

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, 2 March 2020 at 10:30 hours**

VENUE: South Wales Fire & Rescue Service Headquarters,
Room 8, Forest View Business Park, Llantrisant
CF72 8LX

AGENDA

1. Apologies for Absence
2. 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.

3. Chairperson's Announcements
4. To Receive the Minutes of:
 - Finance Asset & Performance Management Scrutiny Group Meeting held on 7 October 2019 5
 - Finance Audit & Performance Management Meeting held on 25 November 2019 11
5. Treasury Management Strategy Report – **To be presented on the day** 17
6. Business Plan Actions Report – Health Check 2019/20 Quarter 3 19

7.	Draft Annual Report of the Work of the Finance, Audit & Performance Management Committee and the Discharge of the Terms of Reference of the Finance, Asset & Performance Management Scrutiny Group	49
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15.	Forward Work Programme 2019 - 20	167
16.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	173

At the close of the meeting Members will meet with the Wales Audit Office and Internal Auditors to discuss Service progress

Signature of Proper Officer:



MEMBERSHIP

Councillors:

M	Colbran	Merthyr Tydfil
P	Drake	Vale of Glamorgan
S	Ebrahim	Cardiff
S	Evans	Torfaen
J	Harries	Rhondda Cynon Taff
J	Holt	Blaenau Gwent
A	Hussey	Caerphilly
V	Smith	Monmouthshire
M	Spencer	Newport
D	White	Bridgend

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SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE FINANCE, ASSET & PERFORMANCE MANAGEMENT SCRUTINY GROUP MEETING HELD ON MONDAY 7 OCTOBER 2019, 10:30HRS AT SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

1. PRESENT:

Councillor	Arrived	Left	
S Evans (Chair)			Torfaen
A Roberts		12:18	Rhondda Cynon Taff
S Bradwick			Rhondda Cynon Taff
L Brown		12:28	Monmouthshire
P Drake			Vale of Glamorgan
A Hussey			Caerphilly
D Naughton			Cardiff
R Shaw			Bridgend
V Smith	10:35		Monmouthshire
H Thomas			Newport
J Williams	10:35	12:28	Cardiff

APOLOGIES:

J Gauden			Torfaen
Jack Harries			Rhondda Cynon Taff

ABSENT:

H Jarvie			Vale of Glamorgan
M Spencer			Newport

OFFICERS PRESENT:- DCO S Chapman – Deputy Chief Officer & Monitoring Officer, ACFO R Prendergast – Director of Technical Services, Mr C Barton – Treasurer, Ms S Watkins – Head of Business Support & Deputy Monitoring Officer, Mr D Smith – ICT Service Centre Manager, Mr C Temby – Head of Fleet & Engineering, Mr A Humphries – Building Facilities Manager, Mr N Corrigan – Property Strategy Manager

2. DECLARATIONS OF INTEREST

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

3. CHAIR'S ANNOUNCEMENTS

There were no announcements from the Chair.

4. MINUTES OF PREVIOUS MEETING

The minutes of the previous Finance, Asset & Performance Management Scrutiny Group meeting held on 25 March 2019, were received and accepted as a true record of proceedings.

5. ASSET MANAGEMENT PLAN 2019-2029

The Deputy Chief Officer gave a detailed overview of the Asset Management Plan 2019-2029 which included the Service's aims, key objectives and key influencers in preparing and delivering the Strategy Plan.

Following a question and answer session in relation to the future purchase of service vehicles and with the carbon footprint in mind, it was noted that electric vehicles are being actively considered for the future for suitable journeys and the Service is working on establishing suitable infrastructure to support this. It was noted that, generally in South Wales, there is insufficient infrastructure in place to consider hydrogen vehicles at present.

An electric fire appliance is being trialled at London Fire Service at present and the Service will monitor this with interest.

RESOLVED THAT

Members approved the Asset Management Plan 2019-2029.

6. APPOINTMENT OF MEMBER CHAMPIONS

The Deputy Chief Officer advised that Members appoint Member Champions to the key asset management groups of the Authority and provide additional scrutiny and challenge between meetings.

RESOLVED THAT

- 6.1 Members noted Councillor Naughton's decision to stand down from his role as Service Champion for the Municipal Year – Operational & Personal Issue Equipment.

- 6.2 Members resolved to appoint the following Members as Member Champions for the following Asset Groups:

Land & Buildings – Councillor V Smith
 ICT – Councillor A Roberts
 Fleet & Engineering – Councillor S Evans
 Operational & Personal Issue Equipment – Councillor J Williams.

- 6.3 The Deputy Chief Officer will ensure briefings are set up with the relevant Heads of Service.

7. MEDIUM TERM FINANCIAL STRATEGY, REVENUE & CAPITAL BUDGET SETTING 2020/21

The Treasurer provided a presentation on the Medium Term Financial Strategy and the Revenue & Capital Budget Setting for 2020/21 and reminded Members of the range of issues that were impacting upon next year's budget and some of the uncertainties this created.

This included the increased cost of the Firefighters' Pension Schemes, which has been partially offset this year through Welsh Government funding. There remains uncertainty as to whether funding will be available in whole, part or not at all next year.

In addition, it was highlighted that there were a number of uncertainties that had not yet been factored in to any budget settlements. The most significant of these was the financial ramifications from the pensions cases currently going through the courts nationally.

There was an extensive debate surrounding the proposed budgets and the uncertainties the Service was faced with.

RESOLVED THAT

- 7.1 Members noted the Medium Term Financial Strategy and Revenue & Capital Budget Setting 2020/21.
- 7.2 The Treasurer agreed to correspond with each unitary authority providing an update on the current position.

8. REVIEW OF PROPERTY STRATEGY, BUDGET AND PLANNING ASSUMPTIONS & PROGRESS AGAINST THE PLAN AND CONSIDERATION OF SUSTAINABILITY AND ENVIRONMENTAL ISSUES

The Property Strategy Manager and Building Facilities Manager provided a detailed presentation on the Property Strategy, budget and planning assumptions, progress against the plan and consideration of sustainability and environmental issues.

Members debated some of the key headlines emanating from the sustainability and environmental data and the direction of travel the Service was adopting and the challenges it faced.

RESOLVED THAT

Members noted the presentation.

9. REVIEW OF FLEET AND VEHICLES STRATEGY, BUDGET AND PLANNING ASSUMPTIONS AND PROGRESS AGAINST THE PLAN TO INCLUDE CAPITAL

The Head of Fleet & Engineering provided Members with an update on the review of the Fleet and Vehicles Strategy, Budget and Planning Assumptions and progress against the plan, including capital spend projections.

Councillor Shaw wished to congratulate the Head of Fleet and Engineering and his team on the excellent performance indicators contained within the report.

10. ICT PLAN 2019-2022

The ICT Service Centre Manager presented the ICT Plan 2019-2022 and provided a detailed update on the ICT themes and the activities that will be undertaken to implement the Plan.

RESOLVED THAT

Members agreed to support the Plan.

11. FORWARD WORK PROGRAMME

The Deputy Chief Officer presented the Forward Work Programme for 2019/2020.

RESOLVED THAT

Members accepted the Forward Work Programme for 2019/2020 following a brief update on Bowsers.

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

There were no items of urgent business for Members to consider.

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SOUTH WALES FIRE & RESCUE SERVICE

MINUTES OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE MEETING HELD ON MONDAY, 25 NOVEMBER 2019 AT 10:30HRS SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS

21. PRESENT

Councillor

S Evans (Chair)
P Drake
V Smith
A Hussey
M Colbran

Left

Torfaen
Vale of Glamorgan
Monmouthshire
Caerphilly
Merthyr Tydfil

APOLOGIES

M Spencer
S Ebrahim
J Holt
J Harries

Newport
Cardiff
Blaenau Gwent
Rhondda Cynon Taff

ABSENT

D White

Bridgend

OFFICERS PRESENT: Mrs S Chapman – Deputy Chief & Monitoring Officer, Mr C Barton – Treasurer, ACO A Reed – Director of People Services, Mr A Jones – Head of Human Resources, Mr G Thomas – Head of Finance & Procurement, Mr C Fitzgerald – TIAA Internal Auditor, Ms A Butler – WAO

22. DECLARATIONS OF INTEREST

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

23. CHAIR'S ANNOUNCEMENTS

There were no announcements from the Chair.

24. MINUTES OF PREVIOUS MEETING

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

- Finance, Asset & Performance Management meeting held on 25 March 2019

- Finance, Audit & Performance Management meeting held on 9 September 2019.

25. REVENUE MONITORING REPORT 2019/20

The Head of Finance & Procurement provided details of the annual revenue budget and associated information for the year ending 31 March 2020.

It was noted that the increase in underspend for contracted services was due to South Wales Police supplying the ICT software for the Joint Control Centre, and the cost sharing arrangements for this.

A discussion arose around which services were now operating from Llantwit Major Fire Station. It was confirmed that the Coastguard, Police and Ambulance are now operating at the Emergency Services' Station.

The increase in members of staff is as a result of temporary staff becoming permanent members of staff, as per the Re-structure report approved by the Fire Authority. It was noted that the establishment figures had not changed following the Fire Authority report.

RESOLVED THAT

- 12.1 The content of the report was noted.
- 12.2 A summary explanation on the main variances contained within Appendix 2 of the report to be provided within the main body of future reports.
- 12.3 A visit to the Emergency Services' Station at Llantwit Major to be arranged for Members.

26. CAPITAL MONITORING REPORT 2019/20

The Head of Finance & Procurement presented Capital Monitoring report 2019/20 and provided detail of the capital budget, transactions to date and the forecast year end position.

RESOLVED THAT

Members noted the budget and progress of capital schemes, approved the alterations identified in Appendix 1 and associated movements in funding streams.

27. REVENUE & CAPITAL BUDGET SETTING UPDATE REPORT

The Treasurer provided a presentation on the Revenue & Capital budget setting update report. Changes to local authority population figures were discussed in detail and it was noted that the changes were due to a shift in the Welsh Government forecasted figures provided previously.

Scenarios were also presented based on Welsh Government grant funding for pension increases and without the grant funding.

RESOLVED THAT

- 27.1 Members noted the content of the presentation.
- 27.2 Members agreed to a report being presented at the December Fire Authority meeting, with a view to asking Members to agree to a formal consultation on local authority budget contributions.

28. AUDIT ACTIONS REPORT

The Deputy Chief Officer presented the Audit Actions which were reviewed in detail.

RESOLVED THAT

Members noted the Audit Actions contained within the report.

29. TREASURY MANAGEMENT MID-TERM REVIEW REPORT 2019/20

The Treasurer provided Members with an update on the Authority's treasury activities for the period 1 April – 30 September 2019.

RESOLVED THAT

- 29.1 Members noted the report and the treasury activity for the period 1 April – 30 September 2019.
- 29.2 Members agreed for the report to be presented at the December Fire Authority meeting.

30. INTERNAL AUDIT REPORT

The Internal Auditor updated Members upon progress being made against the Internal Audit Plan 2019/20.

As part of ICT audits, it was noted that the Service employs outside organisations to undertake a managed exercise to try to gain access to the Service's systems and alleviate breaches to the system. Daily and weekly backups also take place.

RESOLVED THAT

Members noted the internal audit recommendations and work completed to date on the Internal Audit Annual Plan.

31. 2018-19 AUDIT OF FINANCIAL STATEMENTS REPORT ADDENDUM - RECOMMENDATIONS

The Wales Audit Officer provided a detailed update on the 2018-19 Audit of Financial Statements Addendum recommendations. A questions and answer sessions followed.

It was noted that requirements will be built into future tender specifications for external valuers to determine the life value of all service properties, for accounting purposes.

RESOLVED THAT

Members noted the content of the report.

32. SERVICE WIDE JOB EVALUATION EXERCISE

The Director of People Services provided Members with a summary of the proposed service wide Job Evaluation Exercise. It was noted that a report was presented at the previous HR & Equalities Committee and feedback from Members was for officers to consider low morale amongst staff who may be affected in relation to downgrading of posts. In instances of downgrading, those positions will be pay protected for 3 years, in line with current Authority policy.

A report will also be presented at the December Fire Authority meeting which will also cover any risks identified with the exercise, communication & engagement with staff and pension impacts.

RESOLVED THAT

Members noted the content of the report and agreed for a report to be presented to Fire Authority on this issue.

33. FORWARD WORK PROGRAMME 2019-20

The Deputy Chief Officer presented the Forward Work Programme for 2019/20.
RESOLVED THAT

Members agreed the Forward Work Programme for 2019/20.

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

There were no items of urgent business for Members to consider.

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AGENDA ITEM NO 5

Treasury Management Strategy Report

-

To be presented on the day

Author: Chris Barton (Treasurer)

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AGENDA ITEM NO 6

BUSINESS PLAN ACTIONS REPORT

Health Check

2019/20 Quarter 3

Report Date 3rd February 2020



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 Objectives and performance of the Strategic Performance Indicators for Quarter 1,2 and 3 (April – December) 2019/20.

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 Objectives and Strategic Indicators for Quarter 1, 2 and 3 (April - December) 2019/20.

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 five Strategic Themes as listed below:

ST01 - We will Reduce Risk

ST02 - We will Engage and Communicate

ST03 - We will Nurture Sustainable Resources

ST04 - We will Embrace Technology

ST05 - We will Strengthen Partnerships

2.2 Each of these Strategic Themes has one or more Priority Actions that the Service has monitored progress against during 2019/20.

2.3 Appendix 1 attached is a summary of the Performance Monitoring Report, which reviews Quarter 1, 2 and 3 (April - December) 2019/20 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 but were within 0-5% of doing so and are performing better than last year, one indicator has not achieved the target but were within 0-5% of doing so and performed worse than last year, one indicator has not achieved the target but performed worse than last year and three indicators are achieving their target.

2.5 The one indicator that is not meeting its target and is performing worse than last year is:

1. Other Special Services Calls Attended

2.6 The one indicator that is not meeting its target but is within 0% to 5% of the target and is performing better than last year is:

1. Total Deaths and Injuries In Fires

2.7 The two indicators that are not meeting their target but are within 0% to 5% of the target and are performing better than last year are:

1. False Alarms Attended
2. % of Dwelling Fires confined to the room of origin

2.8 The three indicators that are on course to achieve their targets are:

1. Total Fires Attended
2. Total Road Traffic Collisions Attended
3. Accidental Deaths and Injuries in Fires

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 Quarter 1, 2 and 3 (April - December) 2019/20 contained within this report.

Scorecard

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

The “Unknowns” indicate the number of tasks that have either:

1. Started subsequent to the completion of the previous quarter (0); or
2. Not been updated by the action owner (0 as at 3rd Feb 2020).

PA1: Provide an efficient, effective and relevant response to our communities.				
▲	●	★	Unknowns	Total
0	2	8	0	10
PA2: Working with others to provide education to prevent harm / risk of harm				
▲	●	★	Unknowns	Total
2	16	23	0	41
PA3: Developing efficient and effective ways of engaging and communicating with our communities				
▲	●	★	Unknowns	Total
0	5	9	0	14
PA4: Attract, develop, retain workforce reflecting communities and deliver services				
▲	●	★	Unknowns	Total
0	14	34	0	48
PA5: Reducing our Service's impact on the environment to ensure future sustainability.				
▲	●	★	Unknowns	Total
0	0	9	0	9
PA6: Ensuring we use technology to enable efficient and improved service delivery.				
▲	●	★	Unknowns	Total
2	10	26	0	38
PA7: Working with our Public Service Boards and partners to support local communities.				
▲	●	★	Unknowns	Total
0	5	0	0	5

Priority Action Commentary

PA01 Ensure we provide an efficient, effective and relevant response to our communities.

Water awareness training is now being delivered on all wholetime and on call courses.

All breathing apparatus courses have been created for the new Compartment Fire Behaviour Training (CFBT) facility including lesson plans and course profiles

The Flexible Rostering System has been updated and published with the aim of increasing engagement and understanding across Operations and Representative Bodies and is to be reviewed quarterly.

PA02 Work with others to provide education to our communities to prevent harm, and protect against the risk of harm.

Community Safety and Business Fire Safety continue to ensure the effective and efficient use of our resources by targeting our highest risk premises, including responding to identified internal and external trends as appropriate. Responsibility for Specialised Housing has now been placed on the Care and Healthcare team.

The 999 weekend, held in September, was a highly successful event involving a large number of partner agencies. Engagement was conducted with high numbers of public across the weekend, with safety messages and education at the forefront of activities. A full debrief was held during Quarter 3 with evaluation feedback being prepared for release at the end of January 2020.

Fire Control continue to gather and share information with South Wales Police, Welsh Ambulance Service and mental health teams within the Joint Public Service Centre. Information sharing has also commenced with North Wales FRS.

Fire Control are re-visiting the safeguarding process with both South Wales and Mid and West Wales with a view to standardising.

Fire Control continue to seek opportunities for collaborative training with South Wales Police.

Operations have developed and evaluated a new audit process. This will ensure accuracy of critical information ensuring a more proactive method of evaluating risks identified at audits, then sharing and rectifying the issues.

Enhanced Home Safety Check (EHSC) referral pathways have been established with the Cardiff and Vale University Health Board (CAVUHB) and EHSC training is about to commence for stations within Cardiff & the Vale of Glamorgan.

The refuse fire working group continues to build on its remit in reducing deliberate refuse fires, there are a number of partners collaborating on the group i.e. Local Authority representatives, Natural Resources Wales and fly tipping action wales. The data for Quarter 3 has seen a reduction compared to 2018/19 for refuse fires.

PA03 Develop efficient and effective ways of engaging and communicating with our communities to involve them in how we deliver our services.

Community Safety and Partnerships planned and delivered Op Bang during Q3. This was highly successful with a number of engagement activities conducted by staff across SWFRS. A total of 12 partnership patrols were conducted across four Unitary Authority's during the period.

Fire Crime are continuing to work with partners and local stations in identifying and responding to incidents of deliberate fire setting.

Aberbargoed and Cardiff Gate Fire Cadet Units along with Malpas Junior Fire Cadet Unit are now up and running.

The Parc Prison youth offender intervention has commenced and will be evaluated in order to improve future programme delivery.

Embedded Media & Comms personnel to GM UAs is proving positive. If involved in UA meetings with Commanders and they are invited to attend station exercises and CS engagement, they are providing a steady state stream of information for both commanders and Watch's to the public. All UAs from GM to Commanders are encouraged to utilise fully this resource as their own media officers in order to highlight the positive outputs engaged in, the outcomes and deliver vital safety messages and information.

Good media coverage in terms of the planning and delivery of the launch of Save a Life Cymru (SaLC) at the Senedd. This is an ongoing piece of work to encourage all public bodies to encourage the teaching of CPR.

The FlyMapper App is proving to be a success. Where UAs are involved in this scheme, there has been a near 100% uptake of the App by Commanders. This should result in fly tipping being identified early by UAs and positive action being taken in order to improve public health and reduce deliberate fire setting and anti-social behaviour.

The Fire Crime Unit continue to support victims of domestic abuse via the Momentum Project. Three courses have been run in 2019/20.

Media and Comms have created a template, plan for the external facing SWFRS blog, and are currently awaiting the roll out of a planned app that will host the blog.

PA04 Ensure we attract, develop and retain a workforce that reflects our communities and is capable of delivering effective services today and in the future.

The first All Wales Water Rescue Boat Operator course has been run and an instructor course will be run during the first quarter of 2020

The Occupational Health Unit has been relocated from Nantgarw to Pontyclun.

A member of Joint Fire Control has spent time with the Scottish Fire Service discussing future training of control room staff.

Human Resources have delivered bespoke line manager training for the wholetime recruitment process for shortlisting, P&P and interviews including unconscious bias and are providing ongoing training for corporate recruiting managers as and when vacancies arise.

The Executive Leadership Team and Fire Authority have approved a job evaluation review of all Corporate Staff structures to ensure pay equality and address any equal pay and gender pay gaps. Procurement arrangements are in place and project planning is underway.

Training Delivery (on an All Wales basis wherever possible) continues to be carried out in accordance with Standard Operating Procedures which are aligned to National Operational Guidance.

The Wellbeing Steering Group met with the Corporate Health Award support Pauline Mould in November 2019. She provided advice on the submission and the anticipated timeline to complete the template and gather the evidence. It was agreed that the first few sections would be completed together by the Steering Group to gain the agreed standard before dividing the workload to lead officers and the sub group. The focus is on achieving visible wellbeing outcomes using the Corporate Health Standard as a template.

Incident command rooms and systems have been updated with new hardware and software to ensure an effective multimedia training resource. The final phase to secure Hydra in the cloud by end of March 2020.

The development of an assessment phase for all incident commanders' consolidation training continues and is on target to commence assessments early April 2020 with a clear working strategy to assess all levels circa of 500 personnel.

A structured programme of finance, budgetary and procurement training is to be offered at various key points throughout the financial year. eProcurement training is currently being delivered.

PA05 Reducing our Service's impact on the environment to ensure future sustainability.

We recently purchased our first hybrid light vehicles and continue to consider alternative fuels.

Fleet and Engineering and Property Services continue to work on the installation of the electric vehicle charging infrastructure.

Procurement have postponed a review of fuel tank efficiency post Brexit to ensure the Service maintains its fuel stocks.

A project is ongoing in order to comply with future Welsh Government legislation with regards to waste management.

Business Support are reviewing the requirements for paper agendas, minutes and reports for internal meeting and exploring the options of providing these electronically.

PA06 Ensuring we use technology to enable efficient and improved service delivery.

Information, Communication and Technology are progressing the Mobile Data Terminal software upgrade.

Business Fire Safety have carried out testing of the West Midlands Fire Service' (WFFS) Risk Identifier and Data Generating Engine (RIDGE) resulting in positive feedback. Full implementation is scheduled for April 2020.

Statistics and Risk continue to review the Incident Recording System (IRS) quality assurance process.

Statistics and Risk are preparing a presentation for the Senior Management Team (due to be delivered in Feb 2020) outlining the current use of the Fire Service Emergency Cover (FSEC) model and whether it is considered to benefit for purpose. Market research into other models is being conducted as well as details of what other Fire and Rescue Services are using to predict risk.

Statistics and Risk are working with Operations to design and implement a Public Service Board (PSB) area within our Business Management Information System (BMIS) for the collation and reporting of evidence of how we are supporting the nine PSB wellbeing objectives. Discussions are ongoing with Duffryn Fire Station with regards to transferring its Community Risk Management Plan (CRMP) to BMIS and incorporating alignment with the PSB objectives.

Statistics and Risk have created an assurance metrics dashboard and access has been granted to all members of SMT. The sections available so far are around Assets and

Response. The statistics and risk team presented an update on the assurance metrics project to SMT on December 19th that focused on the metrics under Response. Following feedback further development on pages to support these metrics will be added to the dashboard. Metrics under prevention are going to be explored next with a further presentation to SMT scheduled for Feb 2020.

Business Fire Safety are happy with the trial of Tymly, a standards-based vocabulary capable of describing any digital service, and would now like to go live. A potential date of April 2020 has been proposed but this is dependent on a number of tasks being carried out to export/import a refresh of data.

Finance and Procurement continue testing of the eProc system which is on target to go live in Feb 2020.

PA07 Work with our Public Service Boards and partners to support local communities.

Operations department Group Managers continue to attend their respective Public Service Board (PSB) Groups to ensure that the statutory responsibility conveyed under the Act is supported.

Station Commanders, supported by Business Fire Safety liaison officers, continue to engage with key external stakeholders, including health boards and local education authorities. with the aim of reducing false alarms received from automatic fire alarms. Joint Fire Control staff continue to call challenge and intelligently mobilise to support the drive to reduce attendance to this type of incident and contact premises, following mobilisations to unwanted fire signals, to discuss proactive management of premises to comply with responsible person duties.

The Information Governance and Compliance team continue to rationalise our policies to enable effective data sharing with our partners and for ease of access internally. A plan is in place to ensure that all forms of data sharing within areas such as investigation interviews are managed robustly.

Links with Local Health Boards (LHBs) continues to progress. Additional close engagement has taken place with Welsh Government and Housing Associations in relation to Specialised Housing.

Joint Fire Control continue to work with South Wales Police to develop partnerships between mental health, social workers and ambulance staff within the Joint Public Service Centre. Opportunities continue to be identified for collaborative training with South Wales Police, e.g. health and safety, Marauding Terrorist Firearms Attack (MTFA), etc.

Our Statistical Analysts continue to build relationships with the analysts from both South Wales Police and the Welsh Ambulance Service Trust as work progresses towards

more tri service data sharing. Unfortunately the majority of scheduled meetings set for the tri service data sharing group during Quarter 3 have been cancelled by the meeting organisers. The significant issues highlighted during Quarter 1, data sharing, work streams and ultimate location of analysts, still remain.



PERFORMANCE MONITORING REPORT

Appendix 1

2019/20 Quarter 3 Report Date 5th February 2020



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

Produced in

BMIS
Business Management
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Introduction

The Performance Monitoring Report for 2019/20 highlights performance for the period April to December 2019. The report includes:

1. Strategic Indicator Performance Summary.....Page 1
2. Strategic Indicator Performance Comments.....Pages 2-5
3. Analysis of incident activity levels by Unitary Authority Area (UAA).....Pages 6-15

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.

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.

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 on 01443 232775 or Jon Carter 01443 232347 to discuss.

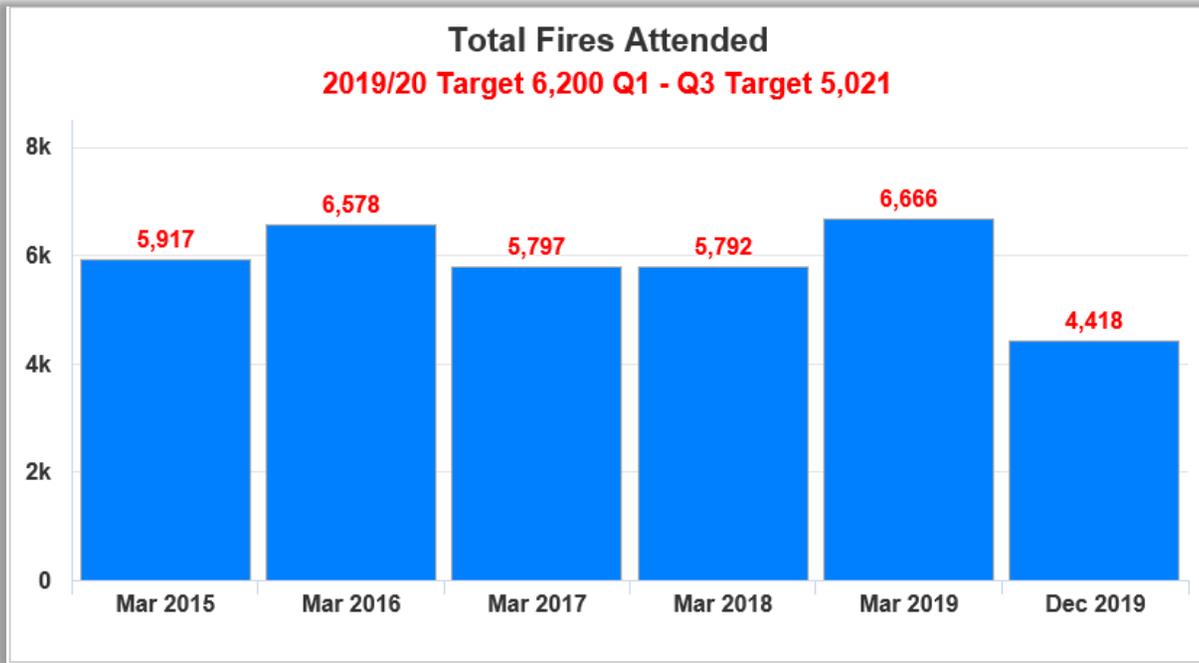
Strategic Indicators 2019/20 – Performance Q1 – Q3

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

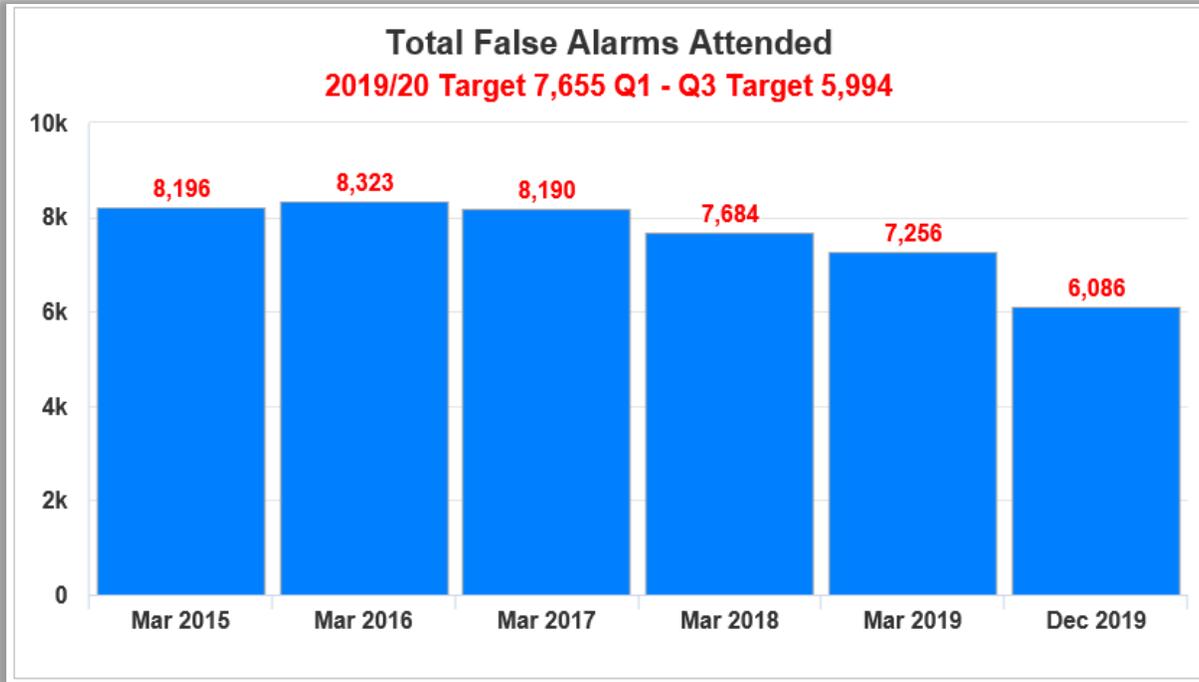
Performance Key	 Better than target	 0% to 5% from target	 Over 5% from target
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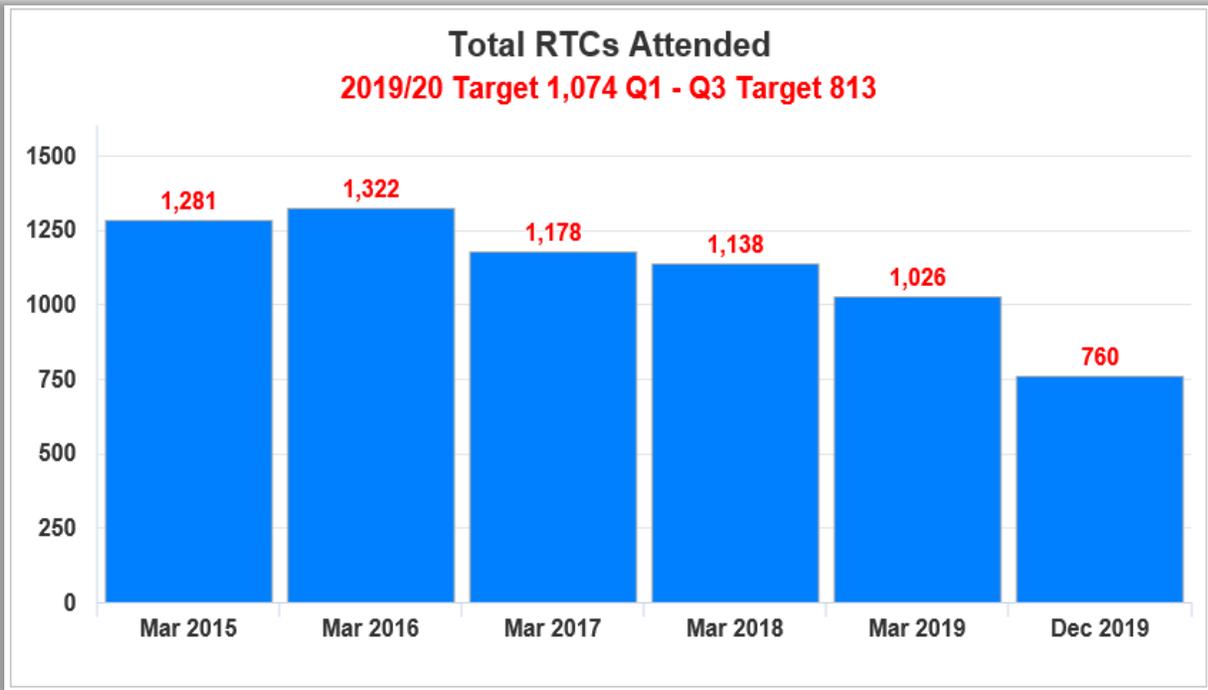
	Q1 – Q3 Actual (YTD)	Q1 – Q3 Target (YTD)	Q1 – Q3 2019/20 (YTD)	Q1 – Q3 2018/19 (YTD)
Total Fires Attended	4,418	5,021		5,610
Total RTCs Attended	760	813		857
Total False Alarms Attended	6,086	5,991		6,188
Total Other SSCs Attended	1,800	1,533		1,568
% of Dwelling Fires Confined to Room of Origin	82.79%	85.00%		81.91%
Total Deaths and Injuries in Fires	52	50		53
Total Accidental Deaths and Injuries in Fires	39	44		43



- #### Q1/3 Performance V Q1/3 last year
- Total fires ↓ 1,200 (21%)
 - Deliberate fires ↓ 1,003 (24%)
 - 12% below the Q1/3 target of 5,021
 - April ↑ 110%, July ↓ 61%, October ↓ 34%
 - Deliberate Grass fires ↓ 49%, Deliberate Refuse fires ↓ 17%, ADFs ↑ 12%
 - Deliberate fires accounted for 72% of all fires

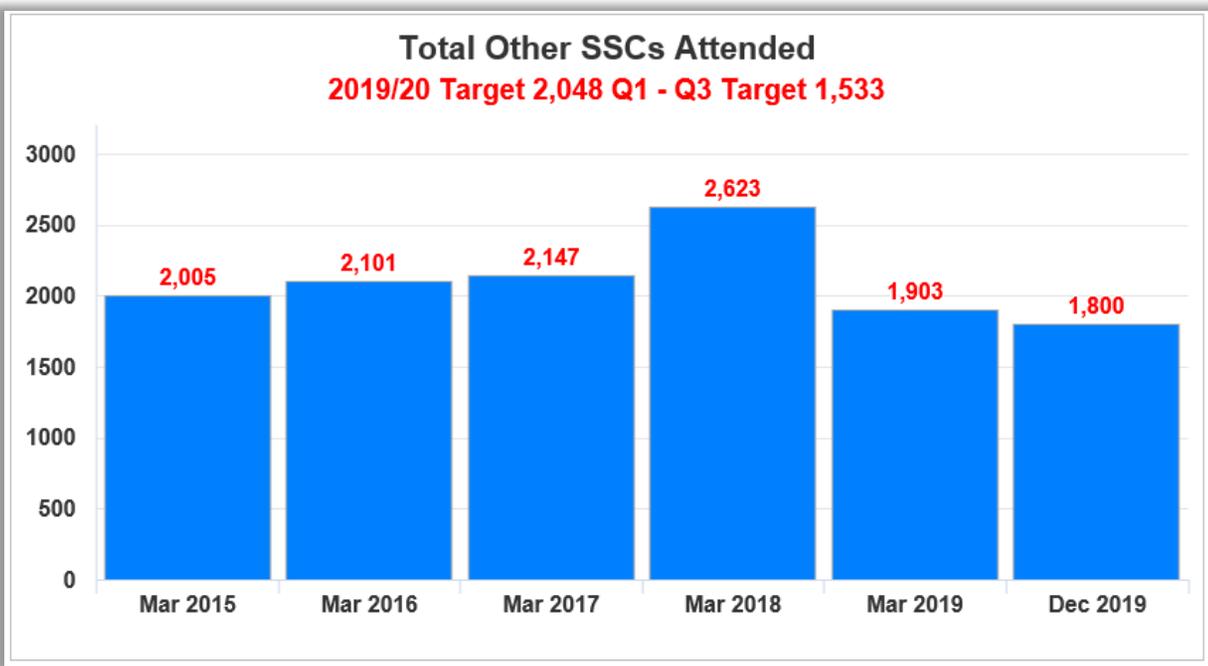


- #### Q1/3 Performance V Q1/3 last year
- Total False Alarms ↓ 102 (2%)
 - 2% above the Q1/3 target of 5,994
 - False alarm due to apparatus ↑ 11% caused by 45% increase to alarms in dwellings.
 - Residential homes ↓ 11%
 - Hospitals ↓ 12%
 - Appliances in attendance at hospitals ↓ 10%, residential homes ↓ 17%



Q1/3 Performance V Q1/3 last year

- Total RTCs ↓ 99 (12%)
- 7% below the Q1/3 target of 813
- April to December have seen the lowest numbers for 5 years.
- Extrications and release of persons have risen from 18% of all RTCs in Q1/3 last year to 21% this year.
- July (26) saw particularly high numbers of extrications and release of persons spread out across the service area.

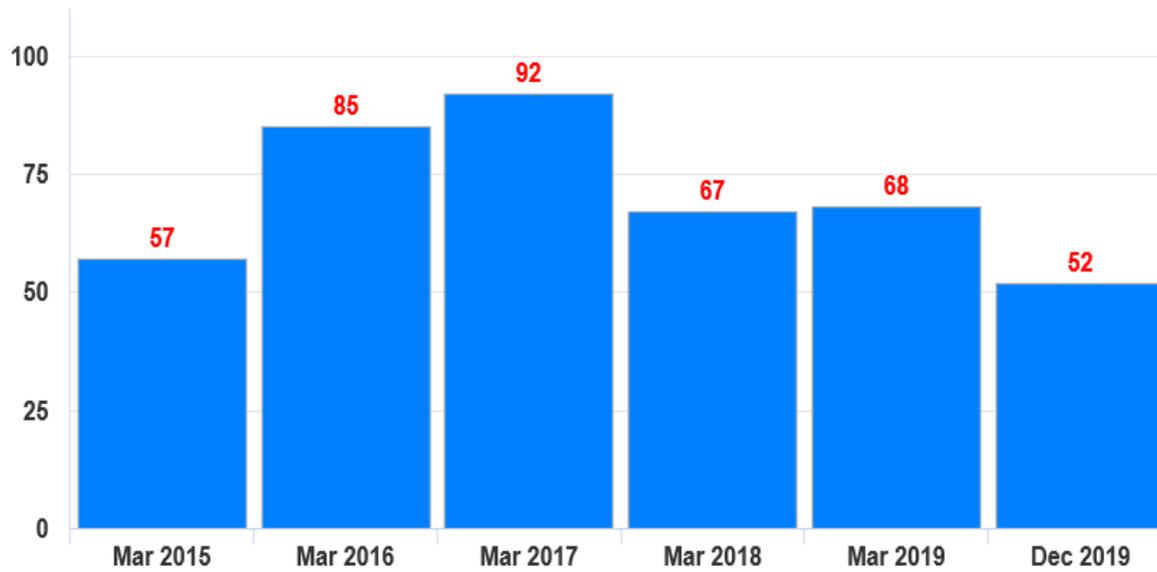


Q1/3 Performance V Q1/3 last year

- Other SSCs ↑ 230 (15%)
- 17% above Q1/3 target of 1,533
- Flooding ↑ 63%
- Animal rescues ↑ 11%
- Assisting other agencies ↑ 26%
- Cardiff UA had the highest number of incidents in Q1/3 (487).
- 81 of these incidents were effecting entry, 78 flooding and 63 were lift release.

Total Deaths and Injuries In Fires

2019/20 Target 66 Q1 - Q3 Target 50

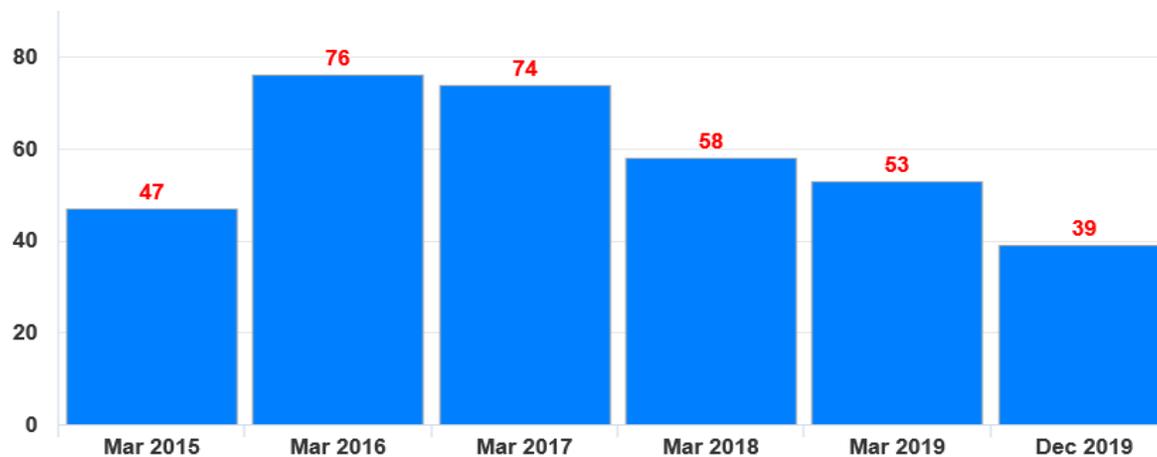


Q1/3 Performance V Q1/3 last year

- Fatalities and Injuries ↓ 2%
- 4% above the Q1/3 target of 50
- 8 fatalities from fires compared to 4 last year
- 5 of these were in accidental dwelling fires – 3 in December
- Serious injuries ↓ 31%, (13 to 9)
- Slight injuries ↓ 3% (36 to 35)
- Of the 3 fatalities in December 1 was caused by cooking, one by smoking materials and the other is still under investigation.

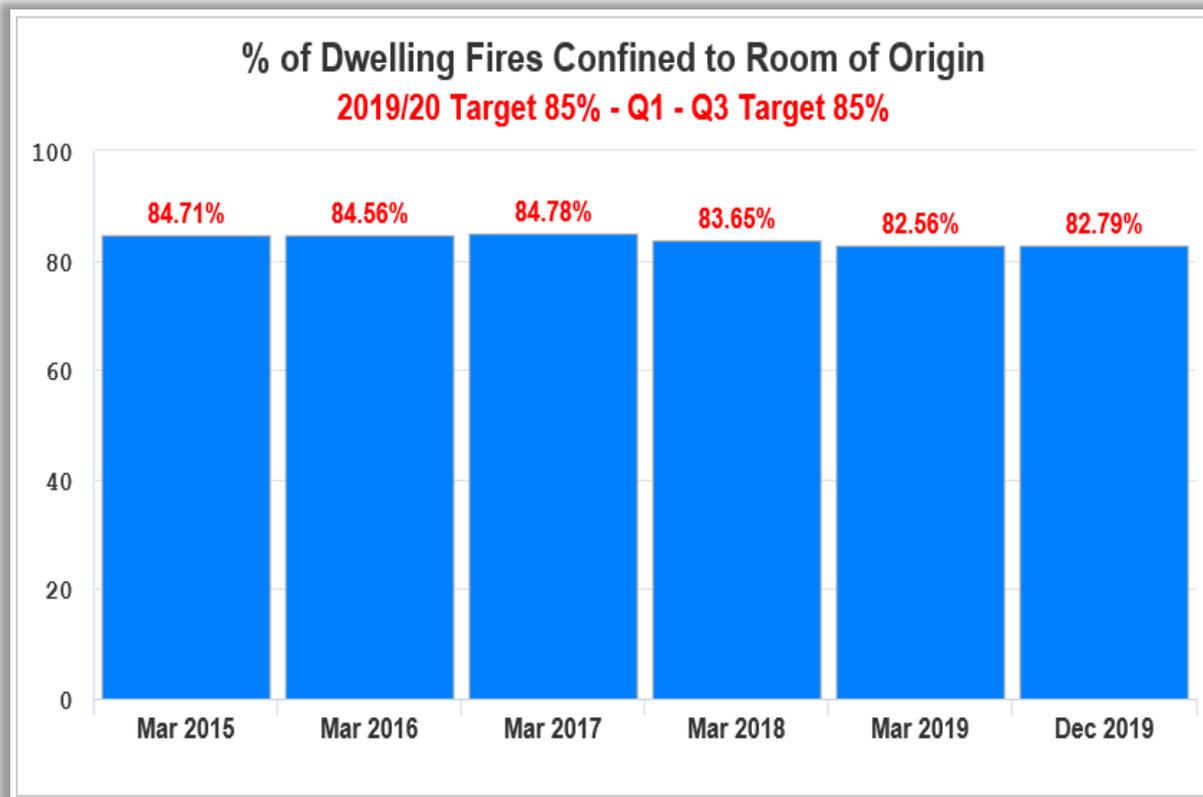
Total Accidental Deaths and Injuries In Fires

2019/20 Target 59 Q1 - Q3 Target 44



Q1/3 Performance V Q1/3 last year

- Accidental fatalities and Injuries ↓ 9% (43 to 39)
- 11% below the Q1/3 target of 44
- 5 accidental dwelling fatalities - all were aged 75+
- Accidental serious injuries are the same as last year with 9.
- Accidental slight injuries ↓ 17% (30 to 25)
- June 2019 - lowest figure in 5 years with no injuries



Q1/3 Performance V Q1/3 last year

- 456 of 551 dwelling fires have been confined to the room of origin (83%).
- 1% higher than last year and is 2% below the target set of 85% at the start of the year.
- Cardiff UA had the highest numbers with 108 of the 122 fires (89%) confined to the room of origin.
- Merthyr UA had the lowest numbers with 20 of the 26 (77%) confined to the room of origin.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	1036	94	87	47	86	79	82	75	63	64				228	247	202		677	885	-208	-24%
Special Service Calls	131	8	15	8	9	9	15	15	11	14				31	33	40		104	98	6	6%
Total RTCs Attended	36	4	4	1	2	3	4	4	5	2				9	9	11		29	26	3	12%
Total Other SSCs Attended	95	4	11	7	7	6	11	11	6	12				22	24	29		75	72	3	4%
Total False Alarms Attended	364	36	29	18	29	45	36	29	33	29				83	110	91		284	301	-17	-6%
Malicious False Alarms	8	0	0	0	1	2	2	1	1	1				0	5	3		8	8	0	0%
Good Intent False Alarms	212	27	21	10	15	23	14	15	14	14				58	52	43		153	182	-29	-16%
Automatic False Alarms	144	9	8	8	13	20	20	13	18	14				25	53	45		123	111	12	11%
Total Fires Attended	568	50	43	21	48	25	31	31	19	21				114	104	71		289	486	-197	-41%
Deliberate Fire	488	42	37	15	38	23	25	24	10	17				94	86	51		231	420	-189	-45%
Deliberate Grass Fire Attended	220	19	10	1	7	3	4	1	0	0				30	14	1		45	205	-160	-78%
Deliberate Refuse Fire Attended	199	19	19	9	22	12	16	16	9	9				47	50	34		131	157	-26	-17%
Accidental Fire	80	8	6	5	9	2	5	7	9	4				19	16	20		55	66	-11	-17%
Accidental Dwelling Fire Attended	21	2	1	2	4	0	0	6	5	4				5	4	15		24	16	8	50%
Total Deaths and Injuries in Fires	3	0	0	0	0	0	0	0	0	0				0	0	0		0	1	-1	-100%
Total Accidental Deaths and Injuries in Fires	2	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 there has been an increase of 50% compared to quarter 1 to 3 last year. The number of incidents have increased from 16 to 24. There were particularly higher numbers in October to December with 15 incidents compared to 2 for the same period last year. Of these 15 incidents in October to December 3 were caused by smoking materials, 3 by wiring cabling and plugs and 2 by a heater. 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. Running through Brynmawr are 3 arterial trunk roads the A467/A4047 and A465 Heads of the valley. This presents a mix of dual and single carriageways the roads serve as commuter routes to Newport and Cardiff, Ebbw vale and Abergavenny. Crews continue to work closely with partner agencies in an attempt to reduce RTC's by being part of and attending Gwent Road Safety meetings. Crews with the relevant skills have delivered and supported RTC reduction initiatives within schools and colleges such as Domino and the Options programme. In addition, crews ran an RTC reduction day at Ebbw Vale College and additional events such as the Christmas Drink Drive campaign and Road Safety week during November and December. 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. It is the aim of crews within the UA to ensure that the area improves its position as a high performing UA with regards to reducing deliberate secondary fires. Ebbw Vale and Tredegar Stations were heavily involved in organising the local fireworks display at Eugene Cross Park, Ebbw Vale. Fire Service personnel took the lead on this initiative with the assistance of various local Community Groups, South Wales Police and the Local Authority. Automatic false alarms have increased by 11% (111 to 123) compared to last year. Crews will 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.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	1501	205	146	132	160	119	116	104	105	123				483	395	332		1210	1180	30	3%
Special Service Calls	327	28	18	26	27	25	27	26	19	24				72	79	69		220	244	-24	-10%
Total RTCs Attended	129	13	5	4	9	8	6	9	8	5				22	23	22		67	101	-34	-34%
Total Other SSCs Attended	198	15	13	21	17	17	21	17	11	18				49	55	46		150	143	7	5%
Total False Alarms Attended	619	64	55	71	65	53	72	58	57	60				190	190	175		555	480	75	16%
Malicious False Alarms	9	3	0	5	1	5	4	3	0	2				8	10	5		23	6	17	283%
Good Intent False Alarms	353	43	24	18	30	20	25	21	18	19				85	75	58		218	283	-65	-23%
Automatic False Alarms	257	18	31	48	34	28	43	32	39	38				97	105	109		311	191	120	63%
Total Fires Attended	555	113	73	35	68	41	17	20	29	39				221	126	88		435	456	-21	-5%
Deliberate Fire	373	92	61	23	48	21	9	11	12	24				176	78	47		301	312	-11	-4%
Deliberate Grass Fire Attended	134	75	28	2	9	1	0	0	0	0				105	10	0		115	111	4	4%
Deliberate Refuse Fire Attended	174	14	21	17	31	13	7	4	4	12				52	51	20		123	147	-24	-16%
Accidental Fire	182	21	12	12	19	19	4	9	17	14				45	42	40		127	144	-17	-12%
Accidental Dwelling Fire Attended	59	5	4	6	5	7	2	2	8	8				15	14	18		47	46	1	2%
Total Deaths and Injuries in Fires	4	1	0	0	0	0	1	0	0	0				1	1	0		2	4	-2	-50%
Total Accidental Deaths and Injuries in Fires	4	1	0	0	0	0	1	0	0	0				1	1	0		2	4	-2	-50%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 2% compared to quarter 1 to 3 last year. The number of incidents have increased from 46 to 47. Crews continue to target high risk properties with the aim of reducing accidental dwelling fires in Bridgend by supporting national campaigns such as The Cooking Campaign and Electrical Safety Week. Crews have also developed strong partnerships with V2C who have delivered bespoke "Fire Safety in the Home" presentations at the Sheltered Accommodation complex's in Kenfig Hill. This will continue into 2020/21. It is anticipated that this service will improve with Community Safety visits incorporating falls prevention, carbon monoxide awareness, smoking cessation and crime prevention information. Although RTCs have reduced compared to last year (-35%) station personnel will continue to deliver the Domino Effect Presentation at various schools and support Global Road Safety Week, by delivering a Workplace Domino Effect at the new ASDA store due to the fact that it will employ a high number of 18-24 year olds (new & inexperienced drivers), our target audience. Deliberate fires still account for a large proportion of fires in Bridgend (69%). In support of this stations have delivered a number of bespoke initiatives within the community such as; launching of The Paws on Patrol (POP) initiative at Kenfig Nature Reserve. POP aims to reduce deliberate fire setting and ASB by working in partnership with the local community having them as our eyes and ears on the ground. Stations will continue to proactively undertake Arson Vulnerability Assessments-AVA every quarter within the community at disused/derelict venues that are susceptible to arson, and in a reactive role AVA's will be conducted as and when required using data from the Fire Crime Unit that identifies trends. Automatic false alarms have increased by 120 (63%) compared to last year, with incidents in Residential homes accounting for 47 (15%) of these 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.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	2118	256	185	107	202	132	139	134	132	112				548	473	378		1399	1684	-285	-17%
Special Service Calls	326	30	15	20	38	33	25	23	30	32				65	96	85		246	238	8	3%
Total RTCs Attended	117	13	7	7	10	14	13	7	11	8				27	37	26		90	85	5	6%
Total Other SSCs Attended	209	17	8	13	28	19	12	16	19	24				38	59	59		156	153	3	2%
Total False Alarms Attended	735	64	58	43	67	53	59	73	52	45				165	179	170		514	601	-87	-14%
Malicious False Alarms	25	6	1	4	1	1	3	1	1	2				11	5	4		20	21	-1	-5%
Good Intent False Alarms	405	46	40	19	29	22	23	32	29	15				105	74	76		255	344	-89	-26%
Automatic False Alarms	305	12	17	20	37	30	33	40	22	28				49	100	90		239	236	3	1%
Total Fires Attended	1057	162	112	44	97	46	55	38	50	35				318	198	123		639	845	-206	-24%
Deliberate Fire	874	142	98	30	63	38	47	24	31	22				270	148	77		495	697	-202	-29%
Deliberate Grass Fire Attended	375	79	58	5	20	2	4	1	1	0				142	26	2		170	331	-161	-49%
Deliberate Refuse Fire Attended	394	48	31	17	33	23	22	16	23	13				96	78	52		226	276	-50	-18%
Accidental Fire	183	20	14	14	34	8	8	14	19	13				48	50	46		144	148	-4	-3%
Accidental Dwelling Fire Attended	53	4	6	1	10	5	2	7	7	4				11	17	18		46	37	9	24%
Total Deaths and Injuries in Fires	6	1	1	0	0	1	0	1	0	1				2	1	2		5	6	-1	-17%
Total Accidental Deaths and Injuries in Fires	3	1	1	0	0	0	0	1	0	1				2	0	2		4	3	1	33%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 24% compared to quarter 1 to 3 last year. The number of incidents have increased from 37 to 46. There were particularly higher numbers in October to December with 18 incidents compared to 11 for the same period last year. 7 (39%) of these 18 incidents involved a cooking appliance. Crews continue to target high risk properties with the aim of reducing accidental dwelling fires in Caerphilly by supporting national campaigns such as The Cooking Campaign and Electrical Safety Week and organising or attending bespoke events within the community. Caerphilly station are leading on the education of a previously untargeted group called 'The Caerphilly Hard of Hearing/Tinnitus Group'. Stations will also work with the Community Safety Education department to develop packages to deliver a constant community safety message for ad hoc groups which visit the stations or are visited at their own site. A significant proportion of the population commute into and out of the town on a daily basis. This influences the type and effectiveness of engagement activities. For this reason the focus for RTC reduction must account for both the local population and the wider Service community. Domino presentations have taken place to local rugby clubs, an OAP driving initiative has taken place and crews have been involved in Biker Down to educate and make bikers safe. Although the numbers of road traffic collisions has increased from 85 to 90 (+6%) Caerphilly stations have attended more incidents where they have only been required to make the scene/vehicle safe (63% compared to 48% last year) and have attended less incidents involving extrication/release of persons (13% compared to 15% last year). Automatic false alarms have increased by 1% compared to last year, with calls to Industrial manufacturing (39, 16%) and Educational properties (37, 15%) accounting for the majority of these 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. Crews will also continue to target premises that are no longer trading and assess risks to fire fighters.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	3921	310	346	334	394	337	319	314	328	274				990	1050	916		2956	3095	-139	-4%
Special Service Calls	728	59	68	86	88	74	68	62	63	75				213	230	200		643	559	84	15%
Total RTCs Attended	199	17	16	17	16	14	15	15	21	25				50	45	61		156	152	4	3%
Total Other SSCs Attended	530	42	52	69	72	60	53	47	42	50				163	185	139		487	407	80	20%
Total False Alarms Attended	2030	148	154	162	179	172	173	188	197	152				464	524	537		1525	1586	-61	-4%
Malicious False Alarms	72	4	5	9	4	8	4	11	9	3				18	16	23		57	59	-2	-3%
Good Intent False Alarms	747	63	64	46	49	59	41	41	50	39				173	149	130		452	583	-131	-22%
Automatic False Alarms	1211	81	85	107	126	105	128	136	138	110				273	359	384		1016	944	72	8%
Total Fires Attended	1163	103	124	86	127	91	78	64	68	47				313	296	179		788	950	-162	-17%
Deliberate Fire	774	67	86	61	101	61	61	34	46	25				214	223	105		542	648	-106	-16%
Deliberate Grass Fire Attended	207	26	19	7	23	6	10	0	1	0				52	39	1		92	187	-95	-51%
Deliberate Refuse Fire Attended	454	30	55	42	57	37	33	22	28	15				127	127	65		319	369	-50	-14%
Accidental Fire	389	36	38	25	26	30	17	30	22	22				99	73	74		246	302	-56	-19%
Accidental Dwelling Fire Attended	163	22	14	12	6	9	8	13	16	13				48	23	42		113	121	-8	-7%
Total Deaths and Injuries in Fires	20	6	2	0	1	6	3	2	2	2				8	10	6		24	15	9	60%
Total Accidental Deaths and Injuries in Fires	17	5	2	0	0	1	3	2	2	2				7	4	6		17	13	4	31%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a decrease of 7% compared to quarter 1 to 3 last year. The number of incidents have decreased from 121 to 113. There were particularly higher numbers in November and December with 29 incidents compared to 25 for the same period last year (+16%). To reduce Accidental Dwelling Fires even further crews will continue to provide education to all groups. This education will take the form of 'Home Fire Safety Checks' (Safe & Well Visits), 'Key Stage I & II' school visits and other community group engagement as requested (students / nursery groups / Scouts / Guides / Cadets / Fetes etc). Crews will engage with 5-7yr olds (Key Stage 1) and 9-10yr olds (Key Stage 2) in schools to promote fire safety messages and basic fire prevention in the home. A plan was implemented to ensure that all Clearsprings properties have working smoke/heat detectors fitted; the onus for this has been placed on Clearsprings but a collaborative approach has been adopted and Operational Crews will continue to monitor and gather information relating to the location and identified risks within residential properties used to accommodate asylum seekers within respective station areas and continue to provide heat and smoke detection when required. Deliberate fires in Cardiff have decreased from 648 to 542 (-16%) compared to the same period last year with grass fires reducing by 51% and refuse fires by 14%. Crews will build on the strong relationship developed with the Service Fire Crime Team and continue with the programme of engagement activities with the partner agencies to address ASB within the UA. RTCs have been targeted through the following engagement activities: Pass Plus Cymru – working in partnership with Pass Plus to deliver training based on the 'fatal 5' to drivers within the local community, Biker Down – the delivery of first aid and safety training specifically for motorcyclists, Domino Presentation – in collaboration with the CFS Department crews will continue to deliver Domino for employers in the City of Cardiff. Incidents in road traffic collisions have increased slightly by 3% compared to last year. Cardiff Water Safety Partnership along with the Samaritans and business owners in Cardiff are looking to source signage displaying the details of the Samaritans on all the bridges in Cardiff. This will hopefully reduce incidents of persons entering the water to commit suicide. The partnership is also attempting to find ways of reducing the risks at these hotspot areas by securing access, producing more signage and by educating the young people in local schools. Thankfully the service was not called to any suicide attempts in the period October to December 2019.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	838	90	67	63	67	71	62	61	66	52				220	200	179		599	682	-83	-12%
Special Service Calls	148	16	6	11	11	16	17	12	11	15				33	44	38		115	117	-2	-2%
Total RTCs Attended	58	5	1	3	3	7	6	4	2	7				9	16	13		38	44	-6	-14%
Total Other SSCs Attended	90	11	5	8	8	9	10	8	9	8				24	27	25		76	73	3	4%
Total False Alarms Attended	317	24	28	30	24	34	28	37	42	22				82	86	101		269	247	22	9%
Malicious False Alarms	9	1	0	0	0	1	2	0	0	0				1	3	0		4	9	-5	-56%
Good Intent False Alarms	158	13	9	11	5	7	7	9	15	6				33	19	30		82	125	-43	-34%
Automatic False Alarms	150	10	19	19	19	26	19	28	27	16				48	64	71		183	113	70	62%
Total Fires Attended	373	50	33	22	32	21	17	12	13	15				105	70	40		215	318	-103	-32%
Deliberate Fire	301	42	29	16	27	11	14	9	8	7				87	52	24		163	255	-92	-36%
Deliberate Grass Fire Attended	151	22	12	1	8	2	2	0	0	0				35	12	0		47	132	-85	-64%
Deliberate Refuse Fire Attended	108	14	11	13	13	6	7	4	5	6				38	26	15		79	92	-13	-14%
Accidental Fire	72	8	4	6	5	10	3	3	5	8				18	18	16		52	63	-11	-17%
Accidental Dwelling Fire Attended	19	3	1	4	1	6	1	2	0	5				8	8	7		23	17	6	35%
Total Deaths and Injuries in Fires	4	0	0	0	1	1	0	0	0	0				0	2	0		2	3	-1	-33%
Total Accidental Deaths and Injuries in Fires	4	0	0	0	1	1	0	0	0	0				0	2	0		2	3	-1	-33%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 35% compared to quarter 1 to 3 last year. The number of incidents have increased from 17 to 23. The highest numbers were in August (6) and December (5). 12 of the incidents during the year have involved cooking and 3 fires have involved a tumble dryer. Crews will continue to carry out presentations to our colleagues who work for MVH and MTHA Housing associations who have access to over 8,000 homes in the area. Visits have been rolled out, and crews will carry out follow up HSFC's on request. Merthyr Valley Homes – ongoing liaison with MVH means that the crews will be providing awareness training to all workers who access homes. These staff will be able to identify houses of potential risk and then inform the Service via the 0800 number of a referral. This is a similar initiative to the training being delivered to care workers in the Service area. MVH has responsibility for a large number of housing stock in the area. It is hoped that this will not only generate more HFSC visits, but will increase awareness of staff within their organisation to the risks of fire within the home. Crews will also visit all residents groups and deliver fire safety message at meetings on a monthly basis. Deliberate fires have shown a decrease from 255 to 163 (-36%) compared to last year, with grass fires decreasing from 132 to 47 (-64%) and refuse fires decreasing from 92 to 79 (-14%). Crews are working with local partners on an identified site in the Gurnos that has suffered from significant deliberate fires in the past. Crews will continue to use the 'Wildfire Toolbox' and land management techniques to rejuvenate the area to enable community ownership. All activities will aim to reduce the numbers of these incidents. Crews will also target the area north of Merthyr Tydfil with leaflet drops and skip amnesty, raising awareness & knowledge to residents, and help understand the effects of deliberate fire setting, risks and injuries to themselves and the environment. Automatic false alarms have increased by 62% compared to last year, with calls to hospitals (52, 28%) and Educational properties (33, 18%) accounting for the majority of these 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.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	957	72	68	73	90	93	76	91	64	60				213	259	215		687	767	-80	-10%
Special Service Calls	204	12	12	16	26	24	15	33	13	21				40	65	67		172	155	17	11%
Total RTCs Attended	90	7	6	3	9	9	9	5	2	6				16	27	13		56	72	-16	-22%
Total Other SSCs Attended	114	5	6	12	17	15	6	28	11	14				23	38	53		114	83	31	37%
Total False Alarms Attended	496	47	35	43	50	53	36	47	40	32				125	139	119		383	403	-20	-5%
Malicious False Alarms	11	1	0	1	0	0	2	2	0	0				2	2	2		6	10	-4	-40%
Good Intent False Alarms	137	9	16	10	8	11	8	2	11	9				35	27	22		84	103	-19	-18%
Automatic False Alarms	348	37	19	32	42	42	26	43	29	23				88	110	95		293	290	3	1%
Total Fires Attended	257	13	21	14	14	16	25	11	11	7				48	55	29		132	209	-77	-37%
Deliberate Fire	103	6	3	6	7	8	8	7	4	2				15	23	13		51	86	-35	-41%
Deliberate Grass Fire Attended	39	1	2	0	4	2	2	1	1	0				3	8	2		13	36	-23	-64%
Deliberate Refuse Fire Attended	38	1	1	3	3	5	1	4	1	2				5	9	7		21	30	-9	-30%
Accidental Fire	154	7	17	8	7	8	16	4	7	5				32	31	16		79	123	-44	-36%
Accidental Dwelling Fire Attended	29	2	4	2	0	3	4	1	4	2				8	7	7		22	23	-1	-4%
Total Deaths and Injuries in Fires	1	0	1	0	0	0	0	0	0	0				1	0	0		1	1	0	0%
Total Accidental Deaths and Injuries in Fires	1	0	1	0	0	0	0	0	0	0				1	0	0		1	1	0	0%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been a slight decrease of 4% compared to quarter 1 to 3 last year. The number of incidents have decreased from 23 to 22. There highest numbers were in May, September and November with 4 fires in each month. 5 of the 22 incidents during the year have involved cooking. The number of water rescues has increased from 4 last year in Q1 to Q3 to 8 (+50%) so far this year. Water safety in Monmouthshire is an area of community safety crews need to be proactive in. At risk groups include younger persons, along with people using waterways for leisure such as anglers, runners and walkers. Crews have taken an educational approach with the school children and local organisations. Crews have run events linked with Natural Resources Wales (NRW) educating visitors to the area of the dangers posed by the rivers. Monmouthshire has the river Usk as its main water source along with many other static water sources close to its towns and villages. The sea front also attracts a lot of groups and as a result crews respond to a number of water related incidents every year ranging from accidental emersions, suicides and flood incidents. Crews have a good working relationship with the 'Severn area rescue association' (SARA). This informal agreement allows us to request attendance of SARA when we are mobilised to a water rescue by passing on contact details to control. In response to the small increase in the number of AFAs (+1%) stations are currently attempting to reduce calls by engaging with businesses, schools and health care premises to reduce calls. RTC's also present an issue, taking up a disproportionately large percentage of the calls, although incidents attended in Q1 to Q3 have decreased from 72 to 56 (-22%). Stations have carried out road safety campaigns during the year such as events at Tesco's and a 'Hogging the bridge' event recently held. Crews has also been proactive with RTC's delivering a multi-agency open day with emphasis on road safety. There has also been a classic car open day drawing the public onto stations and providing road safety education at this well attended event.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	2216	218	217	172	226	217	212	183	194	160				607	655	537		1799	1732	67	4%
Special Service Calls	324	31	27	10	39	47	44	22	34	30				68	130	86		284	247	37	15%
Total RTCs Attended	117	7	12	3	9	8	12	6	7	10				22	29	23		74	91	-17	-19%
Total Other SSCs Attended	207	24	15	7	30	39	32	16	27	19				46	101	62		209	156	53	34%
Total False Alarms Attended	1022	93	103	99	98	100	99	100	95	76				295	297	271		863	795	68	9%
Malicious False Alarms	40	1	10	10	4	6	3	5	11	5				21	13	21		55	31	24	77%
Good Intent False Alarms	386	34	35	29	21	30	29	27	32	27				98	80	86		264	303	-39	-13%
Automatic False Alarms	596	58	58	60	73	64	67	68	52	44				176	204	164		544	461	83	18%
Total Fires Attended	870	94	87	63	89	70	69	61	65	54				244	228	180		652	690	-38	-6%
Deliberate Fire	673	76	72	52	67	51	54	44	50	44				200	172	138		510	531	-21	-4%
Deliberate Grass Fire Attended	141	33	17	7	16	7	7	1	0	0				57	30	1		88	136	-48	-35%
Deliberate Refuse Fire Attended	399	32	41	30	33	34	25	19	31	35				103	92	85		280	293	-13	-4%
Accidental Fire	197	18	15	11	22	19	15	17	15	10				44	56	42		142	159	-17	-11%
Accidental Dwelling Fire Attended	59	6	8	5	4	11	7	4	7	7				19	22	18		59	43	16	37%
Total Deaths and Injuries in Fires	12	0	0	1	0	2	0	1	0	0				1	2	1		4	7	-3	-43%
Total Accidental Deaths and Injuries in Fires	9	0	0	0	0	2	0	1	0	0				0	2	1		3	5	-2	-40%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 37% compared to quarter 1 to 3 last year. The number of incidents have increased from 43 to 59. There highest numbers were in May (8) and August (11). 21(36%) of the 59 incidents during the year have involved cooking. Continual home safety initiative, 0800, hot strikes, education in schools and attendance at events to educate the public has assisted in the drive to reduce accidental dwelling fires. Engagement has taken place via electrical safety events, 50 plus events, enforcement and engagement events pan Newport. The partnership working with the Newport Engagement Hub at Malpas has played a big part in identifying and reducing risk in the Newport area. Crews have worked closely with Business Fire Safety (BFS) and our BFS liaison officers to attempt to reduce alarms in hospitals and with our repeat offenders. We have given out the automatic fire alarm reduction packs and leaflets and provided advice to a number of businesses. Incidents in Q1 to Q3 however, have increased from 461 to 544 (+18%). The Royal Gwent hospital has seen 40 of these incidents this year. There has been a spike in deliberate fires calls to the Ringland ward in December (11) and Shaftsbury ward (12) in May. To address this crews have been working with our partner agencies and Fire Crime to reduce the number of deliberate calls to these areas of Newport. A multi-agency clean-up of the Shaftsbury and McDonald's area of Newport has taken place. Fire Crime have erected arson boards and the CSO's patrol our high risk areas. Crews are working closely with the Police as most of the ASB in Shaftsbury and Ringland is drug related county lines. Crews have engaged with the homeless tented community to give fire safety advice. We have worked closely with Newport City Council and the Environmental agency to board up problem premises utilising enforcement and eviction notices. September saw a spike in deliberate arson calls in the Rhiwderin area. Working in partnership with Fire Crime, Police and Melin homes crews have contributed to the arrest of the suspect arsonist and their subsequent eviction and relocation has resulted in no further incidents in the Rhiwderin area after the eviction.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	2936	330	292	173	233	161	216	198	184	146				795	610	528		1933	2330	-397	-17%
Special Service Calls	519	38	40	38	44	40	67	44	47	41				116	151	132		399	415	-16	-4%
Total RTCs Attended	207	15	21	15	19	13	24	14	10	9				51	56	33		140	167	-27	-16%
Total Other SSCs Attended	312	23	19	23	25	27	43	30	37	31				65	95	98		258	248	10	4%
Total False Alarms Attended	1055	110	94	69	95	72	83	98	87	63				273	250	248		771	822	-51	-6%
Malicious False Alarms	21	0	1	1	1	1	2	3	2	0				2	4	5		11	15	-4	-27%
Good Intent False Alarms	538	70	62	36	53	33	34	42	30	29				168	120	101		389	430	-41	-10%
Automatic False Alarms	496	40	31	32	41	38	47	53	55	34				103	126	142		371	377	-6	-2%
Total Fires Attended	1362	182	158	66	94	49	66	56	50	42				406	209	148		763	1093	-330	-30%
Deliberate Fire	1076	159	130	41	66	38	43	38	32	23				330	147	93		570	860	-290	-34%
Deliberate Grass Fire Attended	497	102	74	3	23	6	6	2	1	1				179	35	4		218	416	-198	-48%
Deliberate Refuse Fire Attended	472	48	39	30	37	15	23	19	20	13				117	75	52		244	358	-114	-32%
Accidental Fire	286	23	28	25	28	11	23	18	18	19				76	62	55		193	233	-40	-17%
Accidental Dwelling Fire Attended	92	9	9	12	11	3	10	10	10	6				30	24	26		80	75	5	7%
Total Deaths and Injuries in Fires	8	0	1	0	2	0	1	1	1	1				1	3	3		7	5	2	40%
Total Accidental Deaths and Injuries in Fires	3	0	1	0	0	0	1	1	1	1				1	1	3		5	2	3	150%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 7% compared to quarter 1 to 3 last year. The number of incidents have increased from 75 to 80. The highest numbers were in June (12) and July (11). 32 (40%) of the 80 incidents during the year have involved cooking. Crews continue to carry out home safety initiatives, 0800, hot strikes, education in schools and attendance at events to educate the public in an attempt to reduce accidental dwelling fires this year. Crews will also use links with the Community Safety dept. to co-ordinate efforts and resources around the National Safety Campaigns such as Electrical Safety Week and the safe cooking campaign. Although deliberate fires have reduced by 34% they still pose a problem to all areas of the UA. Stations will link with partners including Fire crime and local PCSOs. Crews will also look to engage in activities in local schools targeting deliberate fire setting and work with the local authority in reducing opportunities for deliberate fire setting. Each station area has targeted specific areas to patrol and target this work. In areas where fly tipping is or may be an issue, crews have worked with the Local Authority and the Service Refuse Working Group to address the matter. As a result deliberate refuse fires have decreased by 32%, from 358 to 244 and deliberate grass fires have reduced by 48% from 416 to 218. In line with the UK national drowning prevention strategy crews will help support the priorities of the strategy, specifically "to increase awareness of everyday risks in, on and around the water". Crews will do this through support of NFCC events and RLSS events. Crews have also engaged with local educational establishments to help in educating young people in the dangers of water. Water rescues in the UA have decreased slightly compared to last year with incidents decreasing from 7 to 6 (-14%). Crews will also continue to work with local community groups to promote, reinforce and support national road safety campaign messages. Crews across the UA have been actively involved in schools and colleges to deliver the Domino presentation and commanders have liaised with Local Road Safety Officers in Church Village to look at ways signage can be placed in the areas most affected by collisions. As a result RTCs across the UA have decreased from 167 last year to 140 (-16%).



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	3228	124	119	92	104	103	113	85	88	75				335	320	248		903	985	-82	-8%
Special Service Calls	189	22	22	18	13	23	11	17	14	11				62	47	42		151	146	5	3%
Total RTCs Attended	64	6	7	4	3	7	2	7	3	2				17	12	12		41	49	-8	-16%
Total Other SSCs Attended	125	16	15	14	10	16	9	10	11	9				45	35	30		110	97	13	13%
Total False Alarms Attended	668	58	58	48	56	47	66	43	49	44				164	169	136		469	540	-71	-13%
Malicious False Alarms	18	0	3	0	0	2	3	2	4	3				3	5	9		17	13	4	31%
Good Intent False Alarms	233	28	20	11	25	20	18	12	12	10				59	63	34		156	186	-30	-16%
Automatic False Alarms	417	30	35	37	31	25	45	29	33	31				102	101	93		296	341	-45	-13%
Total Fires Attended	371	44	39	26	35	33	36	25	25	20				109	104	70		283	299	-16	-5%
Deliberate Fire	157	32	31	20	17	15	22	15	17	8				83	54	40		177	208	-31	-15%
Deliberate Grass Fire Attended	77	16	13	2	4	5	2	0	2	0				31	11	2		44	69	-25	-36%
Deliberate Refuse Fire Attended	125	12	11	12	10	6	13	8	7	5				35	29	20		84	98	-14	-14%
Accidental Fire	114	12	8	6	18	18	14	10	8	12				26	50	30		106	91	15	16%
Accidental Dwelling Fire Attended	34	4	1	2	5	4	2	5	4	9				7	11	18		36	29	7	24%
Total Deaths and Injuries in Fires	9	0	1	0	1	0	0	0	0	0				1	1	0		2	8	-6	-75%
Total Accidental Deaths and Injuries in Fires	8	0	0	0	0	0	0	0	0	0				0	0	0		0	8	-8	-100%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 24% compared to quarter 1 to 3 last year. The number of incidents have increased from 29 to 36. There highest numbers were in the quarter 3 period with incidents increasing from 12 last year to 18 (+50%) this year, with 8 of these being faults in equipment or appliance. Crews continue to carry out home safety initiatives, 0800, hot strikes, education in schools and attendance at events to educate the public with the aim of reducing accidental dwelling fires. Crews will also use links with the Community Safety dept. to co-ordinate efforts and resources around the National Safety Campaigns such as Electrical Safety Week, Deaf Awareness Week, Child Safety Week and the safe cooking campaign. Crews have worked in partnership with the following, Gwent Police, Bron Afon Housing, Charter Housing, Melin Housing, Torfaen Safety Advisory Group and the Local Authority in an attempt to reduce accidental dwelling fires. The road traffic collision statistics relevant to the UA shows a slight decrease from 49 incidents in quarter 1 to 3 last year to 41 (-16%) incidents this year. Crews will endeavor to reduce the number further during this financial year by being proactive within the community in relation to RTC reduction. Crews will address this issue in a number of ways which include engaging with our partners within our community, consulting with our own Road Traffic Collision Reduction Department, working to improve education to high risk groups (17-25 year olds) and general awareness raising activities with a view to reducing the number of incidents within the area. In addition crews will run numerous RTC reduction days throughout 2020. Crews also supported the Christmas Drink Drive campaign over the festive period. Automatic false alarms have decreased by 13% compared to last year, with calls to Educational properties (45, 15%) accounting for the majority of these 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.



Incident Categories	Apr 2018 - Mar 2019	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Q1	Q2	Q3	Q4	Q1-Q3	Q1-Q3 Last Year	Q1-Q3 Diff	Q1-Q3 %
Total Incidents	1139	116	115	92	129	101	107	90	84	88				323	337	262		922	883	39	4%
Special Service Calls	276	23	29	23	25	22	29	30	23	30				75	76	83		234	206	28	14%
Total RTCs Attended	95	10	12	5	6	6	8	7	7	8				27	20	22		69	70	-1	-1%
Total Other SSCs Attended	181	13	17	18	19	16	21	23	16	22				48	56	61		165	136	29	21%
Total False Alarms Attended	541	52	50	51	60	57	56	42	48	41				153	173	131		457	413	44	11%
Malicious False Alarms	18	0	0	0	1	1	0	0	1	3				0	2	4		6	15	-9	-60%
Good Intent False Alarms	216	28	28	18	18	15	19	13	17	11				74	52	41		167	154	13	8%
Automatic False Alarms	307	24	22	33	41	41	37	29	30	27				79	119	86		284	244	40	16%
Total Fires Attended	322	41	36	18	44	22	22	18	13	17				95	88	48		231	264	-33	-13%
Deliberate Fire	181	23	22	5	27	14	15	7	8	6				50	56	21		127	149	-22	-15%
Deliberate Grass Fire Attended	51	5	7	0	9	1	2	0	1	0				12	12	1		25	46	-21	-46%
Deliberate Refuse Fire Attended	99	12	9	5	14	9	6	3	4	2				26	29	9		64	78	-14	-18%
Accidental Fire	141	18	14	13	17	8	7	11	5	11				45	32	27		104	115	-11	-10%
Accidental Dwelling Fire Attended	46	9	2	7	7	3	1	7	4	4				18	11	15		44	31	13	42%
Total Deaths and Injuries in Fires	4	0	0	0	2	2	0	0	1	0				0	4	1		5	3	2	67%
Total Accidental Deaths and Injuries in Fires	4	0	0	0	2	2	0	0	1	0				0	4	1		5	3	2	67%

An analysis of the statistics relating to accidental dwelling fires suggest that there has been an increase of 42% compared to quarter 1 to 3 last year. The number of incidents have increased from 31 to 44. Of these 44 incidents so far this year 14 (32%) were caused by cooking. There were particularly higher numbers in October to December with 15 incidents compared to 9 for the same period last year. Continual home safety initiatives, 0800, hot strikes, education in schools and attendance at events to educate the public have assisted in the drive to reduce accidental dwelling fires. Crews will also use links with the Community Safety dept. to co-ordinate efforts and resources around the National Safety Campaigns such as Electrical Safety Week and the safe cooking campaign. Crews have visited schools to provide an educational visit in the language of their choice and also delivered the service education pack Tanni. Road traffic presentations have taken place across the UA including Domino presentations at local comprehensive schools, local community groups, elderly drivers and local businesses. Road traffic collisions have decreased from 70 last year to 69 (-1%). Working closely with the Fire Crime Unit has enabled crews to identify areas of anti-social and deliberate fire setting. Anti-social signage has been erected in these areas and collaboration patrols with the Police has taken place. Deliberate fires have decreased from 149 to 127 (-15%). The large inland water area of Penarth marina is very popular with locals and visitors; this has led to an increase in the number of water related incidents over recent years. Past incidents have been fires, carbon monoxide poisoning and water rescues. Crews working with partner agencies have carried out preventative campaigns to make the water a safer place to visit and have visited local yacht clubs to deliver drowning prevention education. Water rescues in the year so far have remained at 3, the same as last year. In response to the increase in the number of AFAs (+16%) stations are currently attempting to reduce calls by engaging with businesses, schools and health care premises to reduce calls. Crews have attended Llandough hospital on 48 occasions so far this year which is down from 81 for the same period last year. This represents a decrease of 41% on last year, with faulty alarms accounting for 16 (33%) of the call outs.

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SOUTH WALES FIRE & RESCUE AUTHORITY
FINANCE, AUDIT & PERFORMANCE
MANAGEMENT COMMITTEE

AGENDA ITEM NO 7
2 MARCH 2020

JOINT REPORT OF THE CHAIR OF THE FINANCE, AUDIT &
PERFORMANCE MANAGEMENT COMMITTEE AND THE DEPUTY CHIEF
OFFICER

**DRAFT ANNUAL REPORT OF THE WORK OF THE FINANCE, AUDIT &
PERFORMANCE MANAGEMENT COMMITTEE AND THE DISCHARGE OF
THE TERMS OF REFERENCE OF THE FINANCE, ASSET &
PERFORMANCE MANAGEMENT SCRUTINY GROUP**

SUMMARY

This report is the draft annual report on the work of the Finance, Audit & Performance Management Committee and its Scrutiny Group for the municipal year 2019/20.

RECOMMENDATION

That Members consider the report and make any necessary amendments to its content prior to reporting to the Fire & Rescue Authority as a summary of the workload carried out by the Committee and Scrutiny Group during the municipal year.

1. BACKGROUND

- 1.1 This report sets out the annual report of the Committee and its Scrutiny Group during the municipal year.

2. ISSUE

- 2.1 As Members will be aware, the Finance, Audit & Performance Management Committee was established to demonstrate the Authority's commitment to the efficient and effective deployment of public resources and the attainment of related performance targets.
- 2.2 The Committee is responsible for the planning and management of the Authority's financial resources including authorising expenditure, virement of funds and donations of equipment or other property. It oversees the financial reporting process and provides a detailed examination of financial performance including the extent that this affects the Authority's exposure to risk and weakens the control environment. The Committee also provides assurance of the adequacy of the risk management framework and associated control environment. Within the scope of the Committee, it also assists the Fire & Rescue Authority in policy and strategy development issues relating to Finance, Audit & Performance Management and Good Governance issues.

- 2.3 To discharge its functions the Committee plans its work through a forward work programme. The work of the Committee broadly falls under three distinct categories, namely: financial; policy, audit or development; and scrutiny. For the purposes of this report it is intended that an overview of the work undertaken by the Committee in the 2019/20 municipal year is detailed under each of the sub headings.
- 2.4 In addition, the Committee is also responsible for the Authority's Finance, Audit & Performance Management Scrutiny Group. The Scrutiny Group annual report forms part of this report at Appendix 1.

3. FINANCIAL

- 3.1 The Committee is specifically tasked with reviewing and challenging where necessary the Authority's financial statements, interim reports, preliminary projections and related formal statements before clearance by the auditors. Particular attention is paid to:
- 3.1.1 The critical accounting policies and practices and any changes in them.
 - 3.1.2 The extent to which the financial statements are affected by any unusual transactions in the year and how they are disclosed.
 - 3.1.3 The clarity of reports.
 - 3.1.4 Significant adjustments resulting from audits.
 - 3.1.5 Compliance with accounting standards.
 - 3.1.6 Compliance with other legal requirements.
- 3.2 The Committee also monitors the management action in response to issues raised in relation to financial reporting and carries out spending reviews of budgets to enable reviews of current spending policy.
- 3.3 In discharging these functions the Committee has undertaken a large amount of work this year on a variety of financial issues. This work has included the following:
- 3.4 **Revenue and Capital Monitoring** – The Committee has considered in detail regular monitoring reports in respect of the current financial year's revenue and capital budgets which provide an update of expenditure against the budget for the year. Detailed scrutiny has taken place in respect of variations against budget, and further reports or information have been requested where appropriate to address Members' queries. Detailed questioning has been undertaken in respect of various costings, including approving virements. Members also noted the budget and progress of capital schemes and approved alterations noting the associated funding streams.

- 3.5 **Revenue and Capital Outturn** – Members considered the revenue and capital outturn reports for the previous financial year which advise on total revenue and capital expenditure against the respective set budgets following the year end. Members scrutinised year end variations and used this information to help understand the budget pressures and to influence budget setting for subsequent years. Members received reports on the outturn position and deployment of the net revenue surplus and usable reserves.
- 3.6 **Reserves Strategy** – Members were updated on the reserves position of the Authority and, in accordance with best practice, considered and scrutinised their stance on reserves and agreed to reaffirm the previous strategy with regard to Reserves.
- 3.7 **Revenue and Capital Budget Setting** – The Committee and its Finance, Asset & Performance Management Scrutiny Group have taken a detailed role in assisting in the formulation of the appropriate revenue and capital budgets required to meet the Service’s requirements for the next financial year. The work has once again been greatly assisted by a full review of the Authority’s Medium Term Financial Plan, which has been updated accordingly. The culmination of this work resulted in the Authority resolving to consult on a slightly increased budget recommendation on the equivalent figure for the current financial year. **The Committee considered in detail the representations received by constituent authorities following consultation on the draft budget proposals and were able to assist local authorities in their budget setting again this year by maintaining an early budget process.** As a consequence of this detailed deliberation on the budget proposals, and particularly the issue of projected pay awards for next year, the Committee subsequently recommended to the Fire & Rescue Authority that there should be a budget increase of 4.5% to include the pension shortfall.
- 3.8 **Wales Audit Office - Audit of Accounting Statements** – The Committee considered the Wales Audit Office report which provides an opinion on the accuracy, adequacy and statutory compliance of the Authority’s Statement of Accounts for Members. Members considered in detail the Auditor’s Financial Statements Report and Annual Audit Letter and scrutinised and noted the progress and actions made in relation to the recommendations for both 2017/18 and 2018/19 financial years.

Members noted the Statement of Accounts for 2018/19 and the Treasurer was given authority to make any necessary amendments that may be required as a consequence of the audit process.

The completion and approval of the Statement of Accounts 2018/19 was earlier than previous years, and that completion was required by 31 May

2019, with approval by the Fire & Rescue Authority achieved by the end of July.

- 3.9 **Treasury Management** – In September, the Committee considered the Treasury Management annual report which advises on performance against the Treasury Management Policy and Strategy following the financial year end. The report provided Members with an opportunity to scrutinise performance and also to assess any implications for the current strategy and budget setting proposals for the following financial year.
- 3.10 In November, the Committee considered the Treasury Management mid-term report which outlined performance against the Treasury Strategy from April to September of the current financial year. Detailed scrutiny and questioning took place resulting in recommendations to the Fire & Rescue Authority to approve the revised Strategy.
- 3.11 **Medium Term Financial Strategy** – Members received electronic presentations on the updated determination of the Medium Term Financial Strategy and were informed of the best, medium and worst case scenarios that had been used in the financial modelling that had been undertaken and were afforded the opportunity to scrutinise the process and scrutinise the implications for the Service of various scenarios.

4. POLICY, AUDIT OR DEVELOPMENT

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

- 4.2 **Internal Audit** – In relation to internal audit, the Committee is required to review and approve the internal audit programme for the Authority and ensure that the internal audit function is adequately resourced. In this respect it receives reports on the results of the internal auditor’s work on a periodic basis and receives the annual report of the internal auditor. The Committee reviews and monitors action taken by departments as a result of the internal auditor’s findings and recommendations, and monitors and assesses the role and effectiveness of the internal audit function in the overall context of the Authority’s risk management system. Where necessary, direct action is to be taken as a consequence of an internal audit report if required.
- 4.3 The previous Committee agreed an annual internal audit programme for 2019/20 at their meeting in April, covering the areas identified below. Since the programme was agreed, the Committee has considered in detail the progress and findings of the relevant audits:
- Pensions
 - Estate Management Strategy
 - Fleet & Equipment Strategy
 - ICT Strategy
 - Finance/HR System – Data Import Arrangements
 - Station Visits
 - Governance – Strategic Planning
 - Risk Management – Mitigating Controls
 - Key Financial Controls
 - Payment Cards
- 4.4 Members have noted the internal audit recommendations and work completed to date on the Internal Audit Annual Plan.
- 4.5 **External Audit** – In relation to external audit and inspection, the Committee is responsible for overseeing the Authority’s relations with the external auditor. It approves the terms of engagement to the external auditor in respect of auditing inspection services received by the Authority.
- 4.6 The Committee also reviews with the external auditor the findings of their work including any major issues that arise during the course of an audit, key accounting and audits judgements, level of errors identified during the audit, and obtain explanations from managers or auditors as to why certain errors might remain unadjusted. In addition, the Committee reviews and monitors the actions taken by departments as a result of the external auditor’s findings and recommendations and, where necessary, direct action should be taken as a consequence of an external audit report.
- 4.7 In September, the Wales Audit Office provided a detailed update on improvement work undertaken through the course of the year and in particular gave a detailed presentation on the Well-being of Future

Generations review. Following a question and answer session, Members noted the content of the report.

- 4.8 In November, Members received a detailed update on the 2018/19 Audit of Financial Statements Addendum recommendations. Members noted that requirements will be built into future tender specifications for external valuers to determine the life value of all Service properties, for accounting purposes.
- 4.9 **In March, Members agreed to note the Wales Audit Office certificate certifying the Audit of South Wales Fire Authority's Assessment of 2018/19 Performance.**
- 4.10 Members also assess at the end of the audit cycle the effectiveness of the audit process by reviewing whether the auditor has met the agreed audit plan and understanding the reasons for any change (including changes in perceived audit risks and the work undertaken by the external auditors to address those risks); consideration of the robustness and perceptiveness of the auditors in handling of the key accounting and audit judgements; responding to questions from the Committee, and their commentary, where appropriate, on the systems of internal control.
- 4.11 The Committee was very pleased to note some of the very positive comments made by the Auditor General about the progress the Service was making in implementing previous recommendations and that the Authority had appropriate arrangements in place for achieving financial resilience.
- 4.12 Previously the Fire & Rescue Authority required that the Committee meets with both internal and external auditors without management present to discuss the audit work of the Authority. Following discussions with the Committee, Internal and External Auditors' agreement was made that meeting annually was sufficient.
- 4.13 **Performance Management** – The Committee receives all external reports on the performance of the Authority and considers and recommends to the Fire & Rescue Authority action plans relating to these reports and monitors progress against the approved action plans. In relation to the Wales Programme for Improvement, the Committee reviews, approves and challenges, where necessary, the performance and improvement plan; the operational and non-operational assurance self-assessment when appropriate; the joint risk assessment; and any other periodic reports on performance management of relevant areas of the Service. In addition, the Committee considers comparative studies, including benchmarking and best practice.

- 4.14 As a consequence, the Committee has to date considered reports on progress of audit, scheme and circular action updates and also provides detailed scrutiny of the Service's Strategic Risk Register. In addition, considerable time has been taken up considering progress against the Statutory Performance Indicators the Service reports against to Welsh Government; and its health check of performance against the Priority Actions identified by the Service as being required to be implemented to achieve the five Strategic Themes approved by the Authority in its five year Strategic Plan.

5. SERVICE WIDE JOB EVALUATION EXERCISE

- 5.1 The Director of People Services provided Members with a report on the proposed Job Evaluation Exercise for Green Book posts. Members noted the content of the report and agreed for a report to be presented to the Fire Authority on this issue.

6. SCRUTINY

- 6.1 As it has already been highlighted, the Committee is responsible for the scrutiny function of the Authority and has undertaken a considerable amount of scrutiny throughout the year on a variety of topics. It provides Service improvement through regular challenge and scrutiny of reports and assumptions, with some detailed scrutiny provided by the Scrutiny Group.
- 6.2 This year, the scrutiny work of the Committee has continued to adopt a thematic approach, whereby a specific topic or area is examined which will allow the Authority to develop its policies and respond more effectively to local needs.
- 6.3 This has included the appointment of Member Champions. Other aspects of work undertaken have included the scrutiny of Strategic Corporate Risks and considering the Revenue Budget in relation to the Local Government Settlement.
- 6.4 The Scrutiny Committee have also reviewed a number of asset management plans, including the Asset Management Strategy 2019-29, considering sustainability and environmental issues. It has also reviewed the Fleet & Vehicles Plan, budget & planning assumptions and progress against the plan. The Scrutiny Group also analysed the Operational and Personal Equipment Plan, budget and planning assumptions, along with the ICT Plan, budget and planning assumptions plus project overview and progress.

7. ADDITIONAL AREAS OF WORK STILL TO BE UNDERTAKEN

7.1 In addition to the work above, the Finance, Audit & Performance Management Committee has still to undertake several other pieces of detailed work during the remainder of the municipal year including:

- Treasury Management Strategy Report
- Health Check of Priority Actions and Q3 progress against the Statutory PI's
- 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
- Revenue Monitor
- Capital Monitor
- Internal Audit Programme
- Internal Audit Annual Report
- Corporate (Strategic) Risk Register
- Register of Gifts and Hospitality

8. RECOMMENDATION

8.1 That Members consider the report and make any necessary amendments to its content prior to reporting to the Fire & Rescue Authority as a summary of the workload carried out by the Committee and Scrutiny Group during the municipal year.

Contact Officer:	Background Papers:
Sally Chapman Deputy Chief Officer	Appendix 1 – Annual Report of the Finance, Asset & Performance Management Scrutiny Group

APPENDIX 1

ANNUAL REPORT OF THE FINANCE, ASSET & PERFORMANCE MANAGEMENT SCRUTINY GROUP

1. PURPOSE OF THE SCRUTINY GROUP

1.1 As Members will be aware, the Finance, Asset & Performance Management Scrutiny Group was established to achieve two purposes:

1.1.1 Firstly, to demonstrate the Authority's commitment to the efficient and effective deployment of public resources and to give assurance that available funding is utilised as efficiently and effectively as possible to protect the level of service offered to the public within the core priorities defined by the Fire & Rescue Authority. This was considered necessary to enable detailed and in depth scrutiny of the Service's operations and its budgets in a manner that was not possible within the time constraints posed within the Committee structure.

1.1.2 Secondly, to demonstrate the Authority's commitment to the efficient and effective management of its assets, and to give assurance that its assets are utilised as efficiently and effectively as possible to ensure that the level of service offered to the public, within the core priorities defined by the Fire & Rescue Authority, is delivered.

1.2 For clarity, it is proposed to deal with each of the functions of the Scrutiny Group separately.

2. FINANCIAL RESPONSIBILITIES

2.1 The Scrutiny Group is responsible for reviewing and challenging the make-up of the Authority's revenue and capital budget with a view to cost reduction or value enhancement. In carrying out these functions, the Scrutiny Group pays particular regard to:

- The clarity of budget headings.
- The statutory requirements of the Authority to deliver a service to the public of South Wales.
- The national commitments of the Authority to deliver a service on strategic issues such as national resilience.

- The relationship of the budget with key corporate documents of the Authority.
 - Carrying out spending reviews of budgets to enable assessments of current spending policy against future financial predictions of the organisation within the Medium Term Financial Strategy.
 - Reviewing past performance of selected budget areas when assessing current and future years' requirements; and
 - Reviewing the budget setting process for revenue and capital budgets for improvements that could be made in future years.
- 2.2 To discharge its functions the Scrutiny Group plans its work through a forward work programme which is agreed at the beginning of the year and reviewed at each meeting. The work of the group broadly comprises scrutiny of the Medium Term Financial Strategy and financial projections for the future, scrutiny of budget holders, scrutiny of revenue and capital budget monitoring reports and reports to the Finance, Audit & Performance Management Committee.
- 2.3 As Members will be aware, much of the work of the Scrutiny Group is geared towards preparations for striking the revenue and capital budget each year, set in the context of the adopted Strategic Plan, the Medium Term Financial Strategy, the approved Budget Strategy and the approved Reserves Strategy.
- 2.4 In addition, the following specific areas of work were considered:
- 2.4.1 **Revenue Budget** – Members received a presentation on the revenue budget and issues for consideration in relation to the Local Government Settlement and the Firefighters' Pension Scheme evaluation, and the possible effect on contributions to the Fire & Rescue Service from local authorities. Members noted the presentation and update given by the Treasurer.
- 2.4.2 The process followed by Members allowed them to apply a robust level of scrutiny by questioning officers over the process, proposed budgets and the uncertainties the Service was faced with in reaching their conclusions. Members noted the Medium Term Financial Strategy and Revenue & Capital Budget Setting 2020/21. The Treasurer agreed to correspond with each unitary authority providing an update on the current position.

3. ASSET MANAGEMENT RESPONSIBILITIES

3.1 The Scrutiny Group is responsible for reviewing, monitoring and challenging the management of the Authority's assets. In carrying out these functions, the Scrutiny Group pays particular regard to:

- The statutory requirements of the Authority to deliver a service to the public of South Wales.
- The statutory requirements of the Authority of running an organisation (including health and safety management).
- The relationship of our assets with key corporate documents of the Authority.
- Carrying out specific reviews of the Authority's performance in the management of its assets.
- To consider and challenge the performance review systems and targets.
- To consider collaborative opportunities for the Authority in the management of its assets.

3.2 As with its financial responsibilities, to discharge its functions effectively, the Scrutiny Group plans its work through a forward work programme. The work of the group broadly comprises scrutiny of the following documents and reports to the Finance, Audit & Performance Management Committee:

- Asset Management Plan
- Property Strategy
- ICT Plan
- Fleet and Vehicles Strategy
- Personal Issue & Operational Equipment Asset Management Plan

3.3 In addition, the following specific areas of work were considered:

3.3.1 **Review of Asset Management Strategy** – Members received a progress update on the Asset Management Plan 2019-29 and questioned officers on specific areas of work including future purchase of Service vehicles, and with the carbon footprint it was noted that electric vehicles are being actively considered for the future for suitable journeys and the Service is working on establishing suitable infrastructure to support this. Members resolved to approve Asset Management Plan 2019-29.

3.3.2 Review of Property Strategy – A detailed overview was provided to Members of the Property Strategy, budget and planning assumptions and progress against the plan and consideration of sustainability and environmental issues. Members debated some of the key headlines emanating from the sustainability and environmental data and the direction of travel the Service was adopting and the challenges it faced. Members noted the presentation.

3.3.3 Review of Fleet Strategy – Members were given a detailed overview of the Fleet and Vehicles Strategy, budget and planning assumptions and progress against the Plan. The Group scrutinised the various elements of the Plan including:

- Vehicle Replacement Programme
- Capital budget
- Revenue budget
- Planned preventative maintenance
- Local performance indicators
- All Wales Collaboration

Members noted the Fleet and Vehicles Strategy, budget and planning assumptions and progress against the Plan.

3.3.4 Review of ICT Strategy – A report was delivered to Members which provided a review of the ICT Strategy, budget and planning assumptions, and an overview of the key projects with a capital report. Following a question and answer session Members noted the work that was currently underway in relation to ICT and some of the key projects that were ongoing across the Service

4. APPOINTMENT OF MEMBER CHAMPIONS

4.1 Members were requested to determine Member Champions to the key asset management groups.

4.2 Members resolved to appoint the following Members as Member Champions for the following Asset Groups:

- Land & Buildings – Councillor V Smith
- ICT – Councillor A Roberts
- Fleet & Engineering – Councillor S Evans
- Operational & Personal Issue Equipment – Councillor J Williams.

5. ADDITIONAL AREAS OF SCRUTINY WORK ALSO UNDERTAKEN

5.1 The Scrutiny Group undertook several other pieces of detailed scrutiny work during the remainder of the municipal year including:

- Review of Personal Issue & Operational Equipment Asset Management Plan, budget and planning assumptions & progress against the plan.
- Scrutiny of Departmental Risks
- Draft Annual Governance Statement
- Draft Annual Report on discharge of terms of reference of the Finance, Asset & Performance Management Working Group

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REVENUE MONITORING REPORT 2019/20

SUMMARY

The Revenue Monitoring Report provides details of the annual revenue budget and associated information for the year ending 31 March 2020.

RECOMMENDATION

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

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 25 November 2019.
- 1.2 Appendix 1 details the original budget, a revised budget to reflect authorised virements, transactions to date i.e. Actuals, the forecast position and variance analysis, i.e. the over or under spend on the revised budget.
- 1.3 Appendix 2 charts the budget variances reported at each FAPM Committee reconciling to the most year end position.
- 1.4 Appendix 3 presents the impact of the above forecasts and variances on the useable reserves.

2. ISSUES

- 2.1 Updated revenue projections indicate an overspend of £453k which is a decrease of £431k on previous reporting. In summary, a decrease of £99k in employee costs and a £332k decrease within non employee budgets have contributed to this position.
- 2.2 The most significant changes since previous reporting are outlined below:

2.2.1 EMPLOYEE COSTS - £99k decrease in overspend

Fire Fighter pension costs

Since previously reported there has been an increase of £100k which is largely due to the 2% pay award compared to the 1% initially forecast. In addition, there has also been 37 leavers and 44 new members.

Further ill health pension costs of £26k are projected to reflect an additional ill health retirement. It is worth noting that any additional

ill health retirements that occur before the end of the year will impact on the position further.

Local Government Pension Scheme (LGPS)

Additional members to the LGPS scheme have increased the Employers contributions for the year by £23k.

Due to staff vacancies, a reduction in forecast salary costs offset the above, additional charges and are factored into the overall overspend position.

The latest establishment figures are shown below:

Establishment figures (FTE) as at December 2019

	Strength	Budgeted
WDS	794.00	792.00
RDS (100%)	354.90	426.40
Control	40.50	36.50
Support Staff	272.00	271.00
YFF	70.80	85.00
Auxiliary Reserve	73.00	80.00

Leavers & Joiners April 2019 to December 2019

	Starters	Leavers
Control	3	1
Support Staff	39	20
RDS	92	77
WDS	1	30
YFF Staff	5	3
Auxiliary Reserve	0	11
Total	140	142

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

2.2.2 PREMISES COSTS - £18k decrease in overspend

Energy costs are set to increase by £120k which is largely due to 17 sites still on estimated electricity readings. Discussions are ongoing with Western Power to accelerate the installation of Automatic Meter Readings (AMR's) in these sites and once installed, a credit is anticipated. Overall energy charges should then reflect the energy reduction measures that have been implemented over the last 2.5 years.

Numerous headings within the property repair and maintenance budget have been re-aligned and planned works put on hold so as to partially accommodate the additional energy charges. However it is worth noting that these forecasts may change if there is a large increase in re-active work needed to be undertaken before the end of March and upon doing so will be reported accordingly in the final outturn position.

Further savings of £12k have been identified within rental costs due to the re-location of the Occupational Health Unit this year. In addition, Wide Area Network (WAN) charges are set to reduce by £69k due to the number of works due to be completed before the end of March. The reductions in these areas have been used to offset charges incurred with Supplies and Services as detailed below.

2.2.3 SUPPLIES AND SERVICES - £114k increase in overspend

Support and maintenance charges are set to increase by £143k and this is due to both annual charges that were previously part of capital projects now being regarded as revenue charges and accounting adjustments for prepayments, for charges covering more multiple years, being factored into forecasts. Savings within WAN, as detailed above, are being used to offset these additional charges and both factors will be included in early budget monitoring for 2020/21.

Due to an increase in the number of wholetime staff, based on 2018/19, uniform costs are currently forecast to increase by £146k however any additional adjustments for returned kit from leavers will be reflected in the final outturn position. £70k was reported as previously required for the outsourced care package for new breathing apparatus sets purchased in November, however with this work being undertaken in-house this has now been used to offset the overall uniform increase.

A decrease in the overspend against Home Fire Safety funding of £70k is forecast. This is based on charges that were anticipated to be incurred by the service as part of the 'Safe and Well' project with further details provided in the Grant Monitoring report attached. Any further funding that is made available by Welsh Government before the end of the financial year, will decrease the overspend further and will be reported in the final outturn report.

Insurance payments are forecast to reduce by £25k than initially budgeted in the current year however an increase of 10-15% is forecast for 2020/21.

2.2.4 CONTRACTED SERVICES - £79k increase in underspend

A reduction in forecast for both legal and consultancy costs from budgeted are the main factors in this latest variance.

2.2.5 CAPITAL COSTS - £162k decrease in overspend

Planned capital projects now slipping into 2020/21, detailed in the Capital Monitoring report, has seen the Minimum Revenue Provision (MRP) decrease by £113k. In addition, there has been a decrease of £48k in Capital Expenditure from Revenue Account

(CERA) charges due to a co-location project cost being less than initially forecast.

2.2.6 **INCOME - £181k additional income**

Decreased co-location charges of £48k at Llantwit Major, as detailed above, are completely offset by income due from South Wales Police.

£136k has been received in relation to third party gain share monies from Babcock dating back to 2016/17 which has used to cover temporary General Support Instructors posts which are included in the latest salary forecasts.

£56k is to be received in relation to recharges to the Welsh Ambulance Service Trust (WAST) and Gwent Police for property works carried out at co-location stations including Roath, Caerphilly and Abergavenny.

Income from both WAST and South Wales Police, of £10k each, is included as their contributions towards the Emergency Service Day held in September 2019.

Within the increase in Support and Maintenance, £12k is to be reclaimed from Mid and West Wales Fire Service as part of the cost sharing agreement relating to the CORE HR system.

3. FINANCIAL IMPLICATIONS

3.1 An overall projected overspend on the revenue budget equating to £453k. Any further funding received in relation to Home Fire Safety stock will reduce this projected overspend.

4. EQUALITY RISK ASSESSMENT

4.1 There are no equality implications resulting directly from this report. Each element of the revenue budget will have undergone equality and diversity risk assessments by the responsible budget holder as part of the budget planning process.

5. RECOMMENDATION

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

Contact Officer:	Background Papers:
Geraint Thomas Head of Finance and Procurement	- Revenue Determination Report - Revenue Budget Working Papers - Budget Holder Reports - Capital Monitoring Report

SOUTH WALES FIRE & RESCUE SERVICE							
BUDGET MONITORING 2019/20						APPENDIX 1	
	Original Budget 2019/20 £	Budget (vired budget) 2019/20 £	Actual at 22.01.20 £	Forecast 31.03.20 £	Over/Under Spend Against Revised Budget	Over/ Under Spend %	
Employee Costs							
Salaries, NI & superann.	54,933,131	54,848,172	48,253,477	58,137,354	-3,289,182	-4.6%	
Pensions (ill health)	965,029	965,029	505,006	961,398	3,631	0.0%	
Travel and Subsistence	461,000	462,000	332,175	439,928	22,072	0.0%	
Total Employee Costs	56,359,160	56,275,201	49,090,657	59,538,679	-3,263,478	-4.5%	
Premises Related Expenses	4,788,327	4,801,993	3,491,442	4,924,184	-122,191	-0.2%	
Training Expenses	1,473,382	1,471,437	295,547	1,456,263	15,174	0.0%	
Supplies & Services	3,860,881	3,850,123	3,502,923	4,571,895	-721,773	-1.0%	
Transport Related Expenses	1,160,876	1,328,376	1,077,090	1,346,285	-17,909	0.0%	
Third Party Payments (Contracted Services)	806,000	889,997	405,859	795,075	94,922	0.1%	
Capital costs / leasing	4,448,826	4,448,826	639,518	4,679,692	-230,866	-0.3%	
Contingency	0	0	0	0	0	0.0%	
Total Expenditure	72,897,452	73,065,952	58,503,034	77,312,074	-4,246,122	-5.9%	
Income							
Employee Related	0	-91,000	-1,481,866	-3,121,063	3,030,063	4.2%	
Lease Car Contributions	0	-167,500	-145,315	-175,649	8,149	0.0%	
Co-Location Re-imbusement	0	0	-205,723	-205,723	205,723	0.3%	
Other Income	-1,070,308	-980,308	-1,107,143	-1,529,901	549,593	0.8%	
Total Income	-1,070,308	-1,238,808	-2,940,046	-5,032,336	3,793,528	5.3%	
CONTRIBUTION BUDGET 2019/2020	71,827,144	71,827,144	55,562,988	72,279,739	-452,595	-0.6%	
Key							
	Overspend						
	Underspend						

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SOUTH WALES FIRE & RESCUE SERVICE						APPENDIX 2				
BUDGET MONITORING 2019/20										
	Original Budget 2018/19 £	Revised Budget (vired budget) 2018/19 £	FAPM Forecast 09.09.19 £	FAPM Forecast 25.11.19 £	FAPM Forecast 02.03.20 £	Variance at FAPM 09.09.19 to Revised Budget	Variance at FAPM 25.11.19 to FAPM 09.09.19	Variance at FAPM 02.03.20 to FAPM 25.11.19	Cumulative Variances against Revised Budget	Summary on variances previously reported*
Employee Costs										
Salaries, NI & superann.	54,933,131	54,848,172	58,223,387	58,244,264	58,137,354	-3,375,215	-20,877	106,910	-3,289,182	* Increase to FFPF contribution rate Staff vacancies Reduction to Ill Health against initial forecast
	54,933,131	54,848,172	58,223,387	58,244,264	58,137,354	-3,375,215	-20,877	106,910	54,848,172	** 2 additional Ill Health retirements Additional members to LGPS scheme
Pensions (ill health)	965,029	965,029	888,222	942,552	961,398	76,807	-54,330	-18,846	3,631	
Travel and Subsistence	461,000	462,000	452,751	451,274	439,928	9,249	1,476	11,347	22,072	
Total Employee Costs	56,359,160	56,275,201	59,564,360	59,638,090	59,538,679	-3,289,159	-73,731	99,411	-3,263,478	
Premises Related Expenses	4,788,327	4,801,993	4,927,810	4,942,195	4,924,184	-125,817	-14,385	18,011	-122,191	* Increase in lease costs for OHU and rates re-valuation ** LPG gas at CFBT
Training Expenses	1,473,382	1,471,437	1,464,571	1,463,661	1,456,263	6,866	909	7,398	15,174	
Supplies & Services	3,860,881	3,850,123	4,369,219	4,458,254	4,571,895	-519,096	-89,035	-113,641	-721,773	* Overspend on HFS external funding. Upgrade of HYDRA facility at Cardiff Gate to be funded from CF reserve in addition to increase in subs and support and maintenance due to cost sharing being offset by income ** Purchase of new BA sets Increase in recharge estimate from SWP re: ICT for Joint Control
Transport Related Expenses	1,160,876	1,328,376	1,351,603	1,344,160	1,346,285	-23,227	7,442	-2,125	-17,909	* Increase in new pool car lease costs
Third Party Payments (contracted services)	806,000	889,997	917,776	874,428	795,075	-27,779	43,347	79,353	94,922	* increase in JC consultancy costs along with increase in legal fees ** Reduction in ICT consultancy costs for Joint Control, offset by increase in estimated recharge
Capital costs / leasing	4,448,826	4,448,826	4,993,923	4,841,322	4,679,692	-545,098	152,601	161,630	-230,866	* Increase to MRP along with CERA contribution which is offset by income ** Decrease in MRP following change in estimated life for PPE
Contingency	0	0	0	0	0	0	0	0	0	
Income	-1,070,308	-1,238,808	-4,820,271	-4,851,274	-5,032,336	3,581,463	31,003	181,061	3,793,528	* Offset to increased expenditure - WG grant, supplies and services. Joint control related income - compensation, 60/40 salary split Change in lease car agreements and premise related income - rates, leases ** Increase in co-location due from SWP - offset in CERA
CONTRIBUTION BUDGET 2019/2020	71,827,144	71,827,144	72,768,990	72,710,837	72,279,739	-941,846	58,152	431,098	-452,595	

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APPENDIX 3

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.	-115,659	72,014	-43,646	Spending against 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.	-5,894,982	1,546,236	-4,348,746	Capital expenditure on Energy Efficiency, Website, Revenue overspend and £500k to CFBT as per FA, Occ Health
CFBT Reserve	This reserve has been set up to fund capital investment activities in this facility which is to be housed at Cardiff Gate.	-1,976,488	1,829,724	-146,764	Capital spend on CFBT includes £500k transferred from Change Management
PFI Equalisation	To meet future costs of the Training Centre PFI project	-3,860,537	59,071	-3,801,466	Current figures which includes estimated additional value for indexation at year end
Capital Receipts	To meet costs of the capital programme. Reserve applied as receipts are generated	-901,023	823,873	-77,150	Capital Receipts Reserve in 19/20, £857k to fund Fleet within Capital Programme
Joint Control Lease Reserve	To meet the lease costs over an eight year period (from 2017/18)	-600,000	100,000	-500,000	Annual Joint Control lease costs
	TOTAL	-16,348,690	4,430,918	-11,917,772	

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Appendix 4 - GRANT MONITORING REPORT 2019/20

1. BACKGROUND

1.1 This report presents an update of the major changes affecting the grant budget since the last FAPM report in November 2019.

2. ISSUES

2.1 Since the last reporting period there have been a number of changes to individual projects as summarised below:

2.1.1 FIRE CRIME – 8k decrease in forecasted overspend

The Community Safety initiative 'Operation Bang' is in place between October and November for the lead-up to and during Bonfire Night. Fire Service sessional workers carry out patrols to advise and educate the public in fire safety matters during this period.

Patrols were reduced during this year's Operation Bang, resulting in a decrease in overtime claims and therefore reducing the forecasted overspends by £8k.

Operation Arid is the next initiative to take place in the lead up to the Easter school holidays and the grass fire season. Once again sessional workers carry out patrols during this period but it is weather dependant ie, more patrols will be carried out if the weather is dry and fine compared to if it is wet weather. Therefore forecasts for Qtr 4 overtime claims remain the same as previously reported.

2.1.2 HFS STOCK - £70k decrease in forecasted overspend

The Fire Service have a partnership with Wales & West Utilities who are providing CO detectors free of charge, which are fitted as part of the 'Safe and Well' project.

Spends were forecasted for the duration of the year to ensure costs were identified should the partnership cease, but there will be no cost implications on the Fire Service budget and therefore the forecasted overspend in HFS stock has reduced by £70k.

2.1.3 **MOMENTUM - £3.6k decrease in forecasted overspend**

The second Momentum course commenced in Qtr 4 and forecasted costs for this are based on the value of running the initial course.

There are estimated underspends in the secondment costs for the Occupational Therapist mainly due to no travelling costs being incurred, as Matthew Height uses a Fire Service vehicle. Welsh Government have confirmed we are able to utilise this underspend within the project costs to run the second course, therefore the overall overspend for Momentum is reduced by £3.6k.

2.1.4 **NATIONAL RESILIENCE - £14k decrease in forecasted overspend**

The NR team has recently had a change in staff with the CBRN Capability Advisor Peter Howard Jones being seconded to Merseyside FRS in September and his replacement Alex Smith commencing his duties in November. Due to the delay in Alex commencing his new role there has subsequently been a £6.5k reduction in salary forecasts.

Training expenses have also reduced by £7.5k due to income received from Merseyside FRS for participation in training courses organised and run by SWFRS NR personnel.

2.1.5 **MTFA - £2.5K increase in forecasted overspend**

Salary related costs including unpaid mileage claims for the MTA Capability Advisor have increased during Quarter 3 resulting in the forecasted overspend rising by £2.5k.

The overall budget for MTFA has been reduced by £19k within the Operational Equipment budget line (original budget £89k reduced to £70k). This is due to half of the SW MTFA team dropping out of responding to terrorist attacks should one occur. This is linked to the National Union position on negotiating a pay increase due to new areas of work being introduced to uniformed roles – the National Union have advised whilst training is okay to train for MTFA but not to be operationally available if there was a terrorist incident. Therefore plans to replace all ballistic protection have been put on hold for this year.

2.1.6 **USAR - £27.7K increase in forecasted underspend**

There have been various strains on the USAR department with regards to movement of personnel, sickness and retirements and therefore the level of personnel has not been to full capacity. There is also currently a vacant WM position which is soon to be advertised as a FF role instead to reduce future budget costs.

These issues have impacted the budget with an increase in forecasted underspends of £27.7k. We have provided Welsh Government an indication of this underspend and will only be drawing down against the actual expenditure incurred at the year end.

2.1.7 **NR CAPITAL**

There have been major changes to the initial Capital expenditure plans for NR which has resulted in South Wales' required amount of funding to reduce due to the following reasons:

- Mass Decontamination Unit – £35k - no longer required in this financial year. NR are awaiting results of the Home Office surge decontamination project before decisions are made as to whether it is still required by the service
- LCD 3.3 Detection - £320k - no longer required in this financial year. This is an ongoing project with NR and the Home Office and funding may be required during 2020/21
- Prime Mover - £200k – no longer required in this financial year. NR are awaiting a 'ND2' report to conclude before decisions are made as to whether the Prime Mover is still required by the service

A replacement vehicle for USAR has been brought forward from future NR capital plans to utilise the funding available from WG in 19/20 at a cost of £23k.

3. FINANCIAL IMPLICATIONS

Overall there is a projected overspend equating to £247k within the grant budgets.

Community Safety have applied for additional funding on an All Wales basis from Welsh Government to offset against the forecasted overspends in HFS stock. The amount available to SW is dependent on budget forecasts from NW and MWWFRS. The department are currently waiting for WG to confirm whether the request has been successful.

4. RECOMMENDATIONS

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

SOUTH WALES FIRE & RESCUE SERVICE REVENUE GRANT REPORTING 2019/20		APPENDIX 5							
Revenue	FIRE CRIME	HFS STOCK	YOUTH	MOMENTUM	ANTI-SOCIAL BEHAVIOUR	NATIONAL RESILIENCE	MTFA	USAR	
Budget	107,748	223,400	111,355	70,000	28,000	844,589	158,806	387,484	
Employee Costs	Forecast	92,986	0	91,111	62,803	30,318	281,859	90,427	344,947
Training Expenses	Forecast	0	0	3,000	0	0	86,032	0	460
Supplies & Services	Forecast		483,400	10,729	7,295	0	486,580	70,367	12,913
Transport Related Expenses	Forecast	10,635	0	7,289	0	0	1,831	1,882	1,429
Income	Forecast	-107,748	-223,400	-111,355	-70,000	-28,000	-844,589	-158,806	-387,484
(Under)/Overspend	Forecast	-4,127	260,000	774	98	2,318	11,713	3,869	-27,734

SOUTH WALES FIRE & RESCUE SERVICE CAPITAL GRANT REPORTING 2019/20		
	Capital	NATIONAL RESILIENCE
	Budget	23,077
Equipment		
<i>Mass Decontamination Unit</i>	Forecast	0
<i>LCD Detection Units</i>	Forecast	0
Vehicles		
<i>Prime Mover</i>	Forecast	0
<i>USAR dog handler vehicle</i>	Forecast	23,077
Income	Forecast	-23,077
(Under)/Overspend	Forecast	0

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CAPITAL MONITORING REPORT 2019/20

SUMMARY

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

RECOMMENDATION

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

1. BACKGROUND

- 1.1 This report provides an update of the major changes affecting the capital budget since the Finance, Audit & Performance Management (FAPM) Committee on 25 November 2019.
- 1.2 Appendix 1 illustrates the budget slipped from 2018/19, the 2019/20 budget, actual spend to date, the budget committed through official purchase orders, a forecast year end position and finally budget slipped into the new year to enable completion of schemes in future periods.
- 1.3 In summary, appendix 1 presents the total budget for 2019/20 as £9.7 million and the forecast outturn and slippage for the year at £7.2 million and £2.9 million respectively. This is supported by an analysis of schemes and the financing streams we plan to utilise.
- 1.4 The following provides a narrative explanation of appendix 1.

2. ISSUES

2.1 Property

- 2.1.1 The forecast spend to the 31 March has decreased by £420k from £4.2m to £3.8m, budget slippage into 2020/21 has increased by £307k from £1.5m to £1.8m and the projected budget over spend has decreased by £113k from £306k to £193k. A more detailed narrative is provided below.

2.1.2 CFBT

Work is complete and we are awaiting the final account which will be within the region £2.4m, resulting in a £150k under-spend. Final costs include £25k for a specialist risk assessment, £25k for breathing apparatus (BA) compressors, £111k retention and £9k fees.

2.1.3 Llantwit Major

The final account has been received and South Wales Police (SWP) have been invoiced for their contributions to capital as part of the co-location agreement which equates to £242k, or 75% of total costs.

A smaller amount is also rechargeable to WAST for additional works requested although we are awaiting final figures.

The following provides an overview of the project cost, capital contributions and the net cost to SWFRS;

	Project Spend	Co-location Contribution SWP	Co-location Contribution WAST	Cost to SWFRS
18/19	£37k			£37k
19/20	£287k	£242k	?	£45
	£324k	£242k	?	£82k

2.1.4 Pontypridd Station Refurbishment

Work has commenced later than anticipated and resulted in more than half the allocated budget i.e. £507k, being slipped in the new financial year.

2.1.5 Occupational Health

Forecast costs have increased by £10k due to additional works being requested that were not included in the original specification, e.g. upstairs toilet.

2.2 Vehicle Replacement Programme (VRP)

2.2.1 Since previous reporting the forecast has decreased by £598k £2.1m to £1.5m, slippage has increased by £420k from £280k to £700k and the projected over-spend (which was being offset by grant funding) has reduced by £178k from £182k to £4k.

2.2.2 Following discussions with the head of Fleet and Engineering, there are a number of vehicles that have been slipped into the

next financial year due to delayed ordering and/or deliveries not being completed by 31 March 2020.

2.2.3 Grant funded vehicles

There has also been a change in plan for grant funded vehicles as the £200k Prime Mover will not be ordered this year as we await a detailed report stating the exact type of vehicle we need to invest in. The opportunity has been taken to divert grant funding for the purchase of a specialist Urban Search and Rescue (USAR) van with a cost of £23k.

2.3 Equipment & ICT

2.3.1 Since previous reporting forecast expenditure has reduced by £875k from £2.7m to £1.8m, slippage has increased by £426k from zero and the over-spend has decreased by £447k from £637k to £190k and this is offset by grant funding of £143k.

The following explains the main changes affecting our capital investment in equipment and ICT in addition to slippage of the infrastructure, Microsoft and multimedia schemes into 2020/21 due to the organisation of orders and resources to complete the work..

2.3.2 Breathing Apparatus

The forecast has increased by £46k since last reporting due to the purchase of an extra 50 spare BA sets to enable the management of care and maintenance.

2.3.3 Radios & Batteries

The winning tender was £106k lower than the allocated budget. This saving can be used to cover the additional £46k in BA's and the £56k for the eFinancials upgrade.

2.3.4 Helmets

The budget of £242k has been slipped into 2020/21 as SWFRS were not included in the NWFRS procurement framework and so we are exploring alternative options to secure a supplier.

3 FINANCIAL IMPLICATIONS

3.1 Appendix 1 illustrates the detail capital spending plans for the year. The above paragraphs 2.1 to 2.3 provide explanation of variances that have arisen.

Overall the capital budget is over spent by £387k and is largely offset by grants and third party contributions of £166k and £206k respectively. The difference is managed by using under spends to support over spends first followed by consideration of reserve and revenue budget contributions. This is analysed as follows;

	Report Variances	Third party Funding	Reserve Funding	Budget Under/ Over Spends
LLANTWIT MAJOR (co-location contributions offset)	-250	-206		-44
OCC HEALTH RELOCATION (reserve funding)	-110		-110	
CFBT FACILITY CARDIFF GATE (reserve funding)	147		147	
ENERGY EFFICIENCY SCHEMES (reserve funding)	-130		-130	
PLANNED & PREVENTATIVE	150			150
WATER LADDERS	-42			-42
OPERATIONAL 4WD	57			57
MINIBUS	4			4
DATA CENTRE	-7			-7
EFINANCIALS UPGRADE (inc CERA)	-56			-56
HQ SWITCH REPLACEMENT	2			2
RADIOS AND BATTERIES	106			106
BREATHING APPARATUS	-46			-46
MOBILE DATA TERMINALS (part grant funded)	-189	-143		-46
USAR VEHICLE (grant funded)	-23	-23		
TOTAL	-387	-372	-93	78

4. EQUALITY RISK ASSESSMENT

- 4.1 There are no equality implications resulting directly from this report. Each element of the capital programme will have undergone Equality risk assessments by the responsible project lead, prior to the commencement of the scheme.

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:	Background Papers:
Geraint Thomas Head of Finance & Procurement	Revenue & Capital Budget Capital Monitoring working papers 2019/20 Budget Holder Reports

CAPITAL PROGRAMME 2019/20							APPENDIX 1		
	Project Total £000	SLIPPAGE B/F 2018/19 £000	2019/20 BUDGET £000	ACTUAL AS AT 17.01.202 0 £000	COMMITTED AS AT 17.01.20 £000	OUTTURN POSITION 31.03.20 £000	BUDGET UNDER/O VER SPEND £000	SLIPPAGE E C/F 2020/21 £000	
PROPERTY									
STATION REFURBISHMENTS									
PONTYPRIDD	1,000	0	1,000	35	866	493	0	507	
MONMOUTH	600	597	0	0	9	9	0	588	
NEW INN	2,550	497	0	0	4	8	0	489	
TONYPANDY	300	269	0	14	5	36	0	233	
OCCUPATIONAL HEALTH RELOCATION	150	136	0	243	1	246	-110	0	
LLANTWIT MAJOR (co-location cont's offset oversp)	0	37	0	282	5	287	-250	0	
NEW BUILDS									
CFBT FACILITY CARDIFF GATE (reserve funding)	5,000	475	2,052	2,200	120	2,380	147	0	
PLANNED & PREVENTATIVE MAINT	150	150	0	0	0	0	150	0	
ENERGY EFFICIENCY SCHEMES (reserve funding)	1,054	209	0	339	0	339	-130	0	
	10,804	2,370	3,052	3,114	1,010	3,799	-193	1,817	
VEHICLES									
OPERATIONAL 4WD	240	120	180	0	243	243	57	0	
TRUCK (SLIDE DECK / CRANE)	150	150	0	0	0	0	0	150	
VANS (LIGHT VEHICLES)	40	40	0	30	0	40	0	0	
WATER LADDERS	1,202	464	636	692	509	1,202	-42	0	
RESCUE TENDERS	235	0	235	0	0	0	0	235	
RECOVERY UNIT	115	0	115	0	0	0	0	115	
VAN/OPS ESTATE CAR	155	0	155	0	111	0	0	155	
RESCUE BOAT	45	45	0	0	0	0	0	45	
MINIBUS	28	0	28	0	24	24	4	0	
USAR VEHICLE (grant funded)	23	0	0	0	23	23	-23	0	
PRIME MOVER (grant funded)	200	0	0	0	0	0	0	0	
	2,433	819	1,409	723	911	1,532	-4	700	
EQUIPMENT & ICT									
BREATHING APPARATUS	932	0	900	858	7	946	-46	0	
HELMETS	242	0	242	0	0	0	0	242	
RADIOS AND BATTERIES	435	0	435	0	329	329	106	0	
MOBILE DATA TERMINALS (part grant funded)		0	0	189	0	189	-189	0	
SERVICE DESK	50	26	0	21	0	26	0	0	
HQ SWITCH REPLACEMENT	200	10	0	8	0	8	2	0	
WEBSITE PROJECT (reserve funding)	40	8	0	6	0	8	0	-0	
UNIFIED COMMUNICATION REPLACEMENT	101	101	0	101	0	101	0	-0	
DATA CENTRE	100	0	100	0	107	107	-7	0	
INFRASTRUCTURE MANAGEMENT	50	0	50	0	0	25	0	25	
MICROSOFT 365	40	0	40	0	0	0	0	40	
PERIMETER FIREWALL REPLACEMENT	25	0	25	16	5	25	0	0	
MULTIMEDIA	120	0	120	0	0	0	0	120	
EFINANCIALS UPGRADE (inc CERA)	53	0	0	35	0	56	-56	0	
MASS DECONTAMINATION UNIT (grant funded)	35	0	0	0	0	0	0	0	
LCD DETECTION UNITS (grant funded)	320	0	0	0	0	0	0	0	
	2,743	145	1,912	1,235	447	1,820	-190	426	
TOTAL	15,980	3,334	6,373	5,071	2,368	7,151	-387	2,944	
FUNDING ANALYSIS									
BORROWING						2,692			
CO-LOCATION CONTRIBUTIONS						206			
REVENUE CONTRIBUTION						256			
REVENUE RESERVES						2,973			
CAPITAL GRANT						167			
CAPITAL RECEIPTS						857			
						7,151			

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CAPITAL PROGRAMME 2019/20								APPENDIX 2		
	Project Total £000	Forecast Outturn as at 08.09.2019	Forecast Outturn as at 17.01.2020	Variance since last FAPM	erspend as at 08.09.201 9	erspend as at 17.01.202 0	spend Variance since last FAPM	Slippage as at 08.09.20 19	Slippage as at 17.01.20 20	Slippage Variance since last FAPM
PROPERTY										
STATION REFURBISHMENTS										
PONTYPRIDD	1,000	800	493	-307	0	0	0	200	507	307
MONMOUTH	600	9	9	0	0	0	0	588	588	-0
NEW INN	2,550	8	8	0	0	0	0	489	489	0
TONYPANDY	300	36	36	0	0	0	0	233	233	0
OCCUPATIONAL HEALTH RELOCATION	150	236	246	10	-100	-110	-10	0	0	0
LLANTWIT MAJOR (co-location cont's offset overspen	0	314	287	-27	-277	-250	27	0	0	0
NEW BUILDS										
CFBT FACILITY CARDIFF GATE (reserve funding)	5,000	2,476	2,380	-96	51	147	96	0	0	0
PLANNED & PREVENTATIVE MAINT	150	0	0	0	150	150	0	0	0	0
ENERGY EFFICIENCY SCHEMES (reserve funding)	1,054	339	339	0	-130	-130	0	0	0	0
	10,804	4,219	3,799	-420	-306	-193	113	1,510	1,817	307
VEHICLES										
OPERATIONAL 4WD	240	240	243	3	60	57	-3	0	0	0
TRUCK (SLIDE DECK / CRANE)	150	150	0	-150	0	0	0	0	150	150
VANS (LIGHT VEHICLES)	40	40	40	0	0	0	0	0	0	0
WATER LADDERS	1,202	1,202	1,202	0	-42	-42	0	0	0	0
RESCUE TENDERS	235	0	0	0	0	0	0	235	235	0
RECOVERY UNIT	115	115	0	-115	0	0	0	0	115	115
VANOPS ESTATE CAR	155	155	0	-155	0	0	0	0	155	155
RESCUE BOAT	45	0	0	0	0	0	0	45	45	0
MINIBUS	28	28	24	-4	0	4	4	0	0	0
USAR VEHICLE (grant funded)	23	0	23	23	0	-23	-23	0	0	0
PRIME MOVER (grant funded)	200	200	0	-200	-200	0	200	0	0	0
	2,433	2,130	1,532	-598	-182	-4	178	280	700	420
EQUIPMENT & ICT										
BREATHING APPARATUS	932	900	946	46	0	-46	-46	0	0	0
HELMETS	242	272	0	-272	-30	0	30	0	242	242
RADIOS AND BATTERIES	435	435	329	-106	0	106	106	0	0	0
MOBILE DATA TERMINALS (part grant funded)		189	189	0	-189	-189	0	0	0	0
SERVICE DESK	50	26	26	0	0	0	0	0	0	0
HQ SWITCH REPLACEMENT	200	10	8	-2	0	2	2	0	0	0
WEBSITE PROJECT (reserve funding)	40	8	8	0	0	0	0	0	-0	-0
UNIFIED COMMUNICATION REPLACEMENT	101	101	101	0	0	0	0	-0	-0	0
DATA CENTRE	100	107	107	0	-7	-7	0	0	0	0
INFRASTRUCTURE MANAGEMENT	50	50	25	-25	0	0	0	0	25	25
MICROSOFT 365	40	40	0	-40	0	0	0	0	40	40
PERIMETER FIREWALL REPLACEMENT	25	25	25	0	0	0	0	0	0	0
MULTIMEDIA	120	120	0	-120	0	0	0	0	120	120
EFINANCIALS UPGRADE (inc CERA)	53	56	56	0	-56	-56	0	0	0	0
MASS DECONTAMINATION UNIT (grant funded)	35	35	0	-35	-35	0	35	0	0	0
LCD DETECTION UNITS (grant funded)	320	320	0	-320	-320	0	320	0	0	0
	2,743	2,695	1,820	-875	-637	-190	447	-0	427	427
TOTAL	15,980	9,043	7,151	-1,892	-1,125	-387	738	1,790	2,944	1,154

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INTERNAL AUDIT REPORT

SUMMARY

This report updates Members upon progress being made against the Internal Audit Plan 2019/2020.

RECOMMENDATION

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

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 2019/2020 which was approved by this Committee on 8 April 2019.
- 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. ISSUE

- 2.1 The areas of internal audit reviews within the Annual Plan were completed with **2** final reports being issued:-
 - **Governance – Strategic Planning**
 - **Follow Up**

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

2.2 Governance – Strategic Planning

- 2.2.1 The review considered the arrangements by which the Authority and senior management groups ensure that the corporate plans for the organisation remain achievable in times of economic uncertainty, and the new proposed approach to the strategic planning.

2.2.2 The audit received a reasonable level of assurance with one important recommendation identified, and one area of operational effectiveness raised.

2.3 Follow Up

2.3.1 The Follow Up Review established the management actions that have been taken in respect of the priority 1 and 2 recommendations arising from the internal audit reviews during the year. It also reviewed recommendations made in the previous year that required actions in 2019/2020.

2.3.2 The Auditors found that good progress had been made against the recommendations, with 93% having been completed or in progress of completion, and the remainder having a revised target date set for completion. There were no areas identified where recommendations had failed to be completed or acted upon.

3 EQUALITY RISK ASSESSMENT

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

4 RECOMMENDATION

4.1 Members are asked to note the internal audit recommendations, and work completed to date on the Internal Audit Annual Plan.

Contact Officer:	Background Papers:
Geraint Thomas Head of Finance & Procurement	Appendix 1 – Governance – Strategic Planning Appendix 2 – Follow Up Appendix 3 – Summary Internal Audit Progress Report

APPENDIX 1

South Wales Fire and Rescue Service

Assurance Review of Governance – Strategic Planning

2019/20

November 2019

Executive Summary

OVERALL ASSURANCE ASSESSMENT



OVERALL CONCLUSION

The Service has an approved five-year strategic plan in place for 2019-2024. This clearly sets out the Service's Vision, the strategic themes and priority actions that will enable these to be delivered.

- Planning is already ongoing for the next strategic plan and this is being approached differently with a view to providing a ten year strategy encapsulating the individual supporting strategies.
- Once the new plan has been completed, formal guidance needs to be prepared setting out the process and reporting timetable for future exercises.

SCOPE

The review considered the arrangements by which the Authority and senior management groups ensure that the corporate plans for the organisation remain achievable in times of economic uncertainty and the new proposed approach to the strategic planning. The scope of the review does not include consideration of the strategic control arrangements or the appropriateness of decisions taken by the Authority.

ACTION POINTS

Urgent	Important	Routine	Operational
0	1	0	1

Management Action Plan - Priority 1, 2 and 3 Recommendations

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	There is no formal strategic planning process in place. A new approach is being taken to the development of the new Strategic Plan (2020-2030) and it would be beneficial to perform a review of the process once the plan has been finalised and the performance monitoring arrangements have been put in place, to determine what has worked well and to document the process for the development of future plans.	Once the new strategic plan has been completed, the process be reviewed for any lessons learned and documented as a formal strategic planning framework including a planning timetable.	2	<p>Recommendation accepted.</p> <p>A process review is to be scheduled for April 2020 to identify lessons learned from the last cycle and identify opportunities for improvement.</p> <p>A formal strategic planning framework will be developed by the Planning Team to be shared across the Service</p> <p>A planning timetable will be developed for publication to facilitate effective planning and reporting within the Service.</p>	<p>30 April 2020</p> <p>31 August 2020</p> <p>30 June 2020</p>	<p>Head of SP&C</p> <p>Planning, Performance & Risk Manager</p> <p>Planning & Risk Manager</p>

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 Matters

Ref	Risk Area	Item	Management Comments
1.	Operational	Consideration be given to the development of a table setting out the rationale behind each target, the implications of over and underachieving the target and how it will be measured and calculated.	<i>Action accepted. This will be built into the framework and processes for the future.</i>

ADVISORY NOTE

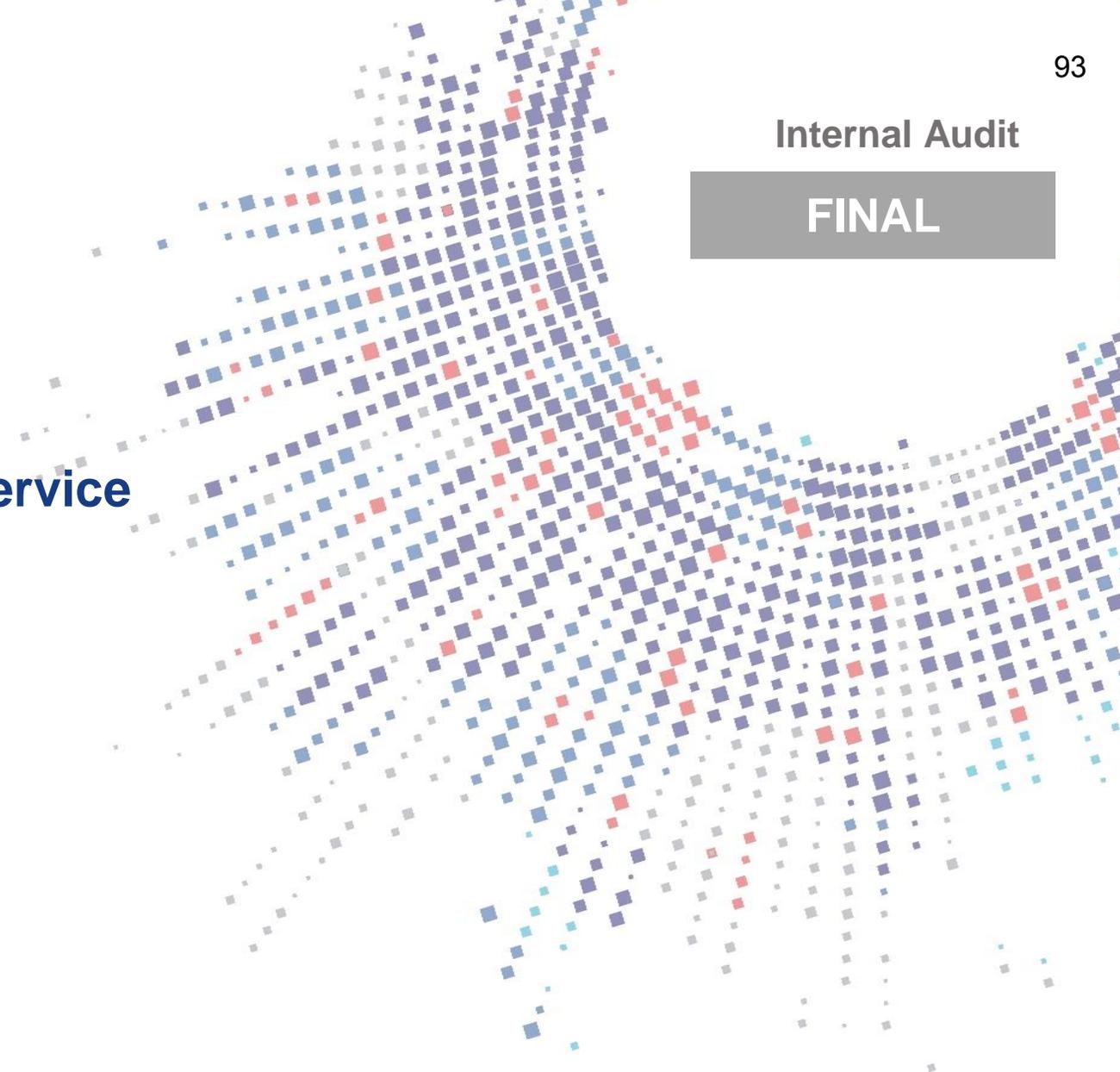
Operational Effectiveness Matters need to be considered as part of management review of procedures.

South Wales Fire & Rescue Service

Follow Up Review

2019/20

January 2020



Executive Summary

Introduction

1. This follow up review by TIAA established the management action that has been taken in respect of the priority 1, 2 and 3 recommendations arising from the internal audit reviews listed below at South Wales Fire and Rescue Service. The review was carried out in January 2020.

Review	Year	Date Presented to Finance, Audit & Performance Management Committee
Governance Partnerships	2018/19	12th November 2018
Regularity Review – Station Visits	2018/19	12th November 2018
Assurance Review of Estate Management – Delivery	2018/19	12th November 2018
Compliance Review of Risk Management – Mitigating Controls-Board Assurance	2018/19	12th November 2018
Data Analytics – Deep Dive Duplicate Payments Compliance	2018/19	17th December 2018
Assurance Review of Training Records	2018/19	17th December 2018
Fleet Management - Usage	2018/19	28th January 2019
Key Financial Controls	2018/19	8th April 2019
Follow Up 2017/18	2018/19	8th April 2019
Assurance Review of HR Management – Rosters	2018/19	9th September 2019
ICT Review of General Data Protection Regulations (GDPR) Compliance	2018/19	9th September 2019

Key Findings & Action Points

- 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	29
Outstanding	9
Considered but not Implemented	-
Not Implemented	3

- Good progress has been made with 29, 71%, recommendations fully implemented, 9, 22%, recommendations outstanding but in the process of being implemented and 3, 7%, recommendations not implemented. Of the 3 not implemented, 1 is no longer applicable.

Scope and Limitations of the Review

- The review considered the progress made in implementing the recommendations made in the previous internal audit reports and established the extent to which management had taken the necessary actions to address the control issues that gave rise to the internal audit recommendations.
- 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.
- 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.

Release of Report

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

Date draft report issued:	15 th January 2020
Date management responses rec'd:	22 nd January 2020
Date final report issued:	22 nd January 2020

Executive Summary

Follow Up

8. Management representations were obtained on the action taken to address the recommendations and limited testing has been carried out to confirm these management representations. The following matters were identified in considering the recommendations that have not been fully implemented:

9. **Governance Partnerships**

From the review of the documentation and checks carried out the assessment is:			
Implemented	1	Considered but not Implemented	-
In Process of Being Implemented	-	No Longer Applicable	-
Revised Target Date	-	Not Implemented	-

10. **Regularity Review – Station Visits**

From the review of the documentation and checks carried out the assessment is:			
Implemented	-	Considered but not Implemented	-
In Process of Being Implemented	2	No Longer Applicable	-
Revised Target Date	-	Not Implemented	-

Audit title	<u>Regularity Review – Station Visits</u>	Audit year	2018/19	Priority	2
Recommendation	Staff undertaking monthly checks of first aid kits at Tredegar station be reminded that expired items must be removed.				
Initial management response	Implement a change in procedure to ensure all First Aid Kits are opened to check both the contents and the expiry dates on consumable items. Brief personnel and monitor Redkite to ensure compliance. This will be reiterated to all Operational stations by the Group and Station Managers.				
Responsible Officer/s	SM M Kift	Original implementation date	30 th September 2018	Revised implementation date(s)	N/A
Latest Update	First aid kits are checked monthly by a Staff member of the Health and Safety team using a hardcopy check list which is then recorded on Redkite to say it has been completed. Anything missing or out of date is replenished from a holding stock. During the follow up audit, the Redkite system at Headquarters was checked to ensure this process is being followed. There were a number of hard copy documents that needed to be transferred over to the RedKite system and the team confirmed that this is a working progress to complete.				
New implementation date	To be set.	Status	Outstanding	This recommendation is in the process of being implemented.	

Audit title	<u>Regularity Review – Station Visits</u>	Audit year	2018/19	Priority	2
Recommendation	Members of staff at all stations be reminded that all equipment identified on the Due Reports needs to be tested and the Redkite system updated in a timely manner or the Redkite Customer Support Team be advised that items are not located at the station recorded on Redkite as having the item.				
Initial management response	The Redkite system is monitored and sampled during the station audit process. Station Commanders will be encouraged to sample their respective stations to ensure compliance. This brief will be delivered by GM B Jones on behalf of the Operations department.				
Responsible Officer/s	GM B Jones, Ops Group Managers and Station Commanders	Original implementation date	30 th September 2018	Revised implementation date(s)	N/A
Latest Update	A whole audit process has been put onto electronic BMIS system which will now draw in the information and provide a RAG rating on testing. This will be implemented 12 th February 2020 which will see the move over from a paper version to the electronic system. This will give more ownership to the Station Commander and requires that a quarterly update is entered onto the BMIS system.				
New implementation date	To be set.	Status	Outstanding	This recommendation is in the process of being implemented.	

11. Assurance Review of Estate Management – Delivery

From the review of the documentation and checks carried out the assessment is:			
Implemented	1	Considered but not Implemented	-
In Process of Being Implemented	-	No Longer Applicable	-
Revised Target Date	-	Not Implemented	-

12. Compliance Review of Risk Management – Mitigating Controls-Board Assurance

From the review of the documentation and checks carried out the assessment is:			
Implemented	4	Considered but not Implemented	-
In Process of Being Implemented	-	No Longer Applicable	-
Revised Target Date	-	Not Implemented	-

13. Data Analytics – Deep Dive Duplicate Payments Compliance

From the review of the documentation and checks carried out the assessment is:			
Implemented	1	Considered but not Implemented	-
In Process of Being Implemented	-	No Longer Applicable	-
Revised Target Date	-	Not Implemented	-

14. Assurance Review of Training Records

From the review of the documentation and checks carried out the assessment is:			
Implemented	3	Considered but not Implemented	-
In Process of Being Implemented	2	No Longer Applicable	-
Revised Target Date	-	Not Implemented	-

Audit title	<u>Assurance Review of Training Records</u>	Audit year	2018/19	Priority	2
Recommendation	The out of compliance reporting processes in use need to be reviewed to ensure that the reported out of compliance data is accurate and can be easily obtained on demand				
Initial management response	Discussions need to be had with Systems Assistant who inputs all data to ensure this can be rectified in moving forward.				
Responsible Officer/s	AM Ian Greenman	Original implementation date	September 2018	Revised implementation date(s)	N/A
Latest Update	The Core HR System was recently implemented but it is unable to migrate the information and clean out the multiple codes. The Area Manager confirmed that negotiations are underway to employ PDRpro which will provide the functionality that is needed.				
New implementation date	To be set	Status	Outstanding	This recommendation is in the process of being implemented	

Audit title	<u>Assurance Review of Training Records</u>	Audit year	2018/19	Priority	2
Recommendation	The information held within the PSE database be reviewed and cleansed prior to importing into the Core HR training module.				
Initial management response	This will be discussed when the Core Rollout for the Training Department is decided.				
Responsible Officer/s	AM Ian Greenman	Original implementation date	September 2018	Revised implementation date(s)	N/A
Latest Update	The Core HR System was recently implemented but it is unable to migrate the information and clean out the multiple codes. The Senior Management Team agreed that Core HR will not be used for training and the Area Manager confirmed that negotiations are underway to employ PDRpro which will provide the functionality that is needed.				
New implementation date	To be set	Status	Outstanding	This recommendation is in the process of being implemented.	

15. Fleet Management – Usage

From the review of the documentation and checks carried out the assessment is:			
Implemented	10	Considered but not Implemented	-
In Process of Being Implemented	1	No Longer Applicable	1
Revised Target Date	-	Not Implemented	-

Audit title	Fleet Management – Usage	Audit year	2018/19	Priority	2
Recommendation	The Fleet and Engineering Service Standard be reviewed and updated to reflect current arrangements.				
Initial management response	The service standard has been replaced by the 2017 fleet strategy reported to fire authority in October 2018.the service standard is no longer applicable. Do not agree with the level of priority as the service standard was an obsolete document (not known by the Acting fleet engineer).				
Responsible Officer/s	Head of Fleet Engineering Temp	Original implementation date	31 st October 2018	Revised implementation date(s)	N/A
Latest Update	The service standard was replaced by Fleet Strategy 2017. The service standard is no longer applicable				
New implementation date	N/A	Status	Not Implemented	This recommendation is no longer applicable.	

Audit title	<u>Fleet Management – Usage</u>	Audit year	2018/19	Priority	2
Recommendation	The OP-03.003 be reviewed and updated to include clearer reference to the process of pool vehicles, especially the long term use of these vehicles by Flexi-Duty Officers who are exempt from HMRC car benefit regulations under section 248A.				
Initial management response	Subject to be discussed with ACFO Prendergast and an update of op-03.003 will be carried out if required.				
Responsible Officer/s	Head of Fleet Engineering Temp	Original implementation date	31 st October 2018	Revised implementation date(s)	N/A
Latest Update	The OP-03.003 has been reviewed and updated but not yet published. Once the document has been signed off it will become published.				
New implementation date	N/A	Status	Outstanding	This recommendation is in the process of being implemented.	

16. Key Financial Controls

From the review of the documentation and checks carried out the assessment is:			
Implemented	-	Considered but not Implemented	-
In Process of Being Implemented	-	No Longer Applicable	-
Revised Target Date	-	Not Implemented	1

Audit title	<u>Key Financial Controls</u>	Audit year	2018/19	Priority	2
Recommendation	The Financial Procedure Rules be reviewed and any changes be approved by the Fire & Rescue Authority.				
Initial management response	Review work is currently being undertaken and any amendments will be reported through committees and to the Fire Authority in the 2019 municipal year.				
Responsible Officer/s	Head of Finance and Procurement	Original implementation date	September 2019	Revised implementation date(s)	N/A
Latest Update	The Financial Procedure rules have not yet been updated and a new implementation date will need to be set.				
New implementation date	To be set.	Status	Not Implemented	A review date of February 2020 has been set in progress.	

17. Follow Up 2017/18 – Including recommendations made in the Estates Management – Delivery, Risk Management – Anti Fraud, Governance – Internal Communications 2016/17, ICT Security Management

From the review of the documentation and checks carried out the assessment is:

Implemented	3	Considered but not Implemented	-
In Process of Being Implemented	2	No Longer Applicable	-
Revised Target Date	-	Not Implemented	1

Audit title	<u>Risk Management – Anti Fraud</u>	Audit year	2018/19	Priority	2
Recommendation	The formal designation of a Money Laundering Reporting Officer for the Service be included in the next review of the Financial Procedures.				
Initial management response	The next review of the Financial Regulation procedures will include designation of the Treasurer/deputy treasury as the Money Laundering Reporting Officer.				
Responsible Officer/s	Head of Finance and Procurement	Original implementation date	31 st January 2018	Revised implementation date(s)	September 2019
Latest Update	The Financial Procedure rules have not yet been updated and a new implementation date will need to be set.				
New implementation date	To be set.	Status	Not Implemented	A review date of February 2020 has been set in progress.	

Audit title	<u>Governance – Internal Communications 2016/17</u>	Audit year	2016/17	Priority	2
Recommendation	<p>The intended restructure of the Media and Communications Team is to give consideration to the following factors:</p> <ul style="list-style-type: none"> - The Welsh Language Standards, - Additional Data Protection requirements to co-ordinate, maintain and manage consent forms for all moving imagery, photographs and audio recordings, - the introduction of new bilingual intranet and internet sites, - the synergies between the communication and engagement functions within the service, - 24/7 support for media and communication activity, - The resilience of the senior roles within the media and communications team over forthcoming months. 				
Initial management response	<p>The Head of Service Performance and Communication confirmed that the intranet website project is outstanding. The restructure of the Media and Comms team is in the final stages moving to a permanent structure. The external Website phase 1 has been delivered bilingually and is undergoing further development. The intranet project will be likely to launch towards Q3 of 2019 when the permanent structure has been implemented.</p>				
Responsible Officer/s	Head of Service Performance and Communication	Original implementation date	31 st December 2017	Revised implementation date/s	30 th September 2019
Latest Update	<p>The Head of Service Performance and Communication confirmed that all elements of the recommendation have been implemented with the exception of the 24/7 support for media and communication activity. This has been raised to the Senior Management Team</p>				
New implementation date	To be set.	Status	Outstanding	This recommendation is in the process of being implemented.	

Audit title	ICT Cyber Security	Audit year	2018/19	Priority	2
Recommendation	A comprehensive log management strategy be implemented that includes the use of a central log server and the use of log management tools.				
Initial management response	ICT Infrastructure Team Leader confirmed that currently undertaking testing of the central log server. The strategy will be developed by the agreed date of April 2019.				
Responsible Officer/s	ICT Communications Team Leader	Original implementation date	31 st March 2018	Revised implementation date(s)	September 2019
Latest Update	Full testing of a central log server was delayed due to other priorities and is planned for Q1/Q2 2020.				
New implementation date	To be set.	Status	Outstanding	This recommendation is in the process of being implemented.	

18. Assurance Review of HR Management – Rosters

From the review of the documentation and checks carried out the assessment is:			
Implemented	3	Considered but not Implemented	-
In Process of Being Implemented	1	No Longer Applicable	-
Revised Target Date	-	Not Implemented	-

Audit title	<u>Assurance Review of HR Management – Rosters</u>	Audit year	2018/19	Priority	2
Recommendation	Reporting of Crew Manager and Watch Manager over and under availability be developed and reported to management alongside the existing performance data.				
Initial management response	Meeting to be arranged with Kronos to discuss reporting system on RAPS.				
Responsible Officer/s	Office Manager	Original implementation date	31 st January 2019	Revised implementation date(s)	N/A
Latest Update	Due to ongoing issues with Kronos relating to another issues this has been put on hold however a meeting with Kronos will be arranged to discuss.				
New implementation date	N/A	Status	Outstanding	This recommendation is in the process of being implemented.	

19. ICT Review of General Data Protection Regulations (GDPR) Compliance

From the review of the documentation and checks carried out the assessment is:

Implemented	3	Considered but not Implemented	-
In Process of Being Implemented	1	No Longer Applicable	-
Revised Target Date	-	Not Implemented	-

Audit title	<u>ICT Review of General Data Protection Regulations (GDPR) Compliance</u>	Audit year	2018/19	Priority	2
Recommendation	All key data protection and information governance related policies and procedures be reviewed and implemented at the earliest opportunity.				
Initial management response	On commencing employment once familiar with the Service the new Info Governance and Compliance Officer will review all key data protection and information governance related policies and procedures.				
Responsible Officer/s	Information Governance and Compliance Officer	Original implementation date	30 th September 2019	Revised implementation date(s)	N/A
Latest Update	The ISMS are in the process of being updated. The Information Governance and Compliance Officer (IGCO) explained that this warrants a wider piece of harmonized work rather than looking at ISMS in isolation or duplicating in other ISMS policies. The IGCO confirmed that work has begun on fully reviewing these documents and provided evidence of the work that has already been carried out so far.				
New implementation date	To be set.	Status	Outstanding	This recommendation is in the process of being implemented.	

South Wales Fire and Rescue Service

Summary Internal Controls Assurance (SICA) Report

2019/20

January 2020

Introduction

1. This summary report provides the Finance, Audit and Performance Management (FAPM) Committee with an update on the progress of our work at South Wales Fire and Rescue as at 23rd January 2020.

Progress against the 19/20 Annual Plan

2. Our progress against the Annual Plan for 2019-20 is set out in Appendix A.

Internal Control Framework

3. The key strategic governance, risk management and control matters identified from the two reviews completed since the previous SICA are summarised below. There are no issues arising from these findings which would require the annual Head of Audit Opinion to be qualified.

Key Strategic Governance, Risk Management and Control Matters

Review	High level
Assurance Review of Governance – Strategic Planning	<p>The Service has an approved five-year strategic plan in place for 2019-2024. This clearly sets out the Service's Vision, the strategic themes and priority actions that will enable these to be delivered.</p> <ul style="list-style-type: none"> • Planning is already ongoing for the next strategic plan and this is being approached differently with a view to providing a ten year strategy encapsulating the individual supporting strategies. • Once the new plan has been completed, formal guidance needs to be prepared setting out the process and reporting timetable for future exercises.
Follow Up	<p>Good progress has been made with 29, 71%, of recommendations fully implemented, 9, 22%, recommendations outstanding but in the process of being implemented and 3, 7%, recommendations not implemented. Of the 3 not implemented, 1 is no longer applicable.</p>

Emerging Governance, Risk and Internal Control Related Issues

4. We have identified no emerging risks which could impact on the overall effectiveness of the governance, risk and internal control framework of the organisation.

Audits Completed since the last report to Committee

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

Review	Evaluation	Key Dates			Number of Recommendations			
		Draft issued	Responses Received	Final issued	1	2	3	OE
Assurance Review of Governance – Strategic Planning	Reasonable	04/11/2019	25/11/2019	25/11/2019	-	1	-	1
Follow Up	NA	15/01/2020	22/01/2020	22/01/2020	NA	NA	NA	NA

Changes to the Annual Plan 19/20

6. There are no changes proposed to the Annual Plan at this time.

Frauds/Irregularities

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

Liaison

8. **Liaison with external audit:** We have ongoing liaison with Wales Audit Office.

Other Matters

10. Details of the briefing notes issued since the last Finance, Audit and Performance Committee are included at Appendix B.

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.

Progress against the Annual Plan for 2019/20

System	Planned Quarter	Days	Current Status	Comments
Pensions	1	6	Final Report issued 1 st May 2019	
Estate Management - Strategy	1	5	Final Report issued 5 th June 2019	
Fleet and Equipment Strategy	1	6	Final Report issued 31 st July 2019	
ICT Strategy	1	5	Final Report issued 6 th August 2019	
Station Visits	2	4	Final Report issued 1 st October 2019	
Governance – Strategic Planning	3	6	Final Report issued 25 th November 2019	
Finance/HR System – Data Import arrangements	2	6	Final Report issued 24 th October 2019	
Risk Management – Mitigating Controls	3	2	Draft Report issued 21 st January 2020	
Key Financial Controls	4	6	Draft Report issued 23 rd January 2020	
Payment cards	4	5	Field work planned for 10 th February 2020	
Follow-up	4	3	Final Report issued 22 nd January 2020	
Contingency	-	6		
Annual Planning	1	2	Final Report Issued 17 th April 2019	
Annual Report	4	1		
Client Portal	01-Apr			

System	Planned Quarter	Days	Current Status	Comments
Management, Planning & Finance, Audit and Performance Management Committee Reporting/Support	01-Apr	7		

KEY:

	=	To be commenced
	=	Site work commenced
	=	Draft report issued
	=	Final report issued

/

Briefings on Developments in Governance, Risk and Control

Date Issued	CBN Ref	Subject	Status	TIAA Comments
29/10/2019	19024	All - Data Breach affecting 4,000 Housing Association Customers		Action Required Organisations are advised to review their incident management procedures to ensure scenarios such as data breach are fully considered. Good practices include ensuring IT Assets are risk reviewed, and commensurate pro-active IT security is implemented to reduce the risk of breach occurring.
30/10/2019	19025	All - Best Practice When Using Work WhatsApp Groups		Action Required Audit Committees and Boards/Governing Bodies are advised to note the points included when using work WhatsApp groups
04/11/2019	19027	All - Guidance on Cyber Security for major Events		Action Required Not Urgent Audit Committees and Boards/Governing Bodies are advised to obtain assurance that the potential cyber security risks present at major events organised by the organisation are properly identified and addressed.
04/11/2019	19028	All - Department for Digital, Culture, Media and Sport - Cyber Security Breaches Survey		Action Required Not Urgent Audit Committees and Boards are advised to consider their current cyber security culture, governance and incident response planning, and assess whether this is commensurate with the rising risk of cyber-attack and security breaches.
04/11/2019	19030	All - ICO Changes Guidance on Timespan for Actioning Subject Access Requests		Action Required Not Urgent Audit Committees and Boards/Governing Bodies are advised to ensure that current policy and procedure complies with renewed ICO legislation.
05/11/2019	19033	All - NAO Guidance for Audit Committees on Cloud Services		Action Required Not Urgent Audit Committees and Boards are advised to ensure ICT Strategic plans consider, evaluate and appropriately apply due diligence when considering moving services to a cloud-based platform.

Date Issued	CBN Ref	Subject	Status	TIAA Comments
07/11/2019	19034	All - Cyber Assurance Framework 3.0		<p>Action Required Not Urgent</p> <p>ICT functions should consider whether the introduction of the CAF at their organisation will strengthen their control and resilience in relation to cyber security.</p>
15/11/2019	19037	All - Government Announces Independent Review of the Prevent Arrangements		<p>No Action Required</p> <p>Audit Committees and Boards/Governing Bodies are advised to note that review of this programme is under way, with the results being due to be reported to the Secretary of State by the end of June 2020</p>
09/12/2019	19040	All - ICO Guidance – Special Category Data		<p>Action Required Not Urgent</p> <p>Audit Committees and Boards/Governing Bodies are advised to ensure their data protection / information governance teams are made aware of the guidance and implement appropriate documentation and risk management controls for handling special category data.</p>
20/12/2019	19041	All - Counter Terrorism Training		<p>No Action Required</p> <p>Audit Committees and Boards/Governing Bodies are advised to assess risks and ensure that where terrorism is identified as a risk, appropriate staff undertake this above training</p>
09/01/2020	19042	All - Inadequate Tender Record Keeping Invalidates Contract Award		<p>Action Required Not Urgent</p> <p>Organisations need to ensure that all procurement processes, including processes run under the 'Light Touch' regime, are robust and appropriately documented and recorded.</p>
10/01/2020	19045	All - The Use of Confidentiality Agreements in Discrimination Cases		<p>No Action Required</p> <p>Audit Committees and Boards/Governing Bodies are advised of recent guidance published by the Equality and Human Rights Commissioner setting out a best practice approach to drafting or entering into a confidentiality agreement with employees in discrimination cases and applies to all forms of discrimination, harassment and victimisation under the Equality Act 2010.</p>

Date Issued	CBN Ref	Subject	Status	TIAA Comments
16/01/2020	20001	All - Microsoft Windows 7 – End of Support		<p>Action Required</p> <p>Audit Committees and Boards/Governing Bodies are advised to ensure that actions have been taken to assess the number of IT systems running unsupported or end-of-life systems. Boards should assess whether they plan to mitigate the potential risk of continuing use of an unsupported operating system or upgrading to a version supported by the software vendor.</p>
20/01/2020	19046	All - Requirement to Accept Electronic Invoices for OJEU Procured Works		<p>For Possible Action</p> <p>Audit Committees are advised to note the new requirements, and ensure their Procurement teams will take account of them in all new contracts issued by the organisation.</p>



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

AGENDA ITEM NO 11

Archwilydd Cyffredinol Cymru
Auditor General for Wales

2020 Audit Plan – South Wales Fire and Rescue Authority

Audit year: 2019-20

Date issued: February 2020

Document reference: 1731A2020-21



This document has been prepared as part of work performed in accordance with statutory functions.
Further information on this is provided in [Appendix 1](#).

No responsibility is taken by the Auditor General, the staff of the Wales Audit Office or, where applicable, the auditor acting on behalf of the Auditor General, in relation to any member, director, officer or other employee in their individual capacity, or to any third party.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales, the Wales Audit Office and, where applicable, the auditor acting on behalf of the Auditor General are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at infoofficer@audit.wales.

We welcome correspondence and telephone calls in Welsh and English. Corresponding in Welsh will not lead to delay. Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

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2020 Audit Plan

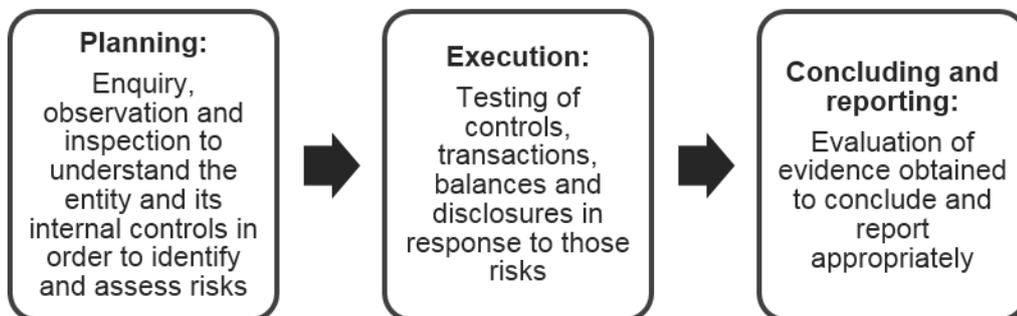
Summary

- 1 As your external auditor, my objective is to carry out an audit which discharges my statutory duties as Auditor General and fulfils my obligations under the Public Audit (Wales) Act 2004, the Local Government (Wales) Measure 2009 (the Measure), Wellbeing of Future Generations (Wales) Act 2015, the Local Government Act 1999, and the Code of Audit Practice, namely to:
 - examine and certify whether your financial statements are 'true and fair';
 - assess whether you have made proper arrangements for securing economy, efficiency and effectiveness in the use of resources;
 - audit and assess whether you have discharged the duties and met requirements of the Measure; and
 - undertake studies to enable me to make recommendations for improving economy, efficiency and effectiveness or for improving financial or other management arrangements.
- 2 The purpose of this plan is to set out my proposed work, when it will be undertaken, how much it will cost and who will undertake it. Audit planning will continue to be ongoing, and I will notify you if any key new risks emerge.
- 3 There have been no limitations imposed on me in planning the scope of this audit.
- 4 My responsibilities, along with those of management and those charged with governance, are set out in [Appendix 1](#).

Audit of accounts

- 5 It is my responsibility to issue a certificate and report on the financial statements which includes an opinion on their 'truth and fairness'. This provides assurance that the accounts:
 - are free from material misstatement, whether caused by fraud or error;
 - comply with statutory and other applicable requirements; and
 - comply with all relevant requirements for accounting presentation and disclosure.
- 6 I also consider whether or not South Wales Fire and Rescue Authority (the Authority) has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources and report by exception if the Annual Governance Statement does not comply with requirements. I am also responsible for the audit of the Authority's Fire Fighters' Pension Fund account.
- 7 [Appendix 1](#) sets out my responsibilities in full.
- 8 The audit work I undertake to fulfil my responsibilities responds to my assessment of risks. This understanding allows me to develop an audit approach which focuses on addressing specific risks whilst providing assurance for the financial statements as a whole. My audit approach consists of three phases as set out in [Exhibit 1](#).

Exhibit 1: my audit approach



9 The risks of material misstatement which I consider to be significant and which therefore require special audit consideration, are set out in [Exhibit 2](#) along with the work I intend to undertake to address them. Also included are other key areas of audit attention my team will be focusing on.

Exhibit 2: financial audit risks

Financial audit risk	Proposed audit response
Significant risks	
Management override The risk of management override of controls is present in all entities. Due to the unpredictable way in which such override could occur, it is viewed as a significant risk [ISA 240.31-33].	My audit team will: <ul style="list-style-type: none"> • test the appropriateness of journal entries and other adjustments made in preparing the financial statements; • review accounting estimates for biases; and • evaluate the rationale for any significant transactions outside the normal course of business.
Other areas of audit attention	
Estimates – valuation of land and buildings A full revaluation of land and buildings will be undertaken during 2019-20.	My audit team will review the procedures in place and their application, to ensure the valuation in the financial statements is robust and materially accurate.

Financial audit risk	Proposed audit response
<p>McCloud judgement</p> <p>In 2015 the Government introduced reforms to public sector pensions, meaning most public sector workers were moved into new pension schemes in 2015.</p> <p>In December 2018, the Court of Appeal ruled that the ‘transitional protection’ offered to some members of the judges’ and firefighters’ schemes, as part of the reforms, amounted to unlawful discrimination. On 15 July 2019 the Government announced that they accept that the judgment applies to all of the main public service pension schemes.</p> <p>The impact of the judgement is likely to have a significant impact on the IFRS19 disclosed liabilities.</p>	<p>My audit team will review the provision made in relation to the McCloud judgement and monitor progress on the development of proposals for a remedy to be applied in the Local Government and Firefighters pensions schemes.</p>
<p>Other pension liabilities</p> <p>Over recent years there have been a number of legal judgements that impact on pension liabilities. The pension regulations are complex, increasing the risk of error or omission in the financial statements.</p>	<p>My audit team will review the Authority’s arrangements for identifying and recording pension liabilities, to ensure they are materially accurate and complete.</p>

- 10 The Authority will have to present its draft financial statements to me by 31 May, with my audit certification required by 31 July. As in 2018-19, the Authority will need to develop a comprehensive project plan for its preparation of the 2019-20 financial statements. The plan will also need to cover key areas such as the timing of relevant committees to consider and approve the financial statements, and the availability of key officers and their engagement with auditors during June and July.
- 11 I do not seek to obtain absolute assurance on the truth and fairness of the financial statements and related notes but adopt a concept of materiality. My aim is to identify material misstatements, that is, those that might result in a reader of the accounts being misled. The levels at which I judge such misstatements to be material will be reported to the Authority prior to completion of the audit.
- 12 For reporting purposes, I will treat any misstatements below a ‘trivial’ level (5% of materiality) as not requiring consideration by those charged with governance and therefore I will not report them.
- 13 My fees and planned timescales for completion of the audit are based on the following assumptions:
 - the financial statements are provided in accordance with the agreed timescales, to the quality expected and have been subject to a robust quality assurance review;

- information provided to support the financial statements is in accordance with the agreed audit deliverables document¹;
 - appropriate accommodation and facilities are provided to enable my audit team to deliver the audit in an efficient manner;
 - all appropriate officials will be available during the audit;
 - you have all the necessary controls and checks in place to enable the Responsible Financial Officer to provide all the assurances that I require in the Letter of Representation addressed to me; and
 - Internal Audit's planned programme of work is complete and management has responded to issues that may have affected the financial statements.
- 14 In addition to my responsibilities in respect of the audit of the Authority's statutory financial statements set out above, I am also required to certify a return to the Welsh Government which provides information about the Authority to support preparation of Whole of Government Accounts.
- 15 In addition to the audit of the accounts, I have statutory responsibilities to receive questions and objections to the accounts from local electors. These responsibilities are set out in the Public Audit (Wales) Act 2004:
- Section 30 Inspection of documents and questions at audit; and
 - Section 31 Right to make objections at audit.
- 16 Audit fees will be chargeable for work undertaken in dealing with electors' questions and objections. Because audit work will depend upon the number and nature of any questions and objections, it is not possible to estimate an audit fee for this work.
- 17 If I do receive questions or objections, I will discuss potential audit fees at the time.

Performance audit

- 18 I need to balance my statutory duties with the need to continue to undertake meaningful, risk-based and proportionate audits and assessments. In discharging my responsibilities, I will continue to seek to strike the most appropriate balance and add value by:
- providing assurance on the governance and stewardship of public money and assets;
 - offering insight on the extent to which resources are used wisely in meeting people's needs; and
 - identifying and promoting ways by which the provision of public services may be improved.

¹ The agreed audit deliverables document sets out the expected working paper requirements to support the financial statements and include timescales and responsibilities.

19 I will provide you with an update on my local performance work in the Spring. This will include an update on performance audit projects included in last year's Audit Plan.

Fee, audit team and timetable

Fee

20 Your estimated fee for 2020 is set out in [Exhibit 3](#), which is the same as the actual fee for 2019. My fee rates for 2020 have increased overall by 3% however, my audit teams will continue to drive efficiency in their audits to ensure fee increases are not passed onto you.

Exhibit 3: audit fee

Audit area	Proposed fee (£) ²	Actual fee last year (£)
Audit of accounts ³	57,022	57,022
Performance audit work ⁴	15,295	15,295
Total fee	72,317	72,317

21 Planning will be ongoing, and changes to my programme of audit work and therefore my fee, may be required if any key new risks emerge. I shall make no changes without first discussing them with the Authority.

22 Further information on my [fee scales and fee setting](#) can be found on our website.

Audit team

23 The main members of my team, together with their contact details, are summarised in [Exhibit 4](#).

Exhibit 4: my audit team

Name	Role	Contact number	E-mail address
Derwyn Owen	Engagement Lead – Financial Audit	02920 320651	Derwyn.owen@audit.wales
Huw Rees	Engagement Lead – Performance Audit	02930 320500	Huw.rees@audit.wales

² Notes: The fees shown in this document are exclusive of VAT, which is not charged to you

³ Payable November 2019 to October 2020.

⁴ Payable April 2020 to March 2021.

Name	Role	Contact number	E-mail address
Alison Butler	Financial Audit Manager	02920 320665	Alison.butler@audit.wales
Neall Hollis	Financial Audit Lead	02920 320500	Neall.hollis@audit.wales
Nick Selwyn	Performance Audit Manager	02920 320500	Nick.selwyn@audit.wales

- 24 I can confirm that my team members are all independent of the Authority and your officers. In addition, I am not aware of any potential conflicts of interest that I need to bring to your attention.

Timetable

- 25 I will provide reports, or other outputs as agreed, to the Authority covering the areas of work identified in this document. My key milestones are set out in [Exhibit 5](#).

Exhibit 5: timetable

Planned output	Work undertaken	Report finalised
2020 Audit Plan	January – February 2020	February 2020
Financial accounts work: <ul style="list-style-type: none"> • Audit of Financial Statements Report • Opinion on Financial Statements • Financial Accounts Memorandum 	February – July 2020	July 2020 July 2020 September 2020
Performance work	tbc	tbc
2021 Audit Plan	November to February 2020	February 2020

Future developments to my audit work

- 26 Details of other future developments including forthcoming changes to key International Financial Reporting Standards, the Wales Audit Office's Good Practice Exchange (GPX) seminars and my planned work on the readiness of the Welsh public sector for Brexit, are set out in [Appendix 2](#).

Appendix 1

Respective responsibilities

Audit of accounts

As amended by the Public Audit (Wales) Act 2013, the Public Audit (Wales) Act 2004 sets out my powers and duties to undertake your financial audit. It is my responsibility to issue a certificate and report on the financial statements which includes an opinion on:

- their 'truth and fairness', providing assurance that they:
 - are free from material misstatement, whether caused by fraud or error;
 - comply with the statutory and other applicable requirements; and
 - comply with all relevant requirements for accounting presentation and disclosure.
- the consistency of information in the Annual Report with the financial statements.

I must also state by exception if the Annual Governance Statement does not comply with requirements, if proper accounting records have not been kept, if disclosures required for remuneration and other transactions have not been made or if I have not received all the information and explanations I require.

The Public Audit (Wales) Act 2004 requires me to assess whether the Authority has made proper arrangements for securing economy, efficiency and effectiveness in the use of resources. To achieve this, I consider:

- the results of the audit work undertaken on the financial statements;
- the Authority's system of internal control, as reported in the Annual Governance Statement and my report thereon;
- the results of other work carried out including work carried out under the Local Government (Wales) Measure 2009 (the Measure), certification of claims and returns, and data-matching exercises;
- the results of the work of other external review bodies where relevant to my responsibilities; and
- any other work that addresses matters not covered by the above, and which I consider necessary to discharge my responsibilities.

The Public Audit (Wales) Act 2004 sets out the rights of the public and electors to inspect the Authority's financial statements and related documents, to ask me, as the Appointed Auditor questions about the accounts and, where appropriate, to challenge items in the accounts. I must also consider whether in the public interest, I should make a report on any matter which comes to my notice in the course of the audit.

My audit work does not relieve management and those charged with governance of their responsibilities which include:

- the preparation of the financial statements and Annual Report in accordance with applicable accounting standards and guidance;

- the keeping of proper accounting records;
- ensuring the regularity of financial transactions; and
- securing value for money in the use of resources.

Management agrees to provide me with:

- access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- additional information that I may request from management for the purpose of the audit; and
- unrestricted access to persons within the Authority from whom I determine it necessary to obtain audit evidence.

Management will need to provide me with written representations to confirm:

- that it has fulfilled its responsibilities for the preparation of the financial statements;
- that all transactions have been recorded and are reflected in the financial statements;
- the completeness of the information provided to me for the purposes of the audit; and
- to support other audit evidence relevant to the financial statements or specific assertions in the financial statements if I deem it necessary or if required by ISAs.

Performance audit

The Public Audit (Wales) Act 2004 requires me, by examination of the accounts or otherwise, to satisfy myself that the body has made proper arrangements for:

- securing economy, efficiency and effectiveness in its use of resources; and
- that the body, if required to publish information in pursuance of a direction under section 47 (performance information) has made such arrangements for collecting and recording the information and for publishing it as are required for the performance of its duties under that section.

The Measure places a general duty on improvement authorities to 'make arrangements to secure continuous improvement in the exercise of [their] functions'. It also places specific requirements on authorities to set improvement objectives, and to publish annual improvement plans and assessments of performance. Improvement authorities are defined as county and county borough councils, national park authorities, and fire and rescue authorities.

The Measure also requires me to carry out an improvement assessment for each improvement authority every year, to determine whether the authority is likely to comply with its general duty and requirements of the Measure. I must also carry out an audit of whether the authority has discharged its improvement planning and reporting duties.

The Auditor General may also in some circumstances carry out special inspections (under section 21), in respect of which he will provide a report to the relevant authorities

and Ministers, and which he may publish (under section 22). The Auditor General will summarise audit and assessment reports in his published Annual Improvement Report (under section 24). This will also summarise any reports of special inspections.

Section 15 of the Well-being of Future Generations Act (Wales) 2015 requires me to carry out examinations of public bodies for the purposes of assessing the extent to which it has acted in accordance with the sustainable development principle when:

- (a) setting well-being objectives; and
- (b) taking steps to meet those objectives.

I must carry out such an examination of each public body at least once during a five-year period. Before the end of the period I must report on the results of those examinations to the National Assembly.

Appendix 2

Other future developments

A. Forthcoming key IFRS changes

Exhibit 6: changes to IFRS standards

Standard	Effective date	Further details
IFRS 16 leases	2020-21	IFRS 16 will replace the current leases standard IAS 17. The key change is that it largely removes the distinction between operating and finance leases for lessees by introducing a single lessee accounting model that requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. It will lead to all leases being recognised on balance sheet as an asset based on a right of use principle with a corresponding liability for future rentals. This is a significant change in lessee accounting.
IFRS 17 Insurance Contracts	2021-22 at earliest	IFRS 17 replaces IFRS 4 <i>Insurance Contracts</i> , which permitted a variety of accounting practices resulting in accounting diversity and a lack of transparency about the generation and recognition of profits. IFRS 17 addresses such issues by requiring a current measurement model, using updated information on obligations and risks, and requiring service results to be presented separately from finance income or expense. It applies to all insurance contracts issued, irrespective of the type of entity issuing the contracts, so not relevant only for insurance companies. Entities will need to consider carefully whether any contractual obligations entered into meet the definition of an insurance contract. If that is the case, entities will need to determine whether they are covered by any of IFRS 17's specific scope exclusions.

B. Good Practice Exchange

The Wales Audit Office's GPX helps public services improve by sharing knowledge and practices that work. Events are held where knowledge can be exchanged face to face and resources shared online. The main areas of work are regarding financial management, public-sector staff and governance.

[Further information, including details of forthcoming GPX events and outputs from past seminars.](#)

C. Brexit: preparations for the United Kingdom's departure from membership of the European Union

The Auditor General has reported on preparations in Wales for a 'no-deal Brexit', publishing a report in February 2019 and a follow-up letter to the External Affairs and Additional Legislation Committee in September 2019. At the time of reporting, there was a possibility that the UK would leave the EU without a Withdrawal Agreement in place (the no-deal scenario), which would potentially have had significant consequences for Welsh public services and the wider economy and society.

Following the general election, the United Kingdom left membership of the European Union on 31 January 2020 under the terms of the Withdrawal Agreement concluded between the EU and UK in October 2019. The next phase will involve negotiating and agreeing the future relationship between the UK and EU.

There will be a transition period to 31 December 2020, during which the UK will continue to participate in EU programmes and follow EU regulations. The Withdrawal Agreement provides for the transition period to be extended by up to two years, with the agreement of the UK and EU. The deadline for agreeing to extend the transition period is 30 June 2020. The UK Government has said that it does not intend to extend the transition period.

Despite there being an agreement on the terms of withdrawal, there remain some significant uncertainties:

- given the very tight timetable for reaching agreement, there is a possibility of the UK leaving the transition period at the end of 2020 without an agreement about the future relationship in place. In this scenario many of the issues previously identified around a 'no-deal Brexit', such as disruption to supply chains, would arise again.
- the UK Government's position of seeking a future relationship based on a free trade agreement (rather than a closer relationship aligned to the single market) has implications that are not yet clear but which create opportunities and risks for Wales' economy, society and environment.
- there are also significant unresolved constitutional questions around how powers in areas where devolved governments were directly applying EU law, such as regional development and agriculture, will be exercised across the UK after the transition period.

In light of these uncertainties, the Auditor General will continue to keep a watching brief over developments and will make a decision later in the year as to what, if any, further work is required to look at public bodies' preparations for either a new relationship or a no-trade deal exit from the transition period.

Wales Audit Office
24 Cathedral Road
Cardiff CF11 9LJ

Tel: 029 2032 0500

Fax: 029 2032 0600

Textphone: 029 2032 0660

E-mail: info@audit.wales

Website: www.audit.wales

Swyddfa Archwilio Cymru
24 Heol y Gadeirlan
Caerdydd CF11 9LJ

Ffôn: 029 2032 0500

Ffacs: 029 2032 0600

Ffôn testun: 029 2032 0660

E-bost: post@archwilio.cymru

Gwefan: www.archwilio.cymru

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STRATEGIC RISK REGISTER REPORT

Health Check

2019/20 Quarter 3

Updated 3rd February 2020



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 Strategic Risk Register as at Quarter 3 (October – December) 2019.

Once risks are identified, they along with any tasks to mitigate their risk are assigned to an officer and loaded onto the Business Management Information System (BMIS) for monitoring.

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. 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. Currently only service-wide risks that impact upon the achievement of a strategic objective or delivery of core business are recorded as strategic risks on the Risk Register.

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.

Recommendation:

It is recommended that Members view these risks along with the latest update information as at Quarter 3 on the following pages.

Contact Officer: Jon Carter (Planning Performance and Risk Manager)

Please note that the information contained within this Report has been extracted directly from our Business Management Information System.

New and Closed Strategic Risks:

At a review of our Strategic Risk Register by the Senior Management Team (SMT) on 16th January 2020 and subsequent discussions with Risk Owners the following was agreed:

1. Pension Legislation Risk

Determined the governance arrangements are now in place relating to this risk and as such can be closed at the end of Quarter 4 2019/2020. This will be replaced from April 2020 by two new strategic risks:

- (i) If Scheme Members are successful in challenging the Authority's Internal Dispute Resolution Procedure (IDRP) decisions then the authority may face increased costs of pensions and / or compensation and associated reputational damage.

Risk Likelihood	3
Risk Impact	8
Risk Score	24

- (ii) If Employees respond negatively to changes made to Pension Schemes then the Authority may face increased staff turnover / loss of expertise.

Risk Likelihood	2
Risk Impact	4
Risk Score	8

Control tasks, to prevent or mitigate, these risks are to be agreed with the Risk Owner in the coming weeks.

2. Building Compliance Risk

This has now been re-categorised as a departmental risk.

3. Theft Risk

Determined the control tasks are in place relating to this risk and as such can be closed at the end of Quarter 4 2019/2020.

New Strategic Risks

Four new strategic risks were identified at the SMT meeting with full details of risk scores and control tasks to be established during Quarter 4 as follows:

1. High Rise Buildings Risk with wording similar to:

If the outcomes of the Grenfell Tower Inquiry (GTI) are not embedded into service planning then persons who live and work in high-rise premises maybe of greater risk of being affected by fire.

Risk Likelihood	1
Risk Impact	8
Risk Score	8

To mitigate this risk a strategic action plan has been designed and will be incorporated into our Business Management Information System (BMIS), which encompasses all areas, of the GTI.

To ensure compliance, the action plan sits with a working group chaired by Group Manager Steven Cole and all directorate and departments are represented.

2. Environmental Risk with wording similar to:

If we do not maintain a sustainable way of working then we could incur additional costs'.

3. Equality and Diversity Risk with wording similar to:

If we do not develop a diverse workforce representative of our communities, we may not communicate effectively and deliver effective services to all sectors of our communities.

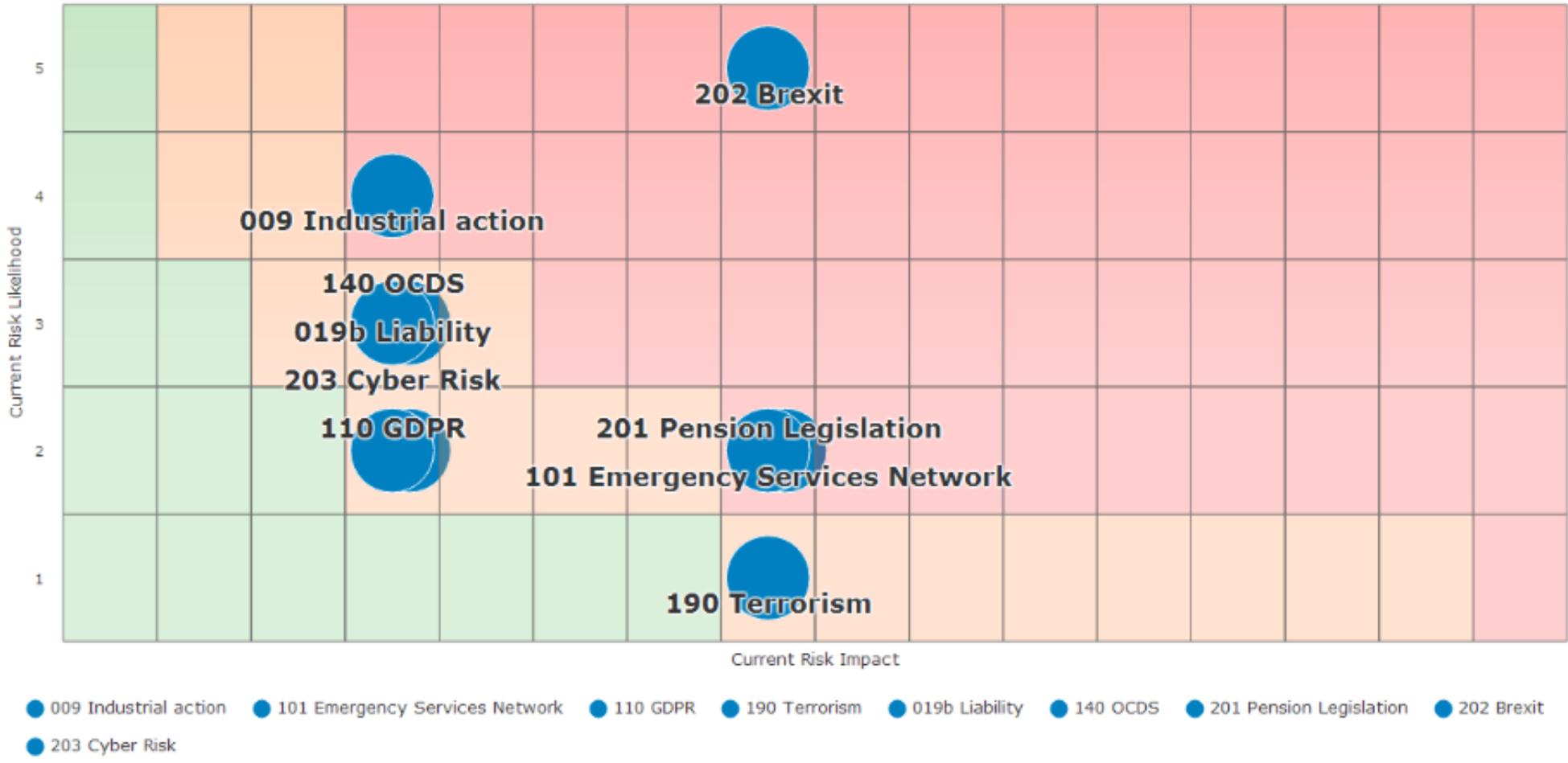
4. Wellbeing Risk with wording similar to:

If we do not maintain the Health and Wellbeing of our entire workforce then we may incur excessive staff absence with potential degradation in service to our communities.

Risk Matrix

The Risk Matrix shows the risk score based on the current risk likelihood and the current risk impact

▲ Red = high risk ● Amber = medium risk ★ Green = low risk



The impact is on a scale of 1-16 however the actual scores used are 1, 2, 4, 8 and 16

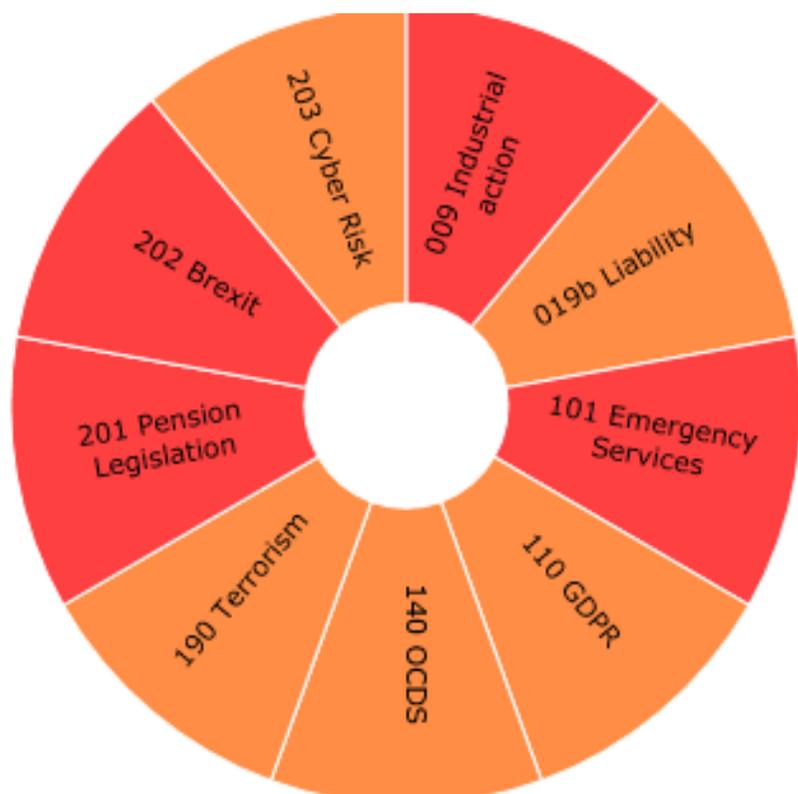
Risk Score

The sunburst and table below shows the risk score and RAG status based on the current likelihood and impact of each Strategic Risk.

▲ Red = high risk

● Amber = medium risk

★ Green = low



	Current Risk Score		
	31/12/19		
	Owner	Actual▼	Performance
202 Brexit	Sally Chapman	40	▲
009 Industrial action	Huw Jakeway	16	▲
101 Emergency Services Network	Richie Prendergast	16	▲
201 Pension Legislation	Alison Reed	16	▲
019b Liability	Huw Jakeway	12	●
140 OCDS	Alison Kibblewhite	12	●
110 GDPR	Sally Chapman	8	●
190 Terrorism	Richie Prendergast	8	●
203 Cyber Risk	Chris Williams	8	●

The following pages show details of the strategic risks and associated control tasks

Industrial Action - Risk details and latest update

IF	national pay and pension negotiations are seen as adverse
THEN	there is a risk of industrial action by staff
Owner	Huw Jakeway
Risk Update	WG ambition for firefighters in Wales regarding the broadening of the role is still unknown at this time.

Industrial Action - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	12	16	16	16
RAG Status				
Direction of Travel				

Industrial Action - Control Task Summary

009 INDUSTRIAL ACTION				
			Unknowns	Total
0	0	3	1	4

Industrial Action - Risk control tasks

Owner	Task ID	Task Description	31/12/19				
			RAG	Period Performance	Comment	Due Date	Stage
Alison Kibblewhite	P009.05	Continue dialogue with representative bodies and tasks		Regular meeting organized with Rep Bodies concerning Flexible rostering, OCDS, and high rise training.		31/03/2020	In Progress
Huw Jakeway	P009.06	Professional relations between management and the representative bodies is being maintained		although the FBU have won their ET on pension discrimination, remedy is still unknown. Therefore, the industrial dispute with government is still live. The recruitment and retention of auxiliary firefighters is still a priority for the Service		31/03/2020	In Progress
Richie Prendergast	P009.04	Review comms strategy as and when tensions rise.		We continue to monitor the environment for potential Industrial Action including all stakeholders. The frequency of Industrial Action meetings have been increased to monthly and we continue to monitor.		31/03/2020	In Progress
	P009.07	Maintain professional relationship with Securitas		Regular meetings with Securitas, have signed off a revised ATEGOL protocols, work commencing to procurement of services post 2021.		31/03/2020	In Progress

Industrial Action – Completed Risk Controls

Owner	Task ID	Task Description
Gareth Davies	<input checked="" type="checkbox"/> ORM1A	Review Operation "ATEGOL" in light of IA planning assumptions, Securitas SOP's, training regime fro Aux staff and concept of operations agreed
Huw Jakeway	<input checked="" type="checkbox"/> M009.01	Auxiliary Reserve in place to cover industrial action.
	<input checked="" type="checkbox"/> P009.01	Regular dialogue with the representative bodies.
	<input checked="" type="checkbox"/> P009.02	Recognised Industrial relations mechanism in place.
	<input checked="" type="checkbox"/> P009.03	Increased dialogue and dissemination direct to workforce through line management functions.
Steve Cole	<input checked="" type="checkbox"/> ORM08.03	Set up an annual testing exercise for Operation Ategol and the Auxiliary Reserve.

Liability - Risk details and latest update

IF	we suffered the loss of life/life changing injuries of a member of staff or a member of the public through the commission of our duties
THEN	potential corporate or criminal liability could ensue. Other consequences that could arise are negative media attention, negative public perception, a loss of trust and confidence of the Management team by staff.
Owner	Huw Jakeway
Risk Update	Systems and processes remain in place to manage this risk. The Service continues to scan the environment to ensure ongoing learning

Liability - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	24	24	24	12
RAG Status	▲	▲	▲	●
Direction of Travel	➔	➔	➔	➔

Liability - Control Task Summary

019b Liability					
▲	●	★	Unknowns	Total	
0	2	5	0	7	

Liability - Risk control tasks

Owner	Task ID	Task Description	31/12/19				
			RAG	Period Performance	Comment	Due Date	Stage
Martin Hole	☑ H&S03	Review and refresh the full suite of risk assessments (some 2500 records).	★	Consultation has now taken place and the HSW Manager is working to identify priorities against recommendations identified.		31/03/2021	In Progress
Nick Corrigan	☑ F&P10.04	Assets fit for purpose: Update condition survey data to deliver a five year rolling programme	★	This is now part of a rolling programme to update and maintain condition data.		01/12/2020	In Progress
Richie Prendergast	☑ P019b.09	Monitoring of national events involving major incidents and any subsequent investigatory report. This will enable the service to deal with issues and ensure that a lessons learnt approach is taken	★	Currently the Grenfell enquiry reports are being assessed and a working group has been established to consider key learning points. An initial presentation of gaps has been delivered to SMT and briefing updates given to WG and NFCC		31/03/2020	In Progress
Sean Jenkins	☑ OPS11.03	Mitigate Risk - Working in collaboration with the ODRT and Training in order to ensure that all debriefs generated as a result of simulation and operations are collated into a shared depository in order to identify, learn and improve. Using the BMIS system in order to record data on Lessons Identified and articulate the planning process to prove Lessons Learnt. To place the subsequent lesson on the JESIP Joint Operational Learning site on Resilience Direct.	●	Tab on operations page of intranet being built, this will include all de-brief forms, NOL & JOL documents. BMIS tab on Ops Assurance page will direct to this also.		31/03/2020	In Progress
Steve Bowen	☑ T&D01.03	Develop a standardised approach for all responding members of ODRT and programme meetings	●	Awaiting new member of ODRT		31/03/2020	In Progress
	☑ T&D01.05	Review of OP-04.004 (Review & Debrief Procedures) to develop a robust process for 'Service Organisational Learning' in line with JOL & NOL.	★	Still under development		31/03/2020	In Progress
	☑ T&D04.02	Provide advice & support to nominated accident investigating officers at operational incidents.	★	ongoing		31/03/2020	In Progress

Liability – Completed Risk Controls

Owner	Department	Task ID	Task Description
Chris Temby	Fleet & Engineering	<input checked="" type="checkbox"/> FE011.01	To maintain a legally compliant Fleet of Appliances and Equipment
		<input checked="" type="checkbox"/> FE011.02	Ensure that the information that Tranman provides is monitored daily and acted upon with the information being entered onto the BMIS KPI Dashboard in order to record workshop output against targets.
Dewi Rose	Service Delivery	<input checked="" type="checkbox"/> P019b.12	Review of recent Rule 28 coroner's letters being undertaken by OCG.
Gareth_I Evans	Training & Development	<input checked="" type="checkbox"/> P019b.10	Review PDRPro Training Software and training program.
Huw Jakeway	Corporate Services	<input checked="" type="checkbox"/> P019b.01	ODART collects and analyses experiences from incidents, as well as information from debriefs and health and safety to ensure that the service can learn and where necessary initiate changes to improve training, equipment and procedures.
		<input checked="" type="checkbox"/> P019b.02	Additional safe systems of control include maintenance of competence, suitable, sufficient and realistic training, SOPs, equipment availability and suitability, adequate ridership factor, incident command procedures, appliance availability, operational plans and intelligence.
		<input checked="" type="checkbox"/> P019b.03	Additional resources invested in ops intelligence and review of SOPS and tactical plans.
		<input checked="" type="checkbox"/> P019b.04	Investment by Fire & Rescue Authority into new PPE, helmets and BA sets to ensure crews in optimum protective clothing and equipment.
		<input checked="" type="checkbox"/> P019b.05	Fire ground radios and information available to crews via data to cabs and firelink. 4000 plans now available to operational fire fighters via mobile data terminals.
		<input checked="" type="checkbox"/> P019b.06	Investment in training centre to ensure competence maintained to high level.
		<input checked="" type="checkbox"/> P019b.07	Review ongoing on generic risk assessments and their adoption within standard operating procedures. (Text change)
		<input checked="" type="checkbox"/> P019b.08	A revised promotion process has been developed and agreed with the RBs which recognises technical competence and safe systems of work.
Knill Baird-Murray	Training & Development	<input checked="" type="checkbox"/> CMD01	Develop Incident Command resources to deliver effective training and assessments, aligned to Skills for Justice levels 1-4.
		<input checked="" type="checkbox"/> ODR01	Maintain effective monitoring of operational events, measuring performance against SOPs.
		<input checked="" type="checkbox"/> ODR02	Work with the H&S department to further develop ODRT's role in safety event investigation and Operational H&S training.
		<input checked="" type="checkbox"/> ODR03	Ensure operational learning is analysed to highlight performance trends. Report findings relevant operational forums.
		<input checked="" type="checkbox"/> T&D01.01	Provide 24/7 cover to attend operational incidents to fulfil role as detailed in OP-08.005
		<input checked="" type="checkbox"/> T&D01.02	Develop & implement Operational Mentoring & Support Officer process & procedures.
		<input checked="" type="checkbox"/> T&D04.01	To develop the ORDRT's assistance to operational incident accident investigation procedure.

Liability – Completed Risk Controls

Continued

Martin Hole	ORM	<input checked="" type="checkbox"/> H&S01	Devise and implement a H&S Training plan for relevant groups of staff (new entrants, Supervisory Manager, Middle Manager, Strategic Manager) and specialisms including accident investigation.
		<input checked="" type="checkbox"/> H&S12	Review Team Structure and Skill Set Requirements in order to provide the most efficient H&S Service to SWFRS.
Nick Corrigan	Finance & Procurement	<input checked="" type="checkbox"/> F&P10.02	Properties safe for use: Develop a compliance management tool to effectively manage our statutory duty
		<input checked="" type="checkbox"/> F&P10.03	Assets fit for purpose: Use condition survey data to inform the planned maintenance schedule
Sean Jenkins	Operations	<input checked="" type="checkbox"/> OPS2.1	Ensure exercises are delivered as per the Service's exercise programme
Steve Bowen	Training & Development	<input checked="" type="checkbox"/> ODRT01	Identify and implement specific areas of responsibility in relation to accident investigation between H&S department and ODRT.
		<input checked="" type="checkbox"/> T&D01.04	New database created in line with NOG to identify trends & good practise.
		<input checked="" type="checkbox"/> T&D04.03	Deliver additional accident investigation training to ODRT members.
		<input checked="" type="checkbox"/> T&D04.04	Regular meetings with H&S team to ensure a consistent approach.

ESN - Risk details and latest update

IF	The Emergency Services Network does not deliver a replacement for Airwave in a suitable timeframe
THEN	the service may be compromised in its ability to deliver a secure, efficient, resilient and cost effective communications network
Owner	Richie Prendergast
Risk Update	The ESN project continues to progress however timescales for implementation and casts are subject to a significant degree of uncertainty. The internal ESN implementation group has been established. The JESG strategic ESN group continues to meet regularly.

ESN - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	8	8	8	16
RAG Status				
Direction of Travel				

ESN - Risk control tasks

There are no control tasks currently in place for this risk

ESN – Completed Risk Controls

Owner	Task ID	Task Description
Richie Prendergast	<input checked="" type="checkbox"/> M101.01	Shadow management structure being developed to prepare for transition.
	<input checked="" type="checkbox"/> M101.02	Continued engagement with ESN project board.
	<input checked="" type="checkbox"/> M101.03	Business Case to Welsh government being developed to continue funding until 2020 or when ESN is delivered
	<input checked="" type="checkbox"/> P101.01	Extension of Airwave contract to 2020.
	<input checked="" type="checkbox"/> P101.02	Fleet mapping of communication channels about to commence

GDPR - Risk details and latest update

IF	Provision is not put in place to address the new EU Data regulations
THEN	we will be in breach of the regulations
Owner	Sally Chapman
Risk Update	Updated by SW: Revised policy structure under review in consultation with relevant departments.

GDPR - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	8	8	8	
RAG Status	●	●	●	?
Direction of Travel	➔	➔	➔	?

GDPR - Control Task Summary

110 GDPR				
▲	●	★	Unknowns	Total
0	2	2	0	4

GDPR - Risk control tasks

Owner	Task ID	Task Description	31/12/19				
			RAG	Period Performance	Comment	Due Date	Stage
Rachel Trusler	☑ CS01.01	Share data with partners - Review our Data sharing policies and address gaps in Data Regulations	●	Meetings being held regarding specific sharing arrangements. Wider policies being addressed as a wider project		28/02/2020	In Progress
	☑ CS04.10	Raise further awareness of data protection and GDPR	★	Corporate and Uniformed inductions ongoing on a regular basis with data protection slot. Station Audits ongoing. Data Protection Surgery at Joint Fire Control now established, running on a monthly basis.		31/03/2020	In Progress
	☑ CS04.12	Implement an information retention schedule	★	Existing schedule in place, amendments addressed with any legislative changes.		31/03/2020	In Progress
	☑ P110.06	Put in place proper destruction / retention and storage procedures for data.	●	Record of destruction template established and ongoing educational pieces with relevant teams who deal with hard copy information/ collection such as CCTV footage is ongoing. Looking towards a portal solution with ICT to reduce physical data storage and to enable more efficient routes of sharing large volumes of personal data such as CCTV footage and 999 calls. A Data Protection Impact Assessment is underway.		28/02/2020	In Progress

GDPR – Completed Risk Controls

Owner	Task ID	Task Description
Andrew Jones	<input checked="" type="checkbox"/> HUR09.01	Review People Services preparedness for the introduction of GDPR across all of its activities and any external links with other partner organisations e.g. RCT Pensions.
Jackie Evans	<input checked="" type="checkbox"/> CS01.05	Gaps EU Data Regs - Review regulations and updates including legislation when passed
	<input checked="" type="checkbox"/> P110.04	Consent forms, already utilised in certain departments, to be rolled out across all departments.
Jon Carter	<input checked="" type="checkbox"/> SP&C22.2	To ensure that all data sent to customers is compliant with Data Protection Law
	<input checked="" type="checkbox"/> SP&C22.3	To ensure that all data obtained from external sources is done so securely if necessary, in compliance with law. The storage, access and use of this data should be documented.
Rachel Trusler	<input checked="" type="checkbox"/> CS01.04	Gaps EU Data Regs - Review the policies
	<input checked="" type="checkbox"/> P110.05	Put in place proper storage and filing system for data CLOSED AS MERGED WITH P110.06
	<input checked="" type="checkbox"/> P110.07	Education of appropriate staff.
	<input checked="" type="checkbox"/> P110.08	Amendment of appropriate policies and procedures.
	<input checked="" type="checkbox"/> SP&C22.1	Undertake a gap analysis and prepare our current policies and practices to identify gaps with new EU Data Regulations in order to prepare for 18/19 implementation
Sally Chapman	<input checked="" type="checkbox"/> P110.01	Gap analysis of data regs and current practices.
	<input checked="" type="checkbox"/> P110.02	Information Management policies and procedures already in place, but do not go far enough to deal with new issues arising under regs.
	<input checked="" type="checkbox"/> P110.03	Data protection procedures already in place.
Wayne Thomas	<input checked="" type="checkbox"/> CS01.02	Share data with partners - Fact finding of information sharing undertaken by service
	<input checked="" type="checkbox"/> P110.09	Liaison with other bodies for best practice / innovative solutions to issues.

OCDS - Risk details and latest update

IF	We do not maintain high levels of On Call Firefighters working in a Retained Duty system
THEN	We will have lower levels of RDS appliance availability, which will make it difficult to fulfill our statutory obligation.
Owner	Alison Kibblewhite
Risk Update	OCDS are working with Training and Central Training to programme 19 initial driver courses. Strategic Reserve is also being reviewed to ensure it is providing the best cover and value for money. Further work being carried out on more flexible contracts.

OCDS - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	8	8	12	12
RAG Status	●	●	●	●
Direction of Travel	➔	➔	➔	➔

OCDS - Control Task Summary

140 OCDS				
▲	●	★	Unknowns	Total
0	0	2	1	3

OCDS - Risk control tasks

Owner	Department	Task ID	Task Description	31/12/19				
				RAG	Period Performance	Comment	Due Date	Stage
Alison Kibblewhite	Operations	<input checked="" type="checkbox"/> M140.03	The delivery team will be tasked with identifying further mitigation actions in support of reducing this risk.	●	OCDS are working on reducing the impact of initial training courses to speed up the development to competent phase. Looking at alternative methods of training firefighters who are in development. Looking at streamlining the drill nights to facilitate more exercises.		31/03/2020	In Progress
Tim Davies	Operations	<input checked="" type="checkbox"/> OPS13.03	In order to Reduce FF in charge mobilisations across SWFRS On Call establishments by 5% we will ensure that Initial Incident Command level 1 courses are populated by On Call firefighters throughout 2018/19, we will also ensure that the workforce Progression framework is supported by facilitating On Call Promotion processes for both WM & CM where needed.	★	FF in charge mobilisations continue to be monitored and reported monthly with PI figures. ICL1 courses are being populated by RMT facilitated by GCTDC.		31/03/2020	In Progress
		<input checked="" type="checkbox"/> OPS13.05	In order to support On Call establishments with recruitment and attraction plans we will ensure each On Call establishment formulates a local recruitment and attraction plan, this will be further supported by a structured recruitment planner targeting establishments by priority. Local plans and recruitment activities will be monitored on a quarterly basis.	★	RMT have figures highlighting deficiencies in establishment figures for stations. RMT continue to hold monthly planning meetings to ensure a targeted approach to attract and recruit to these Stations.		31/03/2020	In Progress

OCDS – Completed Risk Controls

Owner	Department	Task ID	Task Description
Andy Thomas	Service Delivery	<input checked="" type="checkbox"/> M140.01	We monitor appliance availability on a daily basis and ensure appliance cover moves are made to ensure fire cover is balanced across the service area.
		<input checked="" type="checkbox"/> M140.02	To improve OCDS appliance availability a team of WDS firefighters provide a strategic reserve for OCDS stations who have low levels of establishment.
		<input checked="" type="checkbox"/> P140.01	We currently have a plan to recruit attract and train OCDS initial firefighters within 2016-17.
		<input checked="" type="checkbox"/> P140.02	We intend to create a delivery team to implement the recommendations contained within the review SOF of OCDS (2016) and focus the more coordinated approach across all departments to improve recruitment, attraction and training activities associated with OCDS personnel.
Dean Loader	Operations	<input checked="" type="checkbox"/> OPS5.1	Identify and support RDS recruitment needs of each Station.
		<input checked="" type="checkbox"/> OPS5.2	Support the ongoing work of the RDS Delivery Team
		<input checked="" type="checkbox"/> OPS5.3	Deliver actions in support of the Workforce progression framework document.
		<input checked="" type="checkbox"/> OPS5.4	Monitor and manage availability to ensure best use of resources
		<input checked="" type="checkbox"/> SOF05.01	Implement recruitment strategy across all OCDS stations.
		<input checked="" type="checkbox"/> SOF05.02	Continue to develop social media strategy of recruitment.
		<input checked="" type="checkbox"/> SOF05.03	Review recruitment, attraction and retention of on call duty system strategy.
Mark Bowditch	Operations	<input checked="" type="checkbox"/> T&D05.34	Establish process to deliver water awareness training into initial on call courses
Tim Davies	Operations	<input checked="" type="checkbox"/> OPS13.01	In Order to increase On Call Availability across SWFRS by 5% we will utilise a range of percentage contracts for our On Call staff allowing a wider range of commitment. This will be further supported by the introduction of overtime payments for existing On Call staff. The use of Strategic Reserve will continue to be utilised where shortfalls are identified in key areas. A recruitment and attraction event planner for 2018/19 will provide key focus in priority areas where establishment figures are low.
		<input checked="" type="checkbox"/> OPS13.02	In order to increase recruitment of On Call firefighters within SWFRS we will plan and facilitate one On Call recruits course per month for 2018/19. This will be a significant increase on previous years. Operations will support Training & Development with the use of Abercarn fire Station as a training venue and provide staff to compliment the required training resources.
		<input checked="" type="checkbox"/> OPS13.04	In order to support a timely application process for On Call candidates we will ensure to complete suitability interviews for On Call candidates within a 4 week timeline and undertake applicant selection interviews on local fire stations with the station management team.

Terrorism - Risk details and latest update

IF	the Service is not adequately prepared to respond to a terrorist related incident
THEN	risks are presented in terms of the Services ability to ensure effective Firefighter safety, public confidence, public protection and consequential loss of life.
Owner	Richie Prendergast
Risk Update	SWFRS continue to prepare for potential terrorist incidents through work with the South Wales and Gwent LRF. We continue to engage with the welsh Contest board and in particular the prepare workstream. the NILO and DIM Cadre remain fully trained and available. The pay dispute with the FBU and refusal to agree to full MTFA deployments is proving problematic. All statutory provisions are in place and the work of the National Resilience Board continues. Regular exercises are ensure the services ability to respond to terrorist incidents at all levels.

Terrorism - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	8	8	8	8
RAG Status	●	●	●	●
Direction of Travel	➔	➔	➔	➔

Terrorism - Risk control tasks

There are no control tasks currently in place for this risk

Terrorism – Completed Risk Controls

Owner	Task ID	Task Description
Richie Prendergast	<input checked="" type="checkbox"/> M190.01	National Resilience programme.
	<input checked="" type="checkbox"/> M190.02	NILO supervision.
	<input checked="" type="checkbox"/> M190.03	Development of MTFA capability and a multi agency training programme.
	<input checked="" type="checkbox"/> M190.04	SOPs for scenario types established.
	<input checked="" type="checkbox"/> P190.01	Contest strategies discharged through Welsh Government and local resilience forums and other agencies
Steve Cole	<input checked="" type="checkbox"/> ORM08.01	Review and improve all BCMs modules to ensure that they are in line with current methodology
	<input checked="" type="checkbox"/> ORM08.02	Take a full and active part as a Category 1 responder member of the two LRF.
	<input checked="" type="checkbox"/> R&P01	Develop MTFA Fire Hazards capability based on new planning assumptions

Pension Legislation - Risk details and latest update

IF	There is a failure to identify changes in the Pensions Act or Pension Regulations that affect the Fire Authority's recognised Pension Schemes i.e. The Firefighters' Pension Scheme (FPS's) and the Local Government Pension Scheme (LGPS)
THEN	There could be a significant impact on current members and pensions in payment to retired members. There is also the risk of having to correct retrospectively the changes in regulations, additional financial burden, legal costs and reputational risk for the Fire Authority
Owner	Alison Reed
Risk Update	We have adequate governance arrangements in place that will allow us to identify changes, we also have coopted RTC pensions onto our local pensions board.

Pension Legislation - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	16	16	16	16
RAG Status	▲	▲	▲	▲
Direction of Travel	➔	➔	➔	➔

Pension Legislation - Control Task Summary

201 Pension Legislation				
▲	●	★	Unknowns	Total
0	0	5	0	5

Pension Legislation - Risk control tasks

Owner	Task ID	Task Description	31/12/19				
			RAG	Period Performance	Comment	Due Date	Stage
Alison Reed	201.01	An All Wales Pension Group has been established to ensure that any changes to Regulations are assessed for their impact on the FPS Schemes and to ensure consistency of implementation and maintenance of knowledge and understanding	★	At meeting of 28/10 discussions were held over various pensions issues. Next meeting scheduled for March 2020.		31/03/2020	In Progress
	201.02	Advice and guidance taken regularly from the Local Government Association - FPS Fire Lead and monthly bulletins received on changes to Regulations.	★	Bulletins regularly received from WG. Noted and disseminated to RCT Pensions, ELT, SMT and Local Pension Board including RBs and HR and Equalities Committee.		31/03/2020	In Progress
	201.03	Local Pension Board (LPB) established and meets three times a year to manage the FPS' and receive reports on the performance of the FPS Schemes and and to monitor any changes to the Regulations of the Schemes and advise the Scheme Manager accordingly, i.e. the Fire Authority	★	Continues to meet. Agenda has been reshaped to include formal papers regarding pension matters plus an innovative up skilling session where members are provided with the opportunity to enhance their technical knowledge.		31/03/2020	In Progress
	201.04	Welsh Governments Scheme Advisory Board (SAB) established to ensure compliance with FPS Schemes Regulations and governance of the Schemes and LPB's to ensure consistency and implementation of the Pension Schemes in line with the Pensions Act and The Pensions Regulators guidance	★	Quarterly meetings and regular discussions allow for sharing of knowledge, best practice, etc.		31/03/2020	In Progress
	201.06	Ensure all LPB members are suitably trained to discharge their duties and responsibilities	★	The next scheduled meeting is 20/01/20 where the half meeting / half training will commence.		31/03/2020	In Progress

Brexit - Risk details and latest update

IF	Our preparedness for the outcome of Brexit negotiations are not in place
THEN	we will see implications in areas such as procurement, Health and Safety, Employment law, public order and technology.
Owner	Sally Chapman
Risk Update	Update provided by SW: This risk will be reviewed in Q4 following the expected withdrawal of the UK from the EU. Awaiting further information from LRF's.

Brexit - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	40	40	40	40
RAG Status	▲	▲	▲	▲
Direction of Travel	➔	➔	➔	➔

Brexit - Control Task Summary

202 Brexit					
▲	●	★	Unknowns	Total	
0	0	13	2	15	

Brexit - Risk control tasks

Owner	Task ID	Task Description	31/12/19				
			RAG	Period Performance	Comment	Due Date	Stage
Alison Kibblewhite	202.11	BREXIT - Develop contingency plans to deal with any potential civil unrest	★	No Civil unrest on 31/01/20. Maintain plans and keep a watching brief until the end of the year		31/03/2020	In Progress
	202.12	BREXIT - Implement contingency plans to deal with any potential civil unrest as required	★	No civil unrest on 31/01/20. Maintain plans and keep a watching brief until the end of the year.		31/03/2020	In Progress
Andrew Jones	202.07	BREXIT - Identify necessary changes to Contracts etc. where Employment Law differs.	★	Now that BREXIT is happening 31/01 the dept will seek opportunities to ensure that it is fully aware of all its implications regarding employment law matters.		31/12/2020	In Progress
	202.08	BREXIT - Implement any changes to Employment Law as required	★	Maintaining watching brief and take actions as appropriate.		31/12/2020	In Progress
Chris Williams	202.09	BREXIT - Identify any technological changes that affect SWFRS	★	No change		31/03/2020	In Progress
	202.10	BREXIT - Implement any identified technological changes as required	★	No Change		31/03/2020	In Progress
Lee Bunkham	202.03	Research potential effect of Brexit on our procurement supply chain	★	Procurement continue to keep a watching brief and dialogue with suppliers over any potential impacts of Brexit. Uncertainty remains with suppliers as to any impacts post Brexit.		31/03/2020	In Progress
	202.04	Maintain an effective procurement supply chain post Brexit	★	Any Brexit supplier issues are being dealt with as and when they arise to maintain supply chains.		31/03/2020	In Progress

Brexit – Risk Controls

Continued

Martin Hole	<input checked="" type="checkbox"/> 202.05	Identify changes to Health & Safety standards	★	This continues to be reviewed periodically and updates made as required to allow for compliance.		31/03/2020	In Progress
	<input checked="" type="checkbox"/> 202.06	Implement any changes to Health & Safety Standards as required	★	Changes made as identified and relevant departments updated as required		31/03/2020	In Progress
Rachel Trusler	<input checked="" type="checkbox"/> 202.15	Identify any Information Governance impacts of Brexit	★	As at December 31 2019, SWFRS are as prepared as they can be for Brexit- keepin a watchign brief.		31/03/2020	In Progress
	<input checked="" type="checkbox"/> 202.16	Implement any changes to Information Governance as required as a consequence of BREXIT	★	Changes have been made as far as possible but due to the unpredictability of Brexit implicaitons, these actions may need to be revisited.		31/03/2020	In Progress
Richie Prendergast	<input checked="" type="checkbox"/> 202.01	Ensure that we are fully involved in the Local Resilience Forum (LRF) preparations for BREXIT	★	We have fully engaged in BREXIT preparations, however operation Yellowhammer has been stood down by the LRF's following confirmation that potential for a no deal Brexit has been removed.		31/03/2020	In Progress
	<input checked="" type="checkbox"/> 202.02	Implement appropriate actions as a result of BREXIT issues discussed at the LRF	★	Issue ongoing following guidance from LRF that operation yellowhammer has been stood down.		31/03/2020	In Progress
	<input checked="" type="checkbox"/> 202.13	Identify any changes to technical standards requiring action as a consequence of BREXIT	★	Awaiting further information from LRF's as operation yellowhammer has now been stood down as a consequence of no deal Brexit being removed.		31/03/2020	In Progress

Cyber Security - Risk details and latest update

IF	our ICT services are affected by a cyber attack
THEN	we will not be able to carry out key operational and/or back office functions leading to an increased risk to community and staff members
Owner	Chris Williams
Risk Update	Following testing as from January 2020 we will implement the National Cyber Security Centre Protective Domain Name Service.

Cyber Security - Risk Score & Direction of Travel

	Mar 2019	Jun 2019	Sep 2019	Dec 2019
Current Risk Score	48	8	8	8
RAG Status				
Direction of Travel				

Cyber Security - Control Task Summary

203 Cyber Risk				
			Unknowns	Total
0	0	5	0	5

Cyber Security - Risk control tasks

Owner	Department	Task ID	Task Description	31/12/19				
				RAG	Period Performance	Comment	Due Date	Stage
Chris Williams	ICT	203.01	Ensure our Corporate ICT network is well protected from Cyber attack by appropriate measures including up to date hardware and software.		New outer firewalls with Intrusion Protection and Detection Software have been purchased. They will be installed during February 2020.		31/03/2020	In Progress
		203.02	Ensure that consistent levels of security access to business critical systems are in place irrespective of user location.		Relevant security policies and procedures in place.		31/03/2020	In Progress
		203.03	Ensure that all our web-enabled applications are protected from Cyber attack by appropriate measures including up to date hardware and software		Internal web enabled applications are protected by access controls, up to date anti virus / malware and software based firewalls.		31/03/2020	In Progress
		203.04	Ensure our email services are protected from Cyber attack by appropriate measures including up to date hardware and software		We apply Government best practice and have up to date Clearswift email gateways in place.		31/03/2020	In Progress
Steve Cole	ORM	203.06	Ensure that Business Continuity Plans are in place, tested and proven on a regular basis.		Testing of plans starts in Feb 2020		31/03/2020	In Progress

Cyber Security – Completed Risk Controls

Owner	Department	Task ID	Task Description
Tim Gilberts	ICT	 203.05	Ensure that Incident Response Plans are in place for all business critical services.

SOUTH WALES FIRE & RESCUE AUTHORITY
FINANCE, AUDIT & PERFORMANCE
MANAGEMENT COMMITTEE
REPORT OF THE DEPUTY CHIEF OFFICER

AGENDA ITEM NO 13
2 MARCH 2020

REGISTER OF GIFTS AND HOSPITALITY

SUMMARY

This report provides Members with an overview of the Gifts and Hospitality recorded on the Hospitality and Gifts Register for 2019/20.

RECOMMENDATION

That Members note the contents of the Hospitality and Gifts Register 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 Hospitality and Gifts Register Report on an annual basis.

2.4 The current register details the entries for 2019 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. EQUALITY RISK ASSESSMENT

3.1 There are no specific equality issues identified.

4. RECOMMENDATIONS

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

Contact Officer:	Background Papers:
Sarah Watkins Deputy Monitoring Officer	Appendix 1 – Register of Gifts and Hospitality 2019

Date	Receiving Role	Gift Received From	Nature of Gift/ Declaration of Interest	Approx Value	MO Consulted	Accepted or Declined	What Happened to Gift
							Donated as a raffle prize
12.12.19	Business Support Administrator	See It First Ticket Booking	Cinema tickets x 2	£20.00	Yes	Accepted	
12.12.19	Training & Development Officer	See It First Ticket Booking	Cinema tickets x 2	£20.00	Yes	Accepted	
12.12.19	Learning & Development Officer	See It First Ticket Booking	Cinema tickets x 2	£20.00	Yes	Accepted	
12.12.19	Employee Relations Manager	See It First Ticket Booking	Cinema tickets x 2	£20.00	Yes	Accepted	
13.12.19	Learning & Development Officer	See It First Ticket Booking	Cinema tickets x 5	£50.00	Yes	Accepted	
15.12.19	Firefighter, Station 22 Penarth	See It First Ticket Booking	Cinema tickets x 2	£20.00	Yes	Accepted	

CYBER SECURITY ACCREDITATION UPDATE REPORT

SUMMARY

This report provides an update on accreditation progress towards Cyber Essentials Plus / Information Assurance for Small and Medium Enterprises.

RECOMMENDATION

Members note the contents of this report.

1. BACKGROUND

- 1.1 Cyber Security is on the South Wales Fire & Rescue Service Strategic Risk Register therefore gaining a Cyber Security accreditation should help to provide assurance to staff and the public that we are taking adequate precautions to protect confidentiality, integrity and availability of data and systems.
- 1.2 During 2019 we were invited by Welsh Government to take part in achieving the Cyber Essentials Plus/IASME Governance Standard. Originally only Local Authorities were undertaking the accreditation but it was decided that Fire & Rescue Services would also benefit and that seed funding would be provided to start the process. We hope to gain the full accreditation over a 2 year period.
- 1.3 There are two levels of Cyber Essentials Certification.
 - 1.3.1 **Cyber Essentials:** Organisations self-assess their systems, and this assessment is independently verified.
 - 1.3.2 The five basic controls within Cyber Essentials were chosen because, when properly implemented, they will help to protect against unskilled internet-based attackers using commodity capabilities – which are freely available on the internet.
The five controls are:
 - Boundary firewalls and internet gateways
 - Secure configuration
 - Access control
 - Malware protection
 - Patch management

1.3.3 **Cyber Essentials Plus:** Systems are independently tested, and Cyber Essentials is integrated into the organisation's information risk management.

1.4 **Information Assurance for Small and Medium Enterprises (IASME)**

1.4.1 Is an Information Assurance standard that is designed to be simple and affordable to help improve the cyber security of small and medium-sized enterprises.

1.4.2 The IASME Governance standard, based on International best practice, is risk-based and covers the following information security topics:

- Managing Security
- Information Assets
- Cloud Services
- Risk Management
- Data Protection (including GDPR)
- People
- Security Policy
- Physical and Environmental
- Firewalls and Internet Gateways
- Secure Configuration
- Patches and Updates
- Operations and Management
- User Accounts
- Administrative Access
- Malware Protection
- Vulnerability Scanning
- Monitoring
- Backup and Restore
- Incident Management
- Business Continuity

1.5 We will undertake an annual recertification.

2. **ISSUE**

2.1 The Cyber Essentials self-assessment which consisted of 171 questions was completed, sent for review and the assessor then provided their comments.

2.2 We have prepared a response to the assessment that was created but have been unable to progress any further. During late 2019 the company

delivering this accreditation on behalf of WLGA went into administration with the loss of several jobs. Since then WLGA has been looking at how best to take this forward and have recently appointed a company onto the Government's Cyber Security Framework to deliver services for Local and Central Government.

- 2.3 As soon as we are able, subject to costs and access to the framework we will start to progress the accreditation hopefully from where we have left off.

3. SELF-ASSESSMENT

- 3.1 The full self-assessment completed by South Wales Fire & Rescue Service and the returned assessor response documents are available from the ICT Department. These documents are not available to the public.

3.2 GAP Analysis Overview

- Automatic Failures = 2
We will propose suitable mitigation and the replacement of systems
- Major Non-Compliance = 3
We will provide more evidence at the on site assessment
- Minor Non-Compliance = 7
We will provide more clarification and undertake some minor works

- 3.3 A more detailed GAP analysis document will be made available on the day. This document is not available to the public.

4. FINANCIAL IMPLICATIONS

- 4.1 WLGA are providing £950 to be used within this financial year to complete the initial response. £1,450 will be required to complete the certification during 2020.

- 4.2 £5,000 per annum will be required to undertake a full I.T. Health Check. This check is best practice and can be used as part of Airwave / ESN Code of Connection.

5. EQUALITY RISK ASSESSMENT

- 5.1 All projects have an individual equality risk assessment.

6. RECOMMENDATION

6.1 Members note the contents of the report.

Contact Officer: Chris Williams Head of ICT	Background Papers: IASME and Cyber Essentials plus GAP Analysis (available on the day)
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**FORWARD WORK PROGRAMME FOR
FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE 2019/20**

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	ACFO SD 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	
10 June 2019	Revenue Outturn	To advise on total revenue expenditure for the year against the set revenue budget following the year end and to explain variations	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
10 June 2019	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/DCO Contact Officer: Geraint Thomas	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
10 June 2019	Draft Statement of Accounts	To advise Members of the content of the Draft Statement	Treasurer Contact Officer: Chris Barton/ Geraint Thomas	Completed
9 Sept 2019	Health Check of Priority Actions and Q1 progress against the Statutory PI's	To scrutinise the issues in relation to each of the Priority Actions and to review what the Service has planned to do to address each issue in the current financial year, and review Q1 progress against each of the statutory PI's	DCO Contact Officer: Sarah Watkins	Completed
9 Sept 2019	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
9 Sept 2019	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
9 Sept 2019	Treasury Management Outturn Report	To advise on performance against the treasury management policy and strategy following financial year end	Treasurer Contact Officer: Chris Barton/ Geraint Thomas	Completed
9 Sept 2019	Medium Term Financial Strategy Update; Reserves Strategy & Revenue & Capital Budget Setting Report	To Update Members on the MTFS to inform and influence the 2020/21 budget setting process to meet the Service's requirements for the following financial year	Treasurer/DCO Contact Officer: Chris Barton/ Geraint Thomas	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
25 Nov 2019	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
25 Nov 2019	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	Completed
25 Nov 2019	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/DCO Contact Officer: Chris Barton/ Geraint Thomas	Completed
25 Nov 2019	Audit & Plan Scheme Updates	To seek Members' views upon the progress of Audit & Plan Scheme Actions	DCO Contact Officer: Sarah Watkins	Completed
25 Nov 2019	Treasury Management Interim Report	To update Members on treasury management activity during the year to date	Treasurer Contact Officer: Chris Barton/ Geraint Thomas	Completed
2 March 2020	Treasury Management Strategy Report	To secure Members' approval to the adoption of the Treasury Management Strategy 2020/21	Treasurer Contact Officer: Chris Barton/ Geraint Thomas	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
2 March 2020	Health Check of Priority Actions and Q3 progress against the Statutory PI's	To scrutinise the issues in relation to each of the Priority Actions and to review what the Service has planned to do to address each issue in the current financial year, and review Q3 progress against each of the statutory PI's	DCO Contact Officer: Sarah Watkins	On agenda
2 March 2020	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, Chair of Scrutiny Group & DCO Contact Officer: Sally Chapman	On agenda
2 March 2020	Revenue Monitor	To provide an update on revenue expenditure against the revenue budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	On agenda
2 March 2020	Capital Monitor	To provide an update on capital expenditure against the capital budget for the year	Treasurer/DCO Contact Officer: Geraint Thomas	On agenda
2 March 2020	Internal Audit Programme	To outline the planned internal audit coverage for the financial year and to seek comment and approval	DCO Contact Officer: Sally Chapman/ Geraint Thomas	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
2 March 2020	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: Sally Chapman/ Geraint Thomas	On agenda
2 March 2020	Corporate (Strategic) Risk Register	To seek Members' views upon the Corporate (Operational) Risk Register	DCO Contact Officer: Sarah Watkins	On agenda
2 March 2020	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: Sally Chapman	On agenda

Sally Chapman - DCO
Dewi Rose - ACFO Service Delivery
Chris Barton - Treasurer

Geraint Thomas - Head of Finance & Procurement
Andrew Jones - Head of Human Resources
Sarah Watkins - Head of Corporate Support

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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. 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.

3. Chairperson's Announcements
4. To Receive the Minutes of:
 - Finance Asset & Performance Management Scrutiny Group Meeting held on 7 October 2019 5
 - Finance Audit & Performance Management Meeting held on 25 November 2019 11
5. Treasury Management Strategy Report – **To be presented on the day** 17
6. Business Plan Actions Report – Health Check 2019/20 Quarter 3 19
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16.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	173