

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 Scrutiny Committee to be held on:

Monday, 11 December 2023 at 1030 hours

**In person at South Wales Fire & Rescue Service Headquarters,
Forest View Business Park, Llantrisant, CF72 8LX**

or

Remotely via Microsoft Teams - Access Code: <https://bit.ly/Scrutiny-Committee-11-12-23>

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;

- Scrutiny Committee held on 4 September 2023 3

REPORTS FOR DECISION

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| 5. | Strategic Risk Report | 9 |
| 6. | Assurance Metrics | 33 |

REPORTS FOR INFORMATION

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| 7. | Retained Management Team Presentation – <i>(To be presented on the day)</i> | 41 |
| 8. | Policies and Procedures of the Service | 43 |
| 9. | Forward Work Programme for Scrutiny Group 2023/2024 | 53 |
| 10. | To consider any items of business that the Chairperson deems urgent (Part 1 or 2) | 59 |

Signature of Monitoring Officer:



MEMBERSHIP

Councillors:

Cllr	A	Best
Cllr	K	Carr
Cllr	C	Elsbury
Cllr	M	Hughes
Cllr	A	Hussey
Cllr	C	Wright
Cllr	T	Watkins

SOUTH WALES FIRE & RESCUE AUTHORITY

MINUTES OF THE SCRUTINY COMMITTEE MEETING HELD ON MONDAY, 4 SEPTEMBER 2023 AT 1030 HOURS IN MEETING ROOM AND REMOTELY VIA TEAMS

45. PRESENT

Councillor	Authority
Cllr C Elsbury (Chair)	Caerphilly
Cllr K Carr	Cardiff
Cllr M Hughes	Bridgend
Cllr C Wright	Caerphilly
Cllr T Watkins	Newport

APOLOGIES:

Cllr A Best	Torfaen
Cllr A Hussey	Caerphilly

OFFICERS PRESENT: ACO G Thomas, Monitoring Officer; Mr C Barton, Treasurer, Mrs S Watkins, Deputy Monitoring Officer.

46. DECLARATIONS OF INTEREST

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

47. CHAIR'S ANNOUNCEMENTS

There were no Chair's announcements to record.

48. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 17 April 2023 were received and accepted as a true record.

49. CAPITAL OUTTURN REPORT 2022/23

The Treasurer presented the Capital Outturn Report for 2022/23 which provided the position for the year ended 31 March 2023, the financing arrangements and the budget slippage required to complete capital schemes in 2023/24.

The Treasurer explained the key messages provided within the report which presented the total budget (2021/22 slippage plus 2022/23 budget), the outturn budget overspend and slippage as £12 million, £7.9 million, £1.9 million and

£6.1 million respectively. He provided detail which supported this position plus the funding analysis on how the investment is financed.

In response to Members' queries, the Treasurer agreed that additional narrative would be included in future reports presented to the Finance, Performance and Management Committee.

RESOLVED THAT

Members scrutinised the report and following challenge and clarification of its contents, noted the capital outturn and associated funding for 2022/23.

50. REVENUE OUTTURN REPORT 2022/23

The Treasurer presented Members with an outline of the revenue outturn position for the financial year end 2022/23 and the resultant impact on reserves. It was noted that the revenue outturn position was subject to the external audit process.

The Treasurer clarified aspects of the report and in response to Members' requests, again agreed to provide additional narrative in future reports and to consider how they are presented to ensure consistency across all budgetary reports.

RESOLVED THAT

Members received and noted the outturn position and consequent transfer to usable reserves of the revenue surplus.

51. MEDIUM TERM FINANCIAL STRATEGY AND REVENUE BUDGET UPDATE

The Treasurer presented Members with the updated Medium Term Financial Strategy for 2022/23 to 2026/27 for approval. It 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 continue to increase over the currently approved budget in response to the general inflationary pressures in the UK economy. These cost pressures are compounded by unforeseen under-provision in the current financial year. This will present a challenge to the Fire Authority and potentially to our funding councils next year.

The Strategy is drawn up in the light of rapidly changing economic projections and few firm resource commitments beyond the current year. This background introduces significant financial risks to the Strategy. Whilst it is tempting to

consider the information in this report a worst-case scenario, this is far from reality given the current volatility in the UK economy and public finances.

The Finance, Audit and Performance Management Committee considers the Strategy each year throughout its budget planning cycle.

The Treasurer provided clarity on Members' queries arising from the report including those relating to budgetary provisions for unsettled pay awards, the process for grant applications and reserves. The Treasurer undertook to include additional narrative in the upcoming report to the Finance, Audit and Performance Management Committee.

RESOLVED THAT

Members considered the Strategy and associated financial challenges in light of the information and projections contained within it.

52. OVERVIEW OF FIRE AUTHORITY AND COMMITTEE WORK PROGRAMMES FOR 2023/24

The Deputy Monitoring Officer presented Members with an overview of Fire Authority and Committee Work Programmes and requested Members to identify the areas of scrutiny they may wish to pursue for the 2023/24 municipal year.

The Chair noted that the Committee has been committed to scrutinise the progress made by the Unwanted Fire Signals Working Group against the recent Audit Wales Review. The Deputy Monitoring Officer advised that a progress report would be received by the Scrutiny Committee at its 5 February 2024 meeting.

The Deputy Chair queried whether other Committees may wish to refer particular areas for additional scrutiny by the Scrutiny Committee.

The Deputy Monitoring Officer provided clarification on the complaints process, including the number and complaints profiles, which is received by the HR & Equalities Committee. If Members wished, a precis of that report could be brought to future Scrutiny Committee meetings.

Members were mindful of not overloading the Forward Work Programme bearing in mind the importance of the Scrutiny Committee's role and preparation for the outcome of the impending Culture Review report.

Additional areas that Members wished to consider included sight of overarching schemes such as Biodiversity, Wellbeing Objectives and Public Service Boards and areas relating to capital spends and projects, including possible templates for station redesigns. It was also noted that Member Champions could be a

conduit for specific areas where they might identify a degree of attention is necessary.

Members suggested that holding meetings of the Fire Authority at fire stations would be useful to provide an opportunity to liaise with staff on the fireground and to view premises. The Monitoring Officer advised that the Member Development Programme which is in its early stages of development includes visits to fire stations and the Joint Fire Control.

RESOLVED THAT

Members noted and considered the Forward Work Programmes for each body of the Authority with a view to identifying areas of scrutiny for review during the 2023/24 municipal year.

Members agreed to email the Chair and Monitoring and Deputy Monitoring Officers of additional areas of scrutiny they would like included on the Forward Work Programme for review during the 2023/24 municipal year.

53. CONSULTATION RESPONSE ACTIVITY

The Deputy Monitoring Officer provided the Scrutiny Committee with assurance that the Service is actively engaging in consultations from other bodies to provide support and actively open democracy to ensure that the views and opinions of the Service help shape both public and sector specific activity.

Members were grateful for the feedback and it was suggested that individual responses be made available as an embedded document in an agreed format. The Monitoring Officer noted that at the Committee is very much in development so all feedback is gratefully received to assist in deciding how the Committee progresses.

The Deputy Monitoring Officer advised that all the Welsh Government consultations that the Service engages in are fully publicised along with all consultation responses and outcomes on the Welsh Government website.

RESOLVED THAT

Members noted the consultation process within the Service and took assurance that the Service plays an active role in both public and sector specific consultations.

54. FORWARD WORK PROGRAMME 2023/24

The Monitoring Officer provided Members with the current Forward Work Programme for 2023/24 which he confirmed remains flexible. Members were

reminded to email any additional areas they would like included on the Forward Work programme to the Chair and Monitoring and Deputy Monitoring Officers.

RESOLVED THAT

Members noted the Forward Work Programme for 2023/34.

55. 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.

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STRATEGIC RISK REGISTER REPORT

2023/24 Quarter 2

(July – September 2023)



Gwasanaeth Tân ac Achub
De Cymru

South Wales
Fire and Rescue Service

Produced in

BMIS
Business Management
Information System

Introduction

This report presents information held on our strategic risk register at the end of Quarter 2 2023-2024 (i.e., 30th September 2023) in three sections as follows:

- a. Highlight points of particular interest;
- b. The direction of travel showing the progress of all risks carried forward from the previous report;
- c. Detailed report of each risk.

Directors, department heads and team leaders are responsible for identifying risks and risk control tasks (these may be new tasks or existing business plan tasks or audit actions that contribute to reducing or mitigating the risk) and taking the appropriate actions to manage or mitigate risk within their areas. Only service-wide risks impacting the achievement of a strategic objective or delivery of core business are recorded as strategic risks on the Risk Register

The Senior Management Team (SMT) formally reviews the Risk Register on a regular basis and endorses the inclusion onto Business Management Information System (BMIS) of any new or emerging strategic risks along with associated risk mitigation control tasks.

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

Recommendation:

It is recommended that Members note the content of this report.

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

NB: Information contained within this report has been extracted directly from BMIS.

a. Highlights of this report

During Quarter 2:

- No new strategic risks were.
- No existing Strategic Risks were downgraded to Departmental Risks.
- No existing Departmental Risks were upgraded to Strategic Risks.
- No existing Strategic Risks were closed.

b. Progress of all carried forward risks

The following table shows the risk landscape over time for all risks carried forward from the previous report, sequenced in blocks showing change in risk score compared to when each risk was originally registered.

Please note that:

- a) **Three** risks have seen their score increase since they were first registered (**red shading**) – Industrial Action, Cyber Risk and Joint Fire Control (JFC) Command & Control.
- b) **Three** have seen no change (**amber shading**) – Climate Change, Terrorism, and Pension Change Impact.
- c) **Eleven** risks have seen their score reduce (**green shading**) – Emergency Services Network (ESN), Inflationary Pressures, Liability, Equality and Diversity, Pandemic, Information Management, Brexit, Fire Safety Act, Environmental Impact, On-Call Duty System and High Rise

	Risk Description together with why it is regarded as a risk	Year the risk was first identified	Original risk score	Current risk score
	009 Industrial Action – This is regarded as a risk due to Government plans for a public sector pay freeze and possible changes to Firefighter conditions of service and Pension arrangements. Any of these could result in industrial action affecting the service.	2017	20	24
	203 Cyber Risk – This risk reflects the fact that criminals are increasingly targeting ICT systems to disrupt vital services given the ever-increasing reliance being placed on technology to manage these services.	2019	8	16

221	JFC Command and Control System – As our Joint Fire Control (JFC) is co-located within South Wales Police (SWP) Joint Public Service Centre (JPSC) there are potential compatibility issues with the newly procured SWP command and control which could impact on our ability to mobilise resources in the most efficient manner.	2020	8	16 (Q2 update outstanding)
251	Climate Change – This risk reflects the likelihood of increased operational demand due to weather related incidents, e.g., wildfires and flooding.	2022	32	32
190	Terrorism – Arising from the general increase in global terrorism it is vital that we are well placed to respond to any terrorist incidents along with our key partners.	2017	16	16
205	Pensions Change Impact – If staff react negatively to changes in pensions legislation, we could see loss of expertise.	2019	8	8 (Q2 update outstanding)
101	Emergency Services Network – With the current radio communications contract with Airwave due to expire in 2024 it is important that we ensure that arrangements are in place to provide a suitable alternative without affecting our ability to serve the community.	2017	16	8
252	Environmental Impact – Arising from the legislative requirement to reduce the damaging effects on the environment from our operations / business processes.	2022	32	16
140	On Call Duty System – Difficulty in recruitment and retention of On Call firefighters, which is being experienced nationally, could impact our ability to maintain availability of RDS appliances.	2017	32	12
253	Inflationary Pressures – This reflects the current exceptional financial challenges faced across society and the need to manage all our resources accordingly.	2023	24	12

019b Liability – We need to ensure that the risk of loss of life or life changing injuries being suffered by members of staff or the public are recognised and minimise. Aside from such tragedies in themselves the cost in terms of reputation of the service if all efforts are not in place to limit the risk would be considerable.	2017	24	12
210 Equality and Diversity – As a public sector organisation we wish to work towards a workforce that is representative of the communities we serve and to provide opportunities for all sections of society to be able to apply for employment with us.	2019	16	12 Q1 & Q2 updates outstanding
110 Information Management – This risk was identified in order to recognise our duties and responsibilities to managing sensitive and personal information securely and responsibly in line with our role as an Emergency Service.	2017	40	8
202 Brexit – This risk originally recognised the various challenges posed because of the UK leaving the European Union. It now focusses on the changes in legislation.	2018	40	4
222 Fire Safety Act – There is a risk that the Fire Safety Act will brings greater fire safety responsibilities for us with associated potential financial and human resource issues.	2020	32	4
250 Pandemic – This risk addresses the potential negative impacts, e.g., staff availability, as a consequence of a pandemic.	2020	16	4
220 High Rise - There will be significant extra responsibilities placed upon us post the Grenfell Tower Inquiry and this poses a challenge to us in resourcing this work, both financially and in people terms to meet raised public expectations.	2019	8	4

Risk Details in Risk Score Order

Risk details and latest update	
Risk ID	251 Climate Change
IF	we fail to consider the causes and impact of climate change
THEN	we may not be prepared for increased demand from certain types of incident, e.g. flooding and wildfire, or deliver on our targets for carbon reduction
Owner	Geraint Thomas
Risk Update	Following the wildfires in June the summer period turned out to be very wet. The potential for flooding in the autumn/winter months is the next concern for the service. Sustainability steering group continue to work with all departments.

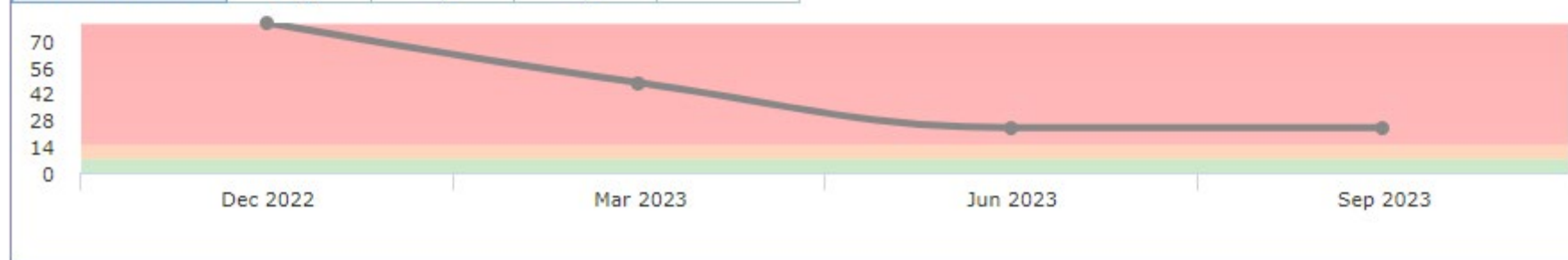


Risk details and latest update

Risk ID	009 Industrial action
IF	national pay and pension negotiations are seen as adverse
THEN	there is a risk of industrial action by staff
Owner	Huw Jakeway
Risk Update	this risk and score remains extant and unchanged

Risk Score & Direction of Travel

	Dec 2022	Mar 2023	Jun 2023	Sep 2023
Current Risk Score	80	48	24	24
RAG Status	▲	▲	▲	▲
Direction of Travel	✘	✔	✔	➡



Risk details and latest update	
Risk ID	252 Environmental Impact
IF	we fail to reduce any damaging effects on the environment from our operations / business processes
THEN	we will not meet Welsh Government's carbon reduction targets and have a negative impact on the environment of our communities.
Owner	Geraint Thomas
Risk Update	The annual update of the Carbon reduction plan was reported to the Fire and Rescue Authority in September. Progress and actions targeting carbon reduction initiatives for the coming year were approved.

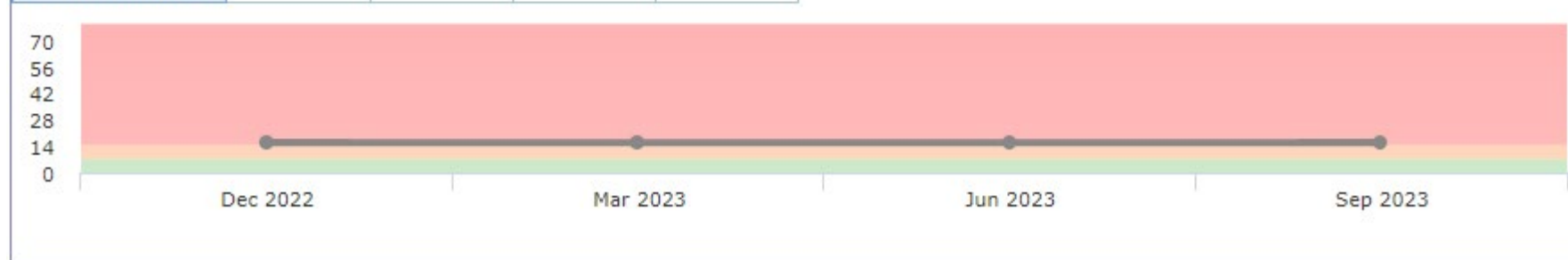


Risk details and latest update

Risk ID	203 Cyber Risk
IF	our ICT services are affected by a cyber attack
THEN	we will not be able to carry out key operational and/or back office functions leading to an increased risk to community and staff members
Owner	Chris Williams
Risk Update	Continue to monitor cyber risks. We have taken part in the Welsh Local Authority Cyber Assessment Framework Pilot Project which has identified cyber resilience gaps and weakness.

Risk Score & Direction of Travel

	Dec 2022	Mar 2023	Jun 2023	Sep 2023
Current Risk Score	16	16	16	16
RAG Status	▲	▲	▲	▲
Direction of Travel	➡	➡	➡	➡



Risk details and latest update	
Risk ID	190 Terrorism
IF	the Service is not adequately prepared to respond to a terrorist related incident
THEN	risks are presented in terms of the Services ability to ensure effective Firefighter safety, public confidence, public protection and consequential loss of life.
Owner	Garry Davies
Risk Update	awaiting outcomes of ministerial meetings to ensure service wide adoption.

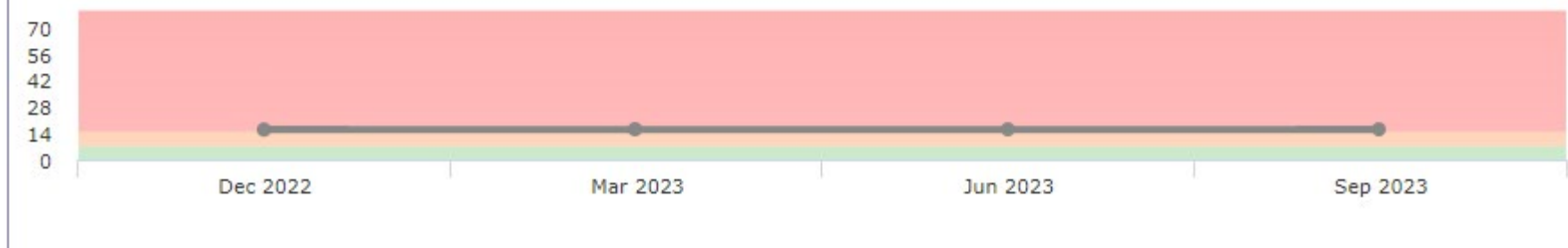


Risk details and latest update

Risk ID	221 JFC Command and Control System
IF	South Wales Police procure a new command and control system that is not compatible with the needs of the Fire & Rescue Services in mobilising resources in the most efficient manner
THEN	our ability to mobilise fire and rescue resources will be affected and there will be a significant resource and budgetary impact
Owner	Dewi Rose
Risk Update	SWP have now selected the provider of their new Command and Control system (SAAB). SWFRS continue to be part of Strategic Board to ensure compatibility between our two systems.

Risk Score & Direction of Travel

	Dec 2022	Mar 2023	Jun 2023	Sep 2023
Current Risk Score	16	16	16	16
RAG Status	▲	▲	▲	▲
Direction of Travel	➡	➡	➡	➡



Risk details and latest update	
Risk ID	253 Inflationary Pressures
IF	exceptional inflationary pressures continue
THEN	this could adversely impact on our structure, resources, and the services we can deliver.
Owner	Geraint Thomas
Risk Update	The FAPM committee and the treasurer have initiated action to target budget reductions to reduce potential overspends in the current year. The MTFS was presented to the Fire Authority in September with the financial pressures and challenges for 24/25 outlined in detail. This information will feed into the budget setting to be presented to the Authority in December.



Risk details and latest update	
Risk ID	019b Liability
IF	we suffered the loss of life/life changing injuries of a member of staff or a member of the public through the commision of our duties
THEN	potential corporate or criminal liability could ensue. Other consequences that could arise are negative media attention, negative public perception, a loss of trust and confidence of the Management team by staff.
Owner	Huw Jakeway
Risk Update	this risk and score remains extant



Risk details and latest update	
Risk ID	140 OCDS
IF	We do not maintain high levels of On Call Firefighters working in a Retained Duty system
THEN	We will have lower levels of RDS appliance availability, which will make it difficult to fulfill our statutory obligation.
Owner	Dean Loader
Risk Update	Quarter 2 recruitment has been extremely proactive. The numbers of applications and individuals attending P&P days has remained high. The On Call management team has provided support to all UA's with targeted approaches being implemented in some local areas. The speed of recruitment is static throughout the quarter with all departments in service continuing to support the processes in a timely manner. A successful recruits course was held in Q2 with another course planned and forecast for Q3.



Risk details and latest update	
Risk ID	210 Equality & Diversity
IF	we do not develop a diverse workforce representative of our communities
THEN	we may not communicate effectively and deliver effective services to all sectors of our communities
Owner	Lisa Shroll
Risk Update	The Service intends to promote its next WDS campaign in late 2023 and our positive action strategies are in place to support this and to link in with underrepresented groups. In addition, we shall be paying due cognisance to the socio-economic duty placed upon us.



Q2 update expected 31st Oct

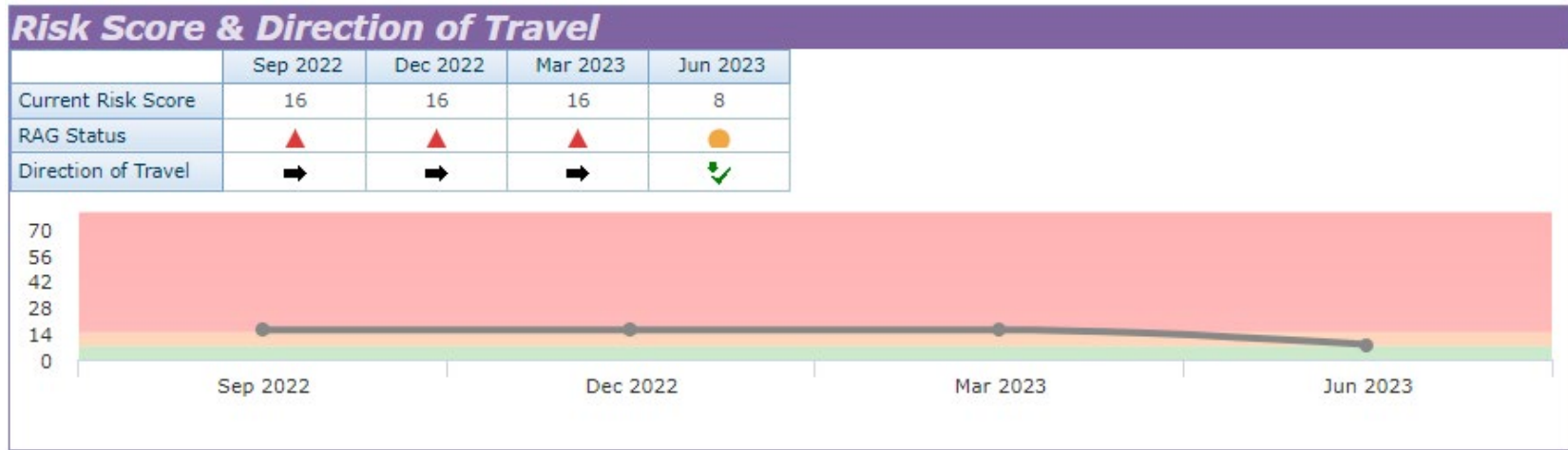
Risk details and latest update	
Risk ID	110 Information Management
IF	there is a lack of effective Information management
THEN	there may be a breach of data protection / freedom of information or a loss of sensitive / personal information.
Owner	Geraint Thomas
Risk Update	The IG&C team provide support, advice and guidance and ensure procedures and policies are up to date. Awareness sessions and regular published articles e.g. positive pointers support all staff across the organisation.



Risk details and latest update	
Risk ID	101 Emergency Services Network
IF	The Emergency Services Network does not deliver a replacement for Airwave in a suitable timeframe
THEN	the service may be compromised in its ability to deliver a secure, efficient, resilient and cost effective communications network
Owner	Garry Davies
Risk Update	reduced likelihood due to airwave performing as it should. ESN is working towards the 2030 date.



Risk details and latest update	
Risk ID	205 Pensions Change Impact
IF	the proposed changes to the Pension Scheme are agreed
THEN	the Authority may face increased staff turnover/loss of expertise.
Owner	Alison Reed
Risk Update	There has been a slight technical delay to the introduction of the GAD modeller/calculator but it is anticipated that this will be resolved very shortly.



Q2 update expected 31st Oct

Risk details and latest update	
Risk ID	202 Brexit
IF	we do not remain cognisant of changes to legislation due to leaving the European Union
THEN	we may experience issues in areas such as procurement, health and safety, employment law, etc
Owner	Geraint Thomas
Risk Update	Monitoring of the relevant legislation continues by the monitoring officer and the procurement team.



Risk details and latest update	
Risk ID	220 High Rise
IF	the outcomes of the Grenfell Tower Inquiry (GTI) are not embedded into service planning
THEN	persons who live and work in High Rise premises may be at greater risk of being affected by fire.
Owner	Christian Hadfield
Risk Update	Continuing with the re-audits of buildings.

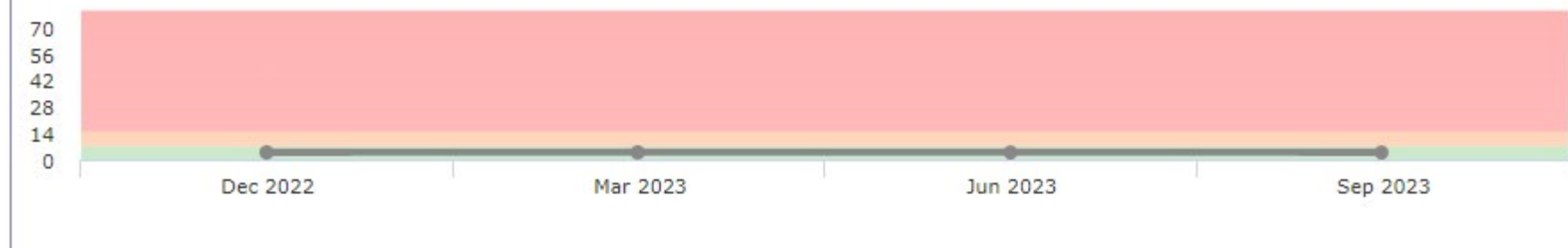


Risk details and latest update

Risk ID	222 Fire Safety Act
IF	If the proposed Fire Safety Act and ensuing White Paper for Wales brings greater Fire safety responsibilities for us
THEN	we may be unable to adequately provide the financial and human resources required to meet public expectations without further assistance.
Owner	Christian Hadfield
Risk Update	The BFS structure will be re-evaluated in Spring 2024

Risk Score & Direction of Travel

	Dec 2022	Mar 2023	Jun 2023	Sep 2023
Current Risk Score	4	4	4	4
RAG Status	★	★	★	★
Direction of Travel	➡	➡	➡	➡



Risk details and latest update	
Risk ID	250 Pandemic
IF	we do not take all appropriate actions in order to mitigate the threats posed by a pandemic
THEN	it is highly likely that we will experience a reduced capacity to meet our statutory duties, deliver objectives and, therefore, result in increased risk to the community
Owner	Geraint Thomas
Risk Update	Although cases of COVID have increased in the public generally the impacts on staff absences remain relatively low. Supply chains have not been affected by the recent increase in cases.



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Assurance Metrics

Scrutiny Committee
11th December 2023



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South Wales
Fire and Rescue Service

Produced in

BMIS
Business Management
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Introduction

Our Assurance Metrics are a collection of high-level performance reports and dashboards developed to provide the Senior Management Team (SMT) and lead officers with key data and measures to monitor ongoing performance and improvement activities. This information is dynamically updated and displayed within our Business Management Information System (BMIS), which is our central source of information and statistics on Service performance. It is used to record, monitor, and report across a range of activities, linking to data held in Service or local systems, or datasets managed to enable reporting.

In addition, BMIS records, monitors, and reports various tasks and objectives arising from Business Plans, Strategic and Departmental Risks, Service Audits and appropriate Projects as identified by users. The system was redesigned last year and is now available to all personnel, with some areas containing sensitive data restricted by group permissions managed by the Planning, Performance & Risk (PPR) Team.

This report provides Members of the Fire & Rescue Authority (FRA) with an overview of South Wales Fire & Rescue Service Assurance Metrics and the use of these reports in scrutinising the Service's activities.

Assurance Metrics

Performance information is delivered via BMIS in a range of formats to meet user needs. For the SMT, the suite of Assurance Metrics reports provides an overview of performance and activity. Working in conjunction with departments and teams, a series of reports and dashboards continue to be developed, grouped under six themes:

PREVENTION	PROTECTION	RESPONSE
Home Fire Safety Arson Reduction Safeguarding Schools Road Safety Water Safety* Youth Engagement*	Site Specific Risk Information Audits and Outcomes High Rise	Strategic Indicators SWFRS Control Training OCDS Availability FRS Benchmarking
ASSETS	PEOPLE	GENERAL
Energy Fleet Equipment* ICT Finance Vehicle Accidents	Attendance Equality & Diversity Employee Relations Learning & Development Recruitment & Resourcing Staff Numbers	Business Support* Legal & Insurance Health & Safety Media & Comms Information Governance* Planning, Performance & Risk*

* Report in development

The reports focus on Performance Indicators (PIs) which measure our progress and effectiveness across key measures. These include Statutory, Sector and Local indicators:

STATUTORY	SECTOR	LOCAL
Set by Welsh Government, FRAs have a legal duty to collect and report on these indicators by including data in improvement reports.	All-Wales indicators developed in partnership by FRAs to ensure consistency of terminology and definitions, recording methods and calculations. These enable benchmarking and support improvement.	Measures relating to local policies, priorities, and projects.

Reports are developed in conjunction with lead departments and feedback from the SMT. Local metrics and measures have been proposed by department managers and agreed by the Heads of Service (who were tasked with identifying

the success measures for their area). This was followed by collaboration between the Statistics and Risk Team and the departments to identify the required data sources and whether they could then be incorporated into the system or linked to local performance reports.

The aim of the project is not to replicate local reporting from existing systems but to provide a comprehensive data portal that assists in interrogation and cross referencing of information, supporting data-driven decision-making.

Assurance Metrics Reporting Cycle

Assurance metrics are regularly to the SMT led by the departmental or subject lead. This provides an opportunity for dynamic discussion and scrutiny of the metrics, available for ongoing monitoring from live systems or regular snapshots.

Previously we have developed a reporting schedule at the start of the calendar year but in 2023 we have focused on providing background data for theme based discussions. We have

In addition to review of BMIS reports, the presentations are supported by Insight Reports that provide narrative context to data.

MONTH	2023
January	Response: Target Setting for 2023-2024 Business Fire Safety
February	Strategic Plan Y4 update Consultation Feedback
March	Communication and Engagement
April	Preliminary review of 2022-2023 Response and Performance Stats Strategic Planning and Future Trends Ops Training – Core Competency
May	Risk Register Q4 2022-2023 update
June	
July	Pre-consultation Feedback Horizon Scanning
August	
September	
October	Improvement Objectives and Annual Improvement Plan 2023-2024 Q1/2 Response Performance Stats
November	Risk Register Q2 2023-2024 update Ops Training tbc Campaigns Update
December	tbc

FRA Reporting

Welsh Government requires South Wales Fire & Rescue Service to develop Strategic Plans to identify the direction for the Service and address areas for improvement. The Service does this by developing a Strategic Plan, implementing actions, and measuring indicators to enable the Service to achieve these organisational goals.

All departments link actions within their annual department plans to the appropriate Strategic Objectives. This enables us to measure how well we are performing against these objectives by how many of the linked actions are on target and review how the associated indicators are performing.

Quarterly updates are recorded by action owners onto BMIS, and the Planning, Performance and Risk Team monitor the information and produce reports for the FRA.

To further support the performance management framework, National Strategic Indicators were introduced for reporting in 2015/16. Together these provide data and information to inform and support decision-making processes within the Service to target activity and drive improvement.

Performance Indicators

The following overview of performance indicators is not exhaustive but demonstrates the range of measures reported.

INDICATOR	TYPE	MEASURE
Total number of fires attended	Strategic	Total number and per 10,000 population
Total number of false alarms attended	Strategic	Total number and per 10,000 population
Total number of road traffic collisions attended	Strategic	Total number and per 10,000 population
Total number of other special service calls attended	Strategic	Total number and per 10,000 population
Total number of deaths and injuries arising from all fires	Strategic	Total number and per 100,000 population
Total number of deaths and injuries arising from accidental fires	Strategic	Total number and per 100,000 population
Percentage of dwellings fires contained to room in which they originated	Strategic	Exceed minimum target
Number of Home Fire Safety Checks carried out	Sector	Annual target
Number of Home Fire Safety Checks carried out for high risk households	Sector	Percentage of total Home Fire Safety Checks carried out
Number of calls taken by Control	Sector	Total incident related calls taken
On-Call Availability	Local	Percentage availability of On-Call crewed appliances
Number of Unwanted Fire Signal incidents attended	Local	Total number
School visits	Local	Number of sessions and total audience
Road Safety – risk reduction activities	Local	Number of sessions and total audience
Calls challenged by Control	Local	Number of calls for false alarms
Operational skills core competancies	Local	Percentage of core competancies maintained
Staff numbers	Local	Headcount, FTE (full time equivalent) and contract numbers
Days/shifts lost to sickness	Local	Number of days/shifts lost – total and per FTE
Water ladder availability	Local	Percentage availability by month/year
Vehicle accidents	Local	Total number, insurance claims and repair costs
Energy monitoring – gas and electric	Local	Consumption and cost

AGENDA ITEM NO 7

Retained Management Team Presentation

-

To be presented on the day

Presenting Officer: Group Manager – Mark Kift, Operations Department

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THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8
11 DECEMBER 2023

SCRUTINY COMMITTEE

REPORT OF THE DIRECTOR OF CORPORATE SERVICES

POLICIES AND PROCEDURES OF THE SERVICE**THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY DIRECTOR OF CORPORATE SERVICES
REPORT PRESENTED BY ACO GERAIN THOMAS, DIRECTOR OF
CORPORATE SERVICES**SUMMARY**

To provide the Scrutiny Committee with an overview of the policies and procedures within the Service for the Scrutiny Committee to identify areas of interest.

RECOMMENDATIONS

That Members note the policies and procedures within the Service and identify those areas of scrutiny that the committee wishes to review in the 2023/24 municipal year.

1. BACKGROUND

- 1.1 The South Wales Fire & Rescue Authority has appointed the Scrutiny Committee to discharge the functions conferred by Section 21 of the Local Government Act 2000.
- 1.2 Within the Terms of Reference of the committee, there are details identifying the requirements of the committee to apply scrutiny under the following specific functions:
 - Policy Development and Review
 - Scrutiny
 - Finance
 - Performance
- 1.3 The purpose of this report is to provide the Scrutiny Committee with oversight of the policies and procedures of the Authority to enable the committee to determine its Forward Work Programme for scrutiny under the specific Policy Development and Review function.

2. ISSUE/PROPOSAL

- 2.1 A list of the policies and procedures of the Service can be seen at Appendix 1.

3. IMPLICATIONS

3.1 Community and Environment

Equality, Diversity and Inclusion	Yes
Welsh Language	Yes
Well-Being Of Future Generations (Wales) Act	Yes
Socio Economic Duty	Yes
Sustainability / Environment / Carbon Reduction	Yes
Safeguarding	Yes
Consultation and Communications	Yes
Consultation with Representative Bodies	Yes
Impact Assessment	Yes

- 3.1.1 By supporting scrutiny of Policy Development and Review, the Authority is supporting all of the above areas under community and environment.

3.2 Regulatory, Strategy and Policy

Legal	Yes
Financial	Yes
Procurement	Yes
Corporate Risk	Yes
Information Management	Yes
Data Protection / Privacy	Yes
Health, Safety and Wellbeing	Yes
Governance & Audit	Yes
Service Policy	Yes
National Policy	Yes

- 3.2.1 The act of Policy Development and Review supports all the sections above by either contributing to development or by instigating discussion and action in the interested departments and functions mentioned above.

3.3 Resources, Assets and Delivery

Human Resources and People Development	Yes
Assets and Resources (Property/Fleet/ICT/Equipment)	Yes
Service Delivery	Yes
Procurement	Yes
Budget Revenue/Capital	Yes

3.3.1 The act of Policy Development and Review supports all the sections above.

4. RECOMMENDATIONS

4.1 That Members note the policies and procedures within the Service and identify those areas of scrutiny that the Committee wishes to review in the 2023/24 municipal year.

Contact Officer:	Sarah Watkins Head of Corporate Support
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Background Papers:	Date	Source/Contact
None		

Appendices:	
Appendix 1	List of Policies and Procedures

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APPENDIX 1**LIST OF POLICIES AND PROCEDURES****Corporate Policy-01, Health and Safety - (ACFO Technical Services)****HSGN/-All - Health and Safety**

- HSGN 02 - General Health and Safety Policy
 - HSGN 03 - Injuries. Dangerous Occurrence, Reportable Diseases and Near Miss Reporting and Investigation
 - HSGN 04 - Safety Representatives and Safety Committees
 - HSGN 05 - Workplace Inspections
 - HSGN 06 - Health and Safety Complaints Procedure
 - HSGN 07 - Young Persons and Work Experience Placements
 - HSGN 08 - Occupational Road Risk Procedure
 - HSGN 09 - Safe Electrical Working Practice
 - HSGN 10 - Control of Substances Hazardous to Health (COSHH)
 - HSGN 11 - Display Screen Equipment
 - HSGN 12 - Manual Handling Operations
 - HSGN 13 - Personal Protective Equipment (PPE)
 - HSGN 14 - Risk Assessment
 - HSGN 15 - Control of Contractors - Working with Contractors Undertaking Non CDM Building Work, Installation of Equipment and Related Activities at SWFRS Premises
 - HSGN 16 - Provision and Use of Work Equipment
 - HSGN 17 - Safety Flash
 - HSGN 18 - Noise at Work
 - HSGN 19 - Management of Asbestos and Asbestos Containing Materials (ACMs) in Fire Authority Property Assets
 - HSGN 20 - The Control of Vibration at Work
 - HSGN 21 - Lone Working Procedures
 - HSGN 22 - RF Hazards Associated with ICT Networks and Mobile Telephone Systems
 - HSGN 23 - The Management of Serious and Fatal Injuries to a SWFRS Employee in the Course of Their Duty
 - HSGN 25 - Managing Snow & Ice at SWFRS Premises
-
- OP-01.001 - Occupational Health Services
 - OP-01.002 - Drug and Substance Misuse
 - OP-01.003 - Smoke-free Procedures
 - OP-01.004 - Health & Fitness Procedures
 - OP-01.005 - Managing and Preventing Stress in the Workplace
 - OP-01.006 - Aids to Vision
 - OP-01.007 - Work Related Violence Procedures
 - OP-01.008 - Fire Alarm and Emergency Evacuation Plans for South Wales Fire and Rescue Service Headquarters
 - OP-01.009 - Domestic Abuse and Sexual Violence Workplace Policy

Corporate Policy-02, Our People - (ACO People Services)

- OP-02.001 - Wholetime Personnel
- OP-02.001B - Annual Leave and Public Holidays for Wholetime Personnel
- OP-02.001C - Firefighters' Pension Schemes - Scheme Pays procedure
- OP-02.002 - On-Call Personnel working the Retained Duty System
- OP-02.002B - Annual Leave and Public Holidays for On-Call Personnel working the Retained Duty System
- OP-02.004 - Corporate Staff Procedures

- OP-02.004B - Annual Leave and Public Holidays for Corporate Staff
- OP-02.005 - Equality and Diversity Statement
- OP-02.006 - Outside Employment
- OP-02.007 - Discipline Procedure
- OP-02.008 - Grievance Resolution Procedure
- OP-02.009 - Internal Interviews
- OP-02.012 - Trade Union Duties and Activities
- OP-02.013 - Welfare and Attendance Monitoring
- OP-02.014 - Family Friendly Procedures
- OP-02.015 - Innovation and Improvement Scheme
- OP-02.016 - Career Break
- OP-02.017 - Compensatory Leave Policy
- OP-02.018 - Refund of Sick Pay to the Service following a Damages Claim against a Third Party
- OP-02.019 - Capability Procedure
- OP-02.020 - Annual Leave and Public Holidays - removed on the 28 November 2018
- OP-02.022 - Dignity at Work
- OP-02.023 - Employment, Redeployment and Reasonable Adjustments under the Equality Act (2010)
- OP-02.024 - Principles of Workforce Progression
- OP-02.026 - Responding to Requests for References
- OP-02.028 - Policy on Employment Protection and Early Retirement and Severance Conditions
- OP-02.029 - Continual Professional Development
- OP-02.030 - Probation Procedures
- OP-02.031 - Permanent Transfer and Promotion Procedure - Firefighter to Watch Manager
- OP-02.032 - Promotion Processes for Wholetime and On-Call Personnel working the Retained Duty System
- OP-02.033 - Volunteering within South Wales Fire and Rescue Service
- OP-02.034 - Secondment Procedure
- OP-02.035 - Special Leave
- OP-02.036 - Travelling, Subsistence and Travel Time Claims
- OP-02.038 - Additional Learning Fund (ALF)
- OP-02.040 - Personal Relationships in the Workplace
- OP-02.041 - Retirement and Resignation
- OP-02.043 - Technical Tests
- OP-02.044 - Menopause Procedure
- OP-02.047 - Job Share
- OP-02.050 - Restricted Duties
- OP-02.051 - Standards and Expectations
- OP-02.052 - Employee Wellbeing

TNG/-All – Training

- T&D 02.001 - Training for Operational Competence
- T&D 02.002 - Breathing Apparatus
- T&D 02.003 - Compartment Fire Behaviour Training - removed on the 22 May 2017
- T&D 02.004 - Emergency Response Driving
- T&D 02.005 - Immediate Emergency Care (IEC)
- T&D 02.006 - Road Traffic Collisions
- T&D 02.007 - Safe Working at Height
- T&D 02.008 - Rope Rescue
- T&D 02.009 - Large Animal Rescue
- T&D 02.010 - Incident Command
- T&D 02.011 - Operational Instructor Competencies
- T&D 02.015 - Development to Competent Pay
- T&D 02.016 - Bariatric Rescues
- T&D 02.019 - Compartment Fire Behaviour Instructor's Health Management
- T&D 02.020 - Water Rescue

Corporate Policy-03, Our Assets - (DCO Corporate Services)

A&E/-All - Appliance and Equipment Notes

- BA & Pneumatics
- HAZMAT & Environmental Protection
- Ladders & Lines
- Firefighting & Wet Equipment
- RTC & Hydraulic Equipment
- Specialist Equipment
- Electrical & Lighting
- Communications
- PPE
- First Aid Equipment
- Tools
- Miscellaneous

- OP-03.001 - Uniform & Personal Equipment
- OP-03.003 - Fleet & Engineering
- OP-03.005 - Procedure for the Testing and Maintenance of Operational Equipment
- OP-03.006 - Research and Development, Issue and Control Procedures for Operational Appliances and Equipment
- OP-03.007 - Provision of Water for Fire Fighting
- OP-03.008 - Security Alerts at SWFRS Establishments

Corporate Policy-04, Communications, Consultation and Engagement - (DCO Corporate Services)

- OP-04.004 - Review and Debrief Procedures
- OP-04.006 - Negotiation and Consultation Procedure
- OP-04.007 - Communicating through Social Media
- OP-04.008 - Complaints Procedure

Corporate Policy-05, Finance and Procurement - (DCO Corporate Services)

- OP-05.002 - Anti-Fraud and Anti-Bribery Policy
- OP-05.003 - Public Interest Disclosure Procedure (Whistleblowing)
- OP-05.005 - Procurement Procedures
- OP-05.006 - Hospitality and Gifts

Corporate Policy-06, Information Management - (DCO Corporate Services)

ISMS/-All - Information Security Management System

- ISMS 001 - Information Security Management System - Summary
- ISMS 002 - Internet and E-mail usage Procedures
- ISMS 003 - To be issued - Software Management
- ISMS 004 - To be issued - Access and Privilege Control
- ISMS 005 - To be issued - GCSx AUP and PCS
- ISMS 006 - To be issued - Information Security Vetting and Standards
- ISMS 007 - To be issued - Information Protection and Marking
- ISMS 008 - To be issued - Computer, Telephone and Desk Use
- ISMS 009 - To be issued - Legal Responsibilities
- ISMS 010 - To be issued - Remote Working
- ISMS 011 - Removable Media/Mobile Data Devices
- ISMS 012 - Managing Information Security Incidents
- ISMS 013 - To be issued - Communications and Operations Management

- ISMS 014 - To be issued - Infrastructure Security Policy
- ISMS 015 - To be issued - E-mail Usage
- ISMS 016 - CCTV and Image Recording Systems
- ISMS 020 - Data Protection
- ISMS 021 - Freedom of Information Act 2000 and Environmental Information Regulations 2004
- ISMS 025 - Sharing and Disclosure of Personal Information
- ISMS 026 - Requests for Surveillance under RIPA legislation
- ISMS 027 - Mobile Data Terminal Security Operation

- OP-06.001 - Production and Control of Service Information Manual Documents
- OP-06.002 - Security on Fire Stations

Corporate Policy-07, Information Communication Technology - (ACFO Technical Services)

- OP-07.001 - Telephones
- OP-07.002 - The Use of Mapping and Data in SWFRS

Corporate Policy-08, Operational Response - (ACFO Service Delivery)

C&M/-All - Communications and Mobilising

- C&M-01 - Basic Communication Procedures
- C&M-01 - Basic Communication Procedures
- C&M-02 - Standard Messages
- C&M-04 - Mobilising Procedures
- C&M-05 - Failure of 999/112 Telephone System
- C&M-06 - Life Saving Guidance
- C&M-06.01 - Fires - Life Saving Guidance
- C&M-06.02 - High Rise - Life Saving Guidance
- C&M-06.03 - Water Rescue - Life Saving Guidance
- C&M-06.04 - Road Traffic Collision and Machinery Entrapment - Life Saving Guidance

- OP-08.001 - Operational Intelligence
- OP-08.002 - Responding to Spate Conditions
- OP-08.005 - The Operational Development and Review Team
- OP-08.007 - Riding Strength on Pumping Appliances
- OTP-All - Operational Tactical Plans (located on the Operational Intelligence intranet site)

SOP-All - Standard Operating Procedures

- Responding to an Emergency
- Rescues
- Fighting Fires
- Transport
- Generic Hazards
- Specific Procedures
- Miscellaneous

Corporate Policy-09, Risk Reduction - (ACFO Service Delivery)

- OP-09.001 - Home Safety Engagement Visits and Fitting Smoke Detectors
- OP-09.003 - Firesetting Intervention Scheme Procedure
- OP-09.004 - Disused and Unoccupied Buildings
- OP-09.005 - Fire Safety Management of South Wales Fire and Rescue Service Premises
- OP-09.006 - To be issued -

- OP-09.007 - Prohibition/Restriction Notices under the Regulatory Reform (Fire Safety) Order 2005
- OP-09.008 - Unwanted Fire Signals Reduction
- OP-09.009 - To be issued -
- OP-09.010 - Safeguarding and Welfare Procedure
- OP-09.011 - To be issued -
- OP-09.012 - Public Events Risk Management

Corporate Policy-10, Business Continuity Policy - (ACFO Technical Services)

- OP-10.001 - Business Continuity Management Planning Procedure

Joint Fire Control HR Procedures

- JFC-HR 01 - Annual Leave and Public Holidays
- JFC-HR 02 - Time in Lieu, Recall to Duty and Compensatory Leave
- JFC-HR 03 - Joint Fire Control Workforce Progression
- JFC-HR 04 - Rota Management Procedure
- JFC-HR 06 - Discipline Procedure
- JFC-HR 10 - Internal Interviews

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**FORWARD WORK PROGRAMME FOR
SCRUTINY COMMITTEE 2023/24**

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
4 Sept 2023	Review Revenue & Capital Outturn	To provide Members with a detailed analysis of areas of under and overspend.	D	ACO CS Contact Officer: Lisa Mullan	
4 Sept 2023	Medium Term Financial Strategy	To provide Members with a detailed update of the potential WG budget settlements and the financial impact and position of the Authority encompassing proposed project savings.	D	Treasurer Contact Officer: Chris Barton	
4 Sept 2023	Revenue & Capital Budget Setting 2023/24	To enable Members to have a detailed understanding of the construction of the revenue and capital budget proposals for 2023/24 and allow effective scrutiny to be applied.	D	Treasurer Contact Officer: Chris Barton	
4 Sept 2023	Overview of FA and Committee Work Programmes	To enable Members to identify areas/themes for Scrutiny.	D	ACO CS Contact Officer: Sarah Watkins	

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
11 Dec 2023	Areas for review to be determined by Scrutiny Members	TBA	D	TBA	
11 Dec 2023	Strategic Risk Report	To scrutinise the strategic risks facing the organisation and the mitigation measures already in place, and further actions planned to reduce risk further.	D	Relevant Risk Owners Contact Officer: Wayne Thomas	
11 Dec 2023	Assurance Metrics – Review of BMIS Assurance Metrics	To review the Assurance Metrics within the BMIS System for Members to identify future areas for scrutiny.	D	ACO CS Contact Officer: Suzanne Absalom	
5 Feb 2024	Scrutiny of Departmental Risks	To scrutinise the highest departmental risks facing the organisation and the mitigation measures already in place and further actions planned to reduce risk further.	D	Relevant Risk Owners Contact Officer: Wayne Thomas	
5 Feb 2024	Report on Responses to the Consultation of the draft rolling Strategic Plan and Priority Actions 2024/25	To advise Members of consultation responses and seek approval for a final version of the rolling Strategic Plan.	D	ACO CS Contact Officer: Sarah Watkins	

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
5 Feb 2024	Economic & Social Value of the UKFRS	To advise Members of the work of the NFCC Economic & Social Value.	I	ACFO SD Contact Officer: Chris Hadfield	
5 Feb 2024	Scrutiny of Gender Pay Gap	To scrutinise the Service's Gender Pay Gap Policy ahead of the Fire & Rescue Authority meeting on ...	D	ACO PS Contact Officer: Alison Reed	
8 April 2024	Scrutiny of Pay Policy	To scrutinise the Service's Pay Policy ahead of the Fire & Rescue Authority meeting on ...	D	ACO PS Contact Officer: Alison Reed	
8 April 2024	Draft Annual Governance Statement	To allow Members to consider the draft Annual Governance Statement.	D	ACO CS Contact Officer: Sarah Watkins	
8 April 2024	Draft Annual Report on Discharge of the Terms of Reference of the Scrutiny Group	To report to the Fire Authority on the work undertaken under the terms of reference.	D	Chairperson of the Scrutiny Group & ACO CS Contact Officer: Geraint Thomas	
8 April 2024	Future Trends	To assist future strategic decision-making	I	ACO CS Contact Officer: Wayne Thomas	

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
8 April 2024	Consultation on the Strategic Themes and Objectives	To advise Members of the Consultation Strategy on 2024/25 Consultation on Strategic Themes and Objectives	I	ACO CS Contact Officer: Sarah Watkins	
8 April 2024	Annual Report on the work of the member Champions: <ul style="list-style-type: none"> • Property • Community Safety • Equality, Diversity & Inclusion • Fleet & Engineering • Service Delivery (previously Operational & Personal Issue Equipment) • Sustainability and Biodiversity 	To report on Member Champion activity and allow scrutiny on impact of Member Champion involvement.	I	Relevant Member Champion and Lead Officer Contact Officer: Mike Davies Chris Hadfield Andrew Jones Chris Temby Dean Loader Lisa Mullan	
8 April 2024	Annual Report from each Directorate – Director Overview report: <ul style="list-style-type: none"> • CFO • Service Delivery • Technical Services • Corporate Services • Human Resources 	To report on Directorate outcomes and issues/areas of focus.	I	Relevant Director Contact Officer: Relevant Director	

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Each Meeting as required	Consultation responses	To provide details of consultation responses to Welsh Government and other bodies	I	ACO CS Contact Officer: Sarah Watkins	

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AGENDA ITEM NO 10

**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;	
	<ul style="list-style-type: none"> • Scrutiny Committee held on 4 September 2023 	3
	REPORTS FOR DECISION	
5.	Strategic Risk Report	9
6.	Assurance Metrics	33
	REPORTS FOR INFORMATION	
7.	Retained Management Team Presentation – <i>(To be presented on the day)</i>	41
8.	Policies and Procedures of the Service	43
9.	Forward Work Programme for Scrutiny Group 2023/2024	53
10.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	59