongst crews
08.05.21	Huw Jakeway	GeoPlace Conference	Small lunch box containing snacks and juice	£3	Yes	Accepted	Consumed
11.05.21	Emma McEvoy, White Watch, Stn 8 Maesteg	Domino's Pizza	Pizzas	Unknown	Yes	Accepted	Shared amongst crews
11.05.21	Justin Hillier, Green Watch, Stn 8 Maesteg	Domino's Pizza	10 x pizzas	Unknown	Yes	Accepted	Shared amongst crews
28.05.21	Jan Bushell, Stn 21 Aberbargoed	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Jan Bushell, Stn 21 Aberbargoed	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	Brian Williams, Stn 30 Abercarn	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Brian Williams, Stn 30 Abercarn	Machen Mountain Fire Community, Rhymney Valley	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews

Date	Name	Gift Received From	Nature of Gift/ Declaration of Interest	Approx Value	MO consulted	Accepted or Declined	What happened to gift
		Brewery and Untapped					
28.05.21	Steve Bowen, Stn 24 Caerphilly	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Steve Bowen, Stn 24 Caerphilly	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	Natalie Pearce, Fire Control	Machen Mountain Fire Community	Hampers	£60	Yes	Accepted	Shared amongst crews
28.05.21	Natalie Pearce, Fire Control	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	Paul Simmons, Stn 32 Cwmbran	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Paul Simmons, Stn 32 Cwmbran	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	Kevin Yates, Stn 47 Duffryn	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Kevin Yates, Stn 47 Duffryn	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	Gareth Evans, Stn 46 Maindee	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Gareth Evans, Stn 46 Maindee	Machen Mountain Fire Community, Rhymney Valley	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews

Date	Name	Gift Received From	Nature of Gift/ Declaration of Interest	Approx Value	MO consulted	Accepted or Declined	What happened to gift
		Brewery and Untapped					
28.05.21	Matthew Yates, Stn 45 Malpas	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Matthew Yates, Stn 45 Malpas	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	Craig Hope, Stn 26 Merthyr Tydfil	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Craig Hope, Stn 26 Merthyr Tydfil	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	Tim Davies, Stn 15 Pontypridd	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Tim Davies, Stn 15 Pontypridd	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	John Bolton, Stn 31 Risca	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	John Bolton, Stn 31 Risca	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
28.05.21	John Jenkins, Stn 10 Tonypany	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	John Jenkins, Stn 10 Tonypany	Machen Mountain Fire Community, Rhymney Valley	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews

Date	Name	Gift Received From	Nature of Gift/ Declaration of Interest	Approx Value	MO consulted	Accepted or Declined	What happened to gift
		Brewery and Untapped					
28.05.21	Matthew Yates, Stn 49 Whitchurch	Machen Mountain Fire Community	Hampers	£100	Yes	Accepted	Shared amongst crews
28.05.21	Matthew Yates, Stn 49 Whitchurch	Machen Mountain Fire Community, Rhymney Valley Brewery and Untapped	Souvenir Bottles	£40	Yes	Accepted	Shared amongst crews
2.07.21	Ff Gavin Williams Station 8 Maesteg	Keep Wales Tidy	Wild flowers and flower beds	£250	Yes	Accepted	For the eco garden project at Station 8 Maesteg
05.08.21	Ff Gavin Williams Station 8 Maesteg	Zip World	Donation of tickets	£160	Yes	Accepted	Prizes for competition winners
05.09.21	Rhys Jones, Stn 6 Ogmore Vale	Mandy's Café, Ogmore Vale	Cakes	£35-40	Yes	Accepted	Shared amongst crews
06.08.21	Richie Smart, Stn 1 Bridgend	Johnsons Paint Raven Close, Bridgend, CF31 3RF	Exterior paint	£50	Yes	Accepted	For use on the wellbeing area of Bridgend Fire Station
28.09.21	David Crews, HR Department	Cwm Taf Mind	Bag of Trauma Teddies	Unknown	Yes	Accepted	For use on appliances when incidents involve children
19.11.21	Abbie Snooks Media & Comms	Hello Starling	3 x chilly water bottles	£60	Yes	Declined	Authorised to be raffled for The Fire Fighters Charity
08.12.21	Nicola Davies Business Support	Miss Tilly's	Sandwich wrap & cake	£25	Yes	Accepted	Provided for members of BSU
10.12.21	Red Watch, Stn 21 Aberbargoed	Occupiers (following CFS visit)	Box of biscuits	£10	Yes	Accepted	Shared by station personnel

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN

SOUTH WALES FIRE & RESCUE AUTHORITY

AGENDA ITEM NO 14
7 MARCH 2022

FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE

REPORT OF THE ACO CORPORATE SERVICES

INTERNAL AUDIT PROGRESS REPORT & AUDIT ACTION UPDATE

THIS REPORT IS FOR INFORMATION

REPORT PRESENTED BY TEMP HEAD OF FINANCE, PROCUREMENT & PROPERTY

SUMMARY

This report updates Members upon progress being made against the Internal Audit Plan 2021/2022.

RECOMMENDATIONS

Members are asked to note internal audit recommendations and work completed to date on the Internal Audit Annual Plan 2021/2022.

1. BACKGROUND

- 1.1 As Members will be aware, TIAA Limited are appointed as the Authority's Internal Auditors to undertake work covered in the Internal Audit Plan 2021/2022, which was approved by the FAPM Committee on 15 March, 2021.
- 1.2 As previously agreed, all audit reports with an assurance level of limited or no assurance, will be provided in full. Recommendations only will be provided for reports with an assurance level of substantial or reasonable.

2. ISSUES

- 2.1 The areas of internal audit reviewed within the Annual Plan that were completed with **2** final reports being issued:-
 - **Core HR**
 - **Follow Up Review**

The Summary Internal Audit Progress Report written by TIAA limited is attached as Appendix 3.

2.2 Core HR

- 2.2.1 The review considered the extent of the use of the modules available through the Core Human Resources (Core HR) system and its integration with other systems, in particular the finance system, in relation to budgeting and identification of establishment costs.
- 2.2.2 A number of examples were noted of where adoption of modules and changes implemented since the introduction of Core HR have led to increased efficiency and also better systems of control.
- 2.2.3 Improvements have been implemented on a largely organic basis and it is recommended that prioritisation is now applied to ensure resources are allocated to achieve the most benefit from the system.
- 2.2.4 A Core HR Support & Development Officer is in place, although arrangements need to be implemented to provide resilience in terms of the need to deliver various system improvement, and also to extend the knowledge and experience of the system.

2.3 Follow Up Review

- 2.3.1 The review considered the progress made in implementing the recommendations made in the previous internal audit reports and established the extent to which management has taken the necessary actions to address the control issues that gave rise to the internal audit recommendations.
- 2.3.2 The implementation of these recommendations can only provide reasonable and not absolute assurance against misstatement or loss. From the work carried out the following evaluations of the progress of the management actions taken to date have been identified.

Evaluation	Number of Recommendations
Implemented	22
Outstanding	13
Considered but not Implemented	0
Not Implemented	0

2.3.3 Twenty-two (65%) of the 35 recommendations have been closed as implemented during the follow up review. 13 recommendations are shown as outstanding. Explanations of progress were provided during the review and updates are detailed within the report.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	No
Welsh Language	No
Wellbeing of Future Generations (Wales) Act 2015	No
Socio Economic Duty	No
Sustainability/Environment/Carbon Reduction	Yes
Safeguarding	No
Consultation and Communications	Yes
Consultation with Representative Bodies	No
Impact Assessment	No

3.2 Regulatory, Strategy and Policy

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

3.3 Resources, Assets and Delivery

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

4. EVALUATION & CONCLUSIONS

4.1 The issues raised within this report have no adverse impact on the protected characteristics, and would have been considered during the audit process.

5. RECOMMENDATIONS

5.1 Members are asked to note the internal audit recommendations and work completed to date on the Internal Audit Annual Plan 2021/2022.

Contact Officer:	ACO Geraint Thomas
Background Papers	Appendix 1 – Summary report ‘Core HR’ Appendix 2 – Summary report ‘Follow Up Review’ Appendix 3 – SICA report



South Wales Fire and Rescue Service

Assurance Review of Core HR

2021/22

January 2022

Executive Summary

OVERALL ASSESSMENT



ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

Inefficient use of a key application.

SCOPE

The review considered the extent of use of the modules available through the Core Human Resources (Core HR) system and its integration with other systems in particular the finance system in relation to budgeting and identification of establishment costs.

KEY STRATEGIC FINDINGS



A number of examples were noted of where adoption of modules and changes implemented since introduction of Core HR have led to increased efficiency but also better systems of control.



Improvements have been implemented largely organically and it is recommended prioritisation is now applied to ensure resources are allocated to achieve the most benefit from the system.



A Core HR Support and Development Officer is in place but arrangements need to be implemented to provide resilience in terms of both the need to deliver the various system improvement and also to extend the knowledge and experience of the system.

GOOD PRACTICE IDENTIFIED



South Wales Fire and Rescue Service are in contact with other fire service users of Core HR to compare practices and use. This in particular includes Mid and West Wales Fire and Rescue Service with whom the platform is shared and also Tyne and Wear Fire and Rescue Service.

ACTION POINTS

Urgent	Important	Routine	Operational
0	3	0	1

Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	The audit identified that a number of efficiencies have been and continue to be developed through the use of Core HR across each of the Service's main human resources and payroll related functions. Whilst a number of enhancements are being developed there is currently no document that describes the projects in progress and those that have been identified for future development.	Given the number of projects in progress or identified for future development and recognising that the Service has finite resources to deliver the improvements, it is recommended that a process of prioritisation is applied to ensure that the benefits of the system are maximised.	2	<i>The Dept. has a designated meeting schedule for representatives of each HR team to consider the on-going development of Core HR. The role of this group will be to prioritise and then formalise project plans This will be documented accordingly to ensure a co-ordinated and measurable approach, taking into account available resources and wider Service expectations.</i>	30/04/22	Andrew Jones

PRIORITY GRADINGS

1 URGENT Fundamental control issue on which action should be taken immediately.

2 IMPORTANT Control issue on which action should be taken at the earliest opportunity.

3 ROUTINE Control issue on which action should be taken.

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
2	Directed	Discussions with staff and review of documentation noted that a number of historic issues have remained unresolved. In particular it was noted that issues remain in respect of the data accuracy of the General Ledger (GL) Matrix coding document provided by the HR Department to Finance for upload and processing of payroll. Where the data is inaccurate there is a risk that the amounts paid are incorrect.	Feedback from users whose work is affected by Core HR be obtained with a view to collating the historic issues and establish working groups to clarify and rectify the concerns identified. Timetable: 30/07/22 Officer: Payroll Manager / Financial Accountant	2	Where issues arise, the Finance Dept. will liaise with HR (Payroll) at the earliest opportunity to highlight and resolve any coding issues. Both departments will meet periodically in order to consider any recurring issues and relevant solutions.	31/01/22	Accountant People Services/Payroll Manager

PRIORITY GRADINGS

1	URGENT	Fundamental control issue on which action should be taken immediately.
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2	IMPORTANT	Control issue on which action should be taken at the earliest opportunity.
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3	ROUTINE	Control issue on which action should be taken.
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Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
3	Delivery	A Core HR Support and Development Officer is in place to further the development of Core HR and who supports staff to identify and pursue improvements. Given the scale of the potential enhancements to the system and how it is used and process efficiency savings that could be realised, there is an opportunity risk in that these may not be taken or may not be achieved in a timely manner. Similarly, there is risk that should the Core HR Support and Development Officer be absent or leave the Service's employment these enhancements may not be achieved in a timely manner in addition to the knowledge and experience of the system that would be lost.	The risks relating to reliance on the Core HR Support and Development Officer be considered and arrangements be put in place to provide resilience. Timetable: 30/07/22 Officer: Head of Human Resources	2	<i>The Core HR Support and Development Officer has been an integral part of the development of the system to date. The Group referred to in Rec 1 above will put in place arrangements to disseminate and record key knowledge e.g. Standard Operating Procedures, Guidance Notes etc. Will also arrange for the Support and Development Officer to provide sessions to colleagues to share knowledge and will also utilise any resources available from the system supplier (i.e. the Access Group).</i>	30/04/22	Andrew Jones

PRIORITY GRADINGS

1 **URGENT** Fundamental control issue on which action should be taken immediately.

2 **IMPORTANT** Control issue on which action should be taken at the earliest opportunity.

3 **ROUTINE** Control issue on which action should be taken.

Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
1	Delivery	Discussion with staff during the review identified that the Core HR system and module functionality have provided the Service with process efficiencies in terms of both user experience and back office administration. Although staff were able to provide examples process mapping in advance of changes and of the resultant time savings and process efficiencies achieved through implementation of additional modules or enhancements to existing process, there have been no formal means of capturing benefits realised, or data on the impact the process improvements have made on resources in terms of time and cost savings.	Consideration be given to developing arrangements for capturing and monitoring of benefits realisation linked to the process recommended for prioritising system developments.	<i>The Department's Core Development Team referred to in Rec 1 above will put in place arrangements to document the benefits of the Core HR system, both those already realised and planned.</i>

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures.

South Wales Fire and Rescue Service

Follow Up Review

2021/22

January 2022

Executive Summary

Introduction

1. This follow up review by TIAA established the management action that has been taken in respect of the recommendations arising from the internal audit reviews listed below at South Wales Fire and Rescue Service. The review was carried out in January 2022.

Review	Year	Date Presented to Finance and Performance Management Committee (FAPM)
Assurance Review of HR Management – Rosters	2018/19	September 2019
GDPR Compliance Audit	2018/19	September 2019
ICT Strategy	2019/20	September 2019
Communications	2020/21	July 2020
ICT Data Assurance	2020/21	November 2020
Human Resources Management - Training	2020/21	November 2020
Procurement	2020/21	November 2020
Station Visits	2020/21	November 2020
Sustainability – Paper Usage	2020/21	March 2021
Key Financial Controls	2020/21	March 2021
Estate Management - Delivery	2020/21	March 2021
Outside Commitments, Personal and Business Interests	2020/21	July 2021

Key Findings & Action Points

2. The follow up review considered whether the management action taken addresses the control issues that gave rise to the recommendations. The implementation of these recommendations can only provide reasonable and not absolute assurance against misstatement or loss. From the work carried out the following evaluations of the progress of the management actions taken to date have been identified.

Evaluation	Number of Recommendations
Implemented	22
Outstanding	13
Considered but not Implemented	0
Not Implemented	0

3. Twenty-two (65%) of the 35 recommendations have been closed as implemented during the follow up review. 13 recommendations are shown as outstanding. Explanations of progress were provided during the review and updates are detailed within the report.

Scope and Limitations of the Review

4. The review considered the progress made in implementing the recommendations made in the previous internal audit reports and established the extent to which management has taken the necessary actions to address the control issues that gave rise to the internal audit recommendations.
5. The responsibility for a sound system of internal controls rests with management and work performed by internal audit should not be relied upon to identify all strengths and weaknesses that may exist. Neither should internal audit work be relied upon to identify all circumstances of fraud or irregularity, should there be any, although the audit procedures have been designed so that any material irregularity has a reasonable probability of discovery. Even sound systems of internal control may not be proof against collusive fraud.
6. For the purposes of this review reliance was placed on management to provide internal audit with full access to staff and to accounting records and transactions and to ensure the authenticity of these documents.

Disclaimer

7. The matters raised in this report are only those that came to the attention of the auditor during the course of our work and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Release of Report

8. The table below sets out the history of this report.

Date draft report issued:	28 th January 2022
Date management responses	31 st January 2022
Date final report issued:	31 st January 2022

South Wales Fire and Rescue Service

Summary Internal Controls Assurance (SICA) Report

2021/22

February 2022

Summary Internal Controls Assurance

Introduction

- 1. This summary controls assurance report provides the Finance Audit and Performance Management (FAPM) Committee with an update on the emerging Governance, Risk and Internal Control related issues and the progress of our work at South Wales Fire and Rescue Service as at 10th February 2022.

Emerging Governance, Risk and Internal Control Related Issues

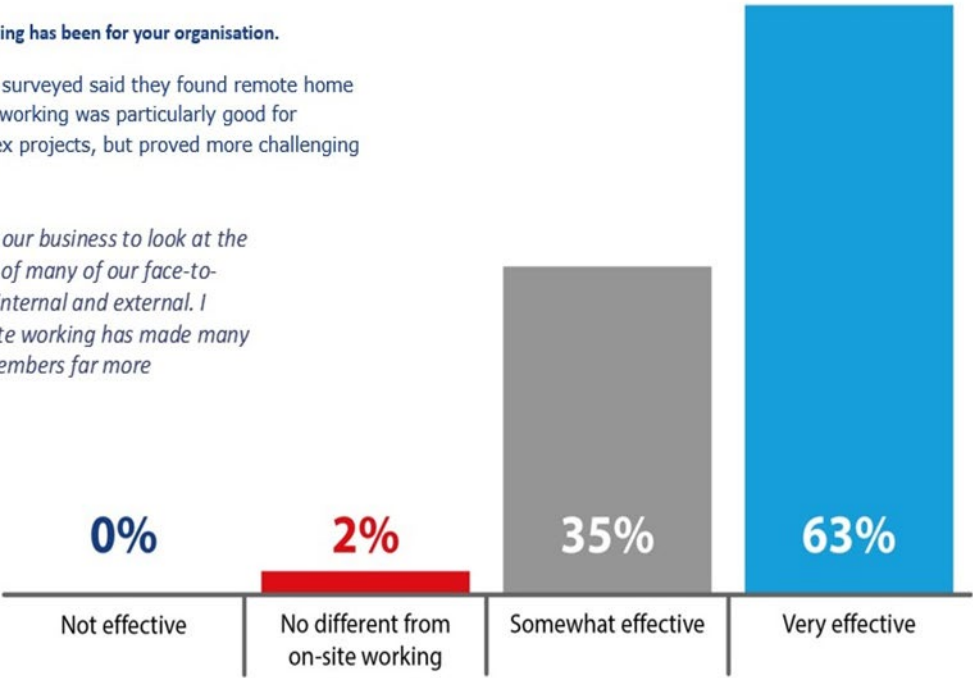
- 2. In our recent ‘Post-Lockdown Working Practices Briefing’, we explored the results of our survey of clients to ascertain how organisations are planning to deliver some of their functions going forward. We asked a number of questions regarding home working and its effectiveness since the pandemic started

How our clients would like their organisation’s assurance services provided

How effective remote home working has been for your organisation.

Overall, Operational Directors surveyed said they found remote home working very effective. Home working was particularly good for concentration on more complex projects, but proved more challenging for collaborative working.

“This has forced our business to look at the costs of and benefits of many of our face-to-face meetings, both internal and external. I would say that remote working has made many of my senior team members far more productive.”
- Survey Participant



Audits completed since the last SICA report to the Finance Audit and Performance Management Committee

3. The table below sets out details of audits finalised since the previous meeting of the Finance Audit and Performance Management Committee.

Audits completed since previous SICA report

Review	Evaluation	Key Dates			Number of Recommendations			
		Draft issued	Responses Received	Final issued	1	2	3	OEM
Core HR	Reasonable	29 th November 2021	31 st January 2022	31 st January 2022	-	3	-	1
Follow Up Review	NA	28 th January 2022	31 st January 2022	31 st January 2022	-	-	-	-

4. There are no issues arising from these findings which would require the annual Head of Audit Opinion to be qualified.

Progress against the 2021/22 Annual Plan

5. Our progress against the Annual Plan for 2021/22 is set out in Appendix B.

Changes to the Annual Plan 2021/22

6. There is to be one change to the Annual Plan 2021/22 with a review of the Service's Brexit response replaced by a Death in Service process review.

Progress in actioning priority 1

7. We have made no Priority 1 recommendations (i.e. fundamental control issue on which action should be taken immediately) since the previous SICA.

Root Cause Indicators

8. The Root Cause Indicators (RCI) have been developed by TIAA to provide a strategic rolling direction of travel governance, risk and control assessment for South Wales Fire and Rescue Service. Each recommendation made is analysed to establish the underlying cause of the issue giving rise to the recommendation (RCI). The analysis needs to be considered over a sustained period, rather than on an individual quarter basis. Percentages, rather than actual number of reviews/recommendations made permits more effective identification of the direction of travel. A downward arrow signifies a positive reduction in risk in relation to the specific RCI.

RCI – Direction of Travel Assessment

Root Cause Indicator	Qtr 1 (2021/22)	Qtr 2 (2021/22)	Qtr 3 (2021/22)	Qtr 4 (2021/22)	Medium term Direction of Travel	Audit Observation
Directed						
Governance Framework	0	56% (5)	33% (1)	-	↓	
Risk Mitigation	0	0		-	↔	
Control Compliance	0	33% (3)	33% (1)	-	↓	
Delivery						
Performance Monitoring	0	11% (1)	0	-	↑	
Financial Constraint	0	0	0	-	↔	
Resilience	0	0	33% (1)	-	↑	

Frauds/Irregularities

9. We have not been advised of any frauds or irregularities in the period since the last SICA report was issued.

Other Matters

10. We have issued a number of briefing notes and fraud digests, shown in Appendix D, since the previous SICA report.

Briefing Note
Safety Management Systems: Factsheet
Guidance to Prevent use of Vehicles as Weapons in Terror Attacks
Protect Duty; Public places to ensure preparedness for and protection from terrorist attacks.
Amazon to Change Payment Methods
Amazon Postpones Changes to Payment Methods
Employing Someone from Outside the UK
HMRC Review into VAT Charges on EVs
Fraud Alert
Fraud Alert Fake Omicron Email Scam
An Increase in Scams During the Festive Season
Remote Employees Working Two Jobs
Call 159 to Check if a Call From Your Bank is Genuine
National Cyber Security Centre: SMS & Telephone Best Practice Guidance

Responsibility/Disclaimer

11. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. The matters raised in this report not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Executive Summaries and Management Action Plans

The following Executive Summaries and Management Action Plans are included within the Finance, Audit and Performance Management Committee papers. Full copies of the reports are available on request. Where a review is a 'Limited' or 'No' Assurance assessment the full report will be presented.

Review	Evaluation
Core HR	Reasonable
Follow Up Review	NA

Progress against Annual Plan

System	Planned Quarter	Current Status	Comments
Strategic Planning	1	Final Report issued 11/10/2021	Presented to December FAPM
Safeguarding	1	Final Report issued 24/08/2021	Presented to December FAPM
Payment Cards	1	Final Report issued 06/08/2021	Presented to September FAPM
Performance Management	2	Final Report issued 17/08/2021	Presented to September FAPM
Core HR	2	Final Report issued 31st January 2022	
ICT Cyber Security	2	Fieldwork commenced, Draft Report pending	Moved to Q3
Mitigating Controls	3	Fieldwork commenced, Draft Report pending	
Key Financial Controls	3	Finalised following agreement of the agenda.	To presented at the FAPM in April 2022.
Equality and Diversity	4	Fieldwork commenced, Draft Report pending	
Station Visits	4	Fieldwork commenced, Draft Report pending	
Brexit	4	Replaced by Death in Service Benefits review.	
Death in Service Benefits	4	Finalised following agreement of the agenda.	To presented at the FAPM in April 2022.
Follow-up	4	Final Report issued 31 st January 2022	
Annual Planning	1	Annual Plan issued as final 19/03/2021	Audit Plan 2022/23 to be presented at the FAPM in April 2022.

System	Planned Quarter	Current Status	Comments
Annual Report	4		To presented at the FAPM in April 2022.
Audit Management	1-4		

KEY: To be commenced

 Site work commenced

 Draft report issued

 Final report issued

Priority 1 Progress update




No Priority 1 recommendations have been made in 2021/22 to date.

Briefings on developments in Governance, Risk and Control

TIAA produces regular briefing notes to summarise new developments in Governance, Risk, Control and Counter Fraud which may have an impact on our clients. These are shared with clients and made available through our Online Client Portal. A summary list of those CBNs and Fraud Alerts issued in the last three months which may be of relevance to South Wales Fire and Rescue Service is given below. Copies of any CBNs are available on request from your local TIAA team.




Summary of recent Client Briefing Notes (CBNs)

CBN Ref	Subject	Status	TIAA Comments
CBN-21043	Safety Management Systems: Factsheet		No Action Required – To Note
CBN-21044	Guidance to Prevent use of Vehicles as Weapons in Terror Attacks		Action Required Where Applicable Audit Committees and Boards/Governing Bodies are advised to assess their arrangements in light of the risks if applicable and take appropriate remedial action.
CBN-21047	Protect Duty; Public places to ensure preparedness for and protection from terrorist attacks.		Action Required Organisations are advised to review their security arrangements in line with their legal requirements and take appropriate remedial action.
CBN-21048	Amazon to Change Payment Methods		Potential Urgent Action Required Clients are advised to establish whether they make any online purchases from Amazon and if so, whether these purchases currently use a Visa credit and/or procurement card. If this type of card is in use, then clients are advised to put alternative arrangements in place before 19th January 2022.

CBN Ref	Subject	Status	TIAA Comments
CBN-22001	Amazon Postpones Changes to Payment Methods		Potential Urgent Action Required Following on from the previous related CBN in December 2021, clients are advised to establish what internal process changes were made as a result, and whether there is merit in continuing to use Visa credit cards.
CBN-22002	Employing Someone from Outside the UK		Information Only UK Visas and Immigration has published guidance for employers on employing someone from outside the UK.
CBN-22006	HMRC Review into VAT Charges on EVs		Action Required Not Urgent Organisations are advised to ensure that the appropriate HMRC compliant arrangements are in place.

Summary of recent Fraud Alerts

Ref	Subject	Status	TIAA Comments
December 2021	Fraud Alert Fake Omicron Email Scam		Action Required The alert provides information and advice about fraud and economic crime, and the risks associated with it. If you have fallen victim to fraud you should report it to Action Fraud by calling 0300 123 2040, or visit: https:// www.actionfraud. police.uk/ reporting-fraud-and-cyber-crime If you have given your bank details and think you may have lost money, contact your bank immediately.
December 2021	An Increase in Scams During the Festive Season		Action Required The alert provides information and advice about fraud and economic crime, and the risks associated with it. If you have fallen victim to fraud you should report it to Action Fraud by calling 0300 123 2040, or visit: https:// www.actionfraud. police.uk/ reporting-fraud-and-cyber-crime .

Ref	Subject	Status	TIAA Comments
December 2021	Remote Employees Working Two Jobs		<p>For Information</p> <p>TIAA Anti-Crime Specialists have seen an increase in referrals regarding staff who are working remotely having a second full time job.</p> <p>As the pandemic has greatly increased opportunities for home working, staff are juggling more than one full time job, and of course keeping each a secret from the other employer, while earning a double salary.</p> <p>The Guardian has published an interesting article on the subject with workers describing how easy it can be to lead a double life, with one worker explaining that they attended meetings while a family member who was unemployed actually did the bulk of their work using their corporate login.</p>
January 2022	Call 159 to Check if a Call From Your Bank is Genuine		<p>Action Required</p> <p>This alert provides information and advice to employees about fraud and economic crime, and the risks associated with it. If you have fallen victim to fraud or cyber-crime you should report it to Action Fraud by calling 0300 123 2040, or visit: www.actionfraud.police.uk If you have given out your bank details and think that you may have lost money, contact your bank immediately by dialling 159 if your bank is listed on the left, or using a known contact number for your bank.</p>
February 2022	National Cyber Security Centre: SMS & Telephone Best Practice Guidance		<p>Action Required</p> <p>This alert provides information and advice to employees about fraud and economic crime, and the risks associated with it. If you have fallen victim to fraud or cyber-crime you should report it to Action Fraud by calling 0300 123 2040, or visit: www.actionfraud.police.uk If you have given out your bank details and think that you may have lost money, contact your bank immediately by using a known contact number for your bank, or using the new 159 service.</p>

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**FORWARD WORK PROGRAMME FOR
FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE 2021/22**

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
As required	Internal Audit Progress Report & Audit Action Updates	To provide an updated position of work performed against the internal audit plan and to highlight any significant issues arising from the internal audit work performed	DCO Contact Officer: Geraint Thomas	
As required	Performance Report	To scrutinise specific issues of performance identified and referred by Fire Authority	DCO Contact Officer: Sally Chapman	
As required	Statistics Report	To scrutinise specific statistics or trends as identified and referred by Fire Authority	DCO Contact Officer: Sarah Watkins	
As required	WAO Reports	To advise Members of the conclusions of WAO Reports and to consider the implications for the Service	DCO Contact Officer: Sally Chapman	
26 July 2021	Revenue Outturn	To advise on total revenue expenditure for the year against the set revenue budget following the year end and to explain variations and impact on reserves	Treasurer Contact Officer: Geraint Thomas	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
26 July 2021	Capital Outturn	To advise on total capital expenditure for the year against the set capital budget following the year end and to explain variations	Treasurer Contact Officer: Geraint Thomas	Completed
26 July 2021	Audit Wales Audit Plan 2021	To advise Members of the work set out by Audit Wales to be undertaken during 2021	DCO Contact Officer: Geraint Thomas	Completed
26 July 2021	Audited Statement of Accounts	To advise Members of the content of the Audited Statement of Accounts	Treasurer Contact Officer: Geraint Thomas	Completed
26 July 2021	Audit Accounts report (ISA 260 Report)	To advise Members of the content of the Auditor Generals ISA 260 report including the final letter of representation, proposed audit opinion and corrections/recommendations	Treasurer Contact Officer: Geraint Thomas	Completed
26 July 2021	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer Contact Officer: Lisa Mullan	
26 July 2021	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer Contact Officer: Lisa Mullan	
20 Sept 2021	Health Check of Priority Actions and Q1 progress against the Statutory PI's	To scrutinise progress of the Services Priority Actions and statutory PI's as at the end of Q1	DCO Contact Officer: Sarah Watkins	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
20 Sept 2021	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer Contact Officer: Lisa Mullan	Completed
20 Sept 2021	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer Contact Officer: Lisa Mullan	Completed
20 Sept 2021	Treasury Management Outturn Report	To advise on performance against the treasury management policy and strategy following financial year end	Treasurer Contact Officer: Lisa Mullan	Completed
20 Sept 2021	Medium Term Financial Strategy Update, Reserves Strategy and Revenue & Capital Budget Setting Report	To update Members on the MTFS to inform and influence the budget setting process to meet the Service's requirements for the following financial year	Treasurer Contact Officer: Geraint Thomas	Completed
20 Sept 2021	Audit Wales Final Audit Letter	To advise on conclusion of financial audit	Treasurer Contact Officer: Geraint Thomas	Completed
13 Dec 2021	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer Contact Officer: Lisa Mullan	Completed
13 Dec 2021	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer Contact Officer: Lisa Mullan	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
13 Dec 2021	Revenue & Capital Budget Setting Update Report	To assist in determining the appropriate revenue & capital budget required to meet the Service's requirements for the financial year	Treasurer Contact Officer: Geraint Thomas	Completed
13 Dec 2021 7 March 2022	Audit & Plan Scheme Updates	To seek Members' views upon the progress of Audit & Plan Scheme Actions	DCO Contact Officer: Sarah Watkins	On agenda
13 Dec 2021	Treasury Management Interim Report	To update Members on treasury management activity during the year to date	Treasurer Contact Officer: Lisa Mullan	Completed
13 Dec 2021	Annual Audit Plan Financial Audits	To advise Members of the proposed timetable for financial audits in the forthcoming audit year	Treasurer Contact Officer: Lisa Mullan	Completed. Already reported.
7 March 2022	Treasury Management Strategy Report	To secure Members' approval to the adoption of the Treasury Management Strategy for the following financial year	Treasurer Contact Officer: Lisa Mullan	On agenda
7 March 2022	Health Check of Priority Actions and Q3 progress against the Statutory PI's	To scrutinise progress of the Services Priority Actions and statutory PI's as at the end of Q3	DCO Contact Officer: Sarah Watkins	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
7 March 2022 11 April 2022	Draft Annual Report of the Work of the FAPM Committee and the Discharge of the Terms of Reference of the Finance, Asset & Performance Management Scrutiny Group	To consider the draft report on the annual work of the Committee before its submission to the Fire Authority and to ensure the Authority has efficient use of resources and robust procedures in place to ensure and manage this	Chair of FAPM & DCO Contact Officer: Sarah Watkins	Deferred to 11 April FA meeting
7 March 2022	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer Contact Officer: Lisa Mullan	On agenda
7 March 2022	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer Contact Officer: Lisa Mullan	On agenda
7 March 2022	Internal Audit Programme	To outline the planned internal audit coverage for the financial year and to seek comment and approval	DCO Contact Officer: Geraint Thomas	On agenda
7 March 2022	Internal Audit Annual Report	To provide an opinion on the adequacy and effectiveness of risk management, control and governance processes based on the internal audit work undertaken during the financial year. This will support the statement of internal control.	DCO Contact Officer: Geraint Thomas	On agenda
7 March 2022	Corporate Departmental Risk Register	To seek Members' views upon the Corporate Departmental Risk Register	DCO	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
			Contact Officer: Sarah Watkins	
7 March 2022	Register of Gifts and Hospitality	To advise Members of gifts and hospitality accepted and declined by Members and Officers during the year	DCO Contact Officer: Sarah Watkins	On agenda

Sally Chapman - DCO
Dewi Rose - ACFO Service Delivery
Sarah Watkins - Head of Corporate Support

Chris Barton - Treasurer
Geraint Thomas - T/ACO Corporate Services
Lisa Mullan - T/Head of Finance & Procurement

AGENDA ITEM NO 16

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

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1. Apologies for Absence
2. Roll Call
3. Declarations of Interest

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

4. Chairperson's Announcements
5. To Receive the Minutes of:

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- Finance, Asset & Performance Management Scrutiny Group held on Monday 06 December 2021 11

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