

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

## FIRE & RESCUE AUTHORITY SUMMONS

### SOUTH WALES FIRE & RESCUE AUTHORITY

You are required to attend a meeting of the South Wales Fire & Rescue Authority **To be held via StarLeaf - Access Code: 4393761563** on **Monday, 27 September 2021 at 1030 hours.**

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

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

## A G E N D A

1. Apologies for Absence
2. Declarations of Interest

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

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

- Fire & Rescue Authority Meeting held on 19 July 2021 5
- Finance, Audit & Performance Management Committee held on Monday 15 March 2021 13
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Signature of Proper Officer:



## MEMBERSHIP

### Councillors:

W	Hodgins	Blaenau Gwent
R	Shaw	Bridgend
D	White	Bridgend
D T	Davies	Caerphilly
C	Elsbury	Caerphilly
A	Hussey	Caerphilly
D	Ali	Cardiff
S	Ebrahim	Cardiff
A	Lister	Cardiff
D	Naughton	Cardiff
J	Williams	Cardiff
M	Colbran	Merthyr Tydfil
L	Brown	Monmouthshire
V	Smith	Monmouthshire
M	Spencer	Newport
H	Thomas	Newport
S	Bradwick	Rhondda Cynon Taff
S	Morgans	Rhondda Cynon Taff
G	Holmes	Rhondda Cynon Taff
A	Roberts	Rhondda Cynon Taff
S	Evans	Torfaen
S	Malson	Torfaen
P	Drake	Vale of Glamorgan
H	Jarvie	Vale of Glamorgan

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**SOUTH WALES FIRE & RESCUE AUTHORITY**

**MINUTES OF THE FIRE & RESCUE AUTHORITY MEETING  
HELD ON MONDAY 19 JULY 2021 AT 1030 HRS  
IN MEETING ROOM 8 OR REMOTELY VIA STARLEAF**

**12. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
D T Davies (Chair)		Caerphilly
S Bradwick (Deputy Chair)		Rhondda Cynon Taff
D Ali		Cardiff
L Brown		Monmouthshire
M Colbran		Merthyr Tydfil
P Drake		Vale of Glamorgan
S Evans		Torfaen
G Holmes		Rhondda Cynon Taff
A Hussey		Caerphilly
H Jarvie		Vale of Glamorgan
S Malson		Torfaen
S Morgans		Rhondda Cynon Taff
D Naughton		Cardiff
A Roberts		Rhondda Cynon Taff
R Shaw		Bridgend
V Smith		Monmouthshire
M Spencer		Newport
D White		Bridgend
J Williams		Cardiff

**APOLOGIES:**

C Elsbury	Caerphilly
H Thomas	Newport
S Chapman	Monitoring Officer

**ABSENT:**

S Ebrahim	Cardiff
W Hodgins	Blaenau Gwent
A Lister	Cardiff

**OFFICERS PRESENT:-** CFO H Jakeway, ACFO D Rose – Director of Service Delivery, ACFO R Prendergast – Director of Technical Services, ACO A Reed – Director of People Services, Mr C Barton – Treasurer, ACO G Thomas – Temporary Director of Corporate Services, Mrs S Watkins – Deputy Monitoring Officer, Mr A Jones – Head of HR, Mr Steve Frank – Wales Audit Officer

The Chair extended a warm welcome to Mr Steve Frank, Wales Audit Officer, who was attending the meeting as an observer.

### **13. DECLARATIONS OF INTEREST**

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

### **14. CHAIR'S ANNOUNCEMENTS**

- **PASSING OF FIREFIGHTER STUART GRIFFITHS**

The Chair was extremely sad to announce the passing of Firefighter Stuart Griffiths, who since 2002 had served at many stations across South Wales.

The Chair stated that Firefighter Griffiths was a truly dedicated and professional firefighter, and as a mark of respect Members held a minute's silence.

- **DEPUTY MINISTER**

The Chair informed Members that following the Welsh Government elections and Cabinet Portfolio announcements, he was pleased to announce that Hannah Blythyn had maintained the role of Deputy Minister. Members noted that the Chair had met with the Deputy Minister and the three Welsh Chief Fire Officers on 7 July, 2021.

The Chief Fire Officer took the opportunity to provide Members with a brief overview of the key elements discussed in the meeting, and also highlighted that the Deputy Minister intended to visit each of the three Welsh Fire & Rescue Services in due course.

- **COVID ASSISTANCE TO THE WELSH AMBULANCE SERVICE**

The Chair informed Members that the Chief Fire Officer had recently been notified that Covid assistance to the Welsh Ambulance Service had now concluded, and a certificate of appreciation had been received. He was pleased to announce that through dedicated volunteers the Service had provided 535 additional shifts to ambulance colleagues, and 458 shifts to community vaccination centres.

- **PAY INCREASE**

The Chair informed Members that following ongoing pay discussions for all groups of Service staff, respective representative bodies had finally reached an agreement with the employers. He was pleased to announce that Grey and Gold Book employees had accepted a pay increase of 1.5%.

Members noted that whilst the same offer had been made to Green Book employees, discussions and negotiations were still ongoing.

For the benefit of new Members, the Chief Fire Officer provided a brief explanation on the colour coding of the different book structures.

## **15. MINUTES OF PREVIOUS MEETINGS**

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

- Fire & Rescue Authority meeting held on 22 March 2021
- Fire & Rescue Authority Annual General Meeting held on 14 June 2021
- Local Pension Board Committee meeting held on 25 January 2021
- HR & Equalities Committee meeting held on 22 February 2021

With reference to attendance at the Local Pension Board Committee meeting, the Deputy Chair wished to record his disappointment that two members of the Fire Brigades Union had not attended the last meeting or even submitted their apologies.

## **16. UPDATE ON ACTIONS**

The ACO Corporate Services provided a brief overview and update on each of the following outstanding actions, which included minute numbers:- 20/21-32, 20/21-56.6, and 20/21-56.10.

## **17. REPORTS FOR DECISION**

### **17.1. REPORT ON THE PRE-CONSULTATION OF OUR PLANS FOR 2022/23 (STRATEGIC THEMES AND PROPOSED OBJECTIVES 2022/2023)**

The Head of Corporate Support presented a report for Members to approve the proposed objectives for 2022/2023 to deliver the long term Strategic Themes for publication in the Service's Annual Improvement Plan Stage 2 for formal consultation.

### **RESOLVED THAT**

17.1.1 Members unanimously agreed to approve the proposed objectives for engagement events, and publication in the 'Consultation Document', Stage 2 of the Annual Improvement Plan on the South Wales Fire & Rescue Service's internet site by 31 October, 2021.

17.1.2 Members unanimously agreed to approve delegation to the Director of Corporate Services and Head of Corporate Support to review and refine the proposed objectives as necessary for the public consultation.

### **17.2. OUTCOME AND IMPLEMENTATION OF JOB EVALUATION**

The ACO People Services, and Head of HR, presented a report to Members which set out the outcomes of a Job Evaluation exercise and sought agreement from the Fire & Rescue Authority to implement these outcomes. It contained details of the number of

posts affected, alongside details of the cost implications associated with implementation.

With reference to operational personnel, the Chief Fire Officer assured Members that the Job Evaluation exercise only related to corporate administrative staff and not operational firefighters.

## **RESOLVED THAT**

- 17.2.1 Following lengthy debate and a question and answer session, Members unanimously agreed to the implementation of the outcomes of the Job Evaluation exercise as outlined within the report.
- 17.2.2 Officers agreed to provide Councillor Jarvie with further clarification on the input provided by the external specialists who assisted in assessing the Job Evaluation process.

The Head of HR also took the opportunity to thank members of the Project Board and all staff for their hard work and co-operation throughout the whole Job Evaluation process.

Members also wished to record their thanks and appreciation to Officers and staff for carrying out the Job Evaluation exercise on behalf of the Service.

## **17.3 FIREFIGHTER PENSIONS – REMEDYING AGE DISCRIMINATION**

The ACO People Services presented a report which provided Members with information on the current position on firefighter pensions. This followed a successful legal challenge from the Fire Brigades Union (FBU) in 2018 on the grounds of age discrimination, and subsequent decisions, and informal guidance in relation to remedying the discrimination and the implementation of further reform from 2022. In light of the information provided in the report, and as the Scheme Manager, the Fire & Rescue Authority was asked to make a decision on the next steps.

**RESOLVED THAT**

- 17.3.1 Following a question and answer session on legal implications, Members unanimously agreed to note the contents of the report.
- 17.3.2 Members unanimously agreed to provide pension benefit options for those individuals who were considered to be in scope for Immediate Detriment. This would apply to individuals who provided three month' notice of their retirement from the present day, and were either 'Unprotected' or 'Tapered' members of the legacy schemes, and did not fall within the excluded categories identified within the Home Office and Local Government Association guidance issued on 10 June, 2021.
- 17.3.3 Members unanimously agreed that the Service would take forward the exercise to implement the wider remedy work as described in the outcome of the HMT consultation on public service pensions (Feb 2021), commonly known as the McCloud exercise. This would be implemented by October 2023 at the latest.

**18. REPORTS FOR INFORMATION****18.1 CARBON REDUCTION AND BIODIVERSITY PLAN ANNUAL UPDATE**

The ACO Corporate Services informed Members that the presented report set out the progress made in the first year of the Carbon Reduction Plan (CRP) 2020-2023, and the Biodiversity Forward Plan (BFP), and also looked ahead to the second year of planned activities.

**RESOLVED THAT**

Following discussion on the flexibility of working from home, and a question and answer session, Members agreed to note the Year 1 progress of the Carbon Reduction and Biodiversity Plan.

## **18.2 STRATEGIC RISK REGISTER REPORT**

The ACO Corporate Services presented Members with a report on the Strategic Risk Register.

### **RESOLVED THAT**

Members agreed to note the information contained within the Strategic Risk Register report.

## **18.3. END OF YEAR HEALTH CHECK ON PERFORMANCE AND STRATEGIC OBJECTIVES 2020/21 QUARTER 4**

The ACO Corporate Services presented to Members a report on the end of year Health Check on Performance, and the ACFO Service Delivery provided an update on the Strategic Objectives 2020/21 Quarter 4.

### **RESOLVED THAT**

Following a question and answer session on issues relating to refuse fires and fly tipping within some Unitary Authority areas, as well as the importance of linking in with partner agencies in order to connect with vulnerable people, Members agreed to note the information contained within the report on the end of year Health Check on Performance and Strategic Objectives 2020-2021 Quarter 4.

## **18.4. WELSH LANGUAGE STANDARDS UPDATE – JULY 2021**

The ACO People Services presented a report which provided Members with an overview of the current position with regards to meeting the legal requirements contained within the Welsh Language Standards Compliance Notice issued to the Fire & Rescue Authority by the Welsh Language Commissioner on 30 September, 2016.

### **RESOLVED THAT**

Members agreed to note the information contained within the report.

## **18.5 FORWARD WORK PROGRAMME 2021/2022**

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

### **RESOLVED THAT**

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

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

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

The Chair closed the meeting by wishing Members and Officers an enjoyable summer holiday period.



## **51. MINUTES OF PREVIOUS MEETINGS**

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

- Finance, Audit & Performance Management Committee meeting held on 23 November 2020.
- Finance, Asset & Performance Management Scrutiny Group meeting held on 12 October 2020.

## **52. TREASURY MANAGEMENT STRATEGY 2021/22**

The Treasurer presented the Authority's Treasury Management Strategy for 2021/22 for members' consideration.

He drew Members attention to the table on page 23 showing the estimates for capital expenditure for each year, advising that there will not be any significant increases, and that slippage from the current financial year has been accounted for.

He also drew Members attention to the table on page 26 which details the actual gross debt as at 31<sup>st</sup> March. He advised this reflects an element of aspiration, and depends on programme being delivered with no other finances being received via grant funds.

The last table on page 27 shows actual percentage of revenue budget which shows a gradual increase of 7.5% which reflects the aspirations of the current programmes. He confirmed that it is not intended for financing costs to reach 10%, confirming that slippage is experienced throughout the year, also some projects attract grants, so avoiding the need to borrow.

### **RESOLVED THAT**

52.1 Members approved the following:

- Treasury Management Strategy Statement (TMSS)
- Capital prudential indicators and Minimum Revenue Provision (MRP) policy
- Borrowing policy and treasury indicators/limits
- Annual Investment Strategy (AIS)

52.2 Members approved the Treasurer to update strategies and policies as necessary throughout the year.

### **53. HEALTH CHECK OF PRIORITY ACTIONS AND Q3 PROGRESS AGAINST THE STATUTORY PI'S**

The Deputy Chief Officer presented the Health Check of priority actions and Quarter three progress against the statutory performance indicators.

Of note, she advised that the Learning Evaluation After a Fire (LEAF) training has been rolled out to all stations. 30 invitations to participate have been sent but no responses have been received as yet, hence no evaluation information is available. Also, the Waterside Community Responder Scheme that has been underway in Cardiff Bay has now been rolled out in Newport which will hopefully be of benefit when Covid restrictions have been lifted.

She further advised that Business Fire Safety have now completed all site specific risk audits of high rise and residential care premises.

She further confirmed that a response has been submitted to the Welsh Government consultation on Fire and Rescue Authority statutory consultees for planning applications which is likely to be coming into place shortly. The Deputy Chief Officer confirmed a report will be presented to the Fire and Rescue Authority at their next meeting in relation to the Building Safety White paper recently consulted upon.

Regards Job Evaluation, the Deputy Chief Officer advised that it will not be possible to report the findings to the HR & Equalities Committee and the Fire and Rescue Authority as indicated within the report due to a slight delay as moderation needs to be undertaken to ensure consistency of application of the conventions.

The Deputy Chief Officer noted there is just one indicator over 5% on target - Total False alarms Attended, advising this is due to many premises being closed due to Covid. There are two performance indicators up to 5% above target, and four indicators better than or equal to target. She confirmed that all Members will receive a breakdown for their home authority.

Councillor White advised that his authority are informed of all applications as a statutory requirement, and queried whether there will be any difference for the Service.

The Deputy Chief Officer advised that the new proposals will make the Service statutory consultees for all local planning applications of specific types for all 10 unitary authorities, which will see a big rise in consultations and consequently workload for the Service.

Councillor Evans advised that he is involved with the planning process in his home authority as well as licencing applications and queried whether the Fire and Rescue Service are consulted with licencing applications.

The Deputy Chief Officer confirmed that the Service does not get consulted on licences but the new proposals will mean the Service being consulted on key developments in council areas from a planning perspective.

Councillor Smith queried the incident with the faulty freezer querying what process is in place. The Deputy Chief Officer confirmed that data is collated nationally by all fire and rescue services in relation to fires in specific white goods, and any trends picked up nationally.

## **RESOLVED THAT**

Members noted the contents of the report.

### **54. 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**

The Head of Corporate Services presented the report on the work of the Finance, Audit and Performance Management Committee and its Scrutiny Group for the municipal year 2020/2021, providing a summary of the report.

The Chair thanked the Head of Corporate Services for a very clear concise report and summary.

## **RESOLVED THAT**

Members considered the report and resolved there were no amendments to be made to the 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.

### **55. REVENUE MONITORING REPORT 2020/21**

The Head of Finance and Procurement presented the report detailing the annual revenue budget and associated information for the year ending 31 March 2021, and an update of the major changes affecting the revenue budget since the last meeting held on 23 November 2020.

He advised that the updated projections indicate an underspend of £453k, a change of £876k on the previously reported overspend of £424k.

He gave a detailed summary of all costs, including employee costs, training costs and transport.

Councillor Smith commented on the considerable staff movements and queried whether the Authority covers the costs for individuals retiring on ill health grounds.

The Head of Finance and Procurement confirmed that the majority of pension costs are funded through Welsh Government, but added that the Service does incur some costs in the event of an individual retiring with ill health.

The Chair queried whether Covid funding from Welsh Government is up to date. The Head of Finance and Procurement confirmed that requests are submitted to Welsh Government on a quarterly basis, and all is line with timelines.

Councillor Drake queried misting systems, and where they will be fitted.

The Head of Finance and Procurement advised that misting systems are provided to extremely vulnerable individuals where risk has been identified.

Councillor White advised that it was his understanding the legal requirement was for sprinklers to be fitted.

The Deputy Chief Officer confirmed that it is a legal requirement that all new residential homes built in Wales to be fitted with sprinklers, but that this does not apply to commercial buildings. Commercial buildings are regulated by the Fire Safety Order.

## **RESOLVED THAT**

Members noted and agreed the content of the report.

### **56. CAPITAL MONITORING REPORT 2020/21**

The Head of Finance and Procurement presented the Capital Monitoring report which provides detail of the capital budget, transactions to date and the forecast year end position.

He drew Members attention to a number of areas that have an impact, advising that overspend is mainly driven by one project, the Search and Rescue (USAR)

building at Whitchurch. He advised that whilst this is an unbudgeted project, it will be fully funded by Welsh Government.

He advised that works at Pontypridd station have been completed with the exception of external works, which will include the demolishing of the existing drill tower and a build of a new drill tower within the next financial year.

He advised that procurement tenders have been returned for the purchase of rescue tenders at a cost of £299k per vehicle rather than the £235k per vehicle stated in the Vehicle Replacement Programme, thus creating an overspend of £192k as the three tenders have been ordered. It was noted that they will not be delivered during this financial year.

The purchase of operational equipment is slightly over budget due to changes within the purchase framework the Service uses, plus a number of improvements that were identified as required to the helmets.

The Chair commended the utilisation of one old vehicle, which is prudent considering the costs of the tenders. He touched on the impact Brexit has had on rising costs.

Councillor Ebrahim commented that there was a lot of uncertainty last year with Brexit, and now with Covid-19 it is anticipated that there will be a big rise in costs of vehicles.

The Head of Finance and Procurement advised that the Service is not seeing a huge increase because of Brexit, and that costs are naturally rising. He confirmed that a big impact on budget is the shift to electric vehicles, which will result in a rise in costs, but added that savings will be seen within the running costs of the electric vehicles. He confirmed that only a small proportion of purchasing comes direct from Europe.

Councillor Smith queried the absence of Abergavenny station within the capital programme and queried whether the Police are still occupying the porta cabin, and whether there is any income from co-locating stations.

The Head of Finance and Procurement confirmed that the Police are still occupying the site, adding that the Police have decided to look for an alternative site so the planned refurbishment will not now go ahead. He confirmed that the Service does receive income from co-locating stations to offset higher running and maintenance costs.

The Chair declared an interest in New Inn advising that he is a member of the Planning Committee within his home authority.

## **RESOLVED THAT**

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

### **57. INTERNAL AUDIT REPORT**

The auditor from TIAA gave Members a detailed overview of the progress being made against the Internal Audit Plan 2020/2021 and ran through the recommendations.

Of note, the auditor advised that the Service is the first to request a sustainability audit including paper usage and should be commended for their forward thinking.

Councillor Smith advised that whilst she accepts there are costs associated with the provision of paper copies of agendas and reports, until such time as ICT improves, she would not be able to manage without paper copies.

The auditor outlined the risks in relation to Brexit and Core HR, which centred on the location of stored HR data. He also advised on an important recommendation in relation to internal controls, which centres on procedure of roles clearly affected by Covid, and long term effects of new ways of working.

Regards Estate management he reported an overall robust governance, with just two recommendations in place, which deal with ensuring spreadsheets used are kept up to date and the enhancement of how decisions are documented for planned/reactive maintenance to ensure transparency.

Discussion ensued in relation to the Summary of recent Fraud alerts, particularly the parking machine scam.

The Chair advised he has seen an increase in scams during lockdown, particularly email scams, and queried what providers can do to help eliminate.

The Treasurer advised internet providers would block scams as a matter of course. There has been a trend recently for computerised creation of server addresses which are more difficult to identify as they change regularly.

The auditor advised that the Service does have preventative measures in place such as fire walls, and advised Members of 'Action Fraud', the UK's national reporting centre for fraud and cyber-crime.

**RESOLVED THAT**

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

**58. INTERNAL AUDIT ANNUAL PLAN 2021/2022**

The Auditor presented the report detailing the proposed Internal Audit Annual Plan for 2021/2022, for Members approval.

**RESOLVED THAT**

Members approved the Internal Audit Annual Plan for 2021/2022.

**59. INTERNAL AUDITORS ANNUAL REPORT YEAR ENDING 31 MARCH 2021**

The Auditor presented the report that summarised the internal audit work that has been undertaken this year. He stressed that the Annual Report is currently in draft, but he is not anticipating any changes. He confirmed that it has been agreed that the 'outside commitments, personal and business interests' audit will now be reviewed, commencing this week.

**RESOLVED THAT**

Members noted the work and overall opinion of the Internal Auditors for the financial year 2020/2021.

**60. COMPLETION OF 2019/20 ACCOUNTS**

The Treasurer presented the Audit of Accounts Report for 2019-20 from Audit Wales. He expressed apologies from the WA auditor, who, due to technical issues, has been unable to link into the meeting. The Treasurer confirmed that the auditor did not intend to raise anything from the report.

The Treasurer advised that Members will be receiving a request to complete their End of Year Related Party Transactions for 2020-21, he requested that Members complete the forms.

The Treasurer advised that regards to the capital budget setting process, he will be recommending that a review take place due to the slippage that has been encountered. He also advised that the review and development of the Authority's medium term strategy and how capital will be built in will be picked up in due course.

**RESOLVED THAT**

Members noted the report.

**61. PROPOSED NEW TERMS OF REFERENCE FOR SCRUTINY COMMITTEE**

The Deputy Chief Officer presented the report that proposes updated Terms of Reference for a newly formed Scrutiny Committee further to Members consideration of earlier reports since the 12 October 2020 on proposed reform of Fire & Rescue Authority (FRA) scrutiny.

The Deputy Chief Officer summarised the reports that had been taken to the current Scrutiny Committee and HR & Equalities committee and highlighted the ramifications of changing the current structures in terms of member numbers on each committee if other committees remained in situ, terms of reference, meeting frequency and decision making.

The Deputy Chief Officer also advised that combining the Finance Committee and the HR & Equalities Committee into a single Resources Committee would allow for more members on the Scrutiny Committee meaning attaining quorum at meetings would be easier.

Members considered the information provided and discussed the implications these changes will have on other committees, and with one abstention, agreed to the proposal.

The Deputy Chief Officer agreed to include proposals into the report to the Fire and Rescue Authority, reflecting today's discussions.

**RESOLVED THAT**

The amalgamation of the HR and Equalities Committee and the Finance Committee into a Resources Committee be included within the report on scrutiny reform for consideration by the Fire and Rescue Authority at its meeting in March.

**62. STRATEGIC RISK REGISTER REPORT 2020/21 QUARTER 3**

The Deputy Chief Officer presented the Strategic Risk Register report for 2020/21 Quarter three.

**RESOLVED THAT**

Members noted the report.

### **63. REGISTER OF GIFTS AND HOSPITALITY**

The Head of Corporate Support presented the report that provides Members with an overview of the gifts and hospitality offered and accepted or declined that are recorded on the Hospitality and Gifts Register for 2020.

She wished to advise Members of an error in the entry, where an individual won a home office makeover, confirming that the gift was not accepted.

She confirmed that there has been an increase in gifts being received, this is due to Covid 19 and the public wishing to show their appreciation and advised that, compared to previous years there has been a 183% increase,

The Chair commented that it shows the esteem the Service is held in by public.

#### **RESOLVED THAT**

Members noted the contents of the Hospitality and Gifts Register.

### **64. SECOND DRAFT OF ANNUAL GOVERNANCE STATEMENT 2020/21**

The Head of Corporate Support presented the report that advises Members of the second draft of the Annual Governance Statement to be included with the 2020/21 Statement of accounts.

#### **RESOLVED THAT**

Members agreed the Statement and did not wish to make any amendments to the document.

### **65. AUDIT WALES ENQUIRIES TO 'THOSE CHARGED WITH GOVERNANCE' – DRAFT RESPONSE**

The Head of Finance and Procurement presented the draft response to the Audit Wales paper on 'Those Charged with Governance' when approving financial statements.

#### **RESOLVED THAT**

Members confirmed the response to the Audit Wales questions, as detailed in Appendix 1.

### **66. FORWARD WORK PROGRAMME 2021/21**

The Deputy Chief Officer presented the Forward Work Programme.

**RESOLVED THAT**

Members noted the completion of the Forward Work Programme for 2020/21.

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

There were no items of business that the Chairman deemed urgent (Part 1 or 2)

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## SOUTH WALES FIRE & RESCUE AUTHORITY

### MINUTES OF THE FINANCE, AUDIT & PERFORMANCE MANAGEMENT COMMITTEE MEETING HELD ON MONDAY, 26 JULY 2021 VIA STARLEAF

#### 68. PRESENT

<b>Councillor</b>	<b>Arrived</b>	<b>Left</b>
S Evans (Chair)		Torfaen
M Colbran		Merthyr Tydfil
DT Davies		Caerphilly
P Drake		Vale of Glamorgan
S Ebrahim		Cardiff
A Hussey		Caerphilly
V Smith		Monmouthshire
M Spencer		Newport
S Morgans		Rhondda Cynon Taff

#### **APOLOGIES**

W Hodgins	Blaenau Gwent
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#### **OFFICERS PRESENT:**

Mr G Thomas - Temporary Director of Corporate Services; Mr C Barton – Treasurer; Mrs L Mullan – Temporary Head of Finance & Procurement; Mrs S Watkins – Head of Corporate Support; Mr S Gourlay – TIAA; Ms G Gillett – Audit Wales

#### 69. DECLARATIONS OF INTEREST

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

#### 70. CHAIR'S ANNOUNCEMENTS

There were no Chair's announcements.

#### 71. MINUTES OF PREVIOUS MEETINGS

The minutes of the Finance, Audit & Performance Management Committee meeting held on 15 March 2021 were read and accepted as a true record of proceedings.

## **72. REVENUE OUTTURN 2020/21**

The T/ Head of Finance & Procurement presented the revenue outturn position for the financial year end 2020/21 and the resultant impact on reserves. She advised that underspend has increased by £800,000, confirming that this is mainly within non-employee budgets and equates to £2million with the £1.2million over-spend (due to grant cost inclusion) in employee budget offsetting this.

Councillor Smith queried the £55k decrease in underspend in relation to transport costs. The T/ Head of Finance & Procurement confirmed that the Authority receives grant funding for lease cars, these additional costs and income have been included within the report.

Councillor Smith queried the 50% funding received from Welsh Government in relation to IT costs. The T/ Head of Finance & Procurement advised that Welsh Government class IT equipment as having a secondary life post Covid and will therefore only fund 50% of costs.

Councillor Smith queried the number of rescue dogs the Service has and their location. The T/ Head of Finance & Procurement advised that she will check and report back to Councillor Smith.

Councillor Smith queried whether the Service employs a full time Fire Brigades' Union representative. The T/ Head of Finance & Procurement advised that the Service has a 1.5 FTE post, these costs are fully reimbursed by the Fire Brigades' Union.

The Chair queried the timeframe for claiming of funds from Welsh Government. The T/Director of Corporate Services confirmed that Covid related funding is reclaimed from Welsh Government in arrears on a quarterly basis.

### **RESOLVED THAT**

72.1 Members noted the outturn position and agreed the transfer of net revenue surplus into usable reserves.

72.2 The T/ Head of Finance & Procurement to check the number of rescue dogs the Service has and their location and report back to Councillor Smith.

## **73. CAPITAL OUTTURN REPORT 2020/21**

The T/Head of Finance & Procurement provided Members with a detailed explanation of the capital outturn position for the year ending 31 March 2021,

the financing arrangements and the budget slippage required to complete capital schemes in 2021/22.

Councillor Smith queried the switch to a new contractor for works at Pontypridd.

The T/Head of Finance & Procurement advised that two packages were tendered for based on internal work and external work to allow for flexibility. The T/Director of Corporate Services added that there has been some concerns in relation to delays cause by the pandemic. Approval was given for additional funding for external works, which went out to tender and a new contractor was appointed.

The Chair queried whether works currently ongoing at New Inn will be completed by end of this year. The T/Director of Corporate Services confirmed that this is unlikely, adding that even if purchase of a site was completed, timescales indicate that it would take a further two to three years to clear the site and build new. Minor investment is required for upkeep of the current building to ensure it is safe and fit for purpose.

## **RESOLVED THAT**

Members agreed to the budget slippage as detailed in Appendix 1 of the report.

## **REPORTS FOR INFORMATION**

### **74. 2021 AUDIT WALES AUDIT PLAN**

Ms G Gillett, Financial Audit Manager for Audit Wales gave a detailed account of the work due to be undertaken by Audit Wales during 2021 to discharge their statutory responsibilities as the Authority's external auditor and to fulfil their obligations under the Code of Audit Practice. She drew Members attention to Exhibit 1: financial statement audit risks, Exhibit 2: Performance Audit Programme 2021-22 and Exhibit 3: Audit fee, confirming that there is no change in the baseline fee from last year.

## **RESOLVED THAT**

Members noted the content of the report.

### **75. STATEMENT OF ACCOUNTS 202/21**

The Treasurer presented Members with the audited Statement of Accounts and accompanying reports required to demonstrate financial stewardship for the financial year ending 31 March 2021, confirming that the Statement of Accounts

was completed and certified by the deadline of 31<sup>st</sup> May. The audit process will complete imminently and certification is scheduled to take place by 31<sup>st</sup> July.

He also advised that the Appointed Auditor is required to give their opinion on the financial statements for the year ended 31 March 2021, and drew Members attend to the statutory ISA260 report, the audited Statement of Accounts and the Letter of Representation.

Councillor Smith wished to congratulate those involved with producing the reports adding that there are lots of useful points of learning. She queried the reference to volunteers. The Head of Corporate Support confirmed that these volunteers are drivers from Fleet and Engineering Department who are supporting the mass vaccination centres by transporting members of the community to the vaccination centres when no other transport is available.

## **RESOLVED THAT**

Members noted the audited Statement of Accounts 2020/21 and received the ISA 260 report and letter of representation.

### **76. AUDIT ACCOUNTS REPORT (ISA260 REPORT)**

Ms G Gillett, Financial Audit Manager for Audit Wales summarised the main findings of the Audit of Accounts (ISA260) report for 2020/21. She was pleased to confirm there are no significant issues and any minor issues have been corrected.

The Treasurer commended the Finance Team who have worked diligently, he also thanked Audit Wales for how they have adapted to working during the pandemic

The Chair added his thanks to the Finance team and Audit Wales.

The T/Director of Corporate Services confirmed that Letter of Representation and the Statement of Accounts will be duly signed by the Treasurer and the Chair and forwarded to Audit Wales for their signature and production of certificate.

## **RESOLVED THAT**

Members noted the content of the report.

## **77. INTERNAL AUDIT REPORT**

Mr S Gourlay, TIAA, updated Members on progress being made against the Internal Audit Plan for 2020/21.

He advised that there are were three recommendations, the first being that business interest policy is out of date. He advised this is being experienced with other clients due to the impact of the pandemic and confirmed that a date has been set for updating the policy. The second recommendation is in relation to adding reference to the General Data Protection Regulations (GDPR) within the policy, with the third recommendation being in relation to the need for staff to be more explicit in communicating any changes. He advised that it is good practice to make all aware of the policy, including managers and staff.

Discussion ensued in relation to how Members would like internal audit work to be undertaken going forward, with the changing environment of virtual and home working and office based working. Mr Gorlay confirmed that work has progressed remotely although there have been some instances of having to be on site to physically inspect documents.

He noted that fraud, mainly around cyber security, continues to be a rising threat, and preventative measures need to be put in place, including increasing awareness to staff.

### **RESOLVED THAT**

Members noted the Internal Audit recommendations and work completed to date on the Internal Audit Annual Plan 2020/21.

## **78. FORWARD WORK PROGRAMME 2021/22**

The T/Director of Corporate Services presented the Forward Work Programme 2021/22. He confirmed that once discussion has taken place at the Scrutiny Committee, the proposed new terms of reference for that Committee will be added to the Forward Work Programme

### **RESOLVED THAT**

Members noted the Forward Work Programme for 2021/22.

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

There were no items of business that the Chairman deemed urgent (Part 1 or 2)

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## AGENDA ITEM NO 5

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

Sally Chapman – DCO  
Huw Jakeway – CFO  
Dewi Rose – ACFO SD

Chris Barton – Treasurer  
Alison Reed – ACO PS  
Richie Prendergast – ACFO TS  
Geraint Thomas – T/ACO CS

Minute No	Item	Action	Leading Officer	Current Status:
20/21-32.	Acquisition of Land to Accommodate the Relocation of New Inn Fire Station	Submit an offer for acquisition of the land conditional on the matters outlined in the report, and proceed with purchase arrangements subject to FAPM agreement up to maximum figure outlined.	T/ACO CS	All initial surveys have been completed. A more detailed/intrusive site investigation has taken place; currently assessing the detail of the report before progressing with formal offer.
20/21 – 56.6	Proposed New Terms of Reference for the Scrutiny Committee	Refer back to the Scrutiny Committee, HR & Equalities Committee and FAPM Committee for further detailed consideration of both options presented and provide an update of views to a future meeting of the Fire & Rescue Authority.	T/ACO CS	The proposals for future arrangements for the Scrutiny Committee will be reviewed. Updated proposals will be scheduled through the appropriate committees in the 2021/22 municipal year.
20/21 – 56.10	Grenfell Tower Inquiry Thematic Review	The Review report to be considered by the Service's Operational Co-ordination Group and the High Rise Task Group, and a further update provided to a future meeting of the Fire & Rescue Authority.	CFO	In progress.

Minute No	Item	Action	Leading Officer	Current Status:
21/22 – 17.1.1	Strategic Themes and Proposed Objectives 2022/23	Stage 2 of the Annual Improvement Plan consultation document to be published on the Service's website by 31 October 2021.	T/ACO CS	
17.2.2	Outcome and Implementation of Job Evaluation	Furnish Cllr Jarvie with further clarification of the input provided by the external specialists who assisted the job evaluation process.	ACO PS	This information is being prepared and will be shared with Cllr Jarvie by mid-September at the latest. <b>Action Completed</b>
21/22 – 17.3.2	Firefighter Pensions – Remedying Age Discrimination : Pension Benefit Options	Provide pension benefit options to the individuals considered to be in scope for Immediate Detriment	ACO PS	The decision reached by the Fire Authority on 19 July 2021 has been communicated to staff. We are currently in the process of preparing the policy approach in line with the Home Office guidance so that individuals who submit their notice to retire on or after 19 October 2021 and are in scope, will receive pension benefit options as agreed at Fire Authority.
21/22 – 17.3.3	Firefighter Pensions – Remedying Age Discrimination : McCloud Exercise	Progress exercise to implement the wider remedy work as described in the outcome of the HMT consultation on public service pensions for implementation by October 2023 at the latest.	ACO PS	The initial activity to secure the resources and backfill the role is underway and will be completed by the end of September 2021. The preparatory work for the wider exercise will then commence.

AGENDA ITEM NO 6

**Reports for Decision**

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.i  
27 SEPTEMBER 2021

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER - TECHNICAL SERVICES

REPORT OF THE DIRECTOR OF TECHNICAL SERVICES

**HEALTH, SAFETY AND WELLBEING ANNUAL REPORT 2020/2021****THIS REPORT IS FOR DECISION**

PRESENTING OFFICER ACFO RICHARD PRENDERGAST

**SUMMARY**

The Health, Safety and Wellbeing report for 2020/2021 provides a summary of the key activities undertaken and the performance of South Wales Fire and Rescue Service in the area of Health, Safety and Wellbeing.

**RECOMMENDATIONS**

Members accept the report on the performance of South Wales Fire & Rescue Service in the area of Health, Safety and Wellbeing.

Members note the overall success achieved during 2020/2021 in the delivery of an environment that is supportive of the Health, Safety and Welfare of staff, especially during the current pandemic.

Members endorse and support the range of initiatives underway to proactively and reactively support the Health, Safety and Wellbeing of staff employed by South Wales Fire & Rescue Authority.

**1. BACKGROUND**

- 1.1 The annual report offers a common format to review performance of the South Wales Fire and Rescue Service over a five year period. It also provides data to assist with the development of safety policies and procedures.
- 1.2 The Health and Safety performance of the Service is monitored by the enforcing authority, the Health and Safety Executive (HSE) and other external agencies.

- 1.3 Although the accident and near miss statistics provide a reactive measure, the data enables Service Managers to identify trends, establish additional control measures and identify opportunities for improvement.
- 1.4 The Covid-19 pandemic has provided a significant leadership challenge for the Service. There has been a complex landscape of frequently changing Legislation and Guidance relating to developing workplaces that are Covid secure. The Service has responded well to this challenge and demonstrated a flexibility in approach which has led us to continue to deliver essential Services to the public to a high standard.

## **2. ISSUE**

- 2.1 The Health and Safety report covers the period from 1 April 2020 to 31 March 2021 (Appendix 1). The report indicates statistical returns on accidents and injuries during this period. Additionally, the report indicates initiatives undertaken to ensure legal compliance and the creation as far as reasonably practicable of a safe working environment for the Service's personnel.
- 2.2 There were 10 Reports of Injuries Diseases and Dangerous Occurrences (RIDDOR) during the year, an increase of 3 on the previous year.
- 2.3 There were a total of 46 reported accidents in 2020/21, a positive accident rate for an Emergency Service the size of South Wales Fire and Rescue Service.
- 2.4 There were a total of 1067 days lost due to accidents in the workplace. These absences are due to a small number of incidents involving soft tissue damage and lower limb injuries.
- 2.5 The number of near miss reports has increased from 26 in 2019/20 to 44 in 2020/21. This is a positive increase in line with our ambition to create a proactive safety culture.
- 2.6 All workplace inspections for 2020/21 were conducted in accordance with Service Policy.
- 2.7 The National Fire Chiefs Council (NFCC) work stream on Health and Safety has enabled us to continue to benchmark performance across Wales.
- 2.8 South Wales Fire and Rescue Service continue to be proactive in supporting a variety of Health and Wellbeing initiatives targeted towards addressing mental health challenges in the workplace.

- 2.9 Positive Representative Body consultation and engagement are undertaken via the Health and Safety Committee which meets quarterly. Alongside a quarterly meeting of the Operations Health and Safety Reps Meeting.
- 2.10 Progress against the key plans and projects for Health and Safety are identified for 2020/21. The three year strategy document will continue to run from April 2019 – March 2022.
- 2.11 The Covid-19 pandemic has provided a significant challenge to the Service. The Service has kept in accordance with all Legislation and Guidance to ensure the workplaces has remained safe. A sample of this work is included in appendix 2 (update on projects undertaken during Covid-19 pandemic).

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

#### 3.2 Regulatory, Strategy and Policy

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

### 3.3 Resources, Assets and Delivery

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

## 4. RECOMMENDATIONS

- 4.1 Members accept the report on the performance of South Wales Fire & Rescue Service in the area of Health, Safety and Wellbeing.
- 4.2 Members note the overall success achieved during 2020/21 in the delivery of an environment that is supportive of the Health, Safety and Welfare of staff, especially in the current pandemic.
- 4.3 Members endorse and support the range of initiatives underway to proactively and reactively support the Health, Safety and Wellbeing of staff employed by South Wales Fire & Rescue Authority.

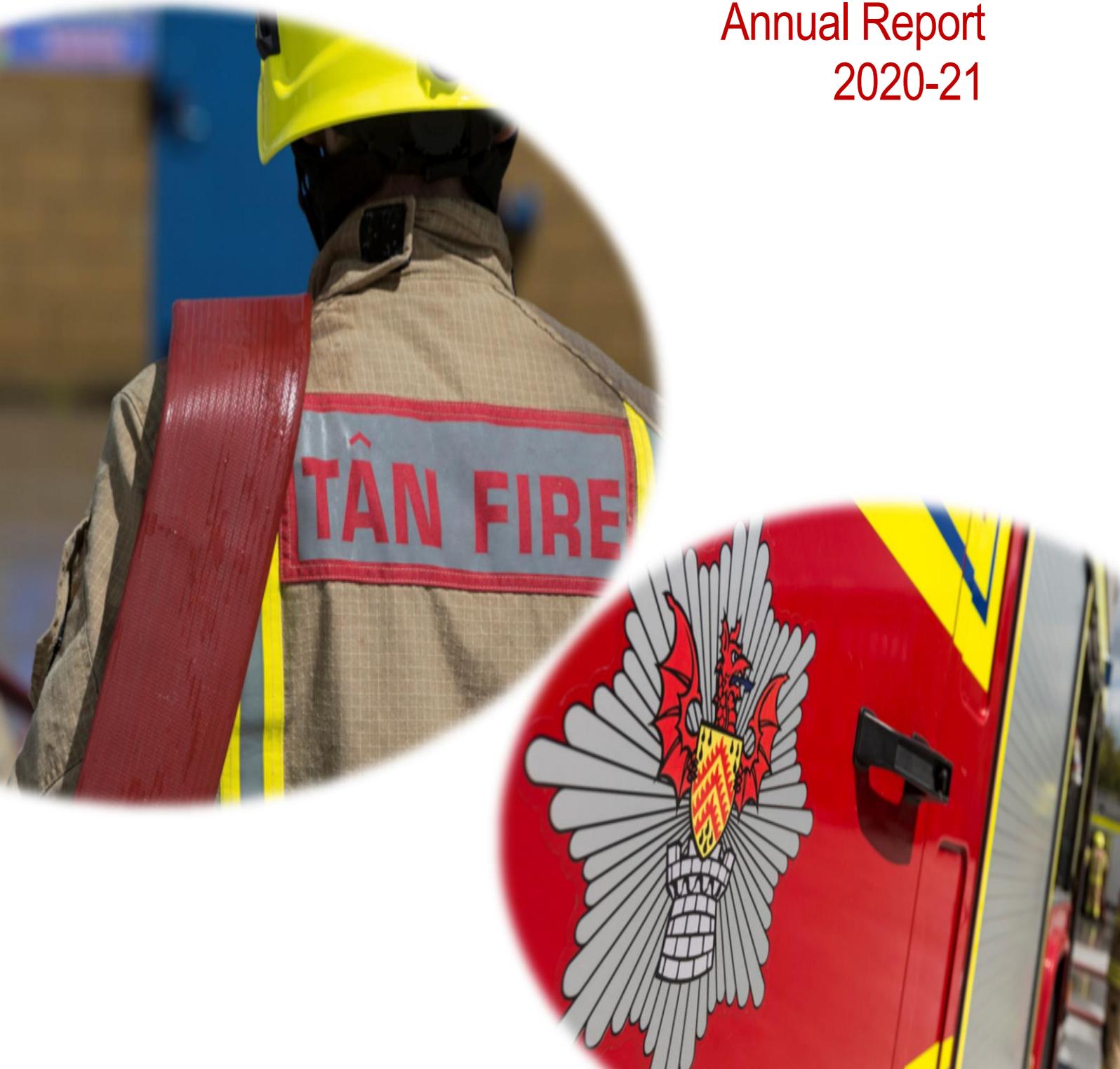
<b>Contact Officer:</b>	Mr Richard Prendergast Director of Technical Services	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
None		

<b>Appendices</b>	
Appendix 1	Health, Safety & Wellbeing Annual Report 2020-21
Appendix 2	Update on projects undertaken during COVID - 19 Pandemic



**Gwasanaeth Tân ac Achub**  
De Cymru  
South Wales  
**Fire and Rescue Service**

# Health, Safety and Wellbeing Annual Report 2020-21



## Summary Statement from Director

The past twelve months has undoubtedly been challenging for all of us. I am delighted in the way which each and every member of the Service has pulled together during the pandemic to ensure our workplaces have remained safe throughout. We have had to follow new rules, get used to new routines and display the highest level of care for one another. The pandemic may not be over but we are in an excellent position to respond to the challenges that it may bring.

With the continued support of our Fire Authority, even in such a difficult environment we have been able to continue to invest in the new appliances, equipment and training that underpin our Service delivery. We have trialled the new modified crew cab on our front line appliances and intend to push ahead with this initiative. We have procured and supplied new state of the art fire Kit and Helmets. I hope that you have all had the chance to visit our new state of the art Carbonaceous Fire Behaviour Training facility at our Training Centre in Cardiff Gate, and that you agree that demonstrates our continued commitment to put training and operational excellence at the heart of what we do.

We are a diverse and dynamic Emergency Service and our people continue to be our most valuable asset.

I would like to thank all those who have engaged with the South Wales Fire and Rescue Service Safety Committee. The support of our Representative Bodies has really helped me shape our approach to ensuring we have total commitment for making our Service as safe as possible. Finally, I would like to thank Simon Fleming who has been an active representative for the Fire Brigades Union over the past decade. I would encourage anyone to come forward and be a part of improving our performance in this important area.



Richard Prendergast  
ACFO Technical Services

## Your Health, Safety and Wellbeing Team



Martin Hole  
Health, Safety and Wellbeing Manager



Hannah Owen  
Assistant Health, Safety and Wellbeing Manager



Joanna Wilcox  
Health, Safety and Wellbeing Officer



Jessica Davies  
Health, Safety and Wellbeing Officer



Hayley Snook  
Health, Safety and Wellbeing Administrator

## Introduction

South Wales Fire and Rescue Service Health, Safety and Wellbeing Team, submit to the Fire Authority the Health, Safety and Wellbeing report for the year 2020/21. The report is a summary of Health and Safety activities and performance from across the Service covering the period from April 1<sup>st</sup> 2020 – March 31<sup>st</sup> 2021.

In addition to the provision of statistical information, the report contains reference to other work carried out within the Health and Safety field, in one of our most challenging years, due to the Coronavirus Pandemic. This incorporates work undertaken as part of the National Issues Committee (NIC) involving the three Fire and Rescue Services in Wales. It also includes work completed in collaboration with the Representative Bodies, and other departments throughout the Service.

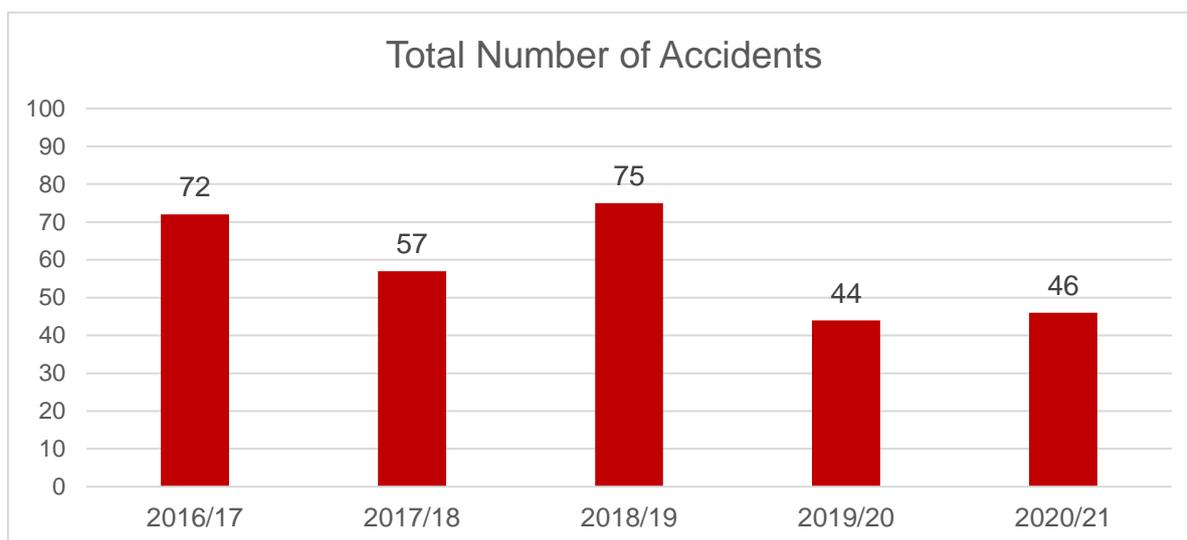
## Executive Summary

The Health and Safety performance of South Wales Fire and Rescue Service continues to be of a high standard and the number of accidents remains at a low level.



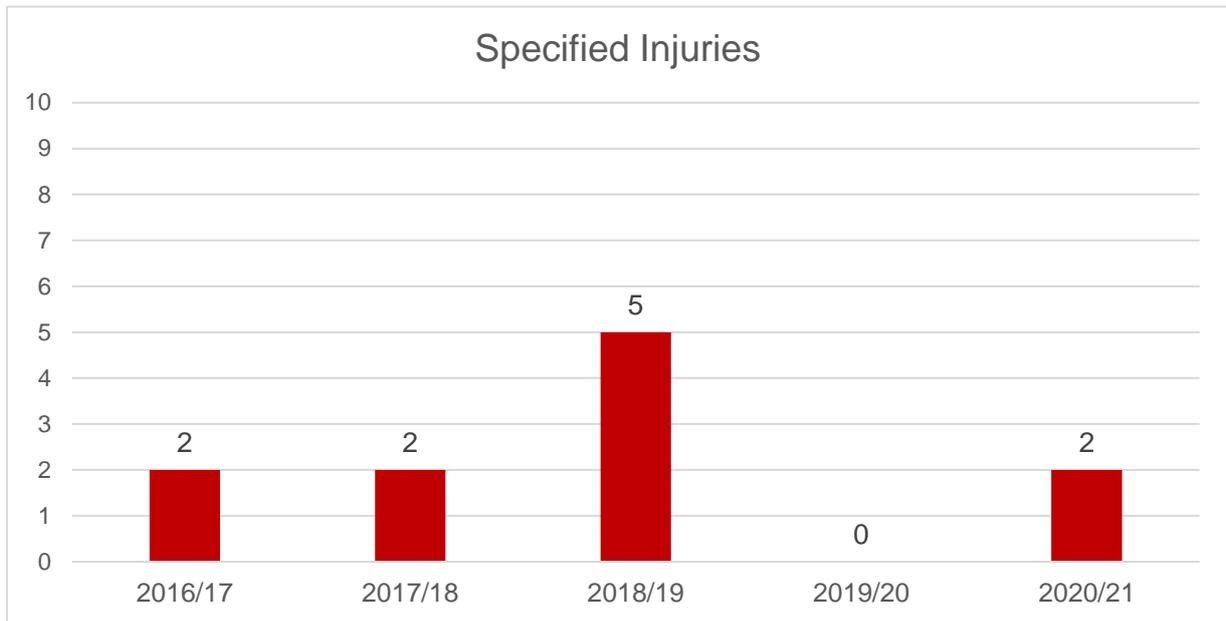
## Accident and Injury Figures

The total accident on duty figure for 2020-21 stands at 46, an increase of 2 from last year. The 5 year average is 58.8 accidents per year.

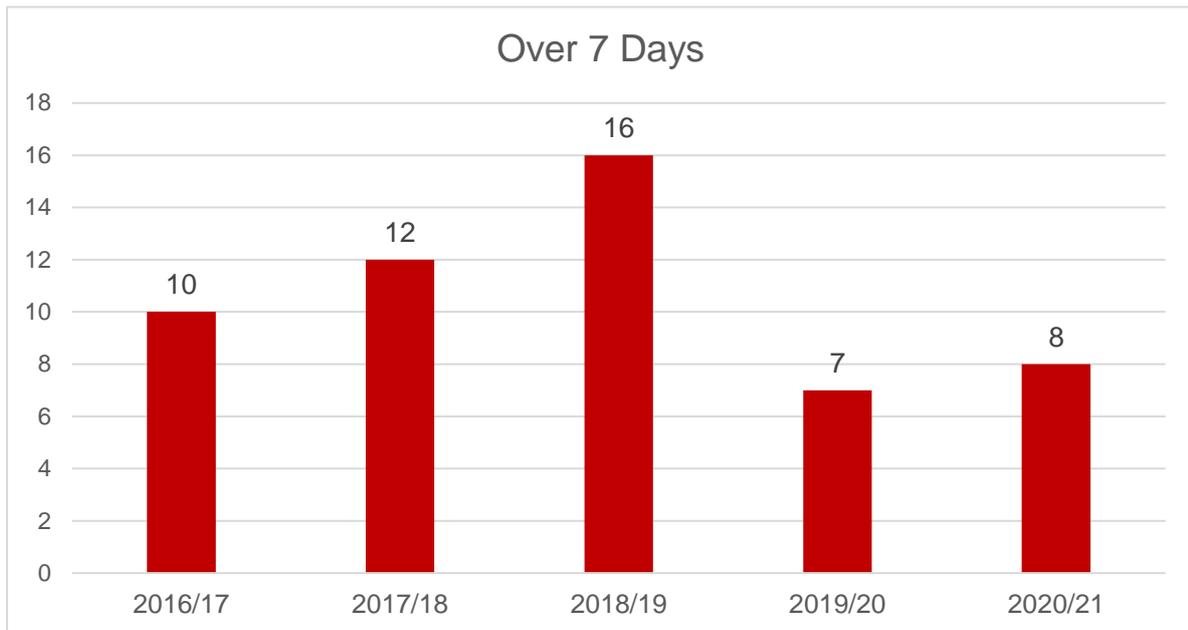


For further comparative purposes, twenty years ago, we received a total of 266 accident reports (2000/01). Ten years ago we received 86 accident reports (2010/11).

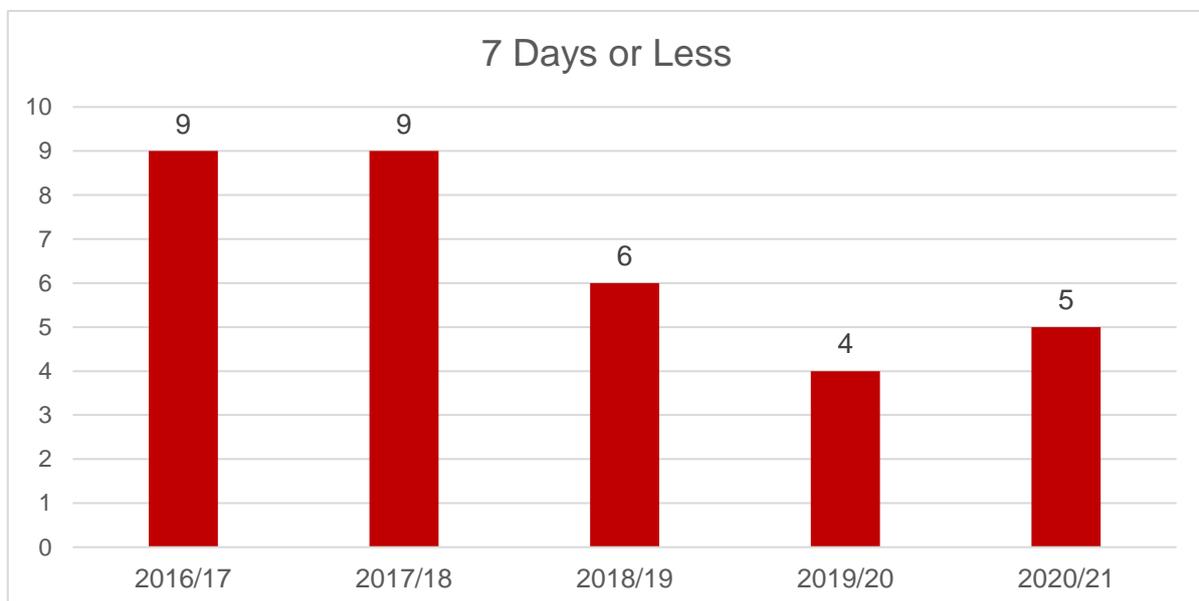
## Time Lost Categories



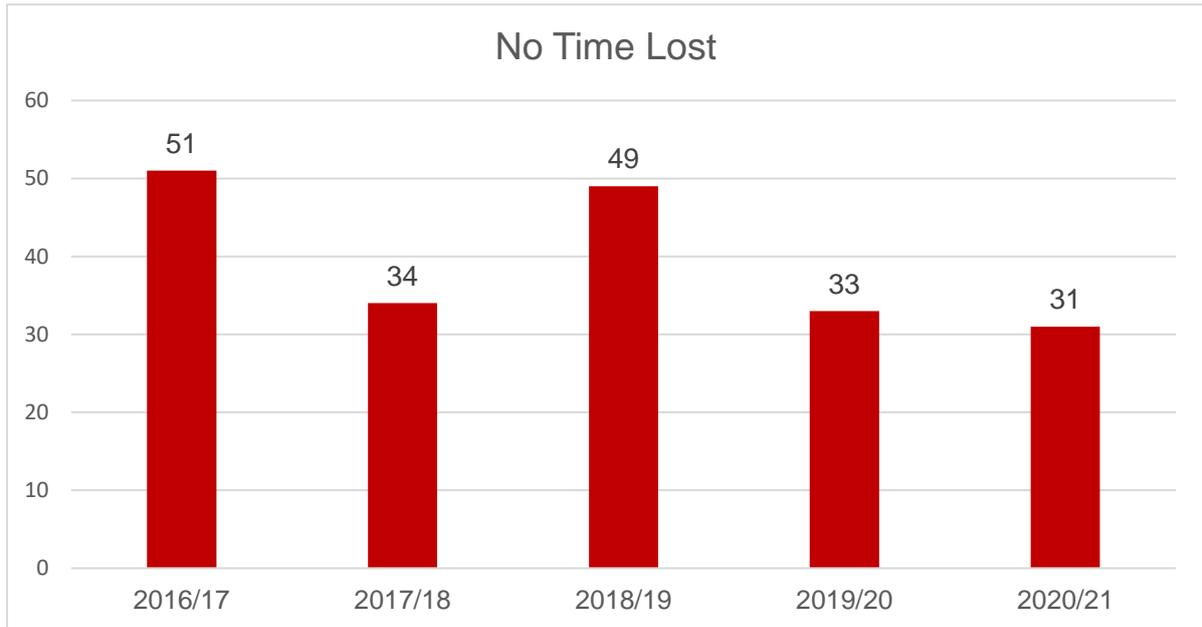
During 2020-21, there were 2 accidents that classified as 'specified' injuries under RIDDOR, formerly referred to as 'major' injuries. The first accident occurred in Q2 during a training exercise on station. The individual lost their footing and twisted their knee, resulting in a fracture. This individual was off work for a total of 225 days as a result of their injury. The second accident occurred in Q3 whilst an individual was undertaking routine duties on station. Due to incorrect procedures being undertaken, the individual lost their footing and fractured their ankle. This individual was off work for 130 days as a result of their injury.



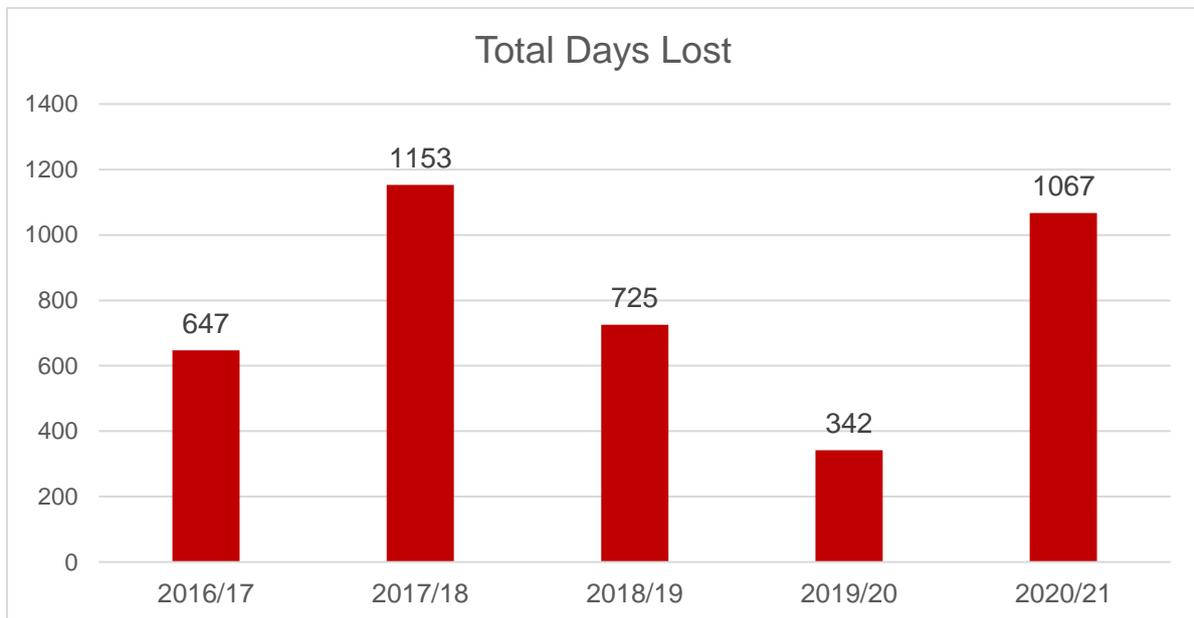
Out of the 46 accidents on duty reported in 2020-21, 8 of these accidents resulted in the individual taking 'Over 7 Days' off work. The lowest number of days lost in this category stands at 8, and the highest stands at 235 as of 31<sup>st</sup> March 2021. The combined total of days lost for this category stands at 690.



A total of 5 injuries resulted in the individual taking a week or less off work. The total number of days lost in this category is 22.

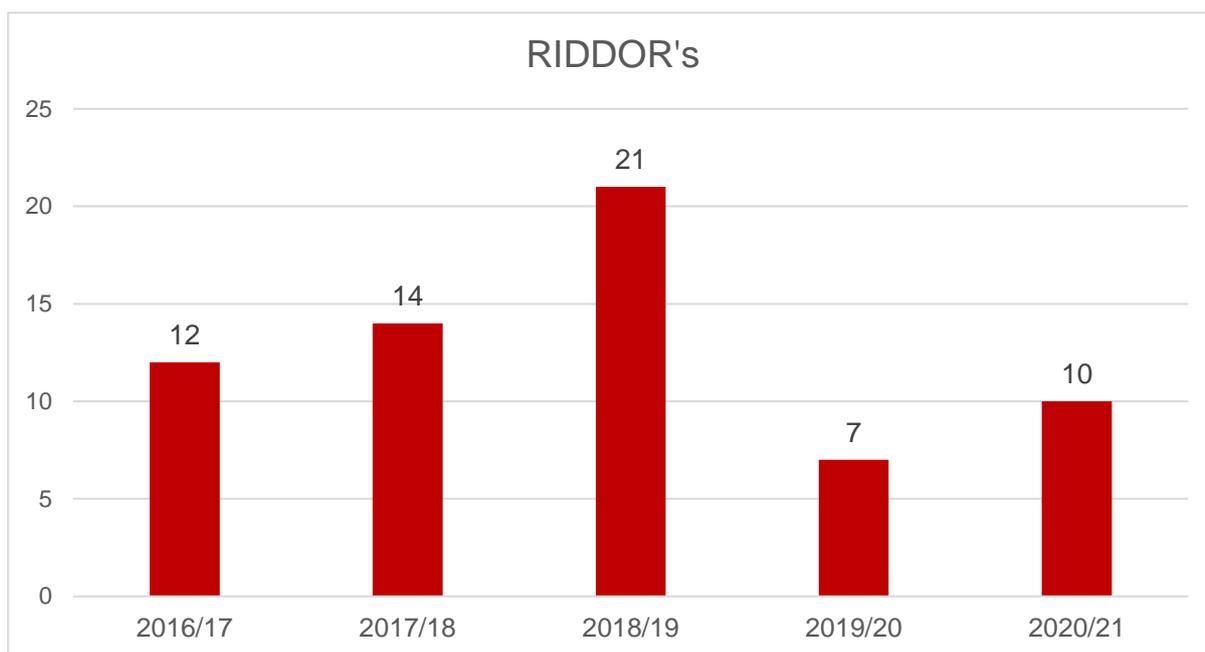


The majority of accidents (31) resulted in no time being lost from work (67% of accident reports). This would indicate that the accidents were minor in nature and did not prevent individuals from undertaking their duties.

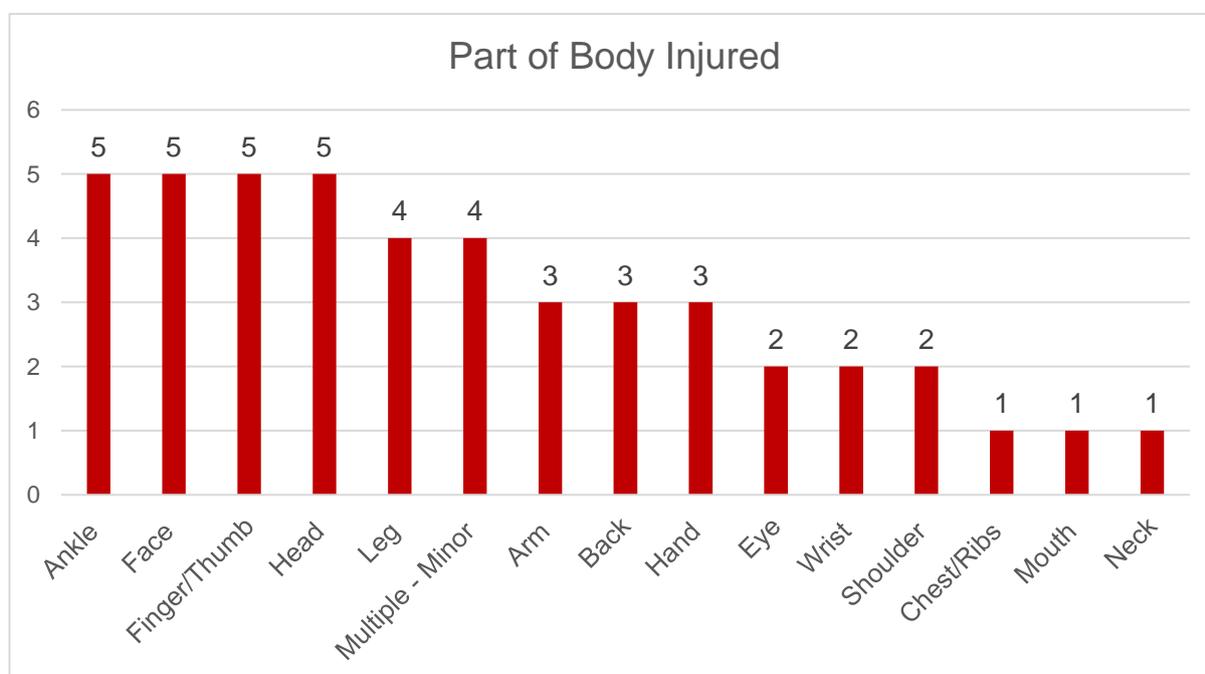


We have seen an increase in the total days lost in comparison to 2019-20. This is partially attributable to the 2 'specified' injuries that occurred in Q2 and Q3. These injuries resulted in a combined total of 355 days being lost as a result of both individuals sustaining fractures.

## RIDDOR's

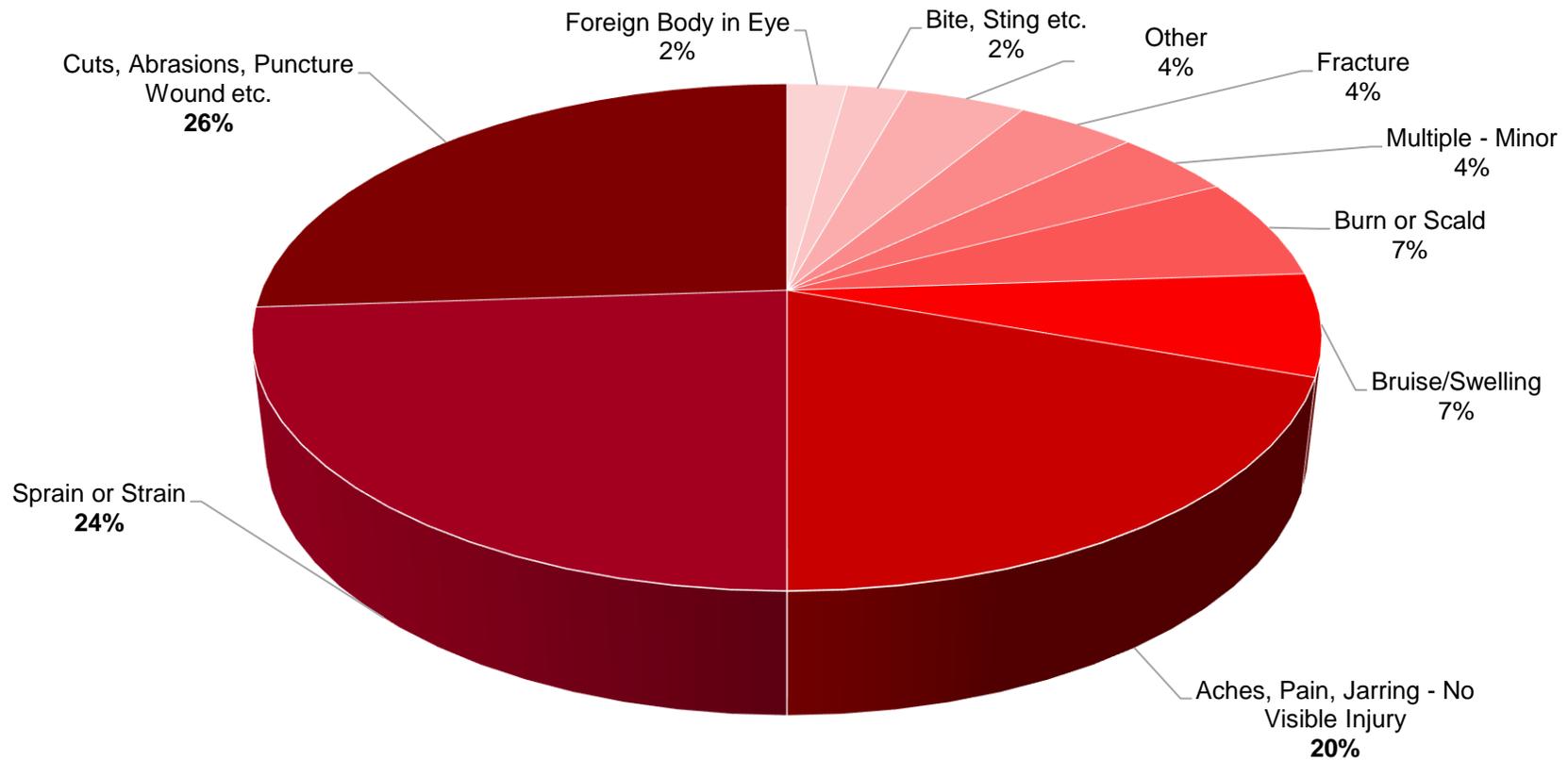


We have seen a slight increase in the number of RIDDOR's for 2020-21 in line with the increase in 'Specified' and 'Over 7 Day' injuries.



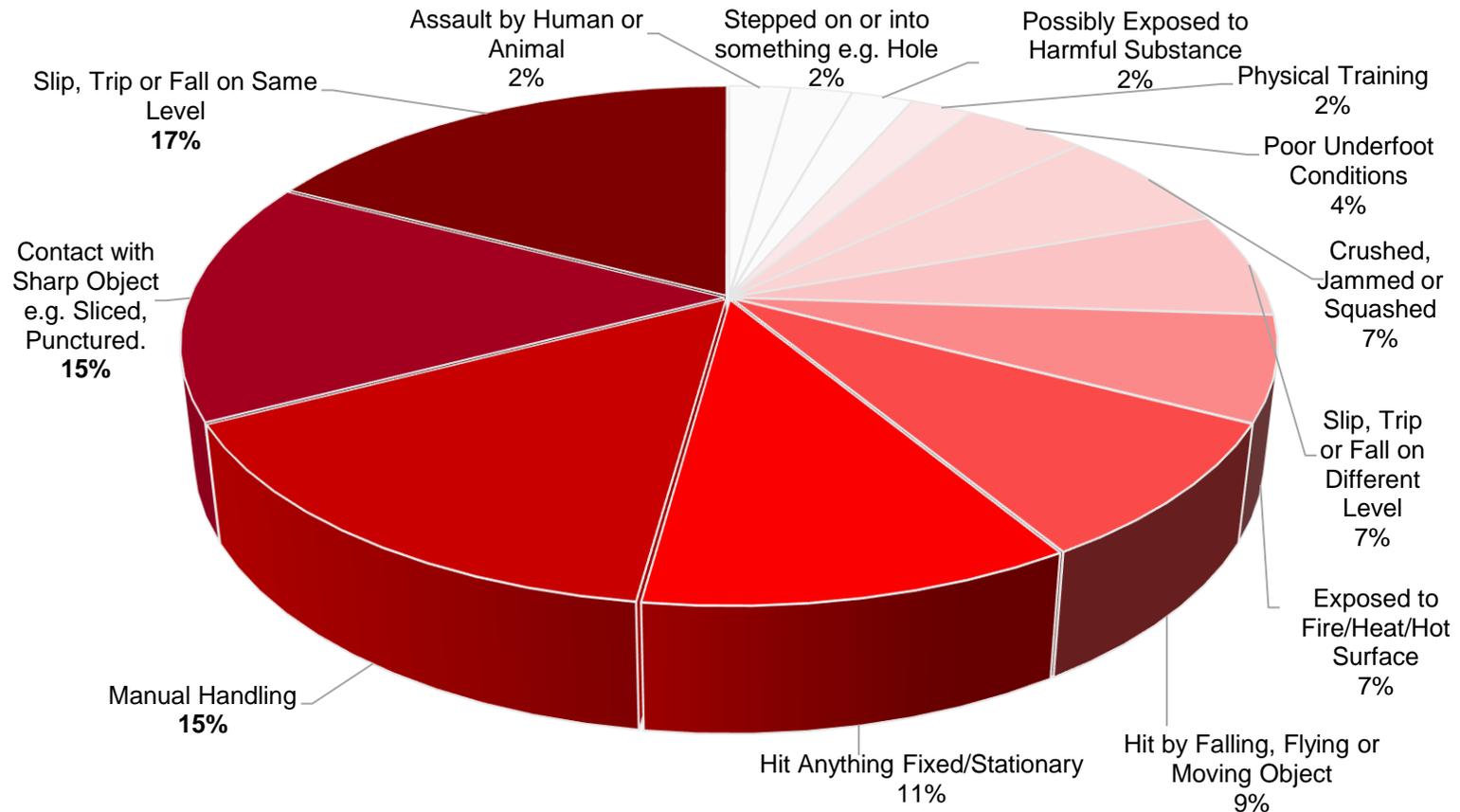
The most commonly injured body parts in 2020-21 were 'ankle, face, finger(s)/thumb(s) and head'.

## Type of Injury

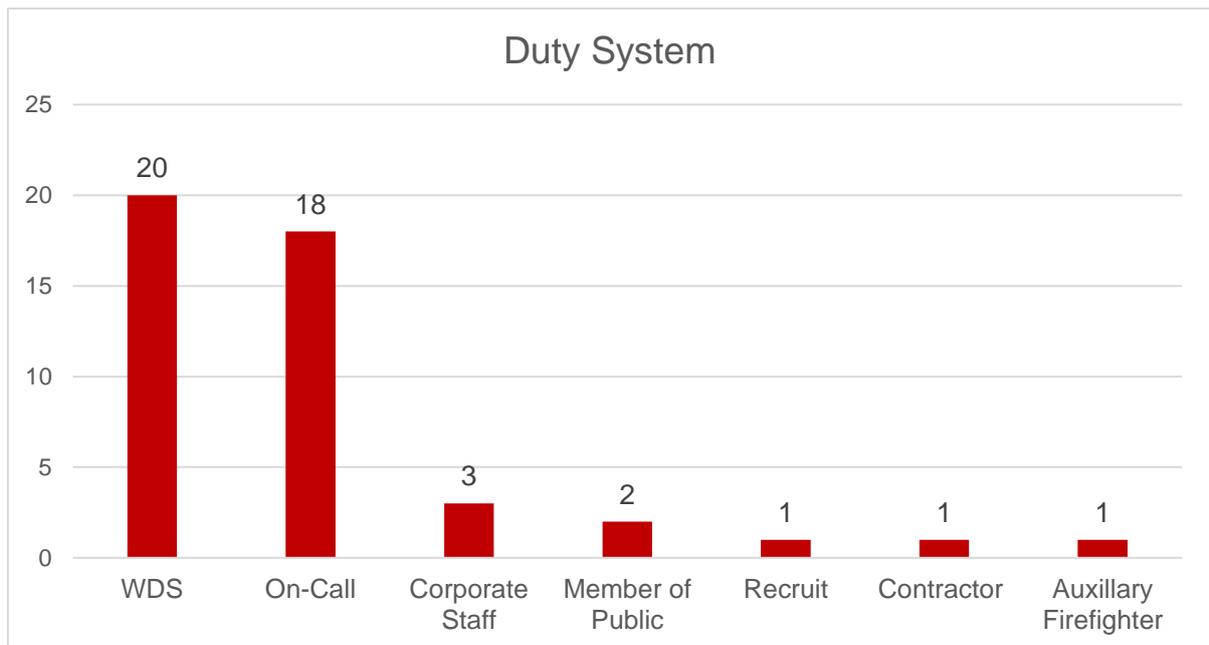


The most common type of injury in 2020-21 was 'Cuts, Abrasions, Puncture Wound etc.' accounting for 26% of all injuries. This is followed closely by 'Sprain or Strain' accounting for just under a quarter of injuries (24%) followed by 'Aches, Pain, Jarring' at 20%.

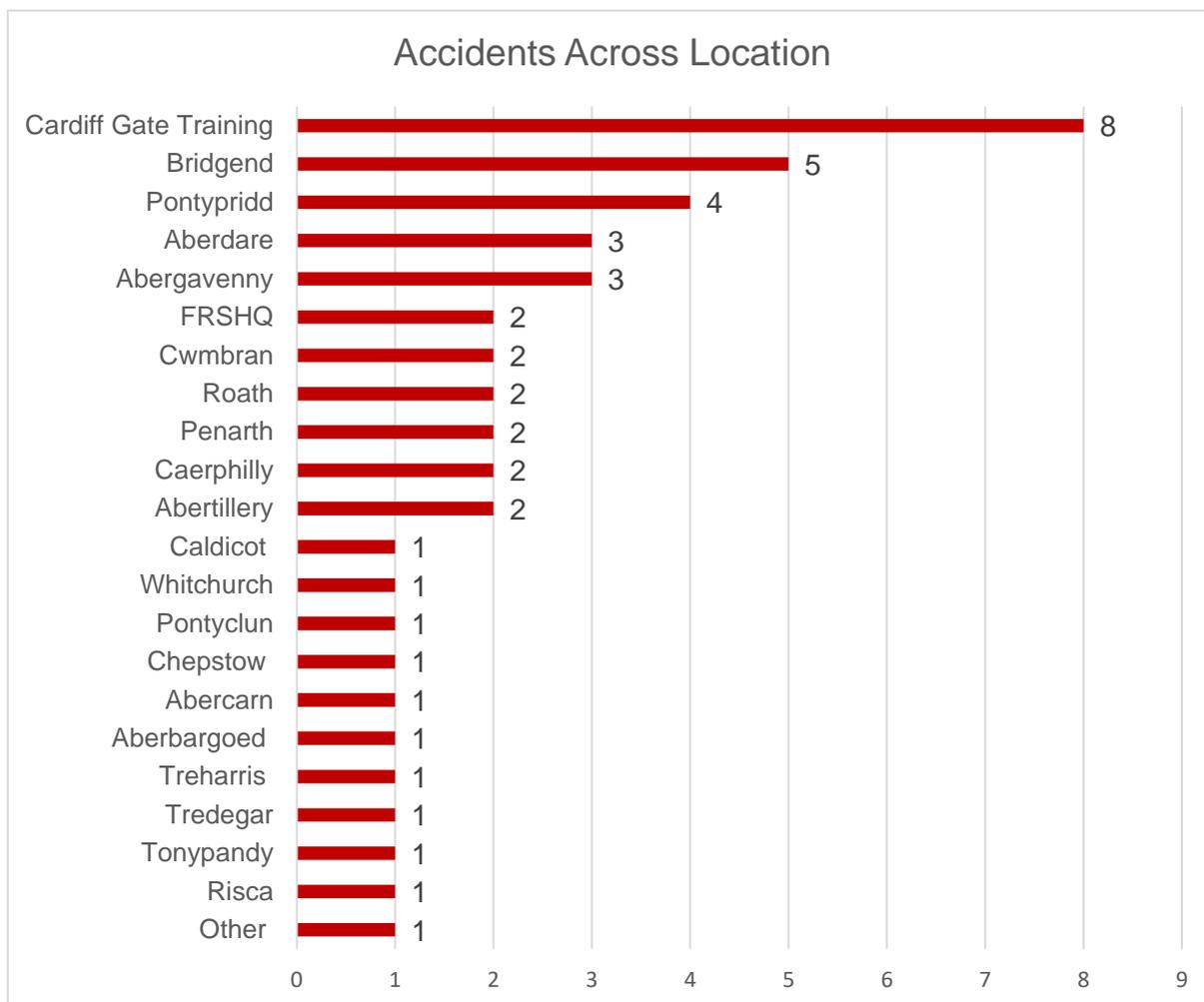
## Cause of Injury



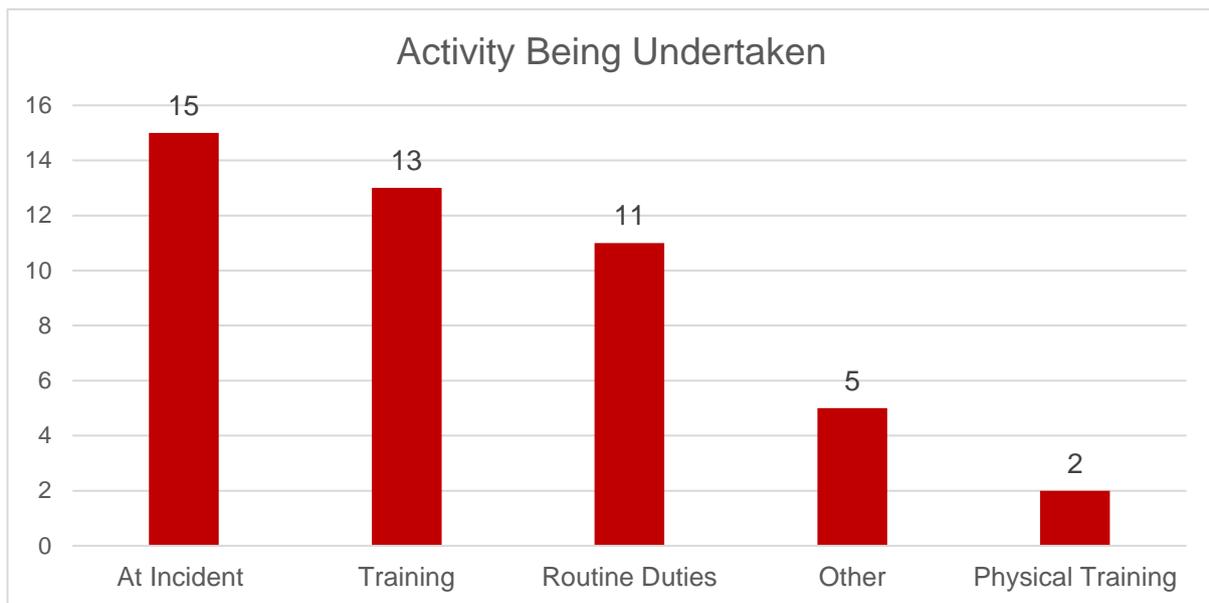
The three most common causes of injury for 2020-21 were 'Slip, Trip or fall on Same Level' with 17%. This is followed closely by 'Contact with Sharp Object e.g. Sliced, Punctured' with 15% and 'Manual Handling' resulting in 15% of injuries. Combined, 'Slips, Trips and Falls' on all levels accounts for nearly a quarter of all accidents. This remains the largest cause of injury in the workplace in the UK. (Source: HSE).



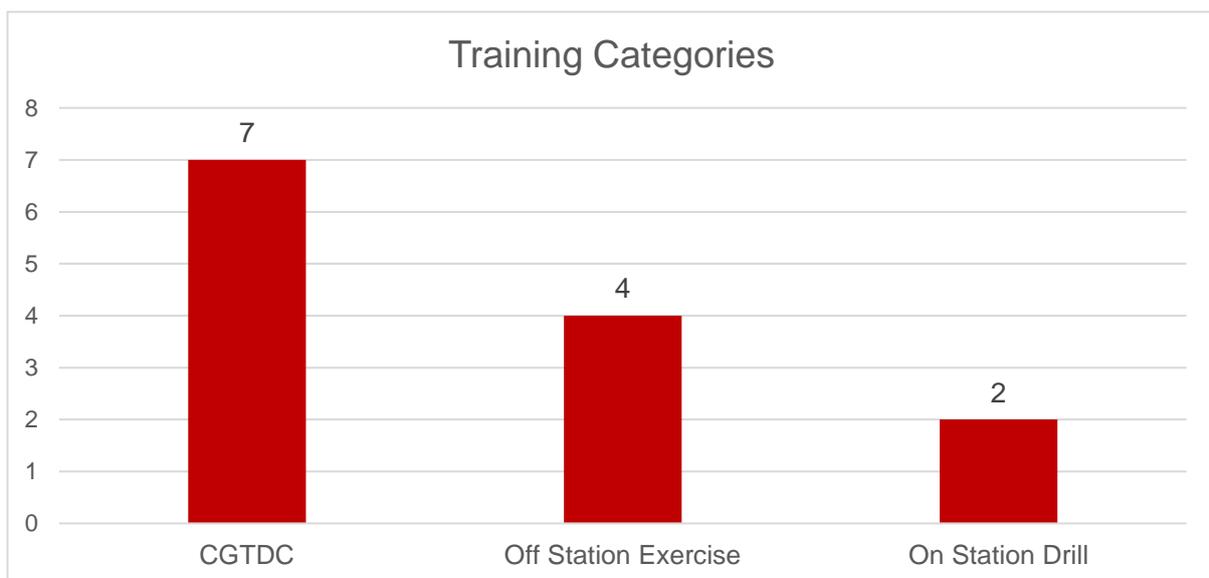
The majority of accidents involved operational members of staff, namely Wholetime personnel with 20 accidents, followed closely by On-Call personnel with 18 accidents. During this time period, we received one injury report for a contractor and two for members of the public. In regards to the accidents involving members of the public, one individual injured themselves at an incident ground, the other injured themselves whilst on station premises. The accident involving a contractor occurred on station premises.



In terms of location, the highest amount of accidents occurred at Cardiff Gate Training and Development Centre. All of the accidents that occurred here with the exception of one, took place during a training activity. It is important to note that this graph highlights where the injured person is based, and is not necessarily a direct indicator of where the accident specifically occurred (except in the cases of FRSHQ and CGTDC).

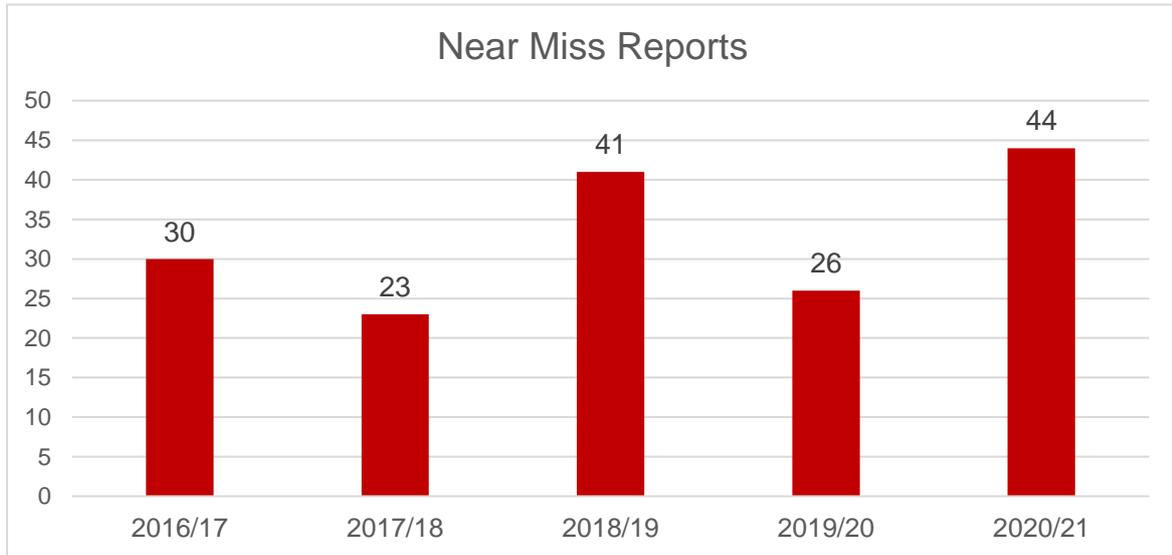


15 accidents occurred as a direct result of an incident. This includes mounting/dismounting the appliance and responding to fire calls. For greater perspective, the Service attended 5462 fires in 2020/21 (Source: BMIS). This does not include attendance at RTC's or other rescues. From this alone it can be concluded that the injury rate remains extremely low. Similarly to previous years, the majority of accidents do not have a direct involvement with incidents. A total of 24 accidents occurred as a combination of carrying out training and undertaking routine duties.



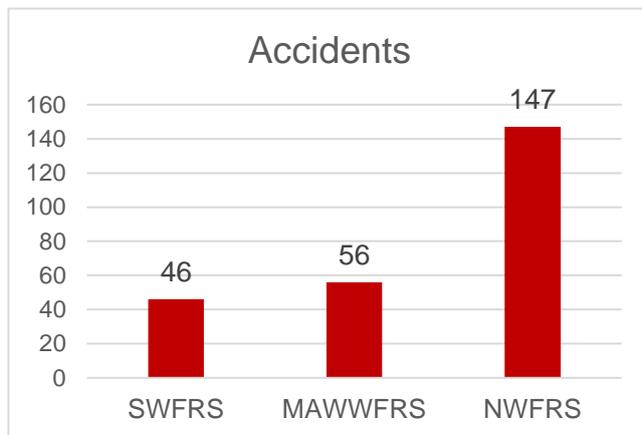
A further breakdown of training accidents highlights that the majority of accidents occurred at CGTDC followed by off station exercises and on station drills.

## Near Misses

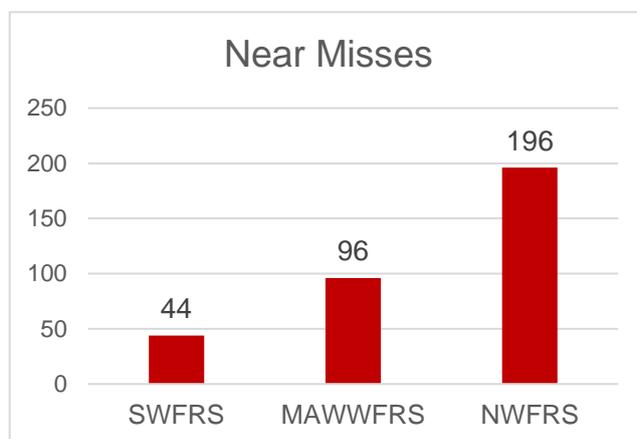


This year we received the highest number of near miss reports since our records began in 2011. The most common ways to report a near miss remains through Fire Control and online reports. During 2021-22 we will be focusing on streamlining our near miss reporting procedures and delivering refresher training.

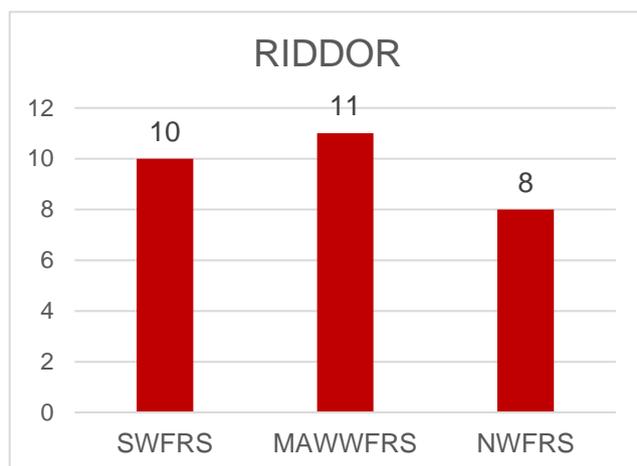
## All Wales Comparison



Our Service had the lowest number of accident reports for the second consecutive year. North Wales Fire and Rescue Service recorded the highest number.

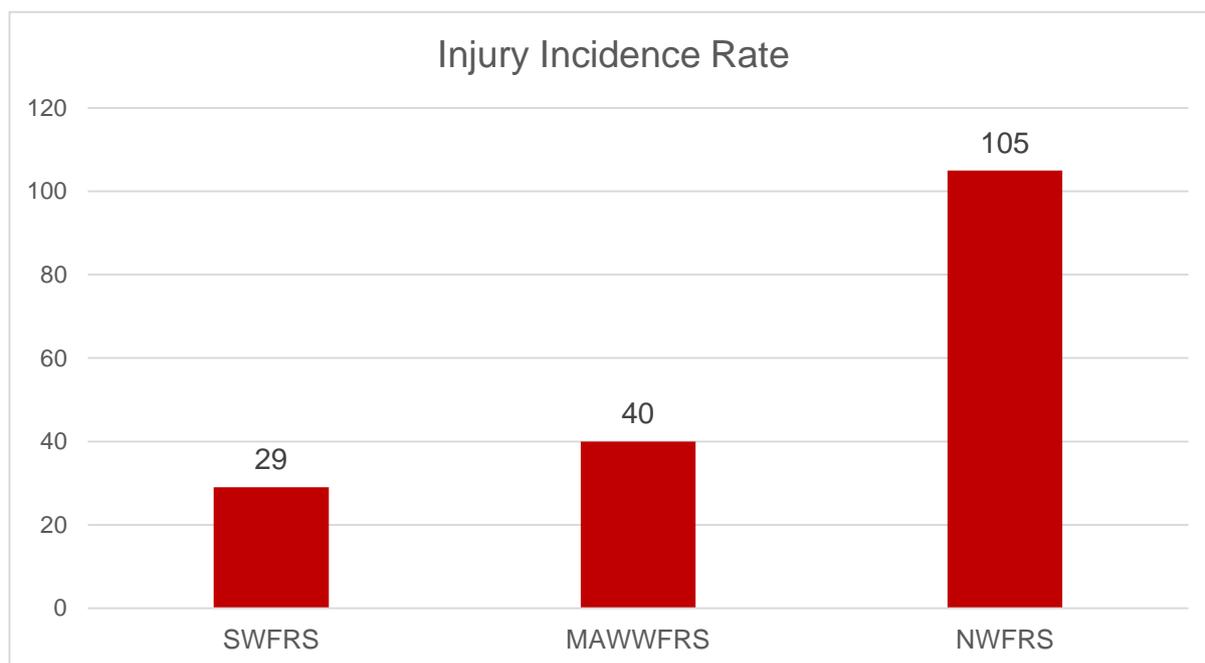


North Wales Fire and Rescue Service recorded the highest number of near misses for the third consecutive year, followed by mid and West Wales Fire and Rescue Service.



RIDDOR's were similar across the three Services. Mid and West Wales had the most reports, followed by South Wales Fire and Rescue Service and North Wales Fire and Rescue Service.

*\*Headcounts: SWFRS (1610), MAWWFRS (1400) and NWFRS (889).*



*\*Injury incidence rate is calculated Number of work-related injuries  $\times$  1,000 / average number of employees.*

Our Service has the lowest injury incidence rate of the three Welsh Fire and Rescue Services, with 29 injuries for every 1,000 employees.

## Programme of Work

This year the scope of the Health, Safety and Wellbeing Team's programme of work has increased significantly as a result of the Covid-19 pandemic. A separate report has been written which highlights the teams work streams specifically in relation to Covid-19. The full report can be found under reports on the Health, Safety and Wellbeing Intranet page.

## Workplace Inspections

In February 2020 we aligned our workplace inspection programme with the Operations Audit and Support Team's audit schedule for the first time. Due to the growing severity of Covid-19 and compliance with Welsh Government guidance, we were unable to visit all sites as originally planned. However, for those sites that we could not visit we requested that the Station Commander carry out their own H7 in our absence.

In total we were able to undertake 34 inspections in person, including FRSHQ, OHU Stores and our Fleet and Engineering workshop. In total, 51 inspections (100% of inspections) were carried out across the Service, ensuring the Service remained compliant.

We have worked closely with the Building Maintenance and Facilities Team during 2020-21 to ensure that all anomalies are addressed and rectified where possible.

## Risk Assessments

Every year we review and sign off over 100 risk assessments. These can be in relation to operational training exercises, events, new pieces of equipment and Standard Operating Procedures. The emergence of Covid-19 saw the number of risk assessments increase significantly. Between December 2020 and March 2021 we received approximately 200 risk assessments to review. The majority of these were Covid-19 risk assessment reviews and training exercises.

## Inductions and DSE Arrangements

As of 1<sup>st</sup> January 2020 we changed the way in which we deliver our Health, Safety and Wellbeing induction for all personnel. We now arrange to meet with all new Support staff members within their first week for a one-to-one induction that is tailored to their role. This also involves carrying out a DSE assessment for the individual and making sure their workstation is setup correctly for them.

Due to the Covid-19 Pandemic we had to look at new ways in which we could safely ensure that all new starters received a basic level of health and safety understanding through an induction process. We worked with colleagues in the Training Support Unit to develop an online induction training module for all WT and On-call personnel.

## Health, Safety and Wellbeing Training

Health and Safety training remains a fundamental part of our programme of work.

### Risk Assessment Training

During 2020-21 we developed new Risk Assessment templates for use by all staff for a range of activities and roles carried out, with this role out we delivered risk assessment training to all Station Commander's and line managers based in HQ. We also delivered training to managers in Joint Fire Control. In total this equates to the delivery of 40 different training sessions.

Later in the year we began offering monthly group training sessions which is open to all SWFRS personnel, we received a good response to these sessions and as a result these will continue into 2021-22.

### Crew Manager Inductions

Throughout the year we have continued to work closely with OAST in delivering important health and safety information as part of the Crew Manager Inductions. Some of these sessions have been delivered face-to-face, whilst the majority have been undertaken remotely via Starleaf. In total we have presented at 9 Crew Manager Inductions and JO seminars.

## Development of New Safety Event Forms

This year the team have worked on developing new and improved safety event forms. As part of the initial planning stages, we sought advice from ODRT and FBU representatives. Once the forms had been developed, we sent them out for wider consultation at the end of March 2021 where we invited feedback from all departments within the Service. This project is entering its final stages and is on track to be finalised during 2021-22.

Our training this year focused heavily on risk assessments, in part due to the emergence of Covid-19 and the collective effort to ensure our workplaces were safe. Our focus going into 2021-22 is the delivery of accident and near miss reporting and investigation. Once the new forms have been finalised, we aim to roll this training out to staff across the Service which will explain the importance of reporting and investigating incidents and the correct procedures to follow.

## Consultation and Engagement

Detailed below are some of the main areas of consultation and engagement that we are involved in across the Service.

### Safety Committee

Throughout 2020-21, our quarterly Safety Committee meetings continued to run successfully with the exception of QTR 1 which was cancelled as a result of the impact of the Covid-19 pandemic. For the first time in their history these meetings were held virtually, with continued representation from all departments.

These meetings were held on the following dates:

- Q2 – 17<sup>th</sup> November, 2020
- Q3 – 20<sup>th</sup> January, 2021
- Q4 – 14<sup>th</sup> April, 2021

All relevant meeting papers are accessible via the Health, Safety and Wellbeing intranet page.

### Accident and Injury Review Group

Throughout 2020-21 this group has continued to meet on a regular basis to discuss recent accidents, near misses and insurance claims. The successful running of this group and continued input from members plays an important role in the management of Health and Safety across the Service.

### Wellbeing Steering Group

Following the successful start-up of this group in 2018/19, we have continued to engage with this forum by attending meetings on a monthly basis. This year the group have been heavily involved in areas such as the Investors in People Award Wellbeing Assessment; The Service was the first organisation in Wales to achieve the Silver award.

## Insurance Update

2020-21		
	Employer Liability	Public Liability
Total Number	3	4
Total Value (Anticipated)	£84,822 Reserve	£1,140 Paid; £500 Reserve



The number of employer liability claims remains at a similar level to previous years. We have seen an increase in public liability claims (+4).

## Progress against Plans and Objectives for 2020/21

Due to the Covid-19 pandemic objectives being set for the year 2020/21 may be affected as a deliverable. This is likely to be due to third party interactions and working in line with both Welsh Government legislation and UK government guidance. As a team we are looking at new ways in which we can still deliver our service to our end users whilst working in compliance.

Due to the work planned for the 2019/20 objectives some of these were identified as taking more than one year and will therefore roll over to 2020/21.

These include:

**1. Risk Assessments.**

We will continue on with this piece of work, we are going to look at the next stage regarding how we may implement an electronic recording/reporting system which will flag when risk assessments are due for review.

**2. Monitor and review the 3 year strategy document to ensure efficiency and effectiveness.**

We are currently at stage 2/3 for the Health Safety and Wellbeing Three Year Strategy for Improvement report, we will continue to monitor the effectiveness of the strategy document to ensure targets are reached where reasonably practicable.

**3. Explore opportunities to automate our Health and Safety Processes and Systems.**

We will continue to keep this as an action as it will link in with the first two actions (above). We continue to explore these capabilities by working closely with the Statistics and Risk Team in regards to further developing our reporting processes. Moving into the next financial year we will be working closely with HR in exploring new updates to the CORE HR system which involves a new H&S management system.

**4. Covid Secure Workplace**

Working to ensure SWFRS sites are Covid compliant, through introduction of appropriate hand washing/cleaning facilities and signage etc. working closely with managers to ensure all tasks being undertaken by their individual teams are risk assessed to best mitigate the risk of spread of Covid-19. Linking in with the Covid Recovery Team to provide advice, guidance and support.

**5. Identification of new working practices**

The HSW Team members will identify new ways of delivering our services to the end user. This will include a range of changes including delivery of a new online induction

training session, a range of online HSW 'Tool Box Talks', e- meetings with stations and HQ departments via Star leaf and other available resources etc.

We will continue to monitor the changes to legislative guidance around COVID secure workplaces and provide the appropriate support to Departmental Managers to allow them to best manage Covid-19 for the respective teams.

## Closing Word

The 2020/21 reporting year has brought us many different challenges, in ensuring we continue to support all our staff members whilst they maintain service delivery to our communities.

The Health Safety and Wellbeing Team have embraced this challenge and have worked in ways we would never have thought possible previously. Not only ensuring day to day health and safety legislative compliance, but dealing with and acting upon the vast amount of legislative changes and guidance coming from both the Welsh Government and Central Government. All this whilst the Service aimed to maintain their normal service delivery to our communities but also provided assistance to WAST and Local Authorities.

As a positive coming from this Pandemic, this has allowed my team to look at our processes and identify new ways of working in which we can continue with in the future. This will hopefully continue to have a positive impact to the productiveness of the team and help with the environmental impact against the Services goals to reduce carbon emissions.

With this in mind the HSW Team will continue to identify opportunities to evolve, ensuring we reach our end users and continue the work we have completed in recent years looking at culture change around Health Safety and Wellbeing to move in a positive direction.

We will work with the Service to look at ways in which we can continue to embrace new technologies and support our staff members to work more remotely, building on the opportunity to provide a healthier work life balance for Service employees, whilst

ensuring the service we provide to our communities are not directly impacted in a detrimental way.

I would like to thank all the departments who have supported the HSW Team to allow us to continue the essential work we do. I would also like to take the opportunity to show my appreciation to my team for embracing these challenges we have seen over the past twelve months with professionalism and integrity.

**Martin Hole** MSc CMIOSH

**Health Safety and Wellbeing Manager**



### Further information

For any further information please contact Martin Hole:

Martin Hole MSc, CMIOSH, MIIRSM

Health, Safety and Wellbeing Manager

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# Health, Safety & Wellbeing

Update on Projects undertaken during COVID-19  
Pandemic

2020-21

## Introduction

It goes without saying that 2020-21 has been an incredibly busy year for the world of occupational Health and Safety as the Covid-19 outbreak has brought new hazards and risks into the workplace. As a Service we have had to adapt to new ways of working and implement a variety of different control measures that have affected each and every one of us.

The South Wales Fire and Rescue Service, ('The Services') Health, Safety and Wellbeing Team have worked continuously throughout the year to ensure the Service is aware of all relevant legislation and guidance in relation to Covid-19, which in turn enables us to make sure our workplaces are as safe as reasonably practicable.

The purpose of this short report is to highlight some of the important work that has been carried out by the Health, Safety and Wellbeing Team and the actions we have taken during the course of the on-going pandemic.

As a team we would like to put our thanks on record to all the departments and teams who have assisted us and continue to assist us in delivering these safety critical interventions.

Most importantly I want to place my thanks on record to my team members who have worked diligently throughout to ensure we have been able to deliver the work streams identified within this report.

Martin Hole

Health Safety and Wellbeing Manager  
South Wales Fire and Rescue Service

## Risk Assessments

Developing suitable and sufficient risk assessments is an important first step in ensuring our workplaces are safe and secure. As the pandemic began to emerge, we worked closely with teams across the Service to create Covid-19 specific risk assessments. We began developing an overarching risk assessment for headquarters, alongside developing risk assessments for individual team's and their specific work activities. This included all Stations, OHU, Joint Fire Control and Fire Cadet Units. At the time of writing this report, we currently have 195 Covid-19 risk assessments in circulation which are subject to periodic reviews.

### CoSHH

During the course of this pandemic the Service has procured a number of new substances, including sanitisers, cleaning supplies and disinfectants. The Health, Safety and Wellbeing Team have worked closely with the Procurement Team to ensure all of these products will have been assessed and have a CoSHH assessment in place. At the time of writing this report, we currently added 48 CoSHH assessments to our library as a direct result of Covid-19.

### Audits

In order to ensure the Service is Covid secure, we designed a Covid compliance checklist (Appendix A) and visited all 47 stations between September and October 2020, in order to carry out an audit of their Covid-19 risk assessments. We also took this opportunity to provide further advice, guidance and best practice on managing the risks associated with Covid-19.

In addition to visiting all stations, the team also work with all risk assessment owners in HQ, OHU and Fire Control to audit their risk assessments and work processes. This process involved reviewing current risk assessments and creating new and updated versions.

The Health Safety and Wellbeing Team have been working closely with the Service Performance and Communications Team to develop the BMIS Covid Audit platform, updated monthly by managers to audit compliance against their Covid audit actions.

## Training

### Risk Assessment Training

During 2020-21 the majority of our training has focussed around risk assessments. To date we have delivered 40 training sessions to members of staff from across the Service. Initially, as part of our work in developing Covid-19 risk assessments, this training was targeted at Support staff Managers and Station Managers. During February 2021 we extended this invitation to all members of staff and have training sessions booked until the end of April 2021. The aim of this training is to equip staff with the knowledge and understanding on the importance of risk assessments, when to create them and how to ensure they are suitable and sufficient.

In addition the L&D Team have assisted the Health, Safety and Wellbeing Team in delivering IOSH Managing safely courses in a Covid secure manner, with 2 cohorts complete and further 2 pencilled in before the end of the financial year.

### Station based training

The Health Safety and Wellbeing Team have carried out a number of station based training sessions looking at a range of topics. This training is generally carried out as a relaxed tool box talk session which has been received well by watches, with a number of these booked in in the coming months. These can be undertaken via StarLeaf or face to face on station, in a Covid secure manner, this latter option allows us to carry out any additional works whilst on site including H7 Workplace Inspections and Covid compliance audit inspections.

### Crew Manager Inductions

Throughout the year we have continued to work closely with OAST in delivering important health and safety information as part of the Crew Manager Inductions. Some of these sessions have been delivered face-to-face, whilst the majority have been undertaken remotely with the use of Starleaf. In total we have presented at 9 Crew Manager inductions and JO seminars.

## New Starter Inductions

The Covid-19 Pandemic has made us address the way in which we deliver our Health, Safety and Wellbeing inductions. As a result these have changed this considerably during 2020-21, having embraced new ways of working and re-designing our processes.

### Online Induction Packages

Due to the nature of the pandemic and the increase in remote working, we have worked closely with TSU based at Cardiff Gate to design an online induction package which has since gone live and is currently being utilised by Training for all new operational recruit courses. We are also in the process of designing a separate online induction for support staff which we are aiming to publish in the near future. These online packages will ensure that all important health and safety information is still being communicated to all new starters, despite the reduction in face-to-face training and delivery, allowing us to ensure legislative compliance.

### New First Day Induction Process

Towards the end of 2020 we published a new First Day Induction Checklist H-10 (Appendix B). This checklist underwent a significant review following discussions with the L&D Team to identify ways in which we can ensure support staff inductions were taking place in a timely manner. As part of the new procedure, a member of the Health, Safety and Wellbeing Team will arrange one-to-one meetings with all new starters, and guide them through all the necessary health and safety information that is relevant to their role. This process includes carrying out a DSE assessment for the new starter, and where identified manual handling training. We aim to carry this out on day one, however, due to Covid and the working from home arrangements, we aim to capture each new starter within the first two weeks of employment.

## Information and Advice

### Guidance for Homeworkers

On 23<sup>rd</sup> March 2020 the UK Government made the announcement that the UK would go into lockdown, making people stay at home and forcing many businesses to temporarily close. During this time the HSE has produced specific guidance for homeworkers, however, have taken the stance from the start of this pandemic that any homeworkers working from home for any period of their working week due to the Covid restrictions would be classed as a temporary home worker, this continues at this time.

The Service have managed homeworkers through the Health Safety and Wellbeing Team and Recovery Team through providing a range of guidance for Managers and their team members.

Since March 2020 a range of advice has been produced and afforded to all employees on ways in which they can help themselves whilst working from home. Below are a list of these such internal created documents and those by trusted parties.

- HSE Guidance for Homeworkers
- SWFRS Homeworkers Information Sheet (Appendix C)
- Chartered Institute of Ergonomics and Human Factors
- Positive Pointers Issue No.3 – Safety Begins at Home

### Enhanced Cleaning

During our Covid-19 compliance audits, we consulted with station personnel and invited their feedback and suggestions. It was identified that station personnel would benefit from further information in regards to enhanced cleaning, specifically what they need to be cleaning, how regularly and what products they should use. We acted on this and subsequently developed an enhanced cleaning training package alongside an enhanced cleaning infographic (Appendix D). This training package also references enhanced cleaning in Service vehicles. This information package has now been rolled out to stations. We have also developed an enhanced cleaning infographic specifically for headquarters and the office environment (Appendix E).

## First Aid and CPR

Over the course of this pandemic, new guidance has emerged in relation to the delivery of First Aid and CPR. We have communicated with our IEC Instructors and nominated first aiders and involved them in our risk assessment process by asking them to inform us of any vulnerabilities or concerns they have. Taking guidance from the Health and Safety Executive (HSE) and working closely with the Media & Communications team, we have designed a First Aid Poster (Appendix F) that details new guidance on delivering First Aid and performing CPR during Covid-19. These posters are displayed at all First Aid points in headquarters.

## Meetings

The Health Safety and Wellbeing Team have actively contributed to a number of meetings that have been set up to specifically discuss Covid-19 and the impacts on the Service – namely the Covid-19 – People, Health & Wellbeing Cell Meeting, and the Recovery Cell.

## Covid Safety Alerts

Following updates from local authorities in relation to Covid-19 outbreaks, we designed a Covid Safety Alert template which gets distributed via email to all relevant staff. The alert consists of the location and address of the outbreak and advises Service personnel to avoid the area in the course of their work. The Resilience and Planning team are advised of locations of concern through the LRF meetings and this information is utilised to allow us to distribute Covid Safety Alerts when applicable.

## All Wales Approach

We have continued to collaborate with our neighbouring Health, Safety and Wellbeing Team's in Mid & West Wales and North Wales. We have shared our knowledge and experience, worked together on the development of risk assessments and discussed national guidance. In addition we have been communicating with the wider FRS community through the NFCC Workplace App.

## Appendix A – Covid Compliance Checklist

### South Wales Fire and Rescue Service Covid-19 Compliance Checklist

Checklist to identify that SWFRS Premises are complying with current Local Government guidance for the duration of the Coronavirus Pandemic.

#### Key

**Red** – Not Acceptable (Immediate action required)

**Amber** – Requires Improvement/Changes (Action required within 2 days)

**Green** – Acceptable (No Further Action Required)

NB. Any Red or Amber actions identified will be followed up by a further visit from the HSW Team within 5 days.

Premises Name:  Premises Manager:

HSW Auditors Name:  Date of Audit:

Follow up Audit Required? Yes  No

		RED	AMBER	GREEN	COMMENTS
<b>1.</b>	<b>GENERAL</b>				
1.1	Covid-19 Risk Assessment has been completed and is in date.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	Clear signage throughout the building including at entrances and exits, to encourage social distancing, regular hand washing and sanitising.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	Schedule in place for enhanced cleaning of all touch points at the beginning of each shift with nominated responsible persons.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	Cleaning stations in place with adequate supplies of blue roll, spray and wipes to enable employees to sanitise their work area. Suitable disposable facilities also available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.5	Provision of guidance on the use of PPE and suitable disposal facilities in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.6	The premises is adequately ventilated where possible i.e. opening of windows.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		RED	AMBER	GREEN	COMMENTS
1.7	Log/visitor book in place with times and dates recorded for Track, Trace and Protect purposes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>2.</b>	<b>Entering and Moving Around the Building</b>				
2.1	Demarcation in place to highlight 2m social distancing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	Hand sanitiser is provided throughout the premises and easily located at entrances and exits.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3	One-way systems in place for internal pedestrian walkways.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>3.</b>	<b>Welfare Facilities – Toilets, Showers, Locker Room, Rest Areas, Kitchen / Canteen.</b>				
3.1	Maximum occupancy signs displayed on toilet/shower and changing room doors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2	Chairs removed in canteen and rest rooms to maintain social distancing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3	Staggered breaks in place to minimise the number of people using the canteen and rest areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4	Cleaning supplies and hand washing facilities available within canteen/catering areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>4.</b>	<b>Meeting Rooms</b>				
4.1	Employees encouraged by managers to attend meetings remotely i.e. Star leaf.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.2	Meeting rooms clearly marked with maximum capacity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.3	Chairs and tables set up to allow for 2m social distancing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>5.</b>	<b>DSE / Workstations</b>				
5.1	Enhanced cleaning schedule of workstations in place.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	Employees have access to cleaning and hand sanitising facilities at their workstation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6.</b>	<b>Gym</b>				
6.1	Signage displayed on the gym door to indicate maximum capacity inside the gym.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Appendix B Form H-10



Gwranaweth Tân ac Achnab  
Ddi Cymru  
South Wales  
Fire and Rescue Service

H10

### HEALTH, SAFETY & WELLBEING FIRST DAY INDUCTION CHECKLIST

The purpose of this checklist is to familiarise new starters with basic Health and Safety information in order to best ensure the safety of themselves and others in the workplace.

This checklist will be actioned by a member of the Health, Safety and Wellbeing Team.

Where there is an \* this information/equipment will need to be provided by the Line Manager.

1. General	Tick Once Complete
1.1 Employee has been shown where to find the Health, Safety & Wellbeing page on the Intranet which includes where to find:- Health and Safety Policies, Risk Assessment Library, Health and Safety Forms etc.	
1.2 An explanation has been provided on the basic legislation relevant to the job e.g. The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999.	
1.3 Risk Assessments that are relevant to the employee's work activities have been communicated and shared.*	
<b>2. Emergency Procedures</b>	
2.1 Employee has been given a tour of the premises for familiarisation.	
2.2 An explanation has been given on the emergency evacuation procedures and the fire alarm systems in place.	
2.3 A demonstration has been given on the means of escape and the location of all fire exits and designated assembly points.	
2.4 Employee has been informed on what action to take following the discovery of a fire or actuation of fire alarm.	
2.5 A Personal Emergency Evacuation Plan has been discussed and if required put in place*	
<b>3. First Aid Provisions</b>	
3.1 The location of first aid facilities and the list of nominated first aiders have been highlighted.	
<b>4. Welfare Facilities</b>	
4.1 Employee has been shown where the welfare facilities are located i.e. toilets, kitchen/canteen and quiet room.	
<b>5. Incident Reporting</b>	
5.1 Employee has been made aware of the accident and near miss reporting procedures and understand how to report an accident or near miss in the workplace (please refer to HSGN 03).	
5.2 Employee has been made aware of their responsibilities under Health & Safety Legislation i.e. a duty of care for their own health and safety and that of others who are affected by their acts and omissions.	
<b>6. Wellbeing</b>	
6.1 Employee has been made aware of the services provided by Occupational Health and the self-referral process.	
6.2 Employee has been shown where to find the relevant wellbeing resources on the Intranet (see Staff Networks on the front page of the Intranet).	
6.3 Employee has been issued with their own reusable Service issue water bottle.*	

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Gwranaweth Tân ac Achnab  
Ddi Cymru  
South Wales  
Fire and Rescue Service

H10

<b>7. Safe Systems of Work</b>	
7.1 Employee has been shown basic lifting/handling techniques (please refer to HSGN 12).	
7.2 The hazards associated with the job role have been communicated to the employee (i.e. lone working, use of display screen equipment, hazardous substances or machinery) along with an explanation of the control measures in place.*	
7.4 If PPE is relevant for this job role, its correct use and storage has been explained to the employee.*	
7.5 Employee has been instructed not to use any piece of work equipment they have not received training on.	
7.6 Employee is familiar with the Service's policy on Driver Licence Checks and Occupational Road Risk Procedure (please refer to HSGN 06).	
7.7 Employee has been made aware of the Service's smoking policy (OP-01.0003).	
<b>8. Gym</b>	
8.1 Employee has been made aware that if they intend to use the Service Gym they must sign the online electronic declaration prior to use.	
<b>9. COVID-19</b>	
9.1 Employee has been informed about the requirements they must adhere to prevent the spread of COVID-19 in the workplace i.e. not to attend work with symptoms, regular hand washing/sanitising, regular cleaning of shared workspaces and desk, maintain social distancing at all times.	
9.2 Employee has been given a tour of the premises to highlight the control measures in place i.e. one way systems, signage, cleaning stations.	
9.3 Employee has been shown all COVID-19 risk assessments that are relevant to their work activities and understand where they can be found on the Health and Safety Intranet page.	
9.4 Employee has been shown where to find all the relevant information in regards to COVID-19 updates on the front page of the Intranet.	
9.5 Employee has been issued with a supply of face coverings.*	
<b>10. DSE</b>	
10.1 Safe Use of Display Screen Equipment has been explained to the employee. (please refer to HSGN 11).	
10.2 A DSE assessment has been carried out for the employee by a member of the Health, Safety and Wellbeing Team and a report sent to the Line Manager.	
10.3 Provision of eye and eyesight testing and corrective appliances has been explained to the employee. (please refer to HSGN 11).	

#### Line Manager Responsibility

1.3 Risk Assessments that are relevant to the employee's work activities have been communicated and shared.*	Date completed
2.5 A Personal Emergency Evacuation Plan has been discussed and if required put in place*	
6.3 Employee has been issued with their own reusable Service issue water bottle.*	

Page 2 of 3

## Appendix C – Homeworking Guidance



Gwasanaeth Tân ac Achub  
De Cymru  South Wales  
Fire and Rescue Service

**Setting up your  
WORKSTATION  
at home**

### Setting up your workstation at home

There is no increased risk from display screen equipment (DSE) for those working at home temporarily. So employers do not need to do home workstation assessments.

Nevertheless, the Health, Safety and Wellbeing Team have put together some advice and tips with setting up your workstation if you are required to work from home temporarily during the Coronavirus pandemic.

### Getting comfortable

The following may help users:

- Sit at a desk/table rather than an armchair/sofa to ensure a natural and healthy posture
- Forearms should be approximately horizontal and the user's eyes should be the same height as the top of the screen
- Make sure there is enough work space to accommodate all documents or other equipment
- Arrange the desk/table and screen to avoid glare, or bright reflections. This is often easiest if the screen is not directly facing windows or bright lights
- Adjust curtains or blinds to prevent intrusive light
- Make sure there is space under the desk/table to move legs

### Well-designed workstations

#### Keyboards and keying in (typing)

- A space in front of the keyboard can help you rest your hands and wrists when not keying
- Try to keep wrists straight when keying
- Good keyboard technique is important – you can do this by keeping a soft touch on the keys and not overstretching the fingers

#### Using a mouse

- Position the mouse within easy reach, so it can be used with a straight wrist
- Sit upright and close to the desk/table to reduce working with the mouse arm stretched. Move the keyboard out of the way if it is not being used
- Support the forearm on the desk, and don't grip the mouse too tightly
- Rest fingers lightly on the buttons and do not press them hard

#### Reading the screen

- Make sure individual characters on the screen are sharp, in focus and don't flicker or move. If they do, the DSE may need servicing or adjustment
- Adjust the brightness and contrast controls on the screen to suit lighting conditions in the room
- Make sure the screen surface is clean
- When setting up software, choose text that is large enough to read easily on screen when sitting in a normal comfortable working position
- Select colours that are easy on the eye (avoid red text on a blue background, or vice versa)

### Changes in activity

Breaking up long spells of DSE work helps prevent fatigue, eye strain, upper limb problems and backache. Organised or scheduled rest breaks may sometimes be a solution.

The following may help users:

- Stretch and change position
- Look into the distance from time to time, and blink often
- Change activity before users get tired, rather than to recover
- Short, frequent breaks are better than longer, infrequent ones. Timing and length of changes in activity or breaks for DSE use is not set down in law and arrangements will vary depending on a particular situation

Where possible your working set up should reflect fig 1.  
Try to avoid positions such as fig 2 and **NEVER** sit in an arm chair, sofa or bed.



Fig 1

Fig 2

If you have any specific queries please contact a member of the Health, Safety and Wellbeing Team.

## Appendix D – Enhanced Cleaning Poster for Stations

### Enhanced Cleaning on Station



Gwasanaeth Tân ac Adudd  
De Cymru  
South Wales  
Fire and Rescue Service



#### How do I clean and disinfect?



**Put on disposable gloves.**  
Gloves can be disposed in general waste bins.



**First, clean to remove dirt.**  
Use an all-purpose cleaner to remove dirt and grease.



**Next, disinfect to kill germs.**  
Disinfectants need to be left on surfaces for a certain amount of time before being wiped away in order for the product to work effectively. Follow the directions on the label.



**Throw away gloves and wash your hands.**  
Wash hands for at least 20 seconds with soap and warm water.

#### What should I use?



**Disinfectant wipes**  
(these can be used for ICT equipment i.e. phones, keyboards and mouse and items of gym equipment).



**Disinfectant spray**  
(for use on larger surfaces i.e. tables and worktops).



**Blue roll**  
(to wipe down surfaces after using the disinfectant spray, this can be disposed of in general waste).

#### How often should I clean and disinfect?

##### Regularly throughout the day

You should regularly clean high touch point areas such as; door/cupboard handles, light switches, remote controls, phones, computer accessories, kettles, microwaves, welfare facilities and gym equipment.

It might be helpful to implement a cleaning schedule with shared responsibilities amongst crew.

##### Dorms

Take all used bedding home to wash after every tour.  
After your last night shift you can flip over the mattress for the next individual using that bed.

**For further information or training please contact the Health, Safety and Wellbeing Team**

## Appendix E – Enhanced Cleaning Poster for HQ

### Enhanced Cleaning in Headquarters



Gwasanaeth Ffrwyddwr  
De Cymru  
South Wales  
Fire and Rescue Service



It's important that we all help to keep our workspaces safe and clean. Alongside the enhanced cleaning carried out by our contracted cleaners, we would also encourage members of staff to disinfect surfaces and equipment they have come into contact with.

#### What do I need to disinfect?



##### Meeting Rooms.

e.g. keyboard, mouse, phone remote controls and table top.



##### Canteen and kitchen facilities.

e.g. microwaves, fridges, tables, worktops and taps.



##### Office and ICT equipment.

e.g. desks, chairs and touch pads on printers.



##### Gym equipment.

Disinfectants need to be left on surfaces for a certain amount of time before being wiped away in order for the product to work effectively. Please follow the directions on the label.

#### What should I use?



##### Disinfectant wipes

these work best for smaller items such as pieces of gym equipment and ICT equipment.



##### Disinfectant spray

this works best for larger surfaces i.e. tables and worktops.



##### Blue roll

this can be used to wipe down surfaces after using the disinfectant spray, afterwards it can be disposed of in general waste.



##### Wash your hands

Remember to wash your hands afterwards for at least 20 seconds with warm, soapy water.

#### How often should I clean and disinfect?

It is recommended we clean surfaces and pieces of equipment we have come into contact with after we have used them to help make sure they are safe to use for the next person.

**For further information please contact the Health, Safety and Wellbeing Team**

## Appendix F – First Aid Guidance

# First Aid Guidance

## during Coronavirus Pandemic

During the Coronavirus (COVID-19) outbreak, first aiders must be confident that they can safely assist someone who is ill or injured at work. Please consider the following important points in addition to your regular first aid protocol and training.

### Minor Injuries or illnesses

It is possible to help effectively treat some patients with minor injuries e.g. cuts/abrasions or burns from a safe distance.

Try to assist at a safe distance from the casualty as much as you can and minimise the time you share a breathing zone.

If they are capable, tell them to do things for you, but treating the casualty properly should be your first concern. Remember the 3P model – preserve life, prevent worsening, promote recovery.

If required, utilise a fluid-repellent surgical mask, disposable gloves, eye protection and apron which can be found in all first aid boxes located in headquarters.

### Performing CPR

1. If you come across someone who is unresponsive and has absent or irregular breathing, call 999 immediately – tell the call handler if the patient has any COVID-19 symptoms.
2. Ask for help. If a portable defibrillator is available nearby, ask for it.
3. Before starting CPR, to minimise transmission risk, use a cloth or towel to gently cover the patient's mouth and nose, while still permitting breathing to restart following successful resuscitation.
4. Only deliver CPR by chest compressions and use of a defibrillator, Resuscitation Council UK have advised against rescue breaths for adult patients.

If available, use:

- a fluid-repellent surgical mask
- disposable gloves
- eye protection
- apron or other suitable covering

### After delivering any first aid

Ensure you safely discard of all disposable items and thoroughly disinfect any reusable supplies or equipment.

Wash your hands thoroughly with soap and water or an alcohol-based hand sanitiser as soon as possible.



Gwasanaeth Tân ac Achub  
De Cymru  
South Wales  
Fire and Rescue Service



3026/MSW - DEC\_2020

**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.ii  
27 SEPTEMBER 2021

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER - TECHNICAL SERVICES

REPORT OF THE DIRECTOR OF TECHNICAL SERVICES

**REPORT ON END OF LIFE OPERATIONAL EQUIPMENT****THIS REPORT IS FOR DECISION**

PRESENTING OFFICER ACFO RICHARD PRENDERGAST

**SUMMARY**

This report is to update members on the disposal of redundant operational equipment since 2019 via Fire Aid / International Fire & Rescue Association (IFRA).

**RECOMMENDATIONS**

Members approve the donation of income received from the disposal helmets to the Firefighters charity as outlines paragraph 2.3.

**1. BACKGROUND**

- 1.1 The disposal of Authority assets are covered under the Authority's Contract Standing Orders, Financial Regulations and Scheme of Delegations. Members have previously agreed for suitable redundant operational equipment which has reached its end of life due to Manufacturers recommendations or UK regulations be disposed of via Fire Aid / International Fire & Rescue Association (IFRA).
- 1.2 Due to the COVID-19 Pandemic Fire Aid had not received any requests for equipment through their bidding sites so alternative avenues needed to be sought that are still in line with the Authorities Contract Standing Orders, Financial Regulations and Scheme of Delegations.
- 1.3 Fire Aid provided contact details for a number of subsidiary partners that would be in a position to place end of life equipment:
  - International Fire & Rescue Association (IFRA)
  - Florian
  - Scottish Emergency Rescue Association (SERA) who donate throughout Eastern Europe

- 1.4 The subsidiary partners were contacted and after ensuring all the Services requirements would be adhered to assets were donated as detailed further in the report.

## 2. ISSUE

- 2.1 The following operational equipment has been donated this year.

QTY	DESCRIPTION OF EQUIPMENT	CHARITY	DESTINATION
300	Breathing Apparatus Sets	IFRA	Mexico
665	Cylinders	IFRA	Mexico
50	BA Boards	IFRA	Mexico
1800	Uniforms from SWFRS	IFRA	Mexico
8	Tics/Batteries/Chargers/App Holders	Florian (Fire-Aid)	Philippines & Macedonia
24	Cylinders	Florian (Fire-Aid)	Philippines & Macedonia
24	BA sets	Florian (Fire-Aid)	Philippines & Macedonia
5	BA Boards	Florian (Fire-Aid)	Philippines & Macedonia
2	13.5m Ladders	SERA	Moldova & Ukraine
2	10.5m Ladders	SERA	Moldova & Ukraine
2	Thermal Imaging Cameras with accessories	SERA	Moldova & Ukraine
250	Fire Helmets (mix of white and yellow)	SERA	Moldova & Ukraine
1	Mercedes Benz Fire Appliance C/W Hose Reels	SERA	Moldova & Ukraine
1	Scania Fire Appliance C/W Hose Reels	SERA	Moldova & Ukraine

- 2.2 The above table demonstrates not only the amount of equipment that has been successfully donated to developing Nations, but also the considerable investment the Service continues to make in improving firefighter and public safety.

- 2.3 A key area of investment for South Wales Fire and Rescue Service has been the replacement of Fire Helmets. This procurement and the disposal of associated end of life PPE has been a logistical challenge for the Service. A number of routes for disposal were considered with a view to managing associated disposal costs and risks. Following staff engagement individuals suggested that they would welcome the opportunity to purchase their own helmet off the Service, retain them as a

keep sake and pay a donation of £10 to the Firefighters Charity. To date this option has raised over £7000 for the Firefighters Charity to support our Firefighters and their families in a time when charity work has been significantly impacted by the pandemic.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

#### 3.2 Regulatory, Strategy and Policy

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

#### 3.3 Resources, Assets and Delivery

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

### 4. RECOMMENDATIONS

- 4.1 Members approve the donation of income received from the disposal helmets to the Firefighters charity as outlines paragraph 2.3.

<b>Contact Officer:</b>	Mr Richard Prendergast Director of Technical Services	
<b>Background Papers</b>	<b>Date</b>	<b>Source / Contact</b>
None		

AGENDA ITEM NO 7

**Reports for Information**

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**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.i  
27 SEPTEMBER 2021

REPORT OF THE TREASURER

**MEDIUM TERM FINANCIAL STRATEGY 2021/22 – 2026/27**

THIS REPORT IS FOR INFORMATION

REPORT APPROVED BY TREASURER

PRESENTING OFFICER TREASURER

**SUMMARY**

This report outlines the headlines of the Medium-Term Financial Strategy for 2021/22 to 2026/27 as presented to the Finance & Performance Management Committee on 23 September 2021. The Strategy includes budget projections based on the Authority's plans and strategies informed by the general financial and operational environment in which services are provided.

The Strategy indicates that the Authority's cost base will increase by 2.84% next year with increases averaging around 2% for the remainder of the Plan period.

Next year's increase reflects an update to the figure provided with the FAPM agenda to take account of the estimated £300,000 (0.4%) cost of the recent announcement around Social Care funding using national insurance contributions.

The Strategy was drawn up in light of few firm resource commitments beyond the current year. This background together with the uncertainties arising from the ongoing pandemic introduce significant risk in the Strategy.

**RECOMMENDATIONS**

That the Fire Authority notes the report as the basis for next year's budget planning.

**1. BACKGROUND**

- 1.1 The Authority operates a Medium-Term Financial Strategy (MTFS) which provides a backdrop to the planning of resource allocation and spending. The FAPM Committee considered the Strategy on 23 September 2021. This report provides Members with the headlines of the Strategy.

- 1.2 The Authority follows appropriate Codes of Practice in managing its finances including the maintenance of an MTFS.
- 1.3 The Finance, Audit and Performance Management Committee considers the MTFS each year throughout its budget planning cycle. The last MTFS period expired in the current year.
- 1.4 The whole face of public services has been changed by the recent Covid19 pandemic and budgets and resources at all levels of government have been altered out of all recognition from the norm. UK debt has risen to unprecedented levels. The impact on all public sector bodies has been enormous both in terms of spending pressures and loss of revenue.
- 1.5 No firm forward financial plans have been released by central government whether nationally or regionally in the wake of the current crisis. Forward planning with any accurate assessment of external factors is therefore very challenging if not impossible.
- 1.6 The MTFS can only plan on the basis of knowns or reasonably informed assessments and accordingly, no attempt has been made to forward project resources beyond a simple benchmark of consistently higher or lower resource assumptions. If new announcements on funding are released, a review of the MTFS will take place.
- 1.7 The MTFS identifies the operational context in which the financial management of the Authority takes place currently and sets out the challenges, risks and responses which are relevant in the short to medium term where this is possible.
- 1.8 It is not anticipated that the review of governance and funding undertaken by Welsh Government will significantly change the structure, activities and funding of Fire Authorities in the near future.

## **2. ISSUE / PROPOSAL**

- 2.1 The MTFS provides a framework for financial planning and sets the basis for annual budget setting

### **2.2 LOCAL GOVERNMENT SETTLEMENT**

- 2.2.1 In recent years, the Welsh Government has started to increase resources within the local government settlement. In the current financial year, Welsh Government gave Councils in South Wales 4.1% extra resources. Councils responded with calls for more and

continued the trend of increases in Council Tax which now accounts for around one quarter of their net spending.

2.2.2 In previous years, the Fire Authority has been informed of the consistent pattern of increases in local taxation which assists in budget setting for Council Services which includes fire and rescue services. Council tax yield has typically increased by an average of between 4% and 5%.

2.2.3 There are no forward indications from Welsh Government around next year's grant for councils however, Welsh Government has signalled its intent to return to three year indicative settlements as soon as possible.

## 2.3 WELSH GOVERNMENT FUNDING

2.3.1 The Authority relies on several streams of Welsh Government funding to support its budget. Again, no forward commitment has been given to support these key income streams. Pension costs, national initiatives and community safety activities all rely heavily on this cash and this lack of commitment represents a risk. Including pensions and PFI grant, the funding amounts to around £27m per annum.

## 2.4 BASE BUDGET CONSIDERATIONS

2.4.1 The most significant part of the Authority's budget is employee costs representing around 75% of spend. The MTFS assumes average pay awards of 1.5% per annum. It is important to note that the Authority undertook to refund to constituent councils any over-provision for pay awards within the current year. Pay awards have not all been finalised yet but the MTFS is constructed based on an estimated reduction (£500k) in the base budget.

2.4.2 Further provision for pension costs arising from the ongoing legal challenges is built in to the base from 2023. The effects of Job Evaluation implementation (£117k) are included as are provisions for growth in the training budget (£100k).

2.4.3 The Premises budget includes specific provisions relating to maintenance, upgrades and cleaning. Business Rates are assumed to increase annually with the potential for a substantial uplift (20%) in 23/24 following revaluation. Energy costs are expected to reduce from 2024 onwards (5% pa) in response to activities in the carbon reduction plan. Increased costs associated with the Emergency

Services Network project (£600k) are assumed over a two-year period from 2024.

- 2.4.4 The Authority commenced a process of investment in its ICT infrastructure in the current year. This investment will continue as planned for a second year in 22/23. One off investment in operational equipment is included next year to respond to specific identified training requirements. Other supplies budgets reflect inflationary increases or reductions according to planned activities.
- 2.4.5 Transport costs continue to be targeted for reductions in light of the desire to reduce vehicle movements and to reduce the use of fossil fuels across the fleet. The introduction of electric vehicles and cleaner diesel vehicles will underpin this trend.
- 2.4.6 Capital financing costs will increase annually (4% pa) reflecting the approved capital programme with the overall exposure to these costs monitored through the Authority's Treasury Management Strategy.

### 3. IMPLICATIONS

#### 3.1 Community and Environment

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

3.1.1 The MTFs includes assumptions of savings derived from Carbon Reduction initiatives.

3.1.2 The MTFs includes budget projections that will form the basis of consultation with the ten constituent authorities.

### 3.2 Regulatory, Strategy and Policy

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

3.2.1 The MTFs includes detailed plans of the Authorities finances and is prepared in compliance with several regulatory Codes of Practice.

### 3.3 Resources, Assets and Delivery

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

3.3.1 The MTFs forms the basis of the revenue and capital budget planning for the coming financial year.

## 4 EVALUATION & CONCLUSIONS

4.1 The MTFs projections show annual increases in budget of around 2.84% for next year then 2% per annum on average. Without the refund to constituent councils in the current year, the increase would be 2.18% next year.

Financial Year	Increase in Budget
22/23	2.84%
23/24	2.32%
24/25	2.08%
25/26	2.16%
26/27	1.75%

4.2 These planning assumptions are deemed reasonable in the context of the resources likely to be available to the public sector in Wales.

- 4.3 The MTFS will be revisited annually by FAPM and updated as more information becomes available. Further reports on the detail of next year's budget will be presented to relevant Committees as the year progresses.

## 5 RECOMMENDATIONS

- 5.1 That the Fire Authority notes the report as the basis for next year's budget planning.

<b>Contact Officer:</b>	Chris Barton Treasurer	
<b>Background Papers</b>		
	<b>Date</b>	<b>Source / Contact</b>
MTFS presented to FAPM Committee	23/9/21	Treasurer
<b>Appendices</b>		

**THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN****SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.ii  
27 SEPTEMBER 2021

REPORT OF THE TREASURER

**2020/21 ANNUAL TREASURY MANAGEMENT REVIEW****THIS REPORT IS FOR INFORMATION**

REPORT APPROVED BY THE TREASURER

PRESENTING OFFICER - TREASURER

**SUMMARY**

To consider the results of Treasury Management activities for the year ending 31 March 2021, in accordance with the Authority's approved Treasury Management Strategy.

**RECOMMENDATION**

This committee recommend that the Fire & Rescue Authority note the Annual Treasury Management Review for 2020/21 and approve the actual 2020/21 prudential and Treasury indicators set therein.

**1. BACKGROUND**

1.1 There exists a statutory and regulatory obligation for the Authority to comply with the reporting requirements detailed in Appendix 1. An 'Annual Treasury Management Review Report' is required to be presented to full Authority as soon after the close of the financial year as is practicable or by the 30 September at the latest. The purpose of this is to compare the actual position to the treasury management strategy (TMSS) set in advance of the year to confirm or otherwise, compliance and assess performance.

**2. ISSUE**

2.1 Effective treasury management can be measured by its budget impact i.e financing costs and investment income, organisational solvency and cash flow.

2.2 The Authority receives annual bank deposits in the region of £90 million throughout any one year. In general, monthly bank payments can total as much as 8 million and are dependant on various factors. The timing of these cash flows can be uncertain and as such, it is imperative that the flow of cash in and out of Authority bank accounts is managed to support budget strategies and minimise risk.

- 2.3 The Authority contracts with 2 banking providers, i.e. Lloyds and Barclays. The main banking contract was awarded to Lloyds in February 2020 following a successful tender process. Barclays a contingency used to manage funds surplus to the counter party limits set by Members within the strategy, i.e. £10 million.

### 3. FINANCIAL IMPLICATIONS

#### 3.1 Borrowing Outturn

The Authority maintains a competitive, average debt book rate of approx 3.83% which is lower than previous years at 4.37%. Interest charges accrued are £1.12 million and £1.17 million for 2020/21 and 2019/20 respectively. The current borrowing strategy is to utilise the Authority's cash reserves in the first instance and to undertake external borrowing for long term investment.

#### 3.2 Investment Outturn

There were no investments made during the year as cash surpluses were required to fund capital investment even though new borrowing was also made. Investment returns in 2020/21 were the lowest they have been for many years at £2k, £79k in 2019/20. The lose of income is offset in the revenu budget by cheaper debt.

### 4. IMPLICATIONS

#### 4.1 Community and Environment

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

#### 4.2 Regulatory, Strategy and Policy

Legal	No
Financial	Yes
Procurement	No
Corporate Risk	No
Information Management	No
Data Protection / Privacy	No

Health, Safety and Wellbeing	No
Governance & Audit	No
Service Policy	No
National Policy	No

#### 4.3 Resources, Assets and Delivery

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

### 5. RECOMMENDATION

- 5.1 This committee recommend that the Fire & Rescue Authority note the Annual Treasury Management Review for 2020/21 and approve the actual prudential and Treasury indicators set therein.

<b>Contact Officer:</b>	<b>Background papers:</b>
Lisa Mullan Temp Head of Finance, Procurement & Property	- CIPFA Code Treasury Management - CIPFA Prudential Code - Treasury Management Strategy - Treasury Management Practices (TMP's)

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# Annual Treasury Management Review 2020/21

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## 1. Introduction

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2020/21. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2020/21 the minimum reporting requirements were that the full Authority should receive the following reports:

- an annual treasury strategy in advance of the year, Fire Authority 13 July 2020
- a mid-year (minimum) treasury update report, Fire Authority 14 December 2020
- an annual review following the end of the year describing the activity compared to the strategy (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Authority's policies previously approved by members.

This Authority confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Finance, Audit & Performance Management Committee before they were reported to the full Authority.

## 2. The Authority's Capital Expenditure and Financing

The Authority undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources i.e. capital receipts, capital grants, revenue contributions etc, which has no resultant impact on the Authority's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need, i.e. capital financing requirement (CFR).

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

## 3. The Authority's Overall Borrowing Need

**Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Authority should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2020/21) plus the estimates of any additional capital financing requirement for the current (2021/22) and next two financial years. This essentially means that the Authority is not borrowing to support revenue expenditure. This indicator allows the Authority some flexibility to borrow in advance of its immediate capital needs in 2020/21. The table below highlights the Authority's gross borrowing position against the CFR.

The Authority has complied with this prudential indicator.

	31.3.20 Actual	2020/21 Budget	31.3.21 Actual
<b>Capital expenditure</b>	<b>6,638</b>	<b>7,705</b>	<b>3,587</b>
Financed in year	4,450	384	290
<b>Unfinanced capital expenditure</b>	<b>2,188</b>	<b>7,321</b>	<b>3,298</b>
CFR	41,465	45,481	41,629
Gross borrowing position	26,477	31,523	27,061
Other Long Term Liabilities (OLTL)	4,691	4,462	4,462
Total debt & OLTL	31,168	35,985	31,523
<b>Under funding of CFR</b>	<b>10,297</b>	<b>9,496</b>	<b>10,106</b>

Borrowing Activity	2020/21 Budget	2020/21 Actual	
Authorised limit	50,000	50,000	• <i>T h e r e</i>
Operational boundary	45,000	45,000	
Financing costs as a proportion of net revenue stream	6.62%	6.19%	

*has been no breach of limits set in the strategy.*

- *The 2019/21 financing costs as a proportion to of net revenues streams was 5.97% and so there is an increase in costs funded through the revenue budget albeit this is a small increase and is due to new borrowing and is also below the budget.*

**The authorised limit** - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Authority does not have the power to borrow above this level. The table below demonstrates that during 2020/21 the Authority has maintained gross borrowing within its authorised limit.

**The operational boundary** – the operational boundary is the expected borrowing position of the Authority during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

**Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

## 4. Treasury Position as at 31st March 2021

At the beginning and the end of 2020/21 the Authority’s treasury, (excluding borrowing by PFI), position was as follows:

The maturity structure of the debt portfolio was as follows:

	Loan No	Date Raised	Maturity Date	Repayment Date	Original Principal (£)	Rate (%)	Principal OS 31/03/2020	Interest Charge 2020/21	Principal 2020/21	Principal OS 31/03/2021	EIP/MATURITY
1	481585	06/10/1998	30/06/2023	30/06,31/12	954,000	4.75	133,560.00	5,444	38,160.00	95,400.00	EIP
2	483674	06/12/1999	31/03/2025	30/09,31/03	1,031,000	4.375	1,031,000.00	45,106	0.00	1,031,000.00	MATURITY
3	484680	09/11/2000	30/09/2025	30/09,31/03	1,042,000	4.875	1,042,000.00	50,798	0.00	1,042,000.00	MATURITY
4	485618	17/07/2001	30/06/2026	30/06,31/12	750,000	5.25	750,000.00	39,375	0.00	750,000.00	MATURITY
5	485858	28/08/2001	30/06/2026	30/06,31/12	702,000	4.875	702,000.00	34,223	0.00	702,000.00	MATURITY
6	487013	09/09/2002	31/03/2027	30/09,31/03	1,500,000	4.75	420,000.00	19,238	60,000.00	360,000.00	EIP
7	487547	07/03/2003	31/12/2027	30/06,31/12	536,000	4.4	171,520.00	7,078	21,440.00	150,080.00	EIP
8	487909	23/06/2003	31/03/2028	30/09,31/03	1,488,000	4.3	476,160.00	19,835	59,520.00	416,640.00	EIP
9	488829	24/06/2004	30/09/2029	30/09,31/03	1,773,000	5.25	660,529.27	33,765	69,529.41	590,999.86	EIP
10	490551	09/09/2005	30/06/2029	30/06,31/12	3,678,000	4.35	1,455,875.00	60,020	153,250.00	1,302,625.00	EIP
11	492842	29/01/2007	30/09/2036	30/09,31/03	2,000,000	4.55	2,000,000.00	91,000	0.00	2,000,000.00	MATURITY
12	494280	24/01/2008	31/12/2036	30/06,31/12	4,100,000	4.41	4,100,000.00	180,810	0.00	4,100,000.00	MATURITY
14	496946	24/03/2010	26/09/2020	26/09,26/03	2,000,000	4.18	2,000,000.00	40,655	2,000,000.00	0.00	MATURITY
15	496947	24/03/2010	26/09/2028	26/09,26/03	2,000,000	4.62	2,000,000.00	92,400	0.00	2,000,000.00	MATURITY
17	497782	31/08/2010	31/08/2021	31/08,01/03	500,000	3.22	500,000.00	16,056	0.00	500,000.00	MATURITY
19	498806	01/08/2011	31/07/2022	01/02,01/07	1,000,000	4.27	1,000,000.00	42,583	0.00	1,000,000.00	MATURITY
20	498807	01/08/2011	31/07/2023	01/02,01/07	1,000,000	4.42	1,000,000.00	44,079	0.00	1,000,000.00	MATURITY
21	501402	03/07/2012	02/07/2027	04/01,02/07	1,000,000	3.41	1,000,000.00	33,913	0.00	1,000,000.00	MATURITY
22	501403	03/07/2012	02/07/2029	04/01,02/08	1,000,000	3.57	1,000,000.00	35,504	0.00	1,000,000.00	MATURITY
23	502789	21/01/2014	23/01/2032	25/01,23/07	2,000,000	4.23	2,000,000.00	84,136	0.00	2,000,000.00	MATURITY
24	502790	21/01/2014	23/01/2033	25/01,23/07	2,000,000	4.26	2,000,000.00	84,733	0.00	2,000,000.00	MATURITY
25	502791	21/01/2014	23/01/2034	25/01,23/07	1,000,000	4.28	1,000,000.00	42,565	0.00	1,000,000.00	MATURITY
26	281803	21/12/2020	23/12/2034	23/06,23/12	1,000,000	1.27		3,479	0.00	1,000,000.00	MATURITY
27	281805	21/12/2020	23/12/2030	23/06,23/12	2,000,000	1.02		5,589	0.00	2,000,000.00	MATURITY
28	201807	21/12/2020	23/12/2035	23/06,23/12	2,000,000	1.32		7,233	0.00	2,000,000.00	MATURITY
					38,054,000.00		26,442,644.27	1,119,618	2,401,899.41	29,040,744.86	

Maturing Within	PWLB Principal £	% Total Debt	Average Rate	Non PWLB £	Total £
Less than 1 year	901,899.42	3.11%	3.83%	13,833.34	915,732.76
over 1 not over 2 years	1,401,899.42	4.83%	4.36%	6,916.67	1,408,816.09
over 2 not over 5 years	4,183,298.26	14.40%	4.57%	0.00	4,183,298.26
over 5 not over 10 years	8,453,647.76	29.11%	3.57%	0.00	8,453,647.76
over 10 not over 15 years	8,000,000.00	27.55%	3.15%	0.00	8,000,000.00
over 15 not over 20 years	6,100,000.00	21.00%	4.46%	0.00	6,100,000.00
Total	29,040,744.86	100.00%	3.83%	20,750.01	29,061,494.87

New borrowing of £5 million was drawn as 3 separate loans in December 2020 with an average interest rate of 1.20% (1.02% lowest and 1.27% highest rates). This is the first time in 6 years interest bearing borrowing has been drawn, the Authority has largely utilised cash reserves to fund capital spending in preceding years in addition to some smaller, interest free loans.

The Invest to Save loan (£3 million, repayable £1 million pa), made via Welsh Government, was repaid in 2019/20 leaving the only interest free loans outstanding with Salix. Salix Ltd provide funding to improve energy efficiency and we used the funding to replace lighting throughout the SWFRS estate and station boiler management systems. £21k outstanding at 31<sup>st</sup> March 2021.

The Authority's strategy for investments follows the SLY model, i.e. Security, Liquidity and Yield. This means protecting principal amounts invested and ensuring their return as a minimum, ensuring we can access our money when needed; this has been very important whilst utilising our cash reserves and finally, the return

receivable on investment. No investments were made during 2020/21 and all deposits were held with UK banks and building societies.

During the year there was more than £10 million of cash deposits held although there were no breach of counter party limits as funds were spread between various current and deposit accounts. £2k of interest was generated during the year on these deposits and at 31 March we held £3,198,108.52 in cash at banks as follows;

Barclays	£1,105,768
Lloyds	£2,092,341

Both of these accounts have a rate arrangement of BOE rate -0.10% and as the central bank rate remains very low at 0.10% the effective rate is 0%.

Average month end balances of cash held at bank are as follows;

Average Month End Balances				
		Barclays £	Lloyds £	Total £
1	30-Apr-21	597,870	6,193,200	6,791,070
2	31-May-21	7,458,182	3,151,635	10,609,817
3	30-Jun-21	7,668,031	2,343,677	10,011,709
4	31-Jul-21	3,441,144	5,183,153	8,624,297
5	31-Aug-21	3,604,778	5,714,388	9,319,165
6	30-Sep-21	3,780,516	1,276,939	5,057,455
7	31-Oct-21	606,908	2,494,658	3,101,566
8	30-Nov-21	819,927	2,498,013	3,317,940
9	31-Dec-21	440,830	5,029,941	5,470,772
10	31-Jan-22	693,798	4,941,629	5,635,427
11	28-Feb-22	861,832	3,374,074	4,235,906
12	31-Mar-22	<u>1,105,768</u>	<u>2,093,772</u>	<u>3,199,540</u>
Total		31,079,584	44,295,079	75,374,663

Average  
Balance **6,281,222**

The investment activity during the year conformed to the approved strategy, and the Authority had no liquidity difficulties.

## 5. The Strategy for 2020/21

### 5.1 Investment strategy and control of interest rate risk

Investment returns which had been low during 2019/20, plunged during 2020/21 to near zero or sometimes into negative territory. Most local authority lending managed to avoid negative rates and one feature of the year was the growth of inter local authority lending. The expectation for interest rates within the treasury management strategy for 2020/21 was that Bank Rate would continue at the start of the year at 0.75 % before rising to end 2022/23 at 1.25%. This forecast was invalidated by the Covid-19 pandemic bursting onto the scene in March 2020 which caused the Monetary Policy Committee to cut Bank Rate in March, first to 0.25% and then to 0.10%, in order to counter the hugely negative impact of the national lockdown on large swathes of the economy. The Bank of England and the Government also introduced new programmes of supplying the banking system and the economy with massive amounts of cheap credit so that banks could

help cash-starved businesses to survive the lockdown. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, with the consequent effect that investment earnings rates plummeted.

Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure, by having fewer investments placed in the financial markets.

## 5.2 Borrowing strategy and control of interest rate risk

During 2019-20, the Authority maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Authority's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were very low and minimising counterparty risk on placing investments also needed to be considered.

A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances;

The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

Against this backdrop and the risks within the economic forecast, caution was adopted with the treasury operations. The Treasurer therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks;

- if it had been felt that there was a significant risk of a sharp FALL in long and short term rates, then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
- if it had been felt that there was a significant risk of a much sharper RISE in long and short term rates than initially expected, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2020/21 and the two subsequent financial years. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period although this Authority seeks budget certainty and therefore draws fixed rate borrowing as a rule.

Forecasts at the time of approval of the treasury management strategy report for 2020/21 were as follows

## 31.1.20

Link Asset Services Interest Rate View													
	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.80	0.80	0.90	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.90	1.00	1.00	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	0.90	0.90	1.00	1.10	1.20	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.30	2.30	2.40	2.40	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.50	2.50	2.60	2.60	2.70	2.80	2.90	3.00	3.10	3.10	3.20	3.20	3.30
25yr PWLB Rate	3.00	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.80	3.80	3.90	3.90
50yr PWLB Rate	2.90	2.90	3.00	3.10	3.20	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.80

**Borrowing in advance of need**

The Authority has not borrowed more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

**Rescheduling**

No rescheduling was undertaken during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable. In addition, the SWFRS average debt rate has fallen to 3.83% which is lower than 2019/20 at 4.37% and is the result of loan maturities and cheaper loan borrowing during the year.

**6. Other Issues****IFRS 16**

The introduction of IFRS 16 in 2022/23 will mean bringing currently off balance sheet leased assets onto the balance sheet although the scoping exercise undertaken to date has shown the values should be problematic to existing limits.

## ABBREVIATIONS USED IN THIS REPORT

*This is an optional area which clients may wish to include in their report if they feel that members would appreciate having this list of abbreviations and definitions.*

**CE:** Capital Economics - is the economics consultancy that provides Link Group, Treasury solutions, with independent economic forecasts, briefings and research.

**CFR:** capital financing requirement - the Authority's annual underlying borrowing need to finance capital expenditure and a measure of the Authority's total outstanding indebtedness.

**CIPFA:** Chartered Institute of Public Finance and Accountancy – the professional accounting body that oversees and sets standards in local authority finance and treasury management.

**CPI:** consumer price index – the official measure of inflation adopted as a common standard by countries in the EU. It is a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food and medical care. It is calculated by taking price changes for each item in the predetermined basket of goods and averaging them.

**ECB:** European Central Bank - the central bank for the Eurozone

**EU:** European Union

**EZ:** Eurozone -those countries in the EU which use the euro as their currency

**Fed:** the Federal Reserve System, often referred to simply as "the Fed," is the central bank of the United States. It was created by the Congress to provide the nation with a stable monetary and financial system.

**FOMC:** the Federal Open Market Committee – this is the branch of the Federal Reserve Board which determines monetary policy in the USA by setting interest rates and determining quantitative easing policy. It is composed of 12 members--the seven members of the Board of Governors and five of the 12 Reserve Bank presidents.

**GDP:** gross domestic product – a measure of the growth and total size of the economy.

**G7:** the group of seven countries that form an informal bloc of industrialised democracies--the United States, Canada, France, Germany, Italy, Japan, and the United Kingdom--that meets annually to discuss issues such as global economic governance, international security, and energy policy.

**Gilts:** gilts are bonds issued by the UK Government to borrow money on the financial markets. Interest paid by the Government on gilts is called a coupon and is at a rate that is fixed for the duration until maturity of the gilt, (unless a gilt is index linked to inflation); while the coupon rate is fixed, the yields will change inversely to the price of gilts i.e. a rise in the price of a gilt will mean that its yield will fall.

**HRA:** housing revenue account.

**IMF:** International Monetary Fund - the lender of last resort for national governments which get into financial difficulties.

**LIBID:** the London Interbank Bid Rate is the rate bid by banks on deposits i.e., the rate at which a bank is willing to borrow from other banks. It is the "other end" of the LIBOR (an offered, hence "ask" rate, the rate at which a bank will lend).

**MPC:** the Monetary Policy Committee is a committee of the Bank of England, which meets for one and a half days, eight times a year, to determine monetary policy by setting the official interest rate in the United Kingdom, (the Bank of England Base Rate, commonly called Bank Rate), and by making decisions on quantitative easing.

**MRP:** minimum revenue provision -a statutory annual minimum revenue charge to reduce the total outstanding CFR, (the total indebtedness of a local authority).

**PFI:** Private Finance Initiative – capital expenditure financed by the private sector i.e. not by direct borrowing by a local authority.

**PWLB:** Public Works Loan Board – this is the part of H.M. Treasury which provides loans to local authorities to finance capital expenditure.

**QE:** quantitative easing – is an unconventional form of monetary policy where a central bank creates new money electronically to buy financial assets, such as government bonds, (but may also include corporate bonds). This process aims to stimulate economic growth through increased private sector spending in the economy and also aims to return inflation to target. These purchases increase the supply of liquidity to the economy; this policy is employed when lowering interest rates has failed to stimulate economic growth to an acceptable level and to lift inflation to target. Once QE has achieved its objectives of stimulating growth and inflation, QE will be reversed by selling the bonds the central bank had previously purchased, or by not replacing debt that it held which matures. The aim of this reversal is to ensure that inflation does not exceed its target once the economy recovers from a sustained period of depressed growth and inflation. Economic growth, and increases in inflation, may threaten to gather too much momentum if action is not taken to ‘cool’ the economy.

**RPI:** the Retail Price Index is a measure of inflation that measures the change in the cost of a representative sample of retail goods and services. It was the UK standard for measurement of inflation until the UK changed to using the EU standard measure of inflation – CPI. The main differences between RPI and CPI is in the way that housing costs are treated and that the former is an arithmetical mean whereas the latter is a geometric mean. RPI is often higher than CPI for these reasons.

**TMSS:** the annual treasury management strategy statement reports that all local authorities are required to submit for approval by the full Authority before the start of each financial year.

**VRP:** a voluntary revenue provision to repay debt, in the annual budget, which is additional to the annual MRP charge, (see above definition).

## Corporate Resilience Report – South Wales Fire and Rescue Authority

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# Summary report

## Summary

### What we reviewed and why

- 1 The Welsh Government's ambitions in the current National Framework for fire and rescue authorities (FRAs) calls for: 'sustained maximum effort in identifying and realising efficiencies, in maintaining high standards of governance, and in accounting transparently for delivery'. The **Fire and Rescue Service National Framework** describes what the Welsh Government expects of the FRAs and sets expectations for continuing improvement, efficiency and innovation.
- 2 For 2020-21, we undertook the review at each FRA in Wales to provide assurance on how well each Authority is addressing the financial and capacity challenges facing public bodies. The review enabled us to provide a commentary on how resilient and sustainable the Authority is. The review also considers the impact of COVID-19 and the risks for the recovery planning phase, providing assurance to the Authority on the risks it faces but also to the Welsh Government on the challenges facing the sector.
- 3 The review therefore establishes a baseline to evaluate the Authority against in how it ensures its medium-term resilience. Our review sought to answer the question: Is the FRA resilient and sustainable in the medium term?

### What we found this time

- 4 Overall, we found that **the Authority is resilient but needs to take some important decisions to ensure services are sustainable in the future:**
  - finance – the authority has managed budgets well but some key risks need to be addressed to ensure they remain financially sustainable;
  - governance – the Authority has appropriate governance systems but scrutiny of decisions and holding officers to account does not always give sufficient assurance; that all big corporate risks are being addressed;
  - workforce – the Authority has a resilient workforce and has dealt well with immediate challenges, but there are some medium-term risks that need to be managed to ensure the service remains resilient;
  - assets – the Authority has good examples of how it is integrating and maximising assets but there are some long standing challenges that need to be addressed regarding collaboration on estates; and
  - business continuity – the Authority has well tested and exercised business continuity plans that have helped maintain its corporate and operational resilience in responding to the pandemic.

## Proposals for improvement

### Exhibit 1: proposals for improvement.

The table below sets out proposals for improvement that we identify in this review.

Proposals for improvement	
P1	<p>Improve capital spending budget control by:</p> <ul style="list-style-type: none"> <li>• reviewing past capital programmes to identify why delivery has not been as effective as it could be;</li> <li>• agree actions to improve performance on delivery of the capital programme; and</li> <li>• monitor and evaluate performance to ensure capital monies are fully utilised.</li> </ul>
P2	<p>To support resilience the Authority should:</p> <ul style="list-style-type: none"> <li>• focus on identifying and developing skills it needs to deliver the services in the longer term, in particular for Greenbook non uniformed staff;</li> <li>• review station locations to identify opportunities to optimise emergency response arrangements;</li> <li>• evaluate the return on investment from engaging with key strategic partnerships; and</li> <li>• understand, agree and address barriers to further strategic collaboration with other emergency service partners.</li> </ul>

## Detailed report

**South Wales Fire and Rescue Authority has demonstrated its short-term resilience but needs to take some important decisions to remain resilient in the future**

**The Authority manages budgets well, but some key risks to capacity need to be addressed to ensure it remains financially sustainable**

### Why is this important?

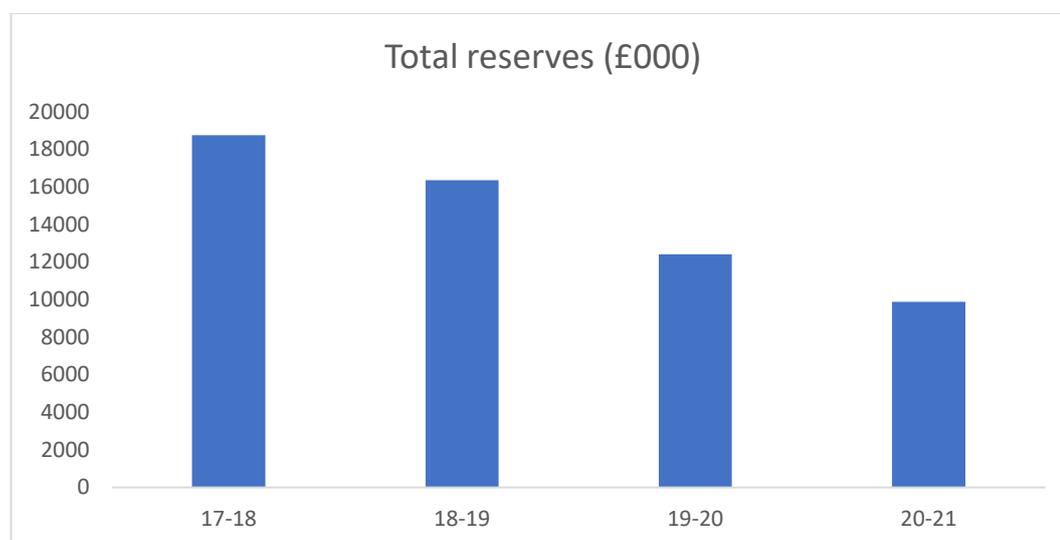
- 5 Determining financial resilience is not an exact science but what we do know is that organisations need a sound strategic approach to inform the decision-making. Findings from the 2019-20 Audit Wales review of financial sustainability in local government highlights weaknesses in medium-term financial planning.
- 6 In reaching our conclusions we found that:
  - South Wales Fire and Rescue Authority (the Authority) has satisfactory financial management systems and is working on improving a history of underspending capital budgets.
  - **Exhibit 2** shows the Authority performs well in managing expenditure within the budgets it sets.

### Exhibit 2 – the Authority has increasingly accurate budget forecasts

Year	Budgeted Forecast (£000)	Outturn for year (£000)	% Underspend (-) / Overspend (+)
2017-18	70,206	70,544	0.51
2018-19	71,163	70,355	-1.10
2019-20	71,827	71,874	0.06
2020-21	74,880	74,792	-0.12

- total reserves held by the Authority have fallen by 47% from £18.7 million in 2017-18 to £9.8 million in 2019-20. Reserves as a proportion of budget stood at 13.1% at the time of our review.
- the majority of reserves are allocated for specific projects and work The Authority maintains general cash reserves at £3 million; 4% of net budget.

### Exhibit 3 – total reserves have fallen by 47% in the last four years



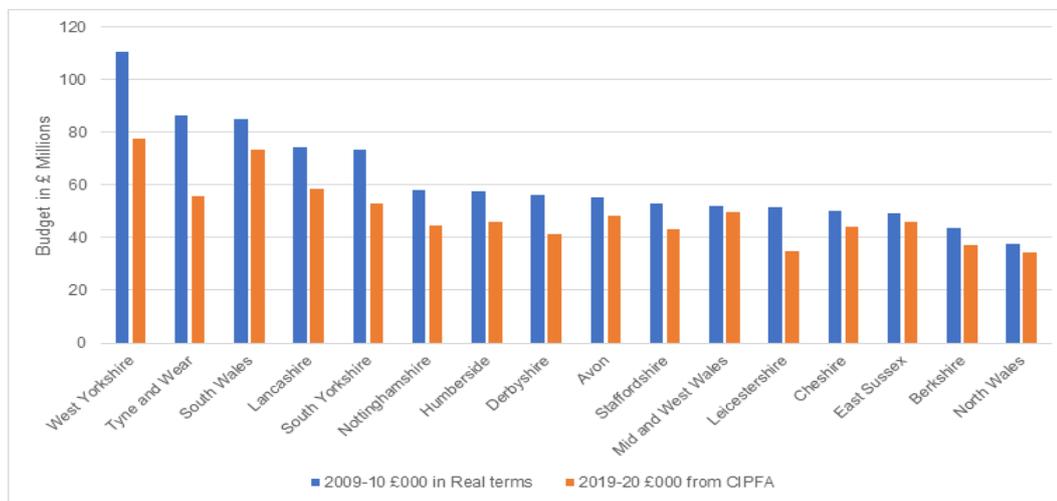
- in recent years the Authority has not spent all of its capital budget and there have been some large underspends. We recognise that some of the reasons for this is outside the Authority's control. Whilst this performance is improving, the authority needs to review current performance and identify opportunities to maximise the impact of its capital investment – **Exhibit 4**.

### Exhibit 4 – capital programme underspends are significant

Year	Budgeted Forecast (£000)	Outturn for year (£000)	% underspend
2017-18	8,285	4,234	49%
2018-19	8,140	4,667	43%
2019-20	9,707	6,638	32%
2020-21	7,901	3,587	55%

- our analysis set out in **Exhibit 5** below shows that the Authority has seen its revenue budget increase by 7% in the last ten years. Our analysis shows that all FRAs have seen their budgets fall in real terms but proportionally Welsh FRAs have generally not experienced the same level of cuts when compared to their English counterparts. The FRAs compared are a mix of 2018-19 Chartered Institute of Public and Financial Accountants (CIPFA) family group and comparable urban FRAs.

### Exhibit 5 – revenue increases compare favourably with other FRAs



- the Authority has updated its Medium Term Financial Strategy (MTFS) and annual plan. The three-year MTFS is based on a good assessment and understanding of the Authority's current operating environment including:
  - realistic pay, job evaluation, future levy contribution, and pension assumptions.
  - integrated treasury, cost of borrowing, reserves, income and inflation.
  - realistic costs of Brexit, climate change, Grenfell, and COVID-19 are included.
  - an integration of assumptions on budgeting, borrowing, reserves, and costs of Strategic Plan 2020-2030 activity.
  - COVID-19 and the pandemic have been a catalyst for change in financial planning and reform of governance arrangements.
- key areas of the organisation are regularly reviewed, and information fed into the MTFS to ensure finances reflect the changing organisational and operational environment. Corporate, area and functional risks are regularly scrutinised by the Finance, Asset and Performance Management Committee.
- for example, the scrutiny reviews in October 2020 of Fleet and Vehicles, information technology, MTFS assumptions, and the impact of the pandemic

on Revenue and Capital spending were all subject to review and oversight. Internal Audit have also been active in testing financial systems and testing cyber security.

- 7 However, we identified some risks to financial resilience. These include:
- whilst the Authority has a good track record in managing revenue funding, and will need to continue to it will need to carefully consider its financial position in light of longer term and uncertain financial challenges facing public services and plan for a range of scenarios for things like pension, succession planning, and estates.
  - the Authority has to manage some difficult capacity challenges. For example, the high number of strategies, policies and Strategic Plan actions means the Authority has a high and unsustainable number of priorities. We found eight strategic themes and 56 strategic actions in the Authority's Strategic Plan 2020-2030, and 10 corporate policies underpinned by 93 Operating Procedures (OP). Prioritising lots of actions and trying to do too much can result in the Authority losing focus on its most important issues and responsibilities. Corporate priorities are now currently under review.
  - the last emergency cover review in 2014 is now out of date and the Authority needs to update this work to ensure station locations and shift patterns are being optimised. In particular, the local risk profile may have changed due to the pandemic. This is important because of the large amount of learning and data available from the pandemic.
  - the costs of engaging with Public Services Boards, regional partnerships and the two Local Resilience Forums (LRFs) are becoming increasingly unsustainable. Senior managers estimate they spend a quarter of their time attending partnership meetings at a cost of £173,000 in staff time (Audit Wales calculation).

## **The Authority has appropriate governance systems but scrutiny of decisions and holding officers to account does not always give sufficient assurance that all big corporate risks are being addressed**

### **Why is this important?**

- 8 Creating an effective organisation and the right culture is also only possible with strong leadership, accountability and an effective governance structure. A resilient public body is also one that embraces open dialogue and uses its scrutiny function to focus on challenging officers to help achieve the organisation's desired outcome.
- 9 In reaching our conclusions we found that:
- South Wales Fire and Rescue Authority (the Authority) has maintained corporate resilience and sustained response services although it has more to do to deal with some long-standing cultural issues exposed by the pandemic. For example, in maximising the impact of formal scrutiny mechanisms.
  - the Authority is improving decision making on financial and workforce matters and aims to take action to deal with the weaknesses in scrutiny arrangements. Scrutiny arrangements have been recently reviewed and an options appraisal was presented to Members in September 2020. As a result, the latest Fire Authority report on improving scrutiny highlights new terms of reference and co-opting independent non-voting members to the Scrutiny committee where specialist skills are required.
  - the pandemic has not stopped the Authority from scrutinising and Governance and decision-making policies updated in September 2020.
  - the Authority has maintained its committee meeting timetable and held its Annual General Meeting (AGM) virtually by video conference in June. During the lockdown and response phases of the pandemic, Members received weekly updates from senior managers.
  - the FRA promotes the principles of good corporate governance through member training, commissioning policies, staff and Members involved in developing corporate values, and annual policy updates. Examples of the Authority demonstrating the principles and values of good corporate governance include the way in which pay negotiations involved staff representative bodies, and the project plan for completion of the Job Evaluation for green book non-uniformed staff, its ethical investments that support local firms, additional assurances on construction suppliers.
  - we have seen a step change in the clarity and quality of committee reports. Reports considered by the Finance, Audit & Performance Management Committee from September onwards are clearly written, data rich, and strategic in content.

- COVID-19 has accelerated change and improvement in delegated decision making, technology and agile working, remote committee meetings, and internal collaboration.
- the Authority uses relevant and reliable data and information about its resources to support decision making and manage finances including:
  - data rich committee papers supported by Member training on data analytics.
  - more accurate functional and response services cost data.
  - localised council performance data.
  - forward looking with further work on the Future Trends data.
  - data rich Health, Safety and Wellbeing Annual Reports.
  - dedicated HR and Equalities committee and monthly workforce wellbeing reporting during lockdowns.
  - weekly members updates which include workforce data.
- the Authority uses its Business Management Information System (BMIS) to good effect and is integrating financial data, risks, workforce planning, Incident Recording System (IRS) data, and performance data to give a clear and instant picture of performance. The Authority has demonstrated its BMIS system to other Fire and Rescue Authorities across the UK and this has been a catalyst for improvement for others. BMIS has also been developed throughout the pandemic to provide officers with real time data to make informed business critical decisions. This included the creation of a critical incident team dashboard that was showcased by Audit Wales in their recent Covid learning events.

10 However, risks to corporate resilience include:

- despite the quality and quantity of committee reports and papers, coupled with training and support, the formal internal scrutiny of decisions by Members is not always as effective as it could be. We found few examples where scrutiny was adding value to decisions or operational performance. For example, in discussing and challenging performance information at the meeting of the Finance, Audit and Performance Management (FAPM) Meeting on 28 January 2019 and 15 March 2021. Whilst we can see a general improvement in discussion and questioning by Members, our review of all Fire Authority and FAPM online meetings found similar shortcomings.
- despite having a generally sound MTFs the accuracy of forecasting data is affected by the annual cycle of levy from local authorities. In addition, the annual community safety grant settlements from the Welsh Government mean budget forecasting has to be based on best estimates. This is outside of the control of the Authority.

## The Authority has a resilient workforce and has dealt well with immediate challenges, but there are some risks that need to be managed to ensure the service remains resilient

### Why is this important?

- 11 At the heart of a resilient organisation is a resilient workforce, building effective teams that are made up of highly motivated staff who can adapt to changing circumstances. Characteristics of a resilient workforce include passionate, energetic staff with high levels of morale and low staff turnover. Access to effective training opportunities, career progression and fair pay can also help create a more resilient workforce. Planning and shaping the workforce to meet current and future demands are also important to build and maintain resilience.
- 12 Chapter 6 of the **Fire and Rescue Service National Framework 2016** states: 'Fire and Rescue Authorities must ensure their workforce is able to continue to diversify to respond to organisational change...and ensure that strategic, improvement and operational plans take full account of the workforce's capability to deliver them.'
- 13 In reaching our conclusions we found that:
- the Authority can effectively plan, organise and develop its workforce to deliver its responsibilities. The Authority's People Strategy 2020-30 is well linked to other corporate plans and the Medium Term Financial Strategy.
  - our interviews and the Authority's staff surveys found a strong 'can do' culture of problem solving and clear set of organisational values that are now mainstreamed into the day-to-day work of the Authority.
  - organisational capacity has been boosted with effective staff wellbeing arrangements and effective occupational health activity. Staff surveys show positive attitudes to change and workforce job satisfaction at 87%, which is the highest ever recorded.
  - our interviews and document reviews found a strong focus on health, safety and wellbeing and well considered policies. For example, the Authority has dedicated support from a Cardiff University Hospital psychologist and psychiatric team. The occupational health service now has trained and qualified mental health professionals giving support.
  - the Authority has retained its Investors in People (IiP) accreditation and have also achieved a new award focusing on staff wellbeing. The Authority has received a Gold People Award and a Silver Wellbeing Award which highlighted the supportive culture and focus on staff wellbeing. The People Award specifically highlights progress with workforce planning.
  - job evaluation of support and green book (non-operational) staff is nearing completion. Only four appeals were received by the Authority and job evaluation caused minimal disruption and was well planned.

- staff unanimously told us internal communication is good. Communications have been tailored to each function and the Authority makes good use of video and social media communications both internally and externally.
- the Authority is boosting capacity in key areas such as workforce data analysis, staff training, volunteering, ICT support, and occupational health. A new remote Employee Assistance programme has been commissioned and senior managers are bringing new ideas and added vitality.
- recruitment processes have coped well and not been adversely affected by the pandemic. All advertised posts have been filled. Over 80% of recruitment exercises have been held virtually rather than being delayed or cancelled. Internal appointments for watch and station managers have worked well with the 'live' assessments and exercises carried out in COVID-19 secure and social distanced locations.
- the latest data for 2020-21 shows a big reduction in sickness absence by 9.5% with the number of Shifts/Days Lost reducing to 16,811 which is a reduction of 12.1% on data from 2019-20. On-call firefighter and station availability was the highest ever recorded at 98% availability in the summer of 2020 and for the whole year 2020-21 was 90.6%.
- the Authority's volunteering schemes are a clear success. The Authority has help from volunteers in a variety of roles to support community safety initiatives and support events, and to help with Safe and Well visits. The increasing number of volunteers also have a more diverse mix and more closely represent the communities the Authority serves.

14 However, risks to corporate resilience include:

- the Authority's workforce is resilient enough to respond to periods of significant change but could do more to ensure smooth succession planning due to changes in pension regulations and guidance. Retirement and skills profiles are regularly reviewed, both departmentally and organisationally. but different scenarios should be profiled and longer notice periods for staff agreed.
- ensuring the long-term resilience of the on-call retained duty system. Fifteen years ago, the Authority changed the way it pays its on-call firefighters by moving away from a 'pay as you go' system to an annual salary. However, our interviews found agreement amongst senior managers and front line staff that the on-call duty system needs overhauling and change. In addition, the diversification of roles in line with the next iteration of the FRS National Framework and current Welsh Government thinking will equally have an impact on the workforce.
- senior managers recognise there is more to do to work with partners to understand the social and economic impact on all communities from COVID-19. This may have far reaching consequences in terms of latent mental health issues and impact on poverty. To help with this thinking, the Authority is updating its Future Trends report which will consider future scenarios.

## The Authority has good examples of how it is integrating and maximising assets but there are some long standing challenges of collaboration on estates

### Why is this important?

- 15 After employee costs, the largest cost to fire and rescue authorities is what they spend on their buildings and vehicles. Good asset management is therefore critical to a Fire and Rescue Authority being able to demonstrate resilience and that it is providing value for money from this valuable resource. Good asset management can ensure that buildings fully support services that are delivered from them.
- 16 In reaching our conclusions we found that:
- the pandemic has helped to accelerate better use of digital and Information Communications Technology (ICT) assets and capabilities and that lockdown has accelerated digital service delivery. Despite some initial teething problems, senior managers we spoke to think ICT has been moved on by 5 years. Improvements include a step change in the quality of the Authority's website and access to community safety information, new phones and laptops, video conferencing facilities in each fire station and agile working arrangements for appropriate staff.
  - the Authority is making clear progress on environmental management including:
    - a new and much improved Environmental Strategy 2020-30 linked to the Strategic Plan and MTFs which benefited from the involvement of staff and external experts.
    - more accurate environmental baseline data including energy and water use.
    - installation of high-quality building management systems across all sites, to record and monitor gas, water and electricity consumption.
    - all buildings now have some form of intelligent energy controls of lights, air conditioning, and heating.
    - procurement arrangements include the requirement to buy only recyclable and reusable equipment.
    - installation of 12 electric vehicle charging points and new infrastructure ready for the new dual fuel white vehicle and fire appliance fleet by 2030.
  - as a result, the Authority can demonstrate it met all environmental targets in 2020-21.
  - the Authority has ambitious plans to share more of its buildings and open more to public use. Sharing assets is a key consideration of the maintenance and building options appraisal. The Authority is sharing 12 fire

stations and its fire control building. The Authority plans to extend this to two other stations in 2021-22.

17 However, risks to corporate resilience include:

- increasing the number of fire stations with shared facilities and sharing other assets still has some way to go. Our review of emergency partners' asset management plans and our Authority interviews highlight some frustration with lack of reciprocity on estates with emergency services partners and local councils. Different levels of commitment from partners is impacting on delivery of the Authority's estates plans.
- the Authority recognises it can do more to tighten up some aspects of its ICT services, in particular to tailor staff and Member ICT training, and update its ICT Disaster Recovery plan. We were told about the need to give additional support to watch managers recently promoted to station managers due to the level of ICT skills needed.
- taking stock of and evaluating the impact of introducing agile working very quickly. For instance, whilst all fire stations have large screen video conferencing facilities, and staff have smart phones and laptops, there is more to do on ensuring these are fully used. Whilst this is a much-needed cultural change, more work is planned to ensure all staff have more suitable ergonomic friendly chairs and equipment.

## **The Authority has well-tested business continuity plans that helped maintain its corporate and operational resilience in responding to the pandemic**

### **Why is this important?**

- 18 Fire and Rescue Services are required to have appropriate business continuity arrangements in place, so that a required level of response can be maintained at all times.
- 19 The main principles of business continuity are to identify critical activities and any threats to them, developing a plan which sets out how the Authority will maintain services, and to train staff and exercise plans, so the Authority can be confident planning arrangements will work. Effective business continuity should be embedded into organisations so that its application becomes second nature to staff
- 20 In reaching our conclusions we found that:
- the Authority has effective business continuity plans in place that have been well tested during the pandemic and now better support corporate as well as operational resilience.
  - statutory services have been maintained and response services have not been affected by the pandemic. Most significantly the public should not have experienced any significant difference in service when phoning 999 for help.

- virtual fire prevention and protection work have continued and the Authority has managed its referrals and its inspection programme for high-risk premises. Face-to-face visits resumed in August 2020.
- business continuity plans are well linked to the Authority's annual functional plans: Strategic Plan 2020-2030, Corporate Risk Register, People Strategy, Asset Management Framework, Environmental and Carbon Reduction Plan, and the MTFs.
- other aspects of business continuity planning that worked well include:
  - adapting the tried and tested UK FRS response and recovery Cell structures and Critical Incident Team processes.
  - previous business continuity plans were overly focused on operational resilience, and have now been updated to include all functions and corporate services.
  - well-tested business continuity plans have held the Authority in good stead to deal with the pandemic. They took the opportunity during quieter periods of demand during lockdown to conduct exercises in high-risk locations across South Wales such as the airport, universities, and Barry incinerator.
  - staff wellbeing is now mainstreamed into Business Continuity Planning.
- the Authority has maintained a strong focus on community resilience during lockdowns. Remote home-safety checks and tailored business support have generally worked well based on feedback mechanisms and survey data. The Authority has updated fire prevention advice on its new website including carbon monoxide safety and domestic violence. An excellent range of home education resources have supported teachers and students working from home.

21 However, risks to corporate resilience include:

- the Authority recognises it has more to do to reduce the numbers of false alarms which now account for 43% of all response activity. Numbers doubled during lockdown in the first two quarters of 2020-21. However, overall for the year the numbers compare more favourably. For 2019-20 there were 4,494 Automatic Fire Alarms compared to 4,440 in 2020-21 is a reduction of 1.2%. This still represents 43% of all fire and rescue service activity.
- we also found opportunity to involve younger people in developing fire and road safety guidance for young adults.

# Appendices

## Appendix 1 – Methodology

We asked:

- does the FRA have robust and effective financial management systems?
- does the FRA have suitable governance and scrutiny arrangements to ensure effective decision making on financial and workforce matters?
- is the FRA workforce resilient to respond to periods of significant change both now and in the future?
- does the FRA manage its technology and assets economically, efficiently and effectively to ensure they remain sustainable in the longer term?
- does the FRA have effective business continuity plans in place that have been tested and support corporate resilience and help create sustainable services?

We undertook the review during November 2020. What we did:

- consolidated our cumulative audit knowledge and experience;
- reviewed committee papers from the last 12 months, and data and key documents;
- carried out reviews of the Authority and Services combined website;
- interviewed 53 members of staff including focus groups with front line staff, Members, Senior Management Team and the Workforce Planning team;
- kept in regular contact with our financial audit staff and the Chief Fire and Rescue Advisor for Wales;
- carried out horizon scanning to identify best practice in the UK including interviews with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, North Yorkshire Fire and Rescue Service, Bedfordshire Fire and Rescue Authority, and London Fire Brigade; and
- gave verbal feedback to the Chief Fire Officer and Deputy Chief Fire Officer at the end of fieldwork.

Our 2018-19 and 2019-20 Well-being of Future Generations audit work found examples of collaboration and engagement and also identified areas where the Authority needs to strengthen its work. It was clear that all three Fire and Rescue Authorities are facing significant corporate challenges. What we said last time relating to corporate resilience:

- Well-being of Future Generations Pilot Work May 2018: South Wales Fire and Rescue Authority have demonstrated a strong commitment to collaborate with partners. However, there is a particular challenge for the Authority in considering how they respond strategically to nine Public Services Boards.
- collaboration on safe and well visits and deliberate fire setting report April 2019: The Authority has positive examples of how it has taken account of the Sustainable Development Principle when taking steps to meet objectives, but further work is required to widen and mainstream how it is delivering the five ways of working.
- review of involvement May 2020: Overall, we conclude that the Authority has a generally good approach to involvement with partners and communities but needs to improve its impact by evaluating current approaches to strengthen future activity.



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We welcome correspondence and telephone calls in Welsh and English.  
Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg a Saesneg.

**FORWARD WORK PROGRAMME FOR  
FIRE & RESCUE AUTHORITY 2021/22**

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
19 July 2021	Carbon Reduction Plan	To seek Members' observations and approval on the proposed plan and associated actions.	DCO Contact Officer: Geraint Thomas	Completed
19 July 2021	Strategic Risk	To advise Members of the Strategic Risks of the organisation and how these are being treated, managed or reduced.	DCO Contact Officer: Sarah Watkins	Completed
19 July 2021	End of year Health Check on Performance and Strategic Objectives 2020/21	To advise Members of end of year performance against agreed targets and to advise Members of the end of year health check position in securing the achievement of the Strategic Objectives.	DCO Contact Officer: Sarah Watkins	Completed
19 July 2021	Welsh Language Standards	To update Members on compliance against the Welsh Language Standards.	ACO PS Contact Officer: Alison Reed	Completed
19 July 2021	Report on Proposed Priority Actions 2022/23	To advise Members of the proposed Priority Actions 2022/23 and to seek authority to enter into public consultation on these.	DCO Contact Officer: Sarah Watkins	Completed

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
19 July 2021	Job Evaluation	To agree the Job Evaluation outcomes for the Service.	ACO PS  Contact Officer: Gill Goss	Completed
19 July 2021	Firefighter Pensions Update	To advise Members of the current position regarding Firefighter Pensions.	ACO PS  Contact Officer: Alison Reed	Completed
27 Sept 2021	Health & Safety Annual Report 2020/21	To advise Members of Health & Safety performance of the organisation.	ACFO TS  Contact Officer: Richie Prendergast	On agenda
27 Sept 2021	Update on MTFS and Reserves Strategy	To update Members on the Financial Strategy and Reserves Strategy of the Authority prior to considering the report on the 2022/23 Budget Setting Strategy.	Treasurer  Contact Officer: Chris Barton	On agenda
27 Sept 2021	Budget Strategy 2022/23	To obtain clarification upon the political steer for the Budget Strategy for 2022/23 budget setting process.	Treasurer  Contact Officer: Chris Barton	On agenda
27 Sept 2021	Treasury Management Outturn 2020/21	To advise Members of the year end treasury management position.	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
20 Dec 2021	Audit Wales Annual Audit Summary	To advise Members of the key issues emanating from the annual report and to provide an opinion on adequacy and effectiveness of the organisation and its potential to improve, its approach to risk management, control and governance processes based on the WAO work undertaken during the year, including data quality & PIs, HR work, a Framework update, whistleblowing and forward planning.	DCO  Contact Officer: Sally Chapman	
20 Dec 2021	Half Yearly Health Check of Performance and Review of Strategic Themes	To advise Members of performance against agreed performance indicator targets and achievement of Strategic themes at the mid-way point of the year.	DCO  Contact Officer: Sarah Watkins	
20 Dec 2021	Treasury Management Mid Term Report 2021/22	To advise Members of the mid-year position in relation to our treasury management.	Treasurer  Contact Officer: Geraint Thomas	
20 Dec 2021	Independent Remuneration Panel for Wales' Draft Annual Report	To consider the IRPW's draft Annual Report and enable comments to be submitted to the Panel within required timescales.	DCO  Contact Officer: Sally Chapman	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
14 Feb 2022	Estimated Revenue & Capital Budget determination for 2022/23	To consider consultation responses and to set the recommended budget determination for consideration by the Fire Authority.	Treasurer  Contact Officer: Geraint Thomas	
14 Feb 2022	SPI Target Setting 2022/23	To set the targets for the following financial year.	ACFO SD  Contact Officer: Sarah Watkins	
14 Feb 2022	Report on Responses to the Consultation of the draft rolling Strategic Plan and Priority Actions 2022/23	To advise Members of consultation responses and seek approval for a final version of the rolling Strategic Plan.	DCO  Contact Officer: Sarah Watkins	
14 Feb 2022	Pay Policy Statement 2020/21	To consider the Authority's Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance.	ACO PS  Contact Officer: Alison Reed	
14 Feb 2022	Gender Pay Gap Statement	To update Members on the analysis of the gender pay gap across the Service.	ACO PS  Contact Officer: Alison Reed	
14 Feb 2022	Audit Wales Certificate of Compliance	To advise Members of the AW Certificate of Compliance received in relation to the publication of the 2021/22 Improvement Plan.	DCO  Contact Officer: Sally Chapman	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
28 March 2022	Annual Report of the work of the Finance, Audit & Performance Management Committee & its scrutiny group during 2021/22	To advise Members of the work of the Committee.	DCO  Contact Officer: Sally Chapman	
28 March 2022	Annual Report of the work of the HR & Equalities Committee during 2021/22	To advise Members of the work of the Committee.	ACO PS  Contact Officer: Alison Reed	
28 March 2022	Annual Report of the Work of the Local Pensions Board 2021/22	To advise Members of the work of the Board.	ACO PS  Contact Officer: Alison Reed	
28 March 2022	Annual Report of the Work of the PSB's	To update Members on the work of each of the PSB's and how this impacts upon the work of SWFRS.	DCO  Contact Officer: Sarah Watkins	
28 March 2022	Treasury Management Strategy 2022/23	To secure Members' approval to the adoption of the Treasury Management Strategy 2022/23.	Treasurer  Contact Officer: Geraint Thomas	
28 March 2022	Fire Authority & Committee Meeting Dates for 2022/23	To present Members with proposed dates of Authority & Committee meetings for 2022/23.	DCO  Contact Officer: Sally Chapman	

<b>Expected Date of Report</b>	<b>Report Name</b>	<b>Purpose of Piece of Work</b>	<b>Lead Director/ Contact Officer</b>	<b>Progress</b>
28 March 2022	Carbon Reduction Plan	To update Members on the Carbon Reduction Plan.	DCO  Contact Officer: Geraint Thomas	
28 March 2022	Strategic Equality Plan	To provide Members with the current Strategic Equality Plan.	ACO PS  Contact Officer: Andrew Jones	
28 March 2022	Review of Firefighter Pension Schemes	To provide Members with an update on the current position of the Firefighter Pension Schemes.	ACO PS  Contact Officer: Alison Reed	
28 March 2022	Member Attendance	To review Member attendance 2021/22.	DCO  Contact Officer: Sally Chapman	

Huw Jakeway – CFO  
Sally Chapman – DCO  
Dewi Rose – ACFO Service Delivery  
Richie Prendergast – ACFO Technical Services  
Alison Reed – ACO People Services

Chris Barton – Treasurer  
Geraint Thomas – Head of Finance & Procurement  
Sarah Watkins – Head of Corporate Services  
Andrew Jones – Head of Human Resources

## AGENDA ITEM NO 8

**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 declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct.	
3.	Chairperson's Announcements	
4.	To receive the minutes of;	
	• Fire & Rescue Authority Meeting held on 19 July 2021	5
	• Finance, Audit & Performance Management Committee held on Monday 15 March 2021	13
	• Finance, Audit & Performance Management Committee held on Monday 26 July 2021	25
5.	Update on Actions	31
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6.ii	Report on end of life Operational Equipment	81
7.	<b>REPORTS FOR INFORMATION</b>	85
7.1	Medium Term Financial Strategy 2021/22 – 2026/27	87
7.ii.	2020/21 Annual Treasury Management Review	93
7.iii.	Corporate Resilience Report – South Wales Fire and Rescue Authority	105
7.iv.	Forward Work Programme for Fire & Rescue Authority 2021/22	123
8.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	129