

**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 at **South Wales Fire & Rescue Service Headquarters, Forest View Business Park, Llantrisant, CF72 8LX** on **Monday, 14 December 2015 at 1030 hours.**

#### **A G E N D A**

1. Apologies for Absence
2. Declarations of Interest

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

3. Chairman's Announcements

4. To receive the minutes of;

- FAPM Meeting held on 29 June 2015 5
- Local Pension Board Meeting held on 2 July 2015 11
- HR & Equalities Meeting held on 20 July 2015 15
- FAPM Meeting held on 14 September 2015 21

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Signature of Proper Officer:



**MEMBERSHIP  
Councillors:**

D	Ali	Cardiff	A	Jones	Torfaen
S	Bradwick	Rhondda Cynon Taff	S J	Jones	Rhondda Cynon Taff
D T	Davies	Caerphilly	R	McKerlich	Cardiff
P	Drake	Vale of Glamorgan	B	Morgan	Rhondda Cynon Taff
C	Elsbury	Caerphilly	J	Morgan	Blaenau Gwent
E	Galsworthy	Merthyr Tydfil	G	Phillips	Cardiff
E	Hacker	Vale of Glamorgan	S	Pickering	Rhondda Cynon Taff
P	Hannon	Newport	M	Powell	Monmouthshire
C	Hawker	Caerphilly	M	Rahman	Newport
K	Hyde	Cardiff	P	Seabourne	Torfaen
C	James	Bridgend	C	Smith	Bridgend
M	Javed	Cardiff	V	Smith	Monmouthshire



**SOUTH WALES FIRE & RESCUE AUTHORITY**

**MINUTES OF THE FINANCE, AUDIT & PERFORMANCE  
MANAGEMENT MEETING  
HELD ON MONDAY 29 JUNE 2015 AT  
SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**1. PRESENT:**

**Councillor**

**Left**

P Hannon (Chair)	Newport
J Morgan (Deputy Chair)	Blaenau Gwent
E Galsworthy	Merthyr Tydfil
M Javed	Cardiff
S J Jones	Rhondda Cynon Taff
M Powell	Monmouthshire
C Smith	Bridgend

**APOLOGIES:**

P Drake	Vale of Glamorgan
C Hawker	Caerphilly
A Jones	Torfaen

**ABSENT:**

**OFFICERS PRESENT:-** DCO S Chapman (Monitoring Officer), ACFO A Thomas – Director of Service Delivery, ACFO R Prendergast – Director of Technical Services, Mr C Barton – Treasurer, Mr G Thomas – Head of Finance & Procurement, Mr C Williams – Head of ICT, Mr C Powell – Deputy Monitoring Officer, Ms L Williams – Wales Audit Office, Mr J Maddock – TIAA Auditor

**2. DECLARATIONS OF INTEREST**

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

### **3. CHAIR'S ANNOUNCEMENTS**

#### **WELCOME TO NEW MEMBERS**

The Chair extended a warm welcome to new Members of the Finance, Audit & Performance Management Committee. He provided an overview of the Committee and its scrutiny function, and highlighted that Members would focus on all financial matters, but were also encouraged to bring forward any issues that they wished to consider for scrutiny.

#### **THANK YOU TO MEMBERS**

The Chair also took the opportunity to thank the Deputy Chair for chairing meetings during his absence, and thanked Members for all their good wishes and support whilst he was in hospital.

Members responded by welcoming the Chair back to the Fire & Rescue Authority.

### **4. MINUTES OF PREVIOUS MEETING**

The minutes of the Finance, Audit & Performance Management meeting held on 11 May 2015, were received and accepted as a true record of proceedings.

The Deputy Chief Officer provided an update on the 'Protected Pensions Age: Fire Authority Liability' report, and confirmed that Members decision had been communicated to HMRC and the individuals concerned.

### **5. REVENUE OUTTURN 2014-2015**

The Head of Finance & Procurement informed Members that subject to the external audit process, the report outlined the revenue outturn position for the financial year end 2014/2015.

#### **RESOLVED THAT**

Members agreed to receive and note the outturn position and deployment of the net revenue surplus and usable reserves.

### **6. CAPITAL OUTTURN REPORT 2014/2015**

The Head of Finance & Procurement presented a report which provided Members with the capital outturn position for the year ended 31 March

2015, the financing arrangements and the budget slippage required to complete capital schemes in 2015/2016.

The Deputy Chief Officer also provided an update on the extremely high costs received for refurbishing Penarth Fire Station. She informed Members that the Property Strategy team had been tasked with reviewing the Refurbishment Programme and carrying out a cost analysis on reducing the refurbishment costs. Members were assured that they would receive a report on the refurbishment of Penarth Fire Station in due course.

Following lengthy discussion on whether it would be more cost effective to design new style Stations that would be constructed off site as many other businesses now did, which would be fit for purpose, the Deputy Chief Officer stated that the Service was also in the process of carrying out a cost analysis on temporary and portable Fire Stations.

#### **RESOLVED THAT**

Members agreed to note the report and approved the budget slippage as detailed in Appendix 1 attached to the report.

#### **7. STATEMENT OF ACCOUNTS 2014/2015**

The Treasurer informed Members that the Statement of Accounts provided details of the statutory requirements of the Authority when producing the annual Statement of Accounts.

However, Members were made aware that the Statement of Accounts document was currently incomplete but would be available and signed off by the deadline date of 30 June 2015, and circulated to Members as soon as possible.

The Treasurer requested that Members report any comments or observations on the Statement of Accounts directly to the Head of Finance & Procurement.

#### **RESOLVED THAT**

- 7.1 Members agreed to note that the unaudited Statement of Accounts were nearly complete.
- 7.2 Members authorised the Treasurer to make such amendments to the Statement of Accounts as he considered necessary in consultation with the External Auditors.

- 7.3 Members agreed that the audited accounts and statutory report of the external auditor be presented to the Finance, Audit & Performance Management Committee on 14 September 2015, with a view to formal adoption by the full Fire & Rescue Authority on 21 September 2015.
- 7.4 Members agreed to note the Wales Audit Office Financial Audit Outline at Agenda Item 12 - 'Wales Audit Office 2015-2016 Programme of Audit Work'.

## **8. MEDIUM TERM FINANCIAL STRATEGY UPDATE**

The Treasurer delivered an electronic presentation to Members to update them on the Medium Term Financial Strategy.

### **RESOLVED THAT**

- 8.1 Following a question and answer session, and highlighting concerns relating to pension costs, Members agreed to note the electronic presentation on the Medium Term Financial Strategy.
- 8.2 Following a query by the Chair, the Treasurer agreed to confirm the 3.8% under-spend figure.

## **9. SCRUTINY OF INCIDENTS WHERE NO SMOKE ALARM WAS FITTED OR ACTUATED**

The ACFO Service Delivery provided Members with an update on the current developments relating to incidents 'Where no Smoke Alarm was Fitted or Actuated'.

### **RESOLVED THAT**

Following discussion and suggestions by Members on the development of new indicators, Members agreed to note the content of the report in respect of the current and future reporting of incidents 'Where No Smoke Alarm was Fitted or Actuated'.

## **10. SCRUTINY OF STRATEGIC OBJECTIVES 1 AND 4**

The ACFO Service Delivery delivered an electronic presentation to Members on the Scrutiny of Strategic Objective 1 – 'Reduce Risk in our Communities'.

The ACFO Technical Services delivered an electronic presentation to Members on the Scrutiny of Strategic Objective 4 – 'To make use of



technological advances to meet service improvements and requirements’.

## **RESOLVED THAT**

- 10.1 Following a question and answer session, Members agreed to note the electronic presentations of Strategic Objectives 1, and 4.
- 10.2 Members agreed to note that the Scrutiny of Strategic Objective 5 had been deferred until a later date.

## **11. ICT INFRASTRUCTURE PROJECT**

The Head of ICT informed Members that an indicative Capital Bid to refresh the Service ICT infrastructure had been approved by the Fire & Rescue Authority. The bid was based on estimated costs in 2013. In the face of software licence changes, increased charges, and an expansion of the project scope, approval to allocate additional resources was required.

## **RESOLVED THAT**

- 11.1 Members agreed to approve the enhanced scope of the ICT Infrastructure Project to meet the current needs of the Service.
- 11.2 Members approved the allocation of additional funds to the project as detailed within the report.

## **12. WALES AUDIT OFFICE 2015/2016 PROGRAMME OF AUDIT WORK**

The Wales Audit Officer outlined for Members the audit work that would be undertaken by the Wales Audit Office during the 2015/2016 financial year together with the associated fees.

## **RESOLVED THAT**

Members agreed to note the areas of audit work to be undertaken by the Wales Audit Office during 2015/2016 and the associated fees.

## **13. WALES AUDIT OFFICE UPDATE REPORTS**

The Deputy Chief Officer and Wales Audit Officer advised Members of the issue of the Certificate of Compliance for the audit of the Authority’s 2015-2016 Improvement Plan and the outcome of the ‘Delivering with Less – Workforce Reconfiguration Study’.

**RESOLVED THAT**

- 13.1 Members agreed to note the issue of the Certificate of Compliance for the audit of the Authority's 2015-2016 Improvement Plan.
- 13.2 Members agreed to note the positive conclusions reached by the Auditor General in the 'Delivering with less – Workforce Reconfiguration Study'.

**14. FORWARD WORK PROGRAMME**

The Deputy Chief Officer presented the Forward Work Programme for 2015/2016, and the Internal Auditor provided an update on the progress of the Internal Audit Programme for 2015/2016.

**RESOLVED THAT**

- 14.1 Members accepted the Forward Work Programme for 2015/2016.
- 14.2 Members noted the update on the Internal Audit Programme for 2015/2016.

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE LOCAL PENSION BOARD (LPB) COMMITTEE**  
**MEETING**  
**HELD ON THURSDAY 2 JULY 2015 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**PRESENT:**

Left

Cllr S Bradwick (Chair)	Rhondda Cynon Taff
Cllr K Hyde	Cardiff
Cllr B Morgan	Rhondda Cynon Taff
Cllr J Morgan	Blaenau Gwent
Cllr V Smith	Monmouthshire
Mr A Psaila	Fire Brigades' Union
Mr D King	Retained Firefighters' Union

**APOLOGIES:**

Mr H Jakeway	Association of Principal Fire Officers
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Awaiting notification of designated representative for FOA

**OFFICERS PRESENT:-**

Mr P Haynes - Director of Human Resources, Mr C Barton - Treasurer, Ms L Mullan - Senior Accountant, Mr C Powell - Deputy Monitoring Officer

Councillor S Bradwick welcomed all to the Inaugural meeting of the Local Pensions Board (LPB) Committee, of which he is Chair and invited Members to introduce themselves.

**1. DECLARATIONS OF INTEREST**

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

**2. CHAIR'S ANNOUNCEMENTS**

The Chair called for nominations for Deputy Chairperson. Councillor B Morgan was nominated and seconded. There were no other nominations.

### **3. LOCAL PENSION BOARD (LPB) - TERMS AND DELEGATED AUTHORITIES**

The Deputy Monitoring Officer presented the Terms and Delegated Authorities for information.

#### **RESOLVED THAT:**

Members noted the Terms and Delegated Authorities.

### **4. LOCAL PENSION BOARD - FIREFIGHTERS' PENSION SCHEME**

The Director of Human Resources advised that under the Public Services Pension Act (PSPA) 2013, the Fire and Rescue Authority, as the recognised Scheme Manager, needs to identify through which mechanism it intends to fulfil its role and obligations. He outlined the issues relating to the Fire and Rescue Authority's management of the Firefighters' Pension Scheme 1992 (FPS 1992), the Firefighters' Pension Scheme (Wales) 2007 (FPS 2007) and the new Firefighters' Pension Scheme (Wales) 2015 (FPS 2015), which had been introduced on 1 April 2015.

#### **RESOLVED THAT:**

- 4.1 Members of the LPB agreed to assume responsibility for the governance of the Fire & Rescue Authority management of the Firefighters' Pension Scheme 1992 (FPS 1992), the Firefighters' Pension Scheme (Wales) 2007 (FPS 2007) and the new Firefighters' Pension Scheme (Wales) 2015 (FPS 2015); and
- 4.2 agreed to assume responsibility for the scrutiny of all the Firefighters' Pensions Schemes and report any matters of concern to the Fire & Rescue Authority.

### **5. LOCAL PENSION BOARD - FIREFIGHTERS' PENSION SCHEME 1992**

The Director of Human Resources gave the background to the Firefighters Pension Scheme 1992 and set out the key features and significant points.

#### **RESOLVED THAT**

- 5.1 Members of the LPB noted the Key Features of the Firefighters' Pension Scheme 1992, as appended to the report; and

5.2 acknowledged its responsibility in relation to the governance and scrutiny for the Fire & Rescue Authority's management of the Firefighters' Pension Scheme 1992.

## **6. LOCAL PENSION BOARD - FIREFIGHTERS' PENSION SCHEME 2007**

The Director of Human Resources gave the background to the Firefighters Pension Scheme 2007 and set out the key features and significant points.

### **RESOLVED THAT**

6.1 Members of the LPB noted the Key Features of the Firefighters' Pension Scheme 2007, as appended to the report; and

6.2 acknowledged its responsibility in relation to the governance and scrutiny for the Fire & Rescue Authority's management of the Firefighters' Pension Scheme 2007.

## **7. LOCAL PENSION BOARD - FIREFIGHTERS' PENSION SCHEME (WALES) 2015**

The Director of Human Resources gave the background to the Firefighters Pension Scheme (Wales) 2015 and set out the key features and significant points.

### **RESOLVED THAT**

7.1 Members of the LPB noted the Key Features of the Firefighters' Pension Scheme (Wales) 2015, as appended to the report; and

7.2 acknowledged its responsibility in relation to the governance and scrutiny for the Fire & Rescue Authority's management of the Firefighters' Pension Scheme (Wales) 2015.

## **8. FORWARD WORK PROGRAMME**

The Director of Human Resources advised that a Forward Work Programme will be produced which will ensure all major issues are covered by the Board.

He gave detail of the inaugural meeting of the Firefighters' Pension Scheme Advisory Board held the previous day.

There are a number of issues members need to be aware of, in particular the Milne case, which will have a financial impact on the Fire and Rescue Authority. A summary report will be provided.

**RESOLVED THAT:**

Members noted the update.

**9. MODIFICATION OF PENSION SCHEME FOR RETAINED DUTY SYSTEM FIREFIGHTERS**

The Director of Human Resources advised that, following a Circular received from Welsh Government in relation to the RDS Modified Pension Scheme which advises that System (RDS) firefighters employed by a Fire and Rescue Authority (FRA) in Wales between 1 July 2000 and 5 April 2006 inclusive, over 700 firefighters have been written to enquiring whether they wish transfer to the modified Scheme. Currently 250 responses have been received.

He expressed concern in relation to resource implications within the Pensions Section, and advised that a request for resources from Dorset Fire & Rescue Service is being considered.

**RESOLVED THAT:**

Members noted the update.

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE HR & EQUALITIES MEETING**  
**HELD ON MONDAY, 20 JULY, 2015 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**1. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
S J Jones (Chair)		Rhondda Cynon Taff
A Jones (Deputy Chair)		Torfaen
P Drake		Vale of Glamorgan
C Elsbury		Caerphilly
B Morgan		Rhondda Cynon Taff
J Morgan		Blaenau Gwent
G Phillips		Cardiff
M Powell		Monmouthshire
P Seabourne		Torfaen

**APOLOGIES:**

S Bradwick		Rhondda Cynon Taff
E Galsworthy		Merthyr Tydfil
E Hacker		Vale of Glamorgan
R McKerlich		Cardiff
M Rahman		Newport

**ABSENT:**

S Pickering		Rhondda Cynon Taff
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**OFFICERS PRESENT:-** ACO P Haynes – Director of People Services, Mr C Powell – Deputy Monitoring Officer, A/AM I Greenman – Acting Head of Training & Development

**2. DECLARATIONS OF INTEREST**

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

Councillor Seabourne declared a personal interest in Agenda Item 6 - Firefighter Pension Schemes – Welsh Government Circulars.

Officers declared an interest in Agenda Item 7 - South Wales Fire & Rescue Authority, Principal Officers and Heads of Service – Equal Treatment Terms.

### **3. CHAIR'S ANNOUNCEMENTS**

The Chair brought Members attention to copies of the following circulars relating to Pay Awards for 2015:-

- National Joint Council for Local Authority Fire & Rescue Services – Circular NJC/11/15 – Pay Settlement 2015. The NJC had agreed an increase of 1% with effect from 1 July 2015
- National Joint Council for Brigade Managers of Local Authority Fire & Rescue Services – Pay Award 2015. The NJC had agreed an increase of 1% in Brigade Managers pay with effect from 1 January 2015.

The ACO People Services also informed Members of the following circular which was a lengthy document and hard copies would only be provided upon request:-

- National Joint Council for Local Authority Fire & Rescue Services – Circular NJC/12/15 – Continual Professional Development Payments 2015: Payments by Authority. The NJC had agreed an increase of 1% on the above payments effective from 1 July 2015

Members also noted that the Fire & Rescue Authority's Annual Pay Policy would be updated to include these circulars.

### **4. MINUTES OF PREVIOUS MEETING**

The minutes of the HR & Equalities meeting held on 23 March 2015, were received and accepted as a true record of proceedings.

### **5. ANNUAL MONITORING REPORT TO WELSH LANGUAGE COMMISSIONER 2014-2015 BRIEFING REPORT**

The ACO People Services provided Members with an overview of performance against the Authority's Welsh Language Scheme 2010-2014, which is still in force pending the introduction of Welsh Language Standards.



## **RESOLVED THAT**

- 5.1 Members accepted the Annual Welsh Language Monitoring Report for 2014-2015.
- 5.2 Members agreed to note the need to continue to implement and monitor the Authority's Welsh Language Scheme in order to provide the Welsh Language Commissioner with the evidence required to prove that the Authority is meeting its legal responsibilities with regard to the Welsh Language.
- 5.3 Following a query by Members, Officers agreed to check the figures contained within page 15 attached to the report.
- 5.4 Following lengthy discussion on the cost of translating documents and time limits, and whether Members would prefer to receive meeting papers either electronically or hard copies through the mail, Officers agreed to carry out a survey on how Members would prefer to receive meeting papers in the future.

## **6. FIREFIGHTERS PENSION SCHEMES – WELSH GOVERNMENT CIRCULARS**

The ACO People Services informed Members that the Public Services Pension Act (PSPA) 2013 set out the new arrangements for the creation of Schemes for the payment of pensions and other benefits. The PSPA 2013 gave powers to the Pensions Regulator to operate a system of independent oversight of the operation of these Schemes.

Under the terms of the PSPA 2013, the Fire & Rescue Authority was the recognised Scheme Manager and as such needed to identify through which mechanism it intended to fulfil its role and obligations.

The Welsh Government issued regular communications to all Chief Fire Officers, Chairs and Clerks of Fire & Rescue Authorities, electronically in a standard circular template. These circulars can cover a variety of areas, including Firefighters Pension Schemes and have to be noted or actioned as appropriate. The report established the mechanism for reporting and processing all Firefighters Pension Schemes managerial and administrative actions.

Members, in their capacity as Scheme Managers, were required to consider the factors identified in the circulars, and to endorse the appropriate actions to ensure the proper administration of the Firefighters Pension Schemes.

## **RESOLVED THAT**

- 6.1 Members agreed to note the content of the Welsh Government (Firefighters' Pensions Scheme Circulars) that have been received since the beginning of the 2015/2016 Municipal Year.
- 6.2 Members agreed to note the actions that have been implemented for each of the circulars.
- 6.3 Members agreed to receive summary reports on Welsh Government Pension Scheme circulars at future HR & Equalities meetings.
- 6.4 Following a lengthy question and answer session, Members were made aware that along with Officers they were unable to provide an individual with any advice or guidance regarding pensions or personal tax.

Apart from the ACO People Services, Officers withdrew from the meeting while the following agenda item was being presented.

## **7. SOUTH WALES FIRE & RESCUE AUTHORITY, PRINCIPAL OFFICERS AND HEADS OF SERVICE – EQUAL TREATMENT TERMS**

The ACO People Services informed Members that each year Public Sector bodies were required to review and publish their Pay Policy Statement in line with the terms of the Localism Act. The Fire & Rescue Authority had determined that the HR & Equalities Committee should review its Pay Policy Statement, and then report their recommendations to the full Committee.

In October 2014, the HR & Equalities Committee reviewed the Authority's 2014/2015 Pay Policy Statement in light of guidance issued by Welsh Government.

The HR & Equalities Committee had initially requested a report on the equal pay and equal value terms identified in the Pay Policy Statement and its accompanying report. Having considered those issues the Members requested further clarification on the potential legal factors affecting equal pay or equal value.

During a lengthy debate, Members acknowledged the content of the external legal advice that had been received. They considered an analysis of current risks and any future risk of claims. They also gave regard to a range of options available to them. They acknowledged the

position identified in the report that in the current financial climate any substantive increase in the level of pay outside national agreements was not a reasonable course of action. Similarly they identified that any movement to equalise pay downward would go against individual contracts of employment and would undoubtedly be opposed, controversial and difficult to achieve.

It was accepted that the Service promotes itself as an equal opportunities employer and the importance of applying equal value principles irrespective of gender, were constituent factors. The ACO People Services withdrew from the meeting in order for Members to deliberate and its accompanying report.

### **RESOLVED THAT**

- 7.1 Following a vote by Members, they unanimously agreed that the initial decision be deferred and an independent external advisor be engaged to evaluate the current salary matrix in full.
- 7.2 Members unanimously agreed that the Fire & Rescue Authority should utilise the findings and address the perceived inequalities where appropriate, and for it to guide and inform the 'Shaping Our Future' project's recommendations.

Officers returned to the meeting.

### **8. SOUTH WALES FIRE & RESCUE SERVICE – TRAINING AND DEVELOPMENT DEPARTMENT – PLANNED TRAINING ACTIVITIES 2015/2016**

The Acting Head of Training & Development presented an electronic presentation and report to Members on the Training Department's Planned Training activities for 2015/2016, and identified the organisation's structure and functions established within Training & Development in order to facilitate it.

### **RESOLVED THAT**

- 8.1 Following a question and answer session, Members agreed to note the content of the report and electronic presentation, and endorsed the actions identified.
- 8.2 Following a request by Members, Officers agreed to consider arranging a further visit to the Cardiff Gate Training & Development Centre in due course.

The Chair thanked Officers for the excellent presentation.

## **9. FORWARD WORK PROGRAMME**

The ACO People Services presented the Forward Work Programme for 2015/2016.

### **RESOLVED THAT**

Members accepted the Forward Work Programme for the HR & Equalities Committee 2015/2016.

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

There were no items of urgent business.

**SOUTH WALES FIRE & RESCUE AUTHORITY**  
**MINUTES OF THE FINANCE, AUDIT & PERFORMANCE**  
**MANAGEMENT COMMITTEE MEETING**  
**HELD ON MONDAY, 14 SEPTEMBER 2015 AT**  
**SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**15. PRESENT:**

<b>Councillor</b>	<b>Left</b>
P Hannon (Chair)	Newport
P Drake	Vale of Glamorgan
C Hawker	Caerphilly
M Javed	Cardiff
A Jones – arrived at 1040	Torfaen
S J Jones	Rhondda Cynon Taf
M Powell	Monmouthshire

**APOLOGIES:**

E Galsworthy	Merthyr Tydfil
J Morgan	Blaenau Gwent
C Smith	Bridgend

**OFFICERS PRESENT:-** DCO S Chapman – Monitoring Officer; Mr C Barton – Treasurer; Mr G Thomas – Head of Finance & Procurement; AM I Greenman – Head of Training & Development; Mrs L Mullan – Senior Accountant; Mr S Barry – Wales Audit Office; Ms V Davies – TIAA Audit; Ms E Simes – KPMG.

**16. DECLARATIONS OF INTEREST**

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

**17. CHAIR'S ANNOUNCEMENTS**

There were no announcements to be made.

**18. MINUTES OF PREVIOUS MEETING**

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

- Finance, Asset & Performance Management Working Group held on 13 April 2015.
- FAPM Committee held on 29 June 2015.
- FAPM Committee Informal Meeting held on 13 July 2015.

## **19. REVENUE MONITORING REPORT 2015/16**

The Head of Finance & Procurement provided Members with detail of the annual revenue budget and associated information for the year ending 31 March 2016.

### **RESOLVED THAT**

- 19.1 Following a question and answer session, Members agreed to note the content of the report.
- 19.2 Members approved the virements outlined in 2.3 of the report.

## **20. CAPITAL MONITORING REPORT 2015/16**

The Head of Finance & Procurement provided Members with detail of the total capital budget for the year, expenditure to date and a forecast outturn position.

### **RESOLVED THAT**

- 20.1 Members agreed to note the progress of the capital schemes.
- 20.2 Members approved the alterations identified in Appendix 1 to the report.
- 20.3 Members agreed to note the associated funding streams.

## **21. 2014/15 ANNUAL TREASURY MANAGEMENT REVIEW**

The Treasurer presented to Members the results of the treasury management activities for the year ending 31 March 2015, in accordance with the Authority's approved Treasury Management Strategy.

### **RESOLVED THAT**

- 21.1 Members agreed that the Fire & Rescue Authority note the Annual Treasury Management Review for 2014/15.

21.2 Members agreed to recommend to the Fire & Rescue Authority that they approve the actual 2014/15 prudential and treasury indicators set within the report.

## **22. SCRUTINY OF STRATEGIC OBJECTIVES 2, 3 AND 5**

The Deputy Chief Officer delivered a presentation to Members on the following Strategic Objectives:

- Strategic Objective 2 – Engage and Consult with our Staff, Communities and Stakeholders to Jointly Shape our Future Services.
- Strategic Objective 3 – Align our Resources to ensure they are Fit for Purpose and Sustainable for the Future.
- Strategic Objective 5 – Explore Partnership and Collaborative Opportunities to Improve Outcomes.

### **RESOLVED THAT**

Following a question and answer session, Members agreed to note the presentations on Strategic Objectives, 1, 2 and 5.

## **23. WALES AUDIT OFFICE ANNUAL IMPROVEMENT REPORT 2014/15**

The Wales Audit Officer advised Members that the report concluded the Wales Audit Office's review of the Authority's delivery and evaluation services in relation to 2014/15, and the Authority's arrangements to secure continuous improvement for 2015/16.

The Deputy Chief Officer wished to record that the excellent report is a great reflection of the work and effort of all staff during very challenging times in delivering improving services with fewer resources. The Chair concurred adding that to deliver these improvements during a period of change under the Fire Cover Review is a credit to all those concerned.

### **RESOLVED THAT**

Members agreed to accept the Wales Audit Office Annual Improvement Report 2014/15 for the Authority.

## **24. INTERNAL AUDIT REPORT**

The Internal Auditor updated Members upon the progress being made against the Internal Audit Plan 2015/16.

### **RESOLVED THAT**

- 24.1 Members agreed to note the work and findings of the Internal Audits.
- 24.2 Members thanked the Internal Audit Team for their hard work on behalf of the Authority.

## **25. STATEMENT OF ACCOUNTS 2014/15**

The Treasurer advised Members of the South Wales Fire & Rescue Authority's requirement to adopt its Statement of Accounts for 2014/15 by 30 September 2015, by which date the External Auditor is also required to provide his/her opinion on the financial statements. The report and appendix submitted discharges these obligations.

The Treasurer requested that upon scrutiny of the Statement of Accounts for 2014/15 Members report observations or comments directly to him or the Head of Finance & Procurement in advance of the Fire & Rescue Authority meeting.

The Head of Finance & Procurement wished to extend his thanks to the Senior Accountant and her team for completing this significant piece of work and incorporating the recommended changes to the Statement of Accounts in a timely manner to enable the Committee's consideration today. The Chair endorsed the comments.

### **RESOLVED THAT**

- 25.1 Members agreed to note the report.
- 25.2 Members agreed to scrutinise the Statement of Accounts 2014/15 and subsequently recommend its formal adoption by the Fire & Rescue Authority on 21 September 2015.



## **26. AUDIT OF FINANCIAL STATEMENTS – REPORT TO THOSE CHARGED WITH GOVERNANCE (AUDIT OF FINANCIAL STATEMENT REPORT)**

The Appointed Auditor provided Members with an opinion on the truth and fairness of the financial statements for the year ended 31 March 2015.

### **RESOLVED THAT**

26.1 Following consideration, Members agreed to note the letters of representation included in the Audit of Financial Statement report

26.2 Members agreed to delegate authority to the Treasurer for these to be reviewed and finalised on behalf of the Authority.

## **27. REVENUE BUDGET 2016/17 UPDATE**

The Treasurer provided Members with an update on the progress of the preparation for the revenue budget 2016/17 and the communications between the Authority and constituent councils in this respect.

### **RESOLVED THAT**

Following debate and a question and answer time, Members agreed to note the progress to date and the correspondence with constituent councils.

## **28. FORWARD WORK PROGRAMME**

The Deputy Chief Officer presented the Committee's Forward Work Programme.

### **RESOLVED THAT**

Members accepted the Forward Work Programme.



**SOUTH WALES FIRE & RESCUE AUTHORITY**

**MINUTES OF THE FIRE & RESCUE AUTHORITY MEETING  
HELD ON MONDAY 21 SEPTEMBER 2015 AT  
SOUTH WALES FIRE & RESCUE SERVICE HEADQUARTERS**

**25. PRESENT:**

<b>Councillor</b>	<b>Left</b>	<b>Authority</b>
S Bradwick (Deputy Chair)		Rhondda Cynon Taff
D Ali		Cardiff
P Drake		Vale of Glamorgan
C Elsbury		Caerphilly
E Galsworthy		Merthyr Tydfil
E Hacker		Vale of Glamorgan
C Hawker		Caerphilly
P Hannon		Newport
K Hyde		Cardiff
M Javed		Cardiff
A Jones		Torfaen
S J Jones		Rhondda Cynon Taff
R McKerlich		Cardiff
B Morgan		Rhondda Cynon Taff
M Powell		Monmouthshire
M Rahman		Newport
P Seabourne		Torfaen
V Smith		Monmouthshire

**APOLOGIES:**

D T Davies (Chair)		Caerphilly
C James		Bridgend
J Morgan		Blaenau Gwent
G Phillips		Cardiff
S Pickering		Rhondda Cynon Taff

**ABSENT:**

C Smith		Bridgend
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**OFFICERS PRESENT:-** CFO H Jakeway, DCO S Chapman – Monitoring Officer, ACO P Haynes – Director of People Service, ACFO A Thomas – Director of Service Delivery, ACFO R Prendergast – Director of Technical Services, Mr C Barton – Treasurer, Mr C Powell –

Deputy Monitoring Officer, Mr G Thomas – Head of Finance & Procurement

The Deputy Chair informed Members that unfortunately the Chair, Councillor Tudor Davies and his wife were both unwell. On behalf of Members the Deputy Chair confirmed he would send best wishes for a speedy recovery to both the Chair and Mrs Davies.

## **26. DECLARATIONS OF INTEREST**

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

Councillor Hannon declared a personal interest in agenda item 6.v.

Officers declared a personal interest in agenda item 6.viii, and would withdraw from the meeting before the report was presented to Members.

## **27. CHAIR'S ANNOUNCEMENTS**

### **BEVEAREMENTS**

The Deputy Chair was sad to report that Councillor Pickering's mother had passed away recently, and assured Members that the Chair had written to Councillor Pickering offering their condolences.

The Chief Fire Officer was also sad to inform Members of the death of Steven Bredenkamp, a serving Watch Manager, who had passed away on Friday evening following a courageous battle with illness.

Members and Officers held a minute's silence in respect of Watch Manager Bredenkamp.

### **PASSING OUT PARADE**

Due to the recent cancellation of the Firefighters Passing Out Parade, Members were advised that a new date would be confirmed as soon as possible.

## **28. MINUTES OF PREVIOUS MEETING**

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

- HR & Equalities meeting held on 23 March 2015

- Fire & Rescue Authority meeting held on 13 July 2015

## **29. UPDATE ON ACTIONS**

The Deputy Chief Officer informed Members of actions undertaken since the last meeting, and provided an update on minute number 15/16 – 21.1.

## **30. REPORTS FOR DECISION**

### **31.1 PUBLICATION OF ‘HOW DID WE DO IN 2014-2015’ – STAGE 2 OF THE ANNUAL IMPROVEMENT PLAN**

The Deputy Chief Officer presented a report to Members in order to publish the Service’s Annual Improvement Plan Stage 2 in accordance with the requirements of the Local Government (Wales) Measure 2009 incorporating the Draft Improvement Objectives for 2016-2017, and advised Members of changes to the document that were being undertaken.

#### **RESOLVED THAT**

- 31.1.1 Members agreed to note the content of the report and approved the general content.
- 31.1.2 Members approved the publication of ‘How did we do in 2014-2015’ – Stage 2 of the Annual Improvement Plan on the South Wales Fire & Rescue Service Internet site by 31 October 2015, incorporating the Draft Improvement Objectives for 2016-2017.
- 31.1.3 Following discussion, Officers agreed to send a copy of the press release on the report to Members for approval.

### **31.2 STATEMENT OF ACCOUNTS 2014-2015**

The Treasurer informed Members that South Wales Fire & Rescue Authority was required to adopt its Statement of Accounts for 2014/2015 by 30 September 2015, by which date the External Auditor was also required to provide his/her opinion on the financial statements. The presented report and appendix discharged those obligations.

#### **RESOLVED THAT**

- 31.2.1 Members agreed to adopt the Statement of Accounts for the year ended 31 March 2015.

- 31.2.2 Officers agreed to present a report to the HR & Equalities Committee which would include figures relating to staff turnover rather than percentages.

### **31.3 AUDIT OF FINANCIAL STATEMENTS – REPORT TO THOSE CHARGED WITH GOVERNANCE (AUDIT OF FINANCIAL STATEMENTS REPORT)**

The Treasurer informed Members that the Appointed Auditor was required to give their opinion on the truth and fairness of the financial statements for the year ended 31 March 2015.

The Treasurer and the Chair of the Finance, Audit & Performance Management Committee, took the opportunity to record their gratitude and thanks to members of the Finance team for all their hard work in meeting tight deadlines in order to complete the Financial Statements.

#### **RESOLVED THAT**

- 31.3.1 Members considered the Audit of Financial Statement Report of the Appointed Auditor shown at Appendix 1 attached to the report.
- 31.3.2 Members agreed to note the letters of representation included in the Audit of Financial Statement Report and delegated authority to the Treasurer for these to be reviewed and finalised on behalf of the Authority.

### **31.4 2014/2015 ANNUAL TREASURY MANAGEMENT REVIEW**

The Treasurer presented a report for Members to consider the results of the Treasury Management activities for the year ending 31 March 2015, in accordance with the Authority's approved Treasury Management Strategy.

#### **RESOLVED THAT**

Members agreed to note the Annual Treasury Management Review for 2014/2015 and approved the actual 2014/2015 prudential and treasury indicators set therein.

### **31.5 FIRE COVER REVIEW UPDATE ON THE SECOND APPLIANCES AT ABERGAVENNY, MONMOUTH AND CHEPSTOW**

The Director of Service Delivery informed Members that Phase II of the Fire Cover Review identified that the second appliances at Abergavenny, Monmouth and Chepstow required further scrutiny during the day time to improve availability or the Authority may wish to consider alternative arrangements. A considerable amount of research had been undertaken to date, however, before presenting this to Members it was recommended that the Service would take part in an 'Emergency Medical Response' (EMR) Pilot with the Wales Ambulance Service Trust (WAST) in the Service area including within the Monmouthshire area. The findings of the nine month Emergency Medical Response pilot would be presented to Members in 2016.

#### **RESOLVED THAT**

- 31.5.1 Members agreed to the commencement of the Emergency Medical Response pilot.
- 31.5.2 Members agreed to defer their previous resolution to review availability of the second appliances at Abergavenny, Monmouth and Chepstow Fire & Rescue Stations until after the outcome of the Emergency Medical Response pilot was known.

### **31.6 FIRE & RESCUE NATIONAL FRAMEWORK REPORT 2013-2015**

The Chief Fire Officer informed Members that the Fire & Rescue National Framework 2012 Onwards published in 2012 set out the Welsh Government's vision, priorities, objectives and guidance for Fire & Rescue Authorities. The presented report fulfilled the Welsh Government's commitment as required under Section 25 and 62 of the Fire & Rescue Services Act 2004; to report every two years on the progress of both Government and the Fire & Rescue Authorities, and identified the six priority areas for Fire & Rescue Authorities.

#### **RESOLVED THAT**

Members agreed to note the content of the report and accepted as an endorsement of success and continuous improvement the Minister of Public Services satisfaction that the three Welsh Fire & Rescue Authorities had acted in accordance with the Framework.

### **31.7 A REVIEW OF SOUTH WALES FIRE & RESCUE SERVICE RESPONSE TO A SIGNIFICANT NUMBER OF GRASS FIRES IN 2015**

The Chief Fire Officer reminded Members that throughout March and April this year the Service had experienced an increase in the number of grass fires attended compared to 2014. Due to a significant increase in media and political interest, the Minister for Public Service commissioned his Chief Fire & Rescue Adviser and Inspector for Wales to conduct a review of the Service's activities and response arrangements.

#### **RESOLVED THAT**

- 31.7.1 Members agreed to accept the Minister for Public Services Chief Fire & Rescue Adviser's report.
- 31.7.2 Members welcomed and agreed to note the Adviser's views that the Service coped well with the additional demand.
- 31.7.3 Members welcomed and agreed to note the closing remarks of the Minister's Adviser's comments *'I have seen much that South Wales can be proud of and whilst they have a desire to become even more efficient, I am confident that they have the skills, attitude and ability to achieve their ambition to create safer communities'*.
- 31.7.4 Members unanimously agreed to issue a press release on the positive report from the Minister for Public Services Chief Fire & Rescue Adviser.
- 31.7.5 Following discussion, Officers agreed to provide Members with a presentation on 'Wildfires and Deliberate Fire-Setting'.

Officers withdrew from the meeting before the ACO People Services presented the following report.

### **31.8 NATIONAL JOINT COUNCIL FOR BRIGADE MANAGERS OF LOCAL AUTHORITY FIRE & RESCUE SERVICES – JOINT CIRCULAR TO CONFIRM AGREEMENT IN RESPECT OF THE PAY AWARD FOR 2015**

The ACO People Services presented a report which gave Members details of the National Joint Council for Brigade Managers of Local Authority Fire & Rescue Services joint circular which confirmed the



agreement reached by the Joint Secretaries in respect of the Pay Award for 2015, and how it related to South Wales Fire & Rescue Service Principal Officers, and Heads of Service.

The ACO People Services withdrew from the meeting in order for Members to carry out their deliberations.

## **RESOLVED THAT**

- 31.8.1 Members agreed to note the National Joint Council for Brigade Managers of Local Authority Fire & Rescue Services joint circular which confirmed that agreement had been reached in respect of the pay award for 2015.
- 31.8.2 Following a vote, Members unanimously agreed to accept the 2015 NJC Pay Award dated 18 June 2015, in relation to the identified staff.

Officers returned to the meeting.

## **32. REPORTS FOR INFORMATION**

### **32.1 FIREFIGHTERS PENSION DISPUTE UPDATE ON INDUSTRIAL ACTION**

The ACFO Technical Services provided Members with a verbal update on the 2 year old Firefighters Pension Dispute. He was pleased to report that the Fire Brigades Unions had agreed to lift 'Action Short of Strike' in respect of preparation and training for Marauding Terrorist and Fire Arms incidents.

Members were also informed that due to the new pension regulations coming into force, the Fire Brigades Union were considering a legal challenge by taking 50 test cases to a tribunal in order to challenge their legal validity. Although no figures were available regarding cost implications, Members would receive an update on this course of action at a later date.

With reference to the Strategic Reserve, Members were assured that although it was considered a challenge for the Service to maintain, the Strategic Reserve would be ready to respond if strike action was called at any time.

**RESOLVED THAT**

Members agreed to note the verbal update on the industrial action due to the Firefighters' Pension Dispute.

**32.2 FORWARD WORK PROGRAMME**

The Deputy Chief Officer presented Members with the Forward Work Programme for 2015/2016.

**RESOLVED THAT**

Members accepted the Forward Work Programme for 2015/2016.

**33. REPORTS FOR DECISION****33.1 CONSULTATION ON THE DRAFT NATIONAL FRAMEWORK 2016 ONWARDS**

The Deputy Chief Officer presented a report which drew Members' attention to the consultation exercise taking place on the Draft National Framework 2016, and were informed that the presentation that would take place would invite Members to comment on the specific questions raised in the consultation process.

**RESOLVED THAT**

33.1.1 Following lengthy discussion on Members views and opinions of the draft National Framework 2016, Officers agreed to note the views provided to feedback into the consultation response.

33.1.2 Following a suggestion by Members, Officers noted that the Chief Fire & Rescue Adviser should be invited to attend a future meeting in order to meet Members of the Fire & Rescue Authority.

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

There were no items of urgent business.

## AGENDA ITEM NO 5

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

### Meeting of: Fire & Rescue Authority

Sally Chapman – DCO Huw Jakeway – CFO Andy Thomas – ACFO SD	Chris Barton – Treasurer Phil Haynes – ACO PS Richie Prendergast – ACFO TS
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Minute No	Item	Action	Leading Officer	Current Status:
13/14 – 24.2	Hirwaun Station	Officers continue negotiations to reduce the additional claims.  Advice be sought on the potential of pursuing a legal claim.	DCO	Negotiations for settlement of the matter are ongoing.
13/14 - 59	Fire Cover Review Phase 1	Further report on land availability for the new fire and rescue station in the South Cornelly area. Further public consultation on the transition to the new station.	DCO  DCO	Search options have now been extended to identify an appropriate site. On hold pending new site being acquired.
13/14 - 62	Disposal of Lanelay Hall	Disposal to the preferred bidders on the agreed heads of term.	DCO	Reserved matters consent has now been granted and the Service is progressing towards completion at the earliest opportunity.

Minute No	Item	Action	Leading Officer	Current Status:
13/14 – 86.6.2	NIC Fire Control Feasibility Study Update	Review the internal funding mechanism to fund the upfront element of the loan	Treasurer	It will be a priority to minimise the set up costs of the project which constitute much of the Authority's initial investment. Given that much of this cost relates to existing staff resource, it is likely that the base revenue budget will be able to contribute the funding necessary to finance these upfront costs. Final review will take place at the financial year end when the outturn is known.
13/14 – 92.1.2	Fire Cover Review Phase 2	Torfaen – <ul style="list-style-type: none"> <li>• Determine appropriate timing for the removal of the retained duty system appliance from the station, taking into account the legal requirements and circumstances of the staff affected.</li> <li>• If required, serve Notice of Redundancy on affected individuals at the appropriate time.</li> <li>• If required, determine the most appropriate method of funding redundancy payments.</li> </ul>	ACFO SD  ACO PS  Treasurer	<b>Actions completed</b>
14/15 – 52.3	Dismissal Appeals	Amend the organisation's policies, procedures and Scheme of Delegations to reflect the agreed changes	DCO/ ACO PS	In progress

<b>Minute No</b>	<b>Item</b>	<b>Action</b>	<b>Leading Officer</b>	<b>Current Status:</b>
14/15 – 60.5	Local Pensions Board	Members to appoint to the Local Pensions Board at their AGM	Members	3 Labour vacancies still exist and need to be appointed to.
15/16 – 21.1	Porth Fire & Rescue Station	To dispose of the former fire & rescue station in line with the disposal strategy.	DCO	Tenders have been received and the Service is working towards disposal of the site as soon as possible.
15/16 – 21.6.3	Welsh Language Report	Update report on the demand for provision of services in Welsh, including correspondence, enquiries and contact, and the cost of provision of the service in Welsh	ACO PS	On agenda
15/16 – 31.1	Publication of 'How did we do in 2014/15' – Stage 2 of the Annual Improvement Plan	To publish Stage 2 of the Annual Improvement Plan  To forward to Members a copy of the press release for approval	DCO	Consultation process is ongoing prior to finalisation, publication and press releases.
15/16 – 31.2.2	Statement of Accounts 2014/15	To present a report to the HR & Equalities Committee to include figures relating to staff turnover	Treasurer	Included on the HR & Equalities Committee Forward Work Programme for 25 January 2016

Minute No	Item	Action	Leading Officer	Current Status:
15/16 – 31.7.5	A Review of the Service's Response to a Significant Number of Grass Fires in 2015	To provide Members with a presentation on Wildfires and Deliberate Firesetting	ACO SD	On agenda
15/16 – 33.1	Consultation on the Draft National Framework 2016 Onwards	<p>To feedback Members' views on the draft National Framework 2016 into the consultation response.</p> <p>To invite the Chief Fire &amp; Rescue Adviser to attend a future a meeting to enable him to meet Members.</p>	<p>DCO</p> <p>CFO</p>	<p><b>Action completed</b></p> <p>Dates are being considered.</p>

## AGENDA ITEM NO 6

**Reports for Decision**





**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.i  
14 DECEMBER 2015

## REPORT OF THE DEPUTY CHIEF OFFICER

**WALES AUDIT OFFICE ANNUAL IMPROVEMENT REPORT 2014/15****SUMMARY**

This report concludes the Wales Audit Office review of the Authority's delivery and evaluation of services in relation to 2014/15 and whether it believes that the Authority is likely to make arrangements to secure continuous improvement for 2015/16.

**RECOMMENDATION**

Members are requested to accept the Wales Audit Office Annual Improvement Report 2014/15 for the Authority.

**1. BACKGROUND**

1.1 As Members will be aware under the Local Government (Wales) Measure 2009, the Auditor General must report each year on how the Authority is planning for improvement and delivering its services. This report is the culmination of that work and sets out the progress the Authority has made since the last annual report using the Authority's own self assessment as a baseline. Members will note that the report summarises the key content of other reports they have received during the last financial year on performance and improvement.

**2. THE REPORT**

2.1 The annual report (attached at Appendix 1) which was previously reported to the September meeting of the Finance, Audit & Performance Management Committee provides a detailed assessment of the Wales Audit Office work and conclusions on a wide variety of issues that they have reviewed as a result of this process. The report itself is a very positive report of which the Authority should be proud, as it acknowledges the improvement the Service has made over the last year despite reducing budgets.

2.2 It is not intended to repeat all of the conclusions within this report but merely to highlight some of the key findings for Members' attention, the detail of which can be found within the report itself at Appendix 1. In short, the report concludes that the Authority is likely to comply with its statutory duty to secure continuous improvement in 2015/16.

2.3 During the course of the year, the Auditor General did not make any formal recommendations. However, lower priority issues, known as

proposals for improvement, are contained in other reports and are referred to in this report, and these will be monitored during the course of their improvement assessment work:

**P1** Develop current arrangements by:

- Establishing a clear policy around charging for services and income generation
- Clarifying links between improvement objectives and financial plans
- Agreeing a written policy on the use of reserves

**P2** The Authority should review the overall cost and savings in making the changes supported by the work of the Fire Cover Review.

**P3** The Authority should ensure it plans for the impact on senior staff resources when implementing change.

2.4 As Members will appreciate, the report is very positive and reflects the Authority's own self assessment of its performance to date. This is a credit to staff who continue to deliver an improving service with less resources and stands the Authority in good stead for meeting the future financial challenges it faces in the year ahead.

2.5 A Welsh version of the report can be found at:-  
<http://www.audit.wales/cy/cyhoeddi/awdurdod-t%C3%A2n-ac-achub-de-cymru-adroddiad-gwella-blynyddol-2014-15>

### 3. RECOMMENDATION

3.1 Members are requested to accept the Wales Audit Office Annual Improvement Report 2014/15 for the Authority.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Sally Chapman Deputy Chief Officer	Wales Audit Office Annual Improvement Report 2014/15



WALES AUDIT OFFICE  
SWYDDFA ARCHWILIO CYMRU

# Annual Improvement Report 2014-15

## South Wales Fire and Rescue Authority

Issued: August 2015

Document reference: 425A2015



This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Steve Barry and Ron Price under the direction of Jane Holownia.

**Huw Vaughan Thomas**  
**Auditor General for Wales**  
**Wales Audit Office**  
**24 Cathedral Road**  
**Cardiff**  
**CF11 9LJ**

The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office Board, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

The Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

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# Summary report

## Purpose of this report

- 1 Each year, the Auditor General is required to audit the improvement planning and reporting arrangements of Welsh councils, fire and rescue authorities and national park authorities, and to assess whether each authority will meet statutory continuous improvement duties<sup>1</sup>. This work has been undertaken on behalf of the Auditor General by staff of the Wales Audit Office. [Appendix 1](#) provides more information about the Auditor General's powers and duties.
- 2 This Annual Improvement Report (AIR) summarises the audit work undertaken at South Wales Fire and Rescue Authority (the Authority) since the last such report was published in June 2014.
- 3 Taking into consideration the work carried out during 2014-15, the Auditor General will state in this report whether he believes that the Authority is likely to make arrangements to secure continuous improvement for 2015-16.
- 4 This statement should not be seen as a definitive diagnosis of organisational health or as a prediction of future success. Rather, it should be viewed as providing an opinion on the extent to which the arrangements currently in place are reasonably sound insofar as can be ascertained from the work carried out.
- 5 We want to find out if this report gives you the information you need and whether it is easy to understand. You can let us know your views by e-mailing us at [info@audit.wales](mailto:info@audit.wales) or writing to us at 24 Cathedral Road, Cardiff, CF11 9LJ.

<sup>1</sup> Duties and requirements contained within the Local Government (Wales) Measure 2009 (the Measure).

## Performance audit work in 2014-15

- 6 In determining the breadth of work undertaken during the year, we considered the extent of accumulated audit and inspection knowledge as well as other available sources of information including the Authority's own mechanisms for review and evaluation. For 2014-15, we undertook improvement assessment work under the following themes: use of resources; governance; and performance.
- 7 The work carried out since the last AIR is set out below:

Project name	Brief description	When the work was carried out
Annual 'Improvement Plan' Audit	Review of the Authority's published plans for delivering on improvement objectives.	June 2014
Financial Planning Assessment	Review of the Authority's financial position and how it is budgeting and delivering on required savings.	November 2014
Annual 'Assessment of Performance' Audit	Review of the Authority's published performance assessment, including testing and validation of performance information.	November 2014
Data Quality Review	Assessment of the reliability of information and the effectiveness of its use in managing performance.	November 2014
Delivering with Less – Workforce Re-configuration	Assessment of how the Authority is managing the delivery of services in the context of reduced resources.	March 2015

- 8 Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Authority is likely to comply with the requirements of the Measure during 2015-16.

## Headlines – a summary of key findings

- 9 The table below summarises the key findings of reports issued since the last AIR by the Wales Audit Office and the outcome of the review of the Welsh Language Scheme by the Welsh Language Commissioner (WLC).

Audit of accounts	We issued an unqualified audit opinion on the accounting statements and the Pension Fund's financial position and transactions on 29 September 2014. This means the Authority complied with its responsibilities relating to financial reporting and use of resources and the accounts present a true and fair view of the Authority's financial position.
Improvement planning and reporting audits	We issued audit certificates stating that the Authority had discharged its duties under the Measure (see <a href="#">Appendices 2 and 3</a> ).
Financial planning assessment	The Authority has effective financial management arrangements.
Use of resources	Efficiency savings have been achieved by re-configuration of the workforce and effective programme management has enabled the Authority to manage associated risks.
Reliability and use of performance information	Improvement planning at the Authority is supported by well-embedded systems that produce accurate management information although there are some gaps in relation to equality.
WLC – Review of Welsh Language Scheme	The Authority is working positively on its Welsh Language Scheme to improve its Welsh language service.



- 10 Given the wide range of services provided by the Authority and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
- a make proposals for improvement – if proposals are made to the Authority we would expect it to do something about them and we will follow up what happens;
  - b make formal recommendations for improvement – if a formal recommendation is made, the Authority must prepare a response to that recommendation within 30 working days;
  - c conduct a special inspection and publish a report and make recommendations; and
  - d recommend to Ministers of the Welsh Government that they intervene in some way.
- 11 During the course of the year, the Auditor General did not make any formal recommendations. However, lower-priority issues, known as proposals for improvement, are contained in our other reports and are referred to in the table below. We will continue to monitor proposals for improvement during the course of our improvement assessment work.

## Proposals for improvement

Proposals for improvement	
P1	Develop current arrangements by: <ul style="list-style-type: none"> <li>• establishing a clear policy around charging for services and income generation;</li> <li>• clarifying links between improvement objectives and financial plans; and</li> <li>• agreeing a written policy on the use of reserves.</li> </ul>
P2	The Authority should review the overall cost and savings in making the changes supported by the work of the Fire Cover Review.
P3	The Authority should ensure it plans for the impact on senior staff resources when implementing change.

## Detailed report

The Authority manages its finances well, has implemented changes that have improved its use of resources and has adequate arrangements to address future challenges



- 12 The Authority serves 1,484,570 people (census 2011) and comprises 24 members representing the councils covering the area: Blaenau Gwent (one member), Bridgend (two members), Caerphilly (three members), Cardiff (five members), Merthyr Tydfil (one member), Monmouthshire (two members), Newport (two members), Rhondda Cynon Tâf (four members), Torfaen (two members) and the Vale of Glamorgan (two members). The number of representatives from each constituent council is determined by the population of that area.
- 13 During the past year, the Authority has completed its first Fire Cover Review (FCR), to ensure its resources were correctly located according to the risk within its communities. The Authority has also been responding to the financial challenges faced by public sector services whilst ensuring compliance with its statutory responsibilities. Later in this report, we identify some of the ways in which this has been done. More details about the performance of the services and its plans for the next five years can be found on [its website](#).

#### Exhibit 1: Actual revenue expenditure 2011-12 to 2013-14

	2011-12	2012-13	2013-14
Revenue out-turn (£,000)	69,502	69,124	71,847*
Per head population	£47	£46	£48

\*Includes £1,534,000 one-off costs associated with industrial action.

Source: Welsh Government Statistics Wales

- 14 Whilst the figures in [Exhibit 1](#) suggest an increase in expenditure between 2011-12 and 2013-14 when account is taken of inflationary pressures in real terms expenditure reduced overall by £276,000 over the period. Staff costs shown in the Authority's statements of accounts for 2011-12, 2012-13 and 2013-14 have reduced by £1,894,000 over the period. Applying the same 'real terms' analysis to the expenditure per head of population, the increase from £47 per head of population in 2011-12 to £48 per head of population actually represents a £1 reduction per head of population in real terms over the period.
- 15 The Authority set a budget of £69,955,985 for 2014-15.

## The Authority has effective financial management arrangements

### The Authority complied with its responsibilities relating to financial reporting

- 16 On 5 January 2015, the Auditor General issued an Annual Audit Letter to the Authority. The letter summarises the key messages arising from his statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and his reporting responsibilities under the Code of Audit Practice. The Auditor General issued an unqualified opinion on the Authority's accounting statements confirming that they present a true and fair view of the Authority's and the Pension Fund's financial position and transactions. The Annual Audit Letter can be found in [Appendix 4](#) of this report.

### The Authority has a good track record of effective budgetary control and securing arrangements to operate within its financial constraints

- 17 Between 2011-12 and 2013-14, the Authority operated effective budgetary control, with timely assessments of the options that the Authority could implement to maintain a balanced budget. In comparison with 2011-12, by 2014-15 the Authority had reduced its budget by £1.2 million (1.7 per cent) in cash terms. Taking the need to account for inflation and other budget pressures, this reduction, in real terms, amounted to savings of £4.8 million (6.4 per cent). Budgetary control arrangements are supported by detailed guidance and monitoring arrangements at officer, member and executive level. Financial forecasting is well developed and accurate, and is subject to detailed and effective scrutiny and challenge at Authority meetings.
- 18 A willingness to consider radical change in service provision has been demonstrated by the Authority. After a substantial period in which little change to the location of stations and appliances occurred, the Authority embarked on a series of strategic transformation projects under the general heading of 'Fire Cover Review'. The purpose of these projects was to consider the most effective ways to maintain an effective risk-based service provision within a diminishing budget. This is being done by identifying optimum station locations and crewing arrangements to accurately match resources against risk. This has been, and will continue to be a challenging process, but one that has been handled effectively with mutual support between officers and members. The Authority has consulted widely on proposed changes to service provision and handled that process of change management effectively.
- 19 In the period covered by this report, the Authority has set a balanced budget with few variations in any of the budget headings. The greatest element of cost relates to employee costs, and prudent budgeting around this area has given the Authority scope to make underspends against original budget figures. Low levels of pay increase, agreed through national negotiation, have also enabled the Authority to plan and agree budgets effectively.

- 20 Savings have been made in other areas related to service provision and employee costs. For example, the service has changed crewing arrangements in Barry, and the provision of aerial appliances. Savings have been made through not filling posts immediately as retirements occur due to inherent time lags in the recruitment processes and the service has run with some under-provision of Retained Duty System (RDS) staff during 2012-13 and 2013-14 due to recruitment difficulties in some locations. Some other small-scale savings have also been secured through changes to leased vehicle arrangements, slippage and savings on the capital programme and subsequent capital charges, and in pension costs.
- 21 Since mid-2013, the Authority has faced challenges in a national dispute primarily relating to the government's proposed changes to pension arrangements for firefighters. This has required the Authority to put in place arrangements to maintain services during these periods of industrial action, which has placed an additional burden on the Authority, both financially and operationally. The Authority has managed this challenge effectively through the use of additional auxiliary firefighters and initially the use of some military fire cover. The ongoing dispute remains a challenge.

**The Authority's plans and arrangements to deliver 2014-15 savings are fit for purpose, are effectively managed and are likely to be achieved but the medium-term outlook remains challenging**

- 22 The Authority has an effective corporate framework for financial planning and exercises clear financial management and control. Through its Finance, Audit and Performance Management Committee (FAPM) and Full Authority it demonstrates a good level of scrutiny, debate and challenge on financial issues. Early consideration of spending options has taken place with effective dialogue between the Authority and its constituent local authorities. This has enabled the Authority to set a realistic and achievable budget for 2014-15, although the medium-term outlook remains challenging.
- 23 The Authority has developed asset management plans for land and property; ICT; kit and equipment; personal issue equipment; people; fleet and vehicles; and minor assets to assist in the consideration of future service provision and to align its employee costs and provision to its property estate. This will be an important part of the Authority's strategy moving forward, and the Authority is continuing a dialogue with communities and its constituent local authorities explaining the rationale and potential impact of changes in service provision.

### An effective medium-term financial plan is in place to support strategic decision making

- 24 A clear vision and aim for the service is in place, with coherent and clear improvement objectives. The Authority has a medium-term financial plan in place which was agreed in November 2013. This contains key performance indicators and sensitivity analysis relating to key elements of the budget.
- 25 Whilst the Authority has set a minimum level of general reserves at £3 million, there is no separate written policy on the use of reserves. The level of reserves is discussed and considered but existing financial arrangements would be strengthened with greater clarity about the future use and policy on reserves.
- 26 Experienced and effective finance and budget managers are in place. Internal timekeeping around the presentation of financial information is well handled and works well throughout the Authority. The Authority has taken account of the financial challenges and made reasonable assumptions in setting its budget for 2014-15, supported with sound data and information.

## Efficiency savings have been achieved by re-configuration of the workforce and effective programme management has enabled the Authority to manage associated risks

### The Authority has made efficiency savings through workforce changes over the past three years

- 27 As reported in our financial planning assessment of December 2014, the Authority has been successful in setting, agreeing and maintaining accurate out-turns in its financial budgetary management for the last few years. It has been able to do this in times of budgetary pressure through changes to crewing arrangements, reviews of tactical managers, operational crewing reviews of all second appliances and reviews of middle managers. This has not been at the expense of meeting its statutory responsibilities. The Authority has maintained an effective service to the communities in South Wales throughout this period with an increased emphasis on prevention work.
- 28 As is the case with other fire authorities in Wales, the largest proportion of expenditure relates to employee pay. The service has a mix of whole-time duty, and retained (part-time on-call) staff to deliver its operational response services. Staff costs shown in the Authority's statements of accounts for 2011-12, 2012-13 and 2013-14 have reduced by £1,894,000<sup>2</sup> in real terms since 2011-12. The most significant reductions have been in the cost of uniformed whole-time and uniformed retained staff. In overall terms, the staff establishment reduced from 1,746 employees in 2011-12 to 1,681 in 2013-14.
- 29 Senior staff identified that it had been many years since aspects of fire cover had been analysed and challenged across the whole of the South Wales area. There was anecdotal evidence that in some places there was apparent over-provision of fire cover, with consequent resource implications, yet this had not been tested in a rigorous risk-based way.
- 30 It was agreed that the Fire Cover Review (FCR) process would be carried out in three phases to enable any identified changes in fire cover to be implemented in a controlled way, especially where changes in one area had implications for adjoining areas of South Wales. On 23 September 2013, having completed the first phase, the Authority authorised officers to commence public and partner consultation on the proposals for Phase 2 of the FCR for the Blaenau Gwent, Monmouthshire, Newport and Torfaen local authority areas.

### Project planning and management were well documented and a sound evidence base supported decision making

- 31 For this review, we sought evidence that the change process had been managed using formal, documented project management principles. The advantage of adopting such an approach is that it enables the Authority to demonstrate that risks have been managed effectively, that lessons to be learned can be captured and built into future planning, and that the results of implementation can be evaluated against original intentions.

<sup>2</sup> As measured by the Treasury Gross Domestic Product deflators published April 2015.

- 32 A well-defined project management approach to this significant process was established by the service. Acceptable levels of increased risk were established at the outset to form the parameter of the review and shape the way in which options for changes in fire cover were considered.
- 33 Consultation arrangements with communities, individuals, councils and local politicians were put in place; the FRA seconded from an external organisation to support this aspect of the process and provide the relevant skills it did not have itself. As each phase of the FCR was undertaken, the Authority learned lessons on how to adjust the consultation process to get the maximum impact. For example, moving display stands to different locations within a high street, having more uniformed officers on the street asking for input from the public, and engaging in public meetings.
- 34 The consultation process was carried out in a structured way and was adapted as issues were raised by the public, and as the skills of staff involved developed. The quality and extent of consultation were beneficial in enabling the Authority to understand the critical issues relevant to the communities potentially affected by the FCR changes.
- 35 A sound evidence base was used to support decision making. The quality of the data and supporting information was tested through the extensive external challenge which the FCR proposals received. The framework used for collation of relevant evidence to support decision making was the National Fire Service Emergency Cover (FSEC) toolkit. The toolkit is a tool that enables fire and rescue services to assess the risks from fire and other incidents and to allocate responses appropriate to that risk and predict the effectiveness of risk reduction strategies employed.
- 36 Consideration of equality issues was incorporated in the FCR assessments and review process. These were included in summary form in reporting to the Authority during the process of endorsing proposed changes. Equality impact assessments were carried out and the results included in the risk assessment evaluation.
- 37 The Authority also made extensive use of a wide range of other information to support the FCR process, ranging from site-specific information to available information about the local population and local demand for the service.
- 38 The FCR led to a proposal to close Blaina Fire Station (a retained duty station) being made to the FRA on 23 September 2013. The accompanying report was detailed and comprehensive. Because the proposed closure of a local station is of significant interest, the FRA undertook a further period of additional consultation. Throughout this period, the strength of the evidence base was tested and proved able to provide assurance to Authority members responsible for decision making that implementing the proposals would not increase the risk of death or injury from fire in the Blaina area. On 22 September 2014, the closure of Blaina Fire Station was approved by the Authority with closure scheduled for March 2015.



- 39 Effective communication and interaction with workforce representatives took place during the implementation of the changes. In order to take proposals forward in a positive way, the Authority had regular meetings and interaction with union representatives. This has enabled the Authority to work with employees to ensure that a number of options could be presented to those affected by the closure and changes.
- 40 Staff have been offered four options. These include new fast-track arrangements to apply to join the ranks of full-time firefighters within the service, redeployment to other retained duty stations (subject to location and turn out time), relocation (where location is a challenge, with financial support available) or, as a last resort, redundancy. Around 16 staff are potentially affected by the changes and the process of establishing preferred options is currently underway.

### Post-project evaluation has identified aspects that went well and lessons for the future

- 41 As part of the programme management process, a post-implementation review was undertaken; together with this report, a number of lessons for the future can be identified:
- a The extent of engagement necessary with stakeholders resulting from the proposals to close a local station was greater than originally anticipated. Proper engagement is essential in such projects but it needs to be recognised that this places additional demands on staff time with a potential impact on other areas of responsibility.
  - b The Authority had not calculated the overall cost of the implementation of the FCR project and proposals. Whilst many costs of such a review would be regarded as part of the discharge of professional obligations, additional hours and resources to drive the proposals forward proved necessary and it would be beneficial to future FCR work if such implications were captured.
  - c Additional costs were incurred for a variety of unanticipated aspects such as additional arrangements necessary for managing public meetings; extra work on dealing with the additional scrutiny of proposals and supplementary local consultation when station closure was identified as the preferred option.
  - d Station closure was a high-profile issue and generated a high level of external scrutiny. Good communications with staff to ensure consistency and clarity of messages are essential. Managing the external perception of what the Authority was seeking to achieve is a lesson that the Authority has learned in subsequent negotiations in relation to changes under the later stages of the FCR.
- 42 The Authority is also planning to provide feedback to Authority members about the changes once the Blaina Fire Station has closed.

## Improvement planning at the Authority is supported by well-embedded systems that produce accurate management information although there are some gaps in relation to equality

- 43 We carried out a review of a sample of performance measures and operational data systems. The purpose of the review was to:
- a test systems and arrangements that support the production of performance management information, including national strategic, core and local performance indicators that are used to support improvement reporting and planning;
  - b verify and confirm the accuracy of submissions made to the Welsh Government in respect of national strategic and core indicators and associated data returns; and
  - c review how the Authority identifies trends and changes in performance to inform improvement planning and reporting.
- 44 Although there is not a formal written timetable for completion of the annual national strategic and core indicators, we found that staff were clear about the timing of the submission and were clear about roles and responsibilities. Activities are co-ordinated effectively by the Service Performance and Communications Team (SP&C). Key milestones are monitored by SP&C staff to ensure they are met, including analysis of cross-border incident information and coroner findings regarding fire-related death figures.

### Some gaps existed in equality information

- 45 There is limited information on equality and diversity covering all of the protected characteristics as set out in the Equality Act 2010. Some information is available and collected in relation to incident data, and information relating to staff is maintained by HR. However, in neither area is this data fully comprehensive; officers have recognised the challenges in ensuring full coverage and are continuing to identify opportunities that enable easier collection of such data.
- 46 National strategic and core indicators for 2013-14 are correctly stated. To arrive at our conclusions, we tested:
- a Eleven national strategic indicators, of which 11 were found to be correct.
  - b Fifteen core data and/or local indicators and found that 15 were correct.
  - c Reviewed processes for producing associated data returns for HR, workforce and non-domestic property database information. The Authority has some challenges in correctly stating the number of properties within South Wales and is working to refine the database.
- 47 The Authority used existing guidance from the various fire circulars in an accurate way. However, in one area – fire-related injuries – the Authority identified it has recorded and reported the figure incorrectly since 2009. Published figures have been overstated, because the Authority misinterpreted guidance, and has counted ‘first aid given at scene’ within all their injury figures. The Welsh Government is arranging to publish corrected figures and a review of definitions to give clarity is planned for the future.

- 48 The Authority's Internal Audit service examined the core performance indicators for 2013-14. Substantial assurance was reported to the Authority's FAPM on 15 September 2014 with no urgent or important matters identified. Two recommendations included in the 2012-13 internal audit report have been effectively implemented.

#### Data is used well to inform improvement planning and support performance reporting

- 49 The Authority uses a balanced range of management information to identify improvement areas and monitor its performance across a full range of its activities. Performance information is used to support judgements, strategies and business planning with regular reporting to the Authority which makes referrals for further analysis to FAPM if this is considered necessary.

## The Authority is working positively on its Welsh Language Scheme to improve its Welsh language service

- 50 The role of the WLC was created by the Welsh Language (Wales) Measure 2011. New powers to impose standards on organisations came into force through subordinate legislation on 31 March 2015. The WLC will continue to review Welsh language schemes by virtue of powers inherited under the Welsh Language Act 1993.
- 51 The WLC works with all authorities in Wales to inspect and advise on the implementation of language schemes. It is the responsibility of authorities to provide services to the public in Welsh in accordance with the commitments in their language schemes. Every authority is committed to providing an annual monitoring report to the WLC outlining its performance in implementing the language scheme. The WLC analyses every monitoring report, provides a formal response and collects further information as required.
- 52 The WLC reported that a 'Mystery Shopper' survey of the service and a Welsh language thematic review of three departments was conducted. The review discovered that some public forms were not available bilingually and a plan was implemented to resolve this. A review has been initiated of all other departments' Welsh language provision in order to prepare for the introduction of the Welsh Language Standards. The Welsh Language Officer is included in internal consultations on new policies or procedures. There was an increase in the number of Welsh speakers who cover reception but Welsh speakers were not appointed to two of the 'Welsh essential' posts in Fire Control. The Authority explained that this was because no Welsh speakers met the 'control' requirements of the posts. Welsh speakers within the workforce were trained to mentor learners and help them to become more confident in their Welsh language skills. The service continues to try and reach its target of ensuring that all its signs are bilingual. It has committed to completing this work by the end of March 2015.

## Appendix 1 – Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake an annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. This requirement covers local councils, national parks, and fire and rescue authorities.

This report has been produced by staff of the Wales Audit Office on behalf of the Auditor General to discharge his duties under section 24 of the Measure. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether, as a result of his improvement plan audit under section 17, he believes that the authority has discharged its improvement planning duties under section 15.

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

The annual improvement assessment is the main piece of work that enables the Auditor General to fulfil his duties. The improvement assessment is a forward-looking assessment of an authority’s likelihood to comply with its duty to make arrangements to secure continuous improvement. It also includes a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority’s track record of improvement. The Auditor General will summarise his audit and assessment work in a published annual improvement report for each authority (under section 24).

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

# Appendix 2 – Audit of South Wales Fire and Rescue Authority’s 2014-15 Improvement Plan

## Certificate

I certify that I have audited South Wales Fire and Rescue Authority’s Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Authority has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

## Respective responsibilities of the Authority and the Auditor General

Under the Measure, the Authority is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

- make arrangements to secure continuous improvement in the exercise of its functions;
- make arrangements to secure achievement of its improvement objectives; and
- make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Authority to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Authority is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Authority has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Authority’s auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Authority has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

### Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Authority can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Authority's Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Authority had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Huw Vaughan Thomas  
**Auditor General for Wales**

CC: Lesley Griffiths, Minister for Local Government and Government Business  
Lisa Williams, Performance Audit Lead

# Appendix 3 – Audit of South Wales Fire and Rescue Authority’s assessment of 2013-14 performance

## Certificate

I certify that I have audited South Wales Fire and Rescue Authority’s (the Authority) assessment of its performance in 2013-14 in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Authority has discharged its duties under sections 15(2), (3), (8) and (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

## Respective responsibilities of the Authority and the Auditor General

Under the Measure, the Authority is required to annually publish an assessment which describes its performance:

- in discharging its duty to make arrangements to secure continuous improvement in the exercise of its functions;
- in meeting the improvement objectives it has set itself;
- by reference to performance indicators specified by Welsh Ministers, and self-imposed performance indicators; and
- in meeting any performance standards specified by Welsh Ministers, and self-imposed performance standards.

The Measure requires the Authority to publish its assessment before 31 October in the financial year following that to which the information relates, or by any other such date as Welsh Ministers may specify by order.

The Measure requires that the Authority has regard to guidance issued by Welsh Ministers in publishing its assessment.

As the Authority’s auditor, I am required under sections 17 and 19 of the Measure to carry out an audit to determine whether the Authority has discharged its duty to publish an assessment of performance, to certify that I have done so, and to report whether I believe that the Authority has discharged its duties in accordance with statutory requirements set out in section 15 and statutory guidance.



### Scope of the audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information. Other assessment work that I will undertake under section 18 of the Measure may examine these issues. My audit of the Authority's assessment of performance, therefore, comprised a review of the Authority's publication to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the assessment complied with the requirements of the legislation, and that the Authority had regard to statutory guidance in preparing and publishing it.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Huw Vaughan Thomas  
**Auditor General For Wales**

CC: Leighton Andrews, Minister for Public Services  
Steve Barry, Manager

## Appendix 4 – Annual Audit Letter

Huw Jakeway  
 Chief Fire Officer  
 South Wales Fire and Rescue Service Headquarters  
 Forest View Business Park  
 Llantrisant  
 CF72 8LX

Dear Huw

### **Annual Audit Letter – South Wales Fire Authority 2013-14**

This letter summarises the key messages arising from my statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and my reporting responsibilities under the Code of Audit Practice.

### **The Authority complied with its responsibilities relating to financial reporting and use of resources**

It is the Authority's responsibility to:

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

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Authority's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This code is based on International Financial Reporting Standards. On 29 September 2014, I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Authority's and the Pension Fund's financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Audit Committee in my Audit of Financial Statements report on 15 September 2014, and a more detailed report will follow in due course.

I am satisfied that the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources.

My consideration of the Authority's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the Improvement Assessment under the Local Government (Wales) Measure 2009. The Auditor General will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where improvements could be made when he publishes his Annual Improvement Report.

I issued a certificate confirming that the audit of the accounts has been completed on 29 September 2014.

The financial audit fee for 2013-14 is currently expected to be in line with the agreed fee set out in the Annual Audit Outline.

Yours sincerely

**Anthony Barrett, Appointed Auditor**

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**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.ii  
14 DECEMBER 2015

## REPORT OF THE ACFO DIRECTOR OF SERVICE DELIVERY

**PERFORMANCE MONITORING REPORT 2015/2016****SUMMARY**

To review the performance information and recorded incident statistics from April to September 2015

**RECOMMENDATION**

It is recommended that Members:

- Review the performance details and statistical data for the first six months of 2015/16 contained within this report.
- Approve its publication onto the South Wales Fire & Rescue Service (SWFRS) internet site.

**1. BACKGROUND**

- 1.1 To support the performance management framework within SWFRS, a six monthly report is submitted to our Senior Management Team and to our Fire & Rescue Authority. This report underpins the new Strategic Indicators which were introduced for reporting year 2015/16 and provides data and information to inform and support decision making processes.

**2. ISSUE**

- 2.1 Appendix 1 attached is a summary of the Performance Monitoring Report for the first six months of 2015/16. This summarises our performance for the National Strategic Performance Indicators and Indicators of Interest. The summary provides a graphical view of the indicators of interest for the first six months of 2015/16. Comparisons and trend lines are added comparing the reported year end with the previous 4 years of data. Also attached is a summary of Unitary Authority six month performance (2015/16) compared with the similar period of 2014/15. The tables highlight the incident variances and contain brief commentaries.
- 2.2 The background paper identifies increases in Total Fires, Road Traffic Collisions, Fatalities and Injuries in the first six months of 2015/16 compared with the similar period of 2014/15. Total Fires increased by 460 incidents over the six month comparison period, driven by a significant rise in the number of deliberate grass fires experienced in the first quarter of the year.

- 2.3 There have been small reductions in Total False Alarms and Other Special Services attended. There are ongoing discussions with Welsh Government on the measurement methodology of the indicator “the percentage of dwelling fires which were contained in the room in which they originated”, but for the purpose of this report we have used the final methodology expected to be adopted to calculate the PI. The six month results show an improvement when compared with the similar period last year.
- 2.4 The increase in deliberate grass fires was recognised across Wales and as a result a ‘grass fire summit’ was held at the end of April. The summit was chaired by the First Minister who met with key stakeholders to “discuss and formulate” a programme of action. As a result of the increased awareness by all agencies referrals into the service of offenders and cusp offenders has increased. The service has facilitated this by an increase in our education activities and diversionary events.
- 2.5 There have been many initiatives and campaigns this year aimed at reducing deliberate grass fires and in preparation for next year a Strategic group involving all agencies has been set up and actions and activities are being designed to address and educate the needs of the communities. These include traditional activities such as Bernie, Operation Bang, Arson Reduction Week and additional specifically intelligence led and targeted activities.
- 2.6 The total number of Road Traffic Collisions attended during the first six months of 2015/16 is 651, which is 30 incidents higher (+4.8%) than the number seen during the same period of last year. The Unitary Authorities with the greatest increase in these incidents are Blaenau Gwent (15 incidents to 23, +53.3%) and Cardiff (97 incidents to 125, +28.9%).
- 2.7 Both strategic indicators involving deaths and injuries are not expected to achieve their annual targets based on the figures reported during the first six months of 2015/16. While the numbers of fire deaths and casualties transferred to hospital with serious injuries during this period are largely consistent with figures seen during the same period last year, there appears to be a significant increase in the number of casualties taken to hospital with slight injuries.
- 2.8 The total number of Other SSCs attended during the first six months of 2015/2016 was 76 incidents lower (-7.24%) than the figure seen during the same period of last year. Despite this reduction in numbers the indicator is expected to exceed the annual target of 1,950 incidents by year's end based on the previous 5 year profile for this indicator.

- 2.9 The background paper will be emailed to each member to review and can also be found at the Fire & Rescue Authority Members Page on the SWFRS intranet site. It provides further in-depth analysis of incidents by type and by Unitary Authority Area and it also includes full details of the five year trend performance of the National Strategic Indicators and the Indicators of Interest.
- 2.10 The data in the background paper is derived from the Incident Recording System (IRS).

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications.

### **4. EQUALITY RISK ASSESSMENT**

- 4.1 This report, the accompanying appendix and background papers and the targets themselves have no ERA impact. However, Service Performance and Communication department and the respective Directorates are working with the performance data to establish any trends and implications that would include equality implications. These will be addressed at that time.

### **5. RECOMMENDATION**

- 5.1 It is recommended that Members:
- Review the performance details and statistical data for the first six months of 2015/16 contained within this report.
  - Approve its publication onto the South Wales Fire & Rescue Service (SWFRS) internet site.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Wayne Thomas Statistical Analyst	Appendix 1 Back Ground Paper Performance Monitoring Report April 2015 to September 2015





**South Wales**  
Fire and Rescue Service



Gwasanaeth Tân ac Achub  
**De Cymru**

# Performance Monitoring Report 2015/2016

April 2015 to September 2015

This is the Performance Monitoring Report for the first six months of 2015/16 and it highlights performance for the period April 2015 to September 2015. The report includes:

- Incidents of interest
- Analysis of incident activity levels by Unitary Authority Area (UAA).
  - Details the number of incidents that SWFRS have attended in each UAA.  
(Identifies the types of incidents that SWFRS have been attending in each UAA.)
- Performance Indicators
  - Indicators of particular interest.  
(These are the indicators that although not specified as Strategic Indicators by the Welsh Government are of particular interest to the Fire and Rescue Authority and SWFRS.)
  - Strategic Indicators

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

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

The Service Performance & Communications department co-ordinates and compiles this report on behalf of the Service Delivery Directorate . All information is extracted from updated Directorate quarterly Service Plans and the data sets are maintained and validated by the Statistics and Risk team.

We are continually seeking to improve this report and would welcome comments on additional information or other changes that you would like to see included in the future. Please feel free to contact Wayne Thomas on 01443 232780 or Dai Morris on 01443 232451 with these comments.

**16th April 2015 12:28**

**Trelaw, Tonypandy**

Fire crews from Cowbridge, Tonypandy, Porth and Gilfach Goch were called to a large fire involving mixed vegetation, trees and bracken. Crews fought the fire, fanned by the wind, for eight hours as it raged through 50 hectares of mountain. The fire was eventually extinguished using 12 fire beaters and 4 high pressure hose reels.

**22nd April 2015 20:56**

**Crosskeys, Wattsville**

Fire crews were called to a large forestry fire in Crosskeys. The wildfire, which is suspected to have been started deliberately, threatened nearby homes and industrial units. 6 water ladders, 3 water carriers and the incident command unit were deployed to protect the property at risk. The fire, which devastated more than 300 hectares of forestry and grass, was allowed to burn overnight until aerial resources could accurately assess the fire area. The fire was extinguished the following morning using four main line jets, one low pressure monitor and a firefighting helicopter.

**06th May 2015 05:46**

**M4, St Fagans, Cardiff**

Fire crews were called to a road traffic collision involving a chemical tanker and three cars. 10 appliances and 3 tactical officers were called to the incident as the chemical tanker was on its side and affecting all three lanes of the motorway. One casualty was transported to hospital with minor injuries while the road was closed as it had been contaminated with 450 litres of diesel from the fuel tank of the lorry. Crews also discovered a minor leak of the caustic solution that the tanker was carrying. Crews dealt with the leakages using one high pressure hose reel and environmental protection equipment before another tanker was requested to decant the remainder of the tanker's load.

**05th June 2015 08:52**

**Brynmenyn Industrial Estate, Bridgend**

Fire crews were called to a fire involving more than 1,000 gas canisters at a recycling centre near Bridgend. Crews used 6 main line jets, 4 low pressure monitors, 2 high pressure hose reels, portable pumps, thermal imaging cameras and 4 sets of breathing apparatus to extinguish the fire (which took over 24 hours). One casualty went to hospital with slight injuries as a result of the incident while over 20 people were evacuated from the site. Householders nearby were urged to keep their doors and windows shut as a thick plume of black smoke towered into the sky.

**08th July 2015 15:18**

**Grangetown, Cardiff**

Fire crews were called to a house fire in the Grangetown area of Cardiff. On arrival, crews were confronted by large amounts of smoke issuing from the roofs of at least five houses and early reports of people unaccounted for. Firefighters with breathing apparatus were committed to the property to tackle the fire and commence searching for occupants. At the height of the fire, 10 firefighters were committed into the houses to prevent fire spread and mitigate smoke damage. Fire crews were able to limit the damage to the house where the fire started

**76 22nd July 2015 13:22**  
**Caerleon, Newport**

Fire crews were called to rescue a female on the river bank at the Hanbury Bridge, Caerleon. Crews from Maindee and Cwmbran put safety and support measures in place to assist a crew from Malpas in launching their rescue boat. The boat crews were fortunate enough to be able to use a private slipway near the incident to enable a quick and speedy launch. Crews were able to save the lady's life by ensuring that she was rescued from the water and handed to the Welsh Ambulance Service who then administered immediate medical care before transporting her to hospital.

**10th August 2015 18:43**  
**Bettws, Newport**

Fire crews from Malpas and Maindee were called to a fire in the first floor bedroom of a house. Crews used a main line jet, a high pressure hose reel, breathing apparatus, positive pressure ventilation and a thermal imaging camera at the incident. An inspection showed that the fire was caused by an electric cigarette that was plugged in to a phone charger on a chest of drawers. The battery had exploded out of the cigarette charger and onto the bed, igniting the duvet and bedding. A safety message highlighting the danger of using incorrect chargers with electronic cigarettes was subsequently released by the service.

**11th August 2015 21:32**  
**Wentloog, Cardiff**

Fire crews were called to a major fire at a recycling plant involving over 500 cubic meters of recycling waste. Crews battled the blaze for over three hours and remained at the site until the following morning damping down the site and dealing with hotspots. Crews used 4 main line jets, 1 high pressure hose reel jet and a thermal imaging camera to extinguish the fire.

**13th September 2015 11:50**  
**Llandaff, Cardiff**

Fire crews from Whitchurch, Cardiff Central and Ely were called to a road traffic collision involving three private motor vehicles. Crews extricated six casualties in total from two of the private motor vehicles using hydraulic cutting equipment and forcible entry tools. All six casualties were transferred to hospital with serious injuries. Sadly, a young male casualty was later confirmed as a fatality.

**\*\*\*NOTE - Further information regarding these incidents of interest can be found in the monthly SWFRS Newsletters, which are available on the intranet .**

Incident Categories	2014/ 2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	1103	217	131	112	98	82	74							714	460	254			+ 62
<b>Special Service Calls (SSC)</b>	134	8	14	13	21	14	9							79	35	44			+ 24
SSC - Road Traffic Collisions	45	3	7	3	7	2	1							23	13	10			+ 8
SSC - Other	89	5	7	10	14	12	8							56	22	34			+ 16
<b>False Alarms</b>	383	59	57	40	40	35	26							257	156	101			+ 45
Malicious False Alarms	29	4	6	4	1	0	3							18	14	4			- 1
Good Intent False Alarms	167	39	30	19	21	16	9							134	88	46			+ 28
Automatic Fire Alarms	187	16	21	17	18	19	14							105	54	51			+ 18
<b>Fires</b>	586	150	60	59	37	33	39							378	269	109			- 7
Deliberate Fires	484	139	56	50	30	26	32							333	245	88			+ 5
Accidental Fires	102	11	4	9	7	7	7							45	24	21			- 12
Accidental Dwelling Fires	33	2	1	3	4	2	2							14	6	8			- 6
% Dwelling Fires - No Alarm Fitted	46%	33%	50%	33%	80%	50%	33%							50%	60%	38%			- 18%
Attacks on Fire Crews	2	0	0	0	0	0	0							0	0	0			- 1

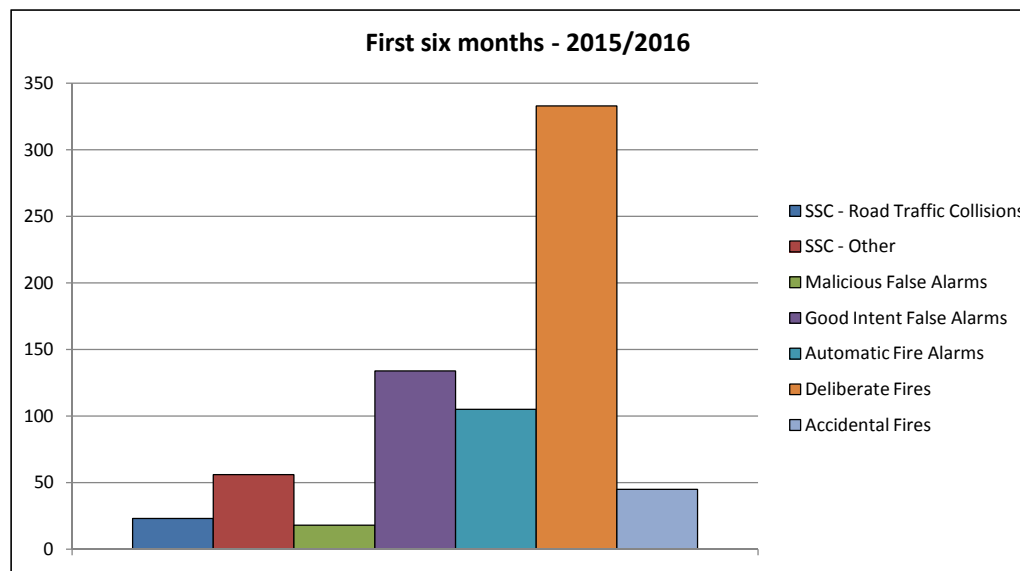
**Notes**

The total number of incidents attended in Blaenau Gwent during the first six months of 2015/16 was 62 higher (+9.5%) than that attended during 2014/15.

The number of deliberate fires attended in Blaenau Gwent during the first six months of 2015/16 was 5 (+1.5%) higher than the number attended during the same period of 2014/15. The number of accidental fires has decreased by 12 (-21.1%)

The total number of false alarms attended during the first six months were 45 higher (+21.2%) higher than we attended during the previous year. The number of good intent false alarms attended increased by 28 (+26.4%) during this period.

The number of accidental dwelling fires attended decreased by 6 (-30%) in the first six months of 2015/16 compared to the previous year.





Incident Categories	2014/ 2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	1404	239	119	116	120	139	102							835	474	361			+ 75
<b>Special Service Calls (SSC)</b>	308	30	26	22	31	29	17							155	78	77			+ 9
SSC - Road Traffic Collisions	136	12	12	9	15	17	9							74	33	41			+ 15
SSC - Other	172	18	14	13	16	12	8							81	45	36			- 6
<b>False Alarms</b>	638	63	55	49	64	71	54							356	167	189			+ 12
Malicious False Alarms	19	1	3	2	1	0	3							10	6	4			+ 1
Good Intent False Alarms	219	35	22	22	22	25	16							142	79	63			+ 21
Automatic Fire Alarms	400	27	30	25	41	46	35							204	82	122			- 10
<b>Fires</b>	458	146	38	45	25	39	31							324	229	95			+ 54
Deliberate Fires	298	132	23	29	17	27	22							250	184	66			+ 65
Accidental Fires	160	14	15	16	8	12	9							74	45	29			- 11
Accidental Dwelling Fires	57	2	6	7	5	2	3							25	15	10			- 5
% Dwelling Fires - No Alarm Fitted	43%	0%	0%	29%	20%	33%	67%							23%	20%	25%			- 42%
Attacks on Fire Crews	1	0	0	0	0	0	1							1	0	1			0

## Notes

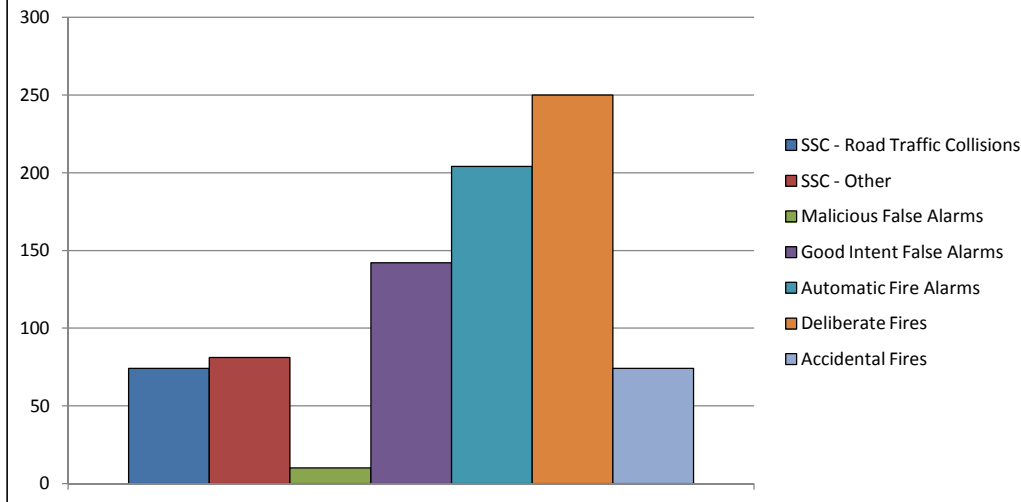
The total number of incidents attended in Bridgend during the first six months of 2015/16 increased by 75 (+9.9%) compared to the same period last year

The number of Road Traffic Collisions attended during the first six months of 2015/16 increased by 15 (+25.4%) compared to the same period last year. The number of other SSCs attended during the same period decreased by 6 (-6.9%) compared to 2014/15.

The number of deliberate fires increased by 65 (+35.1%) compared to the same six-month period of last year. The total number of accidental fires decreased by 11 (-12.9%).

The number of accidental dwelling fires attended during the first six months of 2015/16 decreased by 5 (-16.7%) compared to the previous year.

First six months - 2015/2016



Incident Categories	2014/2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	1758	349	131	172	144	143	120							1059	652	407			+ 69
<b>Special Service Calls (SSC)</b>	339	24	21	28	32	21	21							147	73	74			- 30
SSC - Road Traffic Collisions	141	13	8	9	12	9	10							61	30	31			- 9
SSC - Other	198	11	13	19	20	12	11							86	43	43			- 21
<b>False Alarms</b>	669	91	38	53	48	60	48							338	182	156			- 31
Malicious False Alarms	52	7	1	6	2	2	1							19	14	5			- 13
Good Intent False Alarms	291	59	23	22	22	24	26							176	104	72			+ 3
Automatic Fire Alarms	326	25	14	25	24	34	21							143	64	79			- 21
<b>Fires</b>	750	234	72	91	64	62	51							574	397	177			+ 130
Deliberate Fires	555	211	62	73	51	42	36							475	346	129			+ 123
Accidental Fires	195	23	10	18	13	20	15							99	51	48			+ 7
Accidental Dwelling Fires	61	4	2	9	7	10	6							38	15	23			+ 15
% Dwelling Fires - No Alarm Fitted	45%	25%	0%	45%	25%	55%	17%							35%	39%	30%			- 15%
Attacks on Fire Crews	0	1	0	0	0	0	0							1	1	0			+ 1

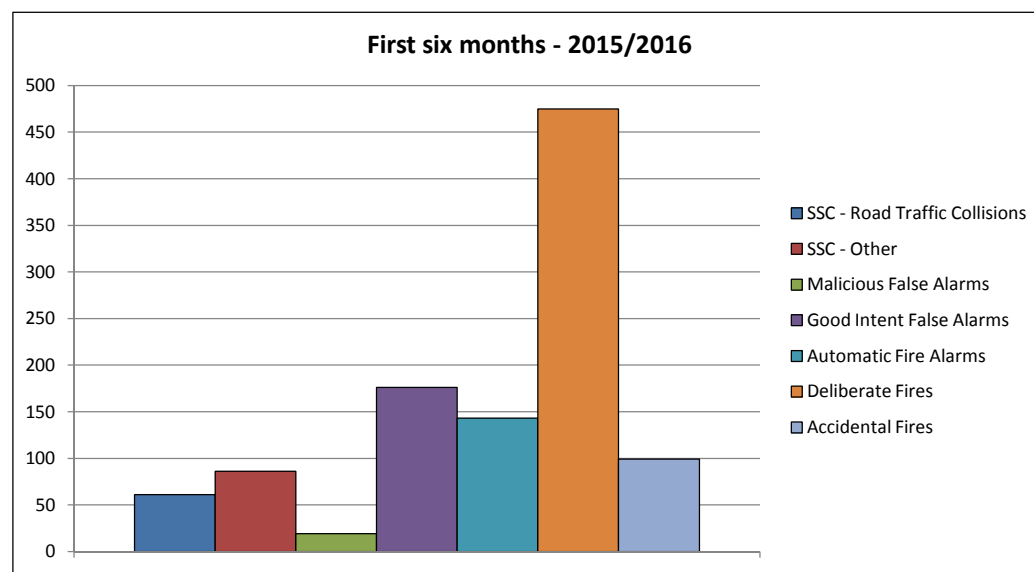
**Notes**

The total number of incidents attended in Caerphilly during the first six months of 2015/16 increased by 69 (+7.0%) compared to the same period last year

The number of false alarms attended during the first six months of 2015/16 is 31 lower (-8.4%) than the same period last year. The number of malicious false alarms attended during this period was 13 less (-40.6%) than the number attended during the previous year.

The number of deliberate fires attended increased by 123 (+34.9%) compared to the same six-month period of last year. The total number of accidental fires increased by 7 (+7.6%).

The number of accidental dwelling fires attended was 15 higher (+28.3%) than during the first six months of the previous year.





Incident Categories	2014/ 2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	3984	393	307	334	341	328	329							2032	1034	998			- 26
<b>Special Service Calls (SSC)</b>	753	60	68	61	70	85	65							409	189	220			+ 48
SSC - Road Traffic Collisions	227	22	22	15	22	21	23							125	59	66			+ 28
SSC - Other	526	38	46	46	48	64	42							284	130	154			+ 20
<b>False Alarms</b>	2191	186	160	163	199	174	167							1049	509	540			- 42
Malicious False Alarms	146	15	17	13	14	7	4							70	45	25			+ 14
Good Intent False Alarms	581	57	28	53	45	44	31							258	138	120			- 59
Automatic Fire Alarms	1464	114	115	97	140	123	132							721	326	395			+ 3
<b>Fires</b>	1040	147	79	110	72	69	97							574	336	238			- 32
Deliberate Fires	654	114	53	70	41	42	75							395	237	158			+ 6
Accidental Fires	386	33	26	40	31	27	22							179	99	80			- 38
Accidental Dwelling Fires	168	10	13	13	15	12	14							77	36	41			- 16
% Dwelling Fires - No Alarm Fitted	32%	42%	33%	21%	47%	15%	22%							30%	36%	26%			- 12%
Attacks on Fire Crews	7	0	0	0	1	0	0							1	0	1			- 3

## Notes

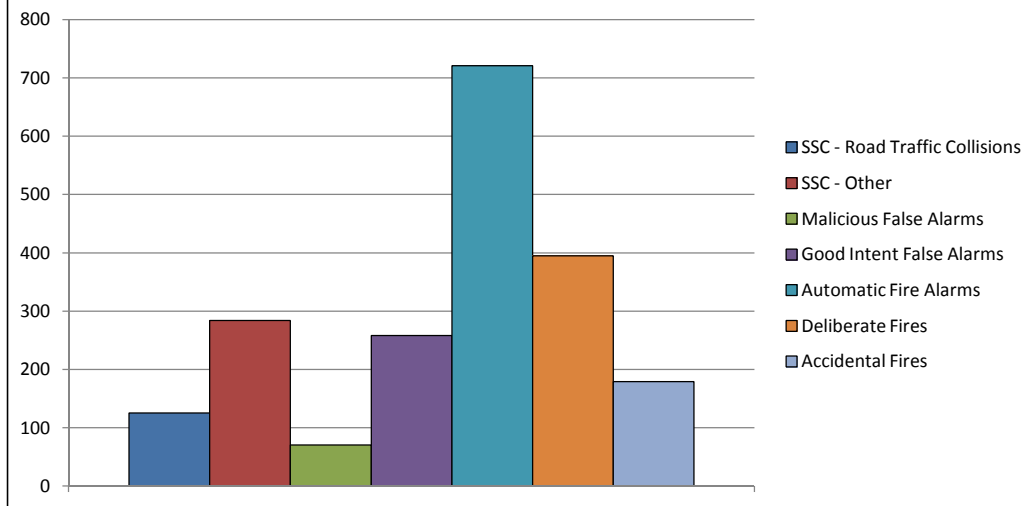
The total number of incidents attended in Cardiff during the first six months of 2015/16 decreased by 26 (-1.3%) compared to the same period last year

The number of false alarms attended during the first six months of 2015/16 is 42 lower (-3.8%) than the same period last year. The number of Good Intent False Alarms attended during this period was 59 less (-18.6%) than the number attended during the previous year.

The number of deliberate fires attended increased by 6 (+1.5%) compared to the same six-month period of last year. The total number of accidental fires decreased by 38 (-17.5%) compared to the same period of 2014/15.

The number of accidental dwelling fires attended was 16 lower (-17.2%) than during the first six months of the previous year.

First six months - 2015/2016





Incident Categories	2014/2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	964	145	76	78	57	83	59							498	299	199			- 24
<b>Special Service Calls (SSC)</b>	154	5	5	11	12	16	9							58	21	37			- 28
SSC - Road Traffic Collisions	63	1	3	5	8	7	0							24	9	15			- 14
SSC - Other	91	4	2	6	4	9	9							34	12	22			- 14
<b>False Alarms</b>	417	40	28	30	22	41	27							188	98	90			- 33
Malicious False Alarms	19	2	4	0	5	0	2							13	6	7			+ 5
Good Intent False Alarms	135	20	12	12	6	14	7							71	44	27			- 11
Automatic Fire Alarms	263	18	12	18	11	27	18							104	48	56			- 27
<b>Fires</b>	393	100	43	37	23	26	23							252	180	72			+ 37
Deliberate Fires	318	93	40	31	20	20	18							222	164	58			+ 44
Accidental Fires	75	7	3	6	3	6	5							30	16	14			- 7
Accidental Dwelling Fires	25	2	2	3	1	5	4							17	7	10			+ 6
% Dwelling Fires - No Alarm Fitted	53%	0%	0%	0%	100%	40%	50%							28%	33%	22%			- 28%
Attacks on Fire Crews	1	0	1	0	0	0	0							1	1	0			0

**Notes**

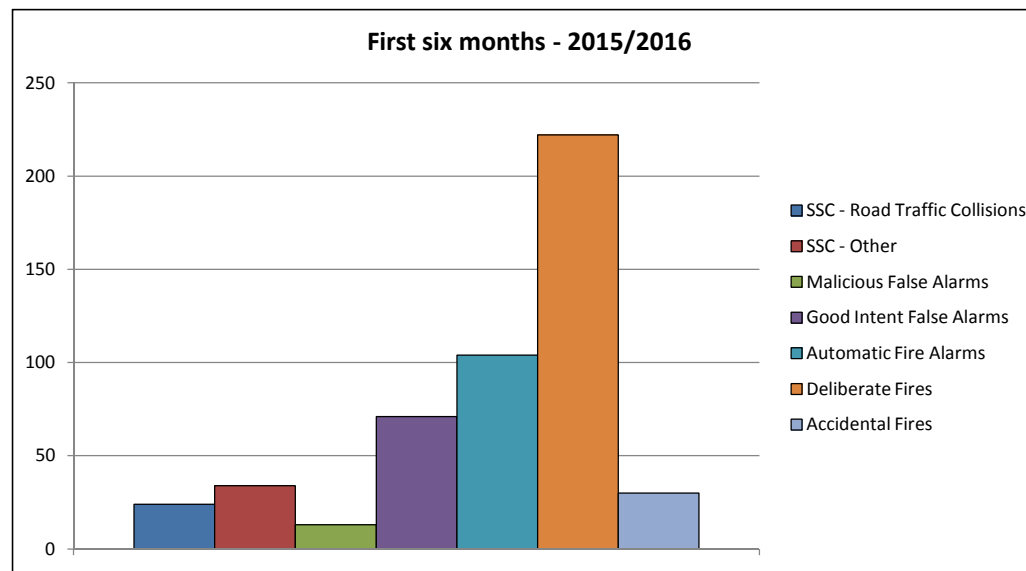
The total number of incidents attended in Merthyr Tydfil during the first six months of 2015/16 decreased by 24 (-4.6%) compared to the same period last year

The number of Road Traffic Collisions attended during the first six months of 2015/16 decreased by 14 (-36.8%) compared to the same period last year.

The number of false alarms attended during the first six months of 2015/16 is 33 lower (-14.9%) than the same period last year.

The number of deliberate fires attended increased by 44 (+24.7%) compared to the same six-month period of last year. The total number of accidental fires decreased by 7 (-30.4%).

The number of accidental dwelling fires attended increased by 6 (+54.5%).





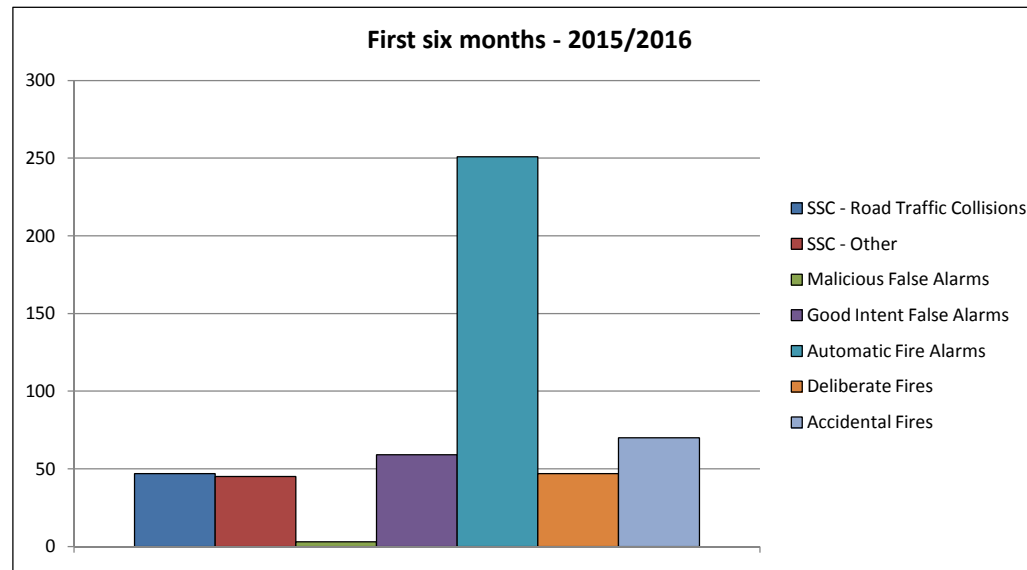
Incident Categories	2014/2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	1058	83	68	103	94	97	77							522	254	268			- 23
<b>Special Service Calls (SSC)</b>	182	10	8	23	19	17	15							92	41	51			- 9
SSC - Road Traffic Collisions	93	2	2	12	11	12	8							47	16	31			- 3
SSC - Other	89	8	6	11	8	5	7							45	25	20			- 6
<b>False Alarms</b>	662	45	47	61	53	67	40							313	153	160			- 18
Malicious False Alarms	2	1	0	1	0	1	0							3	2	1			+ 3
Good Intent False Alarms	116	10	13	7	8	13	8							59	30	29			- 2
Automatic Fire Alarms	544	34	34	53	45	53	32							251	121	130			- 19
<b>Fires</b>	214	28	13	19	22	13	22							117	60	57			+ 4
Deliberate Fires	74	14	6	6	9	5	7							47	26	21			+ 3
Accidental Fires	140	14	7	13	13	8	15							70	34	36			+ 1
Accidental Dwelling Fires	36	1	1	1	4	1	5							13	3	10			- 6
% Dwelling Fires - No Alarm Fitted	32%	0%	0%	0%	25%	100%	40%							31%	33%	29%			+ 15%
Attacks on Fire Crews	0	0	0	0	1	0	0							1	0	1			+ 1

**Notes**

The total number of incidents attended in Monmouthshire during the first six months of 2015/16 decreased by 23 (-4.2%) compared to the same period last year

The number of false alarms attended during the first six months of 2015/16 is 18 lower (-5.4%) than the same period last year. The number of automatic fire alarms attended during this period was 19 lower (-11.2%) than the number attended during the previous year.

The number of accidental dwelling fires attended was 6 lower (-31.6%) lower than during the first six months of the previous year.



Incident Categories	2014/2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16	
															680	535			+ 46	
<b>Total Incidents</b>	2084	289	198	193	190	178	167								1215					
<b>Special Service Calls (SSC)</b>	390	23	33	37	35	32	25								185	93	92			- 18
SSC - Road Traffic Collisions	145	13	12	17	17	12	9								80	42	38			+ 11
SSC - Other	245	10	21	20	18	20	16								105	51	54			- 29
<b>False Alarms</b>	953	114	69	77	85	92	71								508	260	248			+ 2
Malicious False Alarms	61	10	4	9	3	5	3								34	23	11			- 1
Good Intent False Alarms	286	45	16	18	26	24	21								150	79	71			- 17
Automatic Fire Alarms	606	59	49	50	56	63	47								324	158	166			+ 20
<b>Fires</b>	741	152	96	79	70	54	71								522	327	195			+ 62
Deliberate Fires	572	133	81	60	51	36	57								418	274	144			+ 53
Accidental Fires	169	19	15	19	19	18	14								104	53	51			+ 9
Accidental Dwelling Fires	65	6	5	4	10	9	7								41	15	26			+ 7
% Dwelling Fires - No Alarm Fitted	42%	29%	67%	40%	55%	33%	14%								40%	41%	39%			+ 6%
Attacks on Fire Crews	1	0	0	0	0	0	0								0	0	0			0

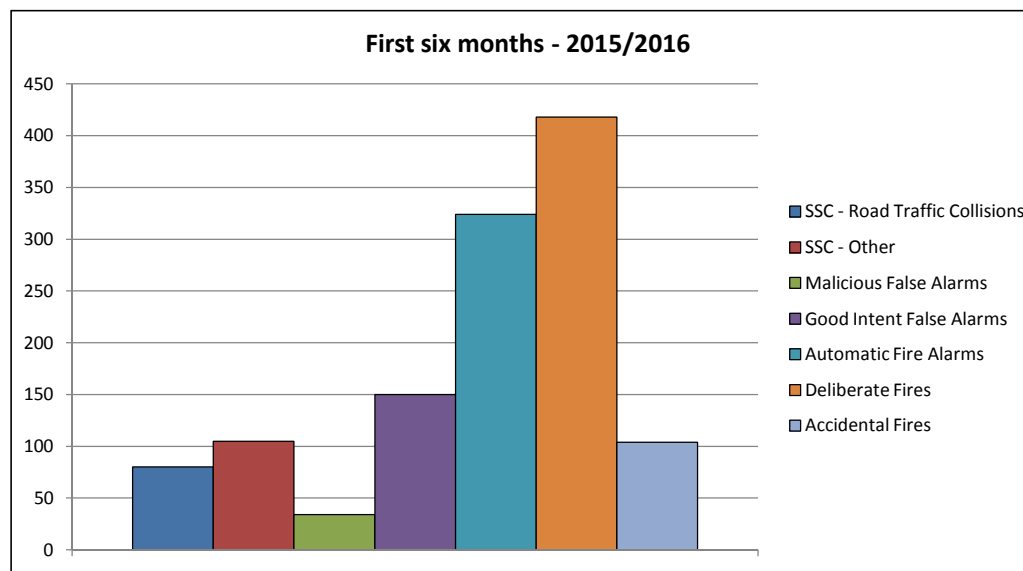
**Notes**

The total number of incidents attended in Newport during the first six months of 2015/16 increased by 46 (+3.9%) compared to the same period last year

The number of RTCs attended during the first six months of 2015/16 increased by 11 (+15.9%) compared to the same period last year. The number of other SSCs attended during the same period decreased by 29 (-21.6%).

The number of automatic fire alarms attended during the first six months of 2015/16 increased by 20 (+6.6%) compared to the same period last year.

The number of deliberate fires attended increased by 53 (+14.5%) compared to the same six-month period of last year. The total number of accidental fires increased by 9 (+9.5%).





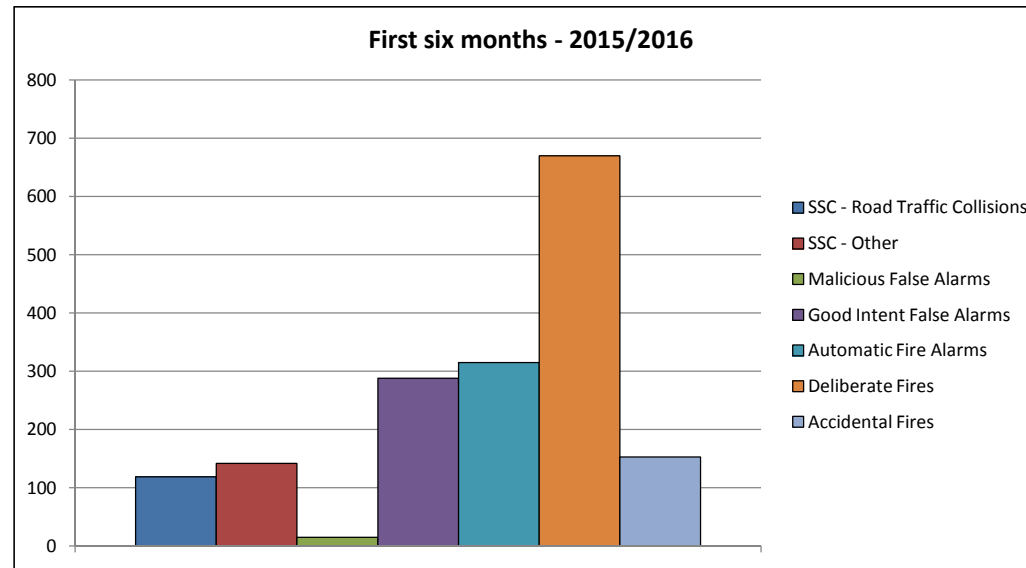
Incident Categories	2014/2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	2661	630	222	237	225	211	177							1702	1089	613			+ 223
<b>Special Service Calls (SSC)</b>	506	30	37	51	40	56	47							261	118	143			- 4
SSC - Road Traffic Collisions	232	14	15	21	20	24	25							119	50	69			+ 8
SSC - Other	274	16	22	30	20	32	22							142	68	74			- 12
<b>False Alarms</b>	1065	165	79	93	108	93	80							618	337	281			+ 50
Malicious False Alarms	36	3	3	1	0	5	3							15	7	8			- 8
Good Intent False Alarms	426	115	31	42	43	29	28							288	188	100			+ 29
Automatic Fire Alarms	603	47	45	50	65	59	49							315	142	173			+ 29
<b>Fires</b>	1090	435	106	93	77	62	50							823	634	189			+ 177
Deliberate Fires	824	402	80	69	53	38	28							670	551	119			+ 161
Accidental Fires	266	33	26	24	24	24	22							153	83	70			+ 16
Accidental Dwelling Fires	96	6	11	9	8	7	11							52	26	26			+ 5
% Dwelling Fires - No Alarm Fitted	44%	57%	25%	44%	56%	29%	58%							45%	48%	42%			+ 8%
Attacks on Fire Crews	1	1	0	0	0	0	0							1	1	0			0

**Notes**

The total number of incidents attended in RCT during the first six months of 2015/16 increased by 223 (+15.1%) compared to the same period last year

The number of false alarms attended during the first six months of 2015/16 is 50 higher (+8.8%) than the same period last year. The number of automatic fire alarms attended during this period was 29 higher (+10.1%) than the number attended during the previous year while the number of good intent false alarms attended increased by 29 (+11.2%).

The number of deliberate fires attended increased by 161 (+31.6%) compared to the same six-month period of last year. The total number of accidental fires increased by 16 (+11.7%).



Incident Categories	2014/2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	1182	130	102	114	89	122	100							657	346	311			- 23
<b>Special Service Calls (SSC)</b>	192	23	13	12	16	16	9							89	48	41			- 14
SSC - Road Traffic Collisions	71	8	6	3	7	7	3							34	17	17			- 9
SSC - Other	121	15	7	9	9	9	6							55	31	24			- 5
<b>False Alarms</b>	628	38	47	64	45	64	68							326	149	177			- 24
Malicious False Alarms	21	1	2	6	2	5	3							19	9	10			+ 5
Good Intent False Alarms	176	12	17	19	17	12	14							91	48	43			- 19
Automatic Fire Alarms	431	25	28	39	26	47	51							216	92	124			- 10
<b>Fires</b>	362	69	42	38	28	42	23							242	149	93			+ 15
Deliberate Fires	244	52	27	26	22	34	16							177	105	72			+ 10
Accidental Fires	118	17	15	12	6	8	7							65	44	21			+ 5
Accidental Dwelling Fires	55	4	3	3	1	2	4							17	10	7			- 7
% Dwelling Fires - No Alarm Fitted	44%	25%	67%	0%	0%	50%	75%							41%	29%	50%			+ 10%
Attacks on Fire Crews	1	0	0	0	0	1	0							1	0	1			+ 1

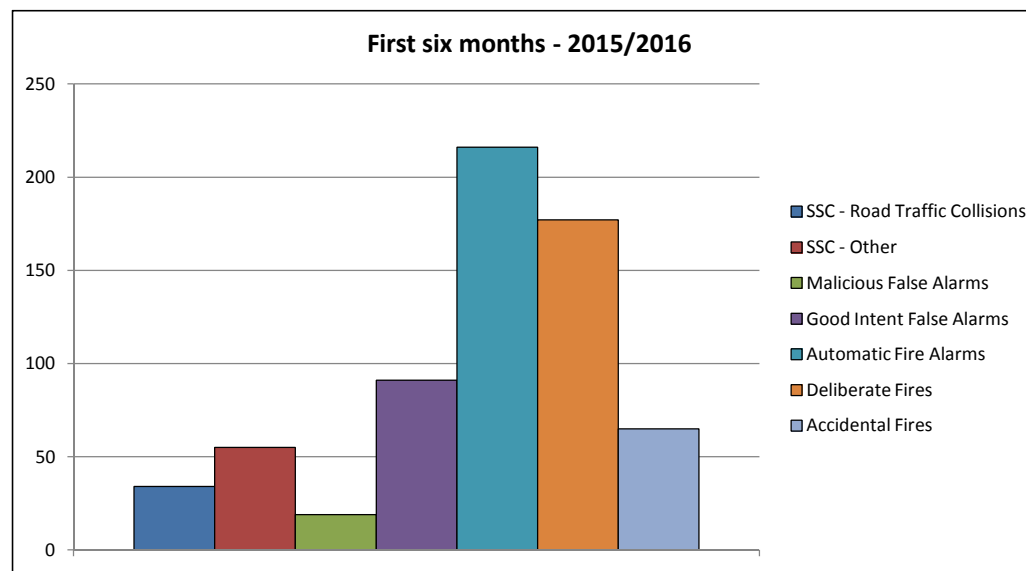
**Notes**

The total number of incidents attended in Torfaen during the first six months of 2015/16 decreased by 23 (-3.4%) compared to the same period last year

The number of deliberate fires attended increased by 10 (+6.0%) compared to the same six-month period of last year. The total number of accidental fires increased by 5 (+8.3%) compared to the same period of 2014/15.

The number of RTCs attended during the first six months of 2015/16 decreased by 9 (-20.9%) compared to the same period last year. The number of other SSCs attended during the same period decreased by 5 (-8.3%).

The number of accidental dwelling fires attended was 7 lower (-29.2%) than during the first six months of the previous year.





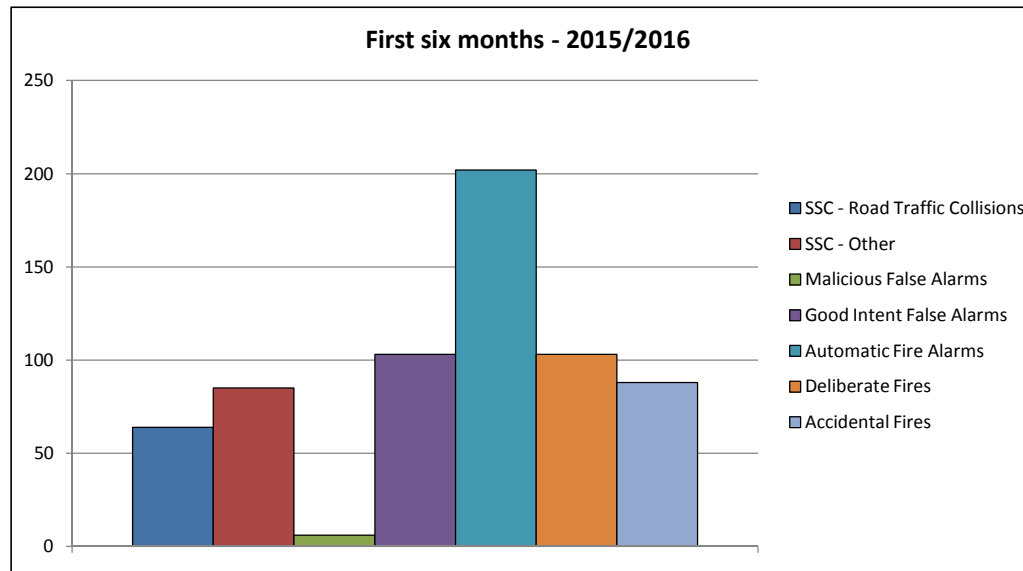
Incident Categories	2014/2015	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Year Total	Q1	Q2	Q3	Q4	6 Months 14/15 vs 15/16
<b>Total Incidents</b>	1202	119	81	104	131	98	118							651	304	347			+ 16
<b>Special Service Calls (SSC)</b>	329	14	24	19	35	26	31							149	57	92			- 24
SSC - Road Traffic Collisions	129	4	10	4	16	13	17							64	18	46			- 5
SSC - Other	200	10	14	15	19	13	14							85	39	46			- 19
<b>False Alarms</b>	590	61	36	47	62	49	56							311	144	167			+ 20
Malicious False Alarms	35	2	2	0	2	0	0							6	4	2			- 10
Good Intent False Alarms	214	30	14	18	16	13	12							103	62	41			+ 3
Automatic Fire Alarms	341	29	20	29	44	36	44							202	78	124			+ 27
<b>Fires</b>	283	44	21	38	34	23	31							191	103	88			+ 20
Deliberate Fires	135	28	5	22	15	13	20							103	55	48			+ 6
Accidental Fires	148	16	16	16	19	10	11							88	48	40			+ 14
Accidental Dwelling Fires	59	5	7	6	10	5	4							37	18	19			+ 12
% Dwelling Fires - No Alarm Fitted	41%	60%	14%	50%	60%	60%	20%							45%	60%	28%			- 18%
Attacks on Fire Crews	2	0	0	0	0	0	0							0	0	0			- 2

**Notes**

The number of RTCs attended during the first six months of 2015/16 decreased by 5 (-7.2%) compared to the same period last year. The number of other SSCs attended during the same period decreased by 19 (-18.3%) compared to 2014/15.

The number of false alarms attended during the first six months of 2015/16 is 20 higher (+6.9%) than the same period last year. The number of automatic fire alarms attended during this period was 27 higher (+15.4%) than the number attended during the previous year.

The number of accidental dwelling fires attended increased by 12 (+48.0%).



**Worthy of note:**

There are two indicators in addition to the Strategic Indicators that are included in this report as they are of particular interest to the service. These being:

- Attacks on Crews at incidents
- The Percentage of Dwelling Fires where no Smoke Alarms fitted

**Attacks on Crews at incidents**

During this six-month period there have been seven attacks on crews at operational incidents. Four of these incidents involved verbal abuse, two involved objects thrown at firefighters/appliances and one involved physical abuse. There were 10 incidents during the same period of 2014, seven of which involved verbal abuse and three of which involved objects thrown at firefighters/appliances.

The Fire Crime Unit continue to work in close partnership with the police in an attempt to reduce fire related anti-social behaviour and crime across South East Wales. Positive action was taken against 76 offenders during the first six months of 2015/16.

**Attacks on Crews - April to September 2015**

Date of Incident	UAA	Type of Attack	Injury to fire fighter
08th April 2015	RCT	Verbal Abuse	No
21st April 2015	Caerphilly	Objects thrown at firefighters/appliances	No
29th May 2015	Merthyr	Physical Abuse	No
11th July 2015	Monmouthshire	Verbal Abuse	No
17th July 2015	Cardiff	Verbal Abuse	No
01st August 2015	Torfaen	Objects thrown at firefighters/appliances	No
11th September 2015	Bridgend	Verbal Abuse	No

**The Percentage of dwelling fires where No Smoke Alarm Fitted:**

The percentage of dwelling fires where no smoke alarm was fitted during the first six months of 2015/16 has decreased by 5.4% compared to the same period last year. The trend line illustrates a significant decrease in the percentage of dwelling fires where no smoke alarm was fitted.

The Unitary Authorities with the highest percentage of dwelling fires in which there was no smoke alarm fitted during this quarter were Blaenau Gwent (9 dwelling fires from 18, 50%) and The Vale of Glamorgan (17 dwelling fires from 38, 44.7%). The Unitary Authorities with the lowest percentage of dwelling fires in which there was no smoke alarm fitted during this quarter were Bridgend (6 from 26, 23.1%) and Merthyr (5 from 18, 27.8%).

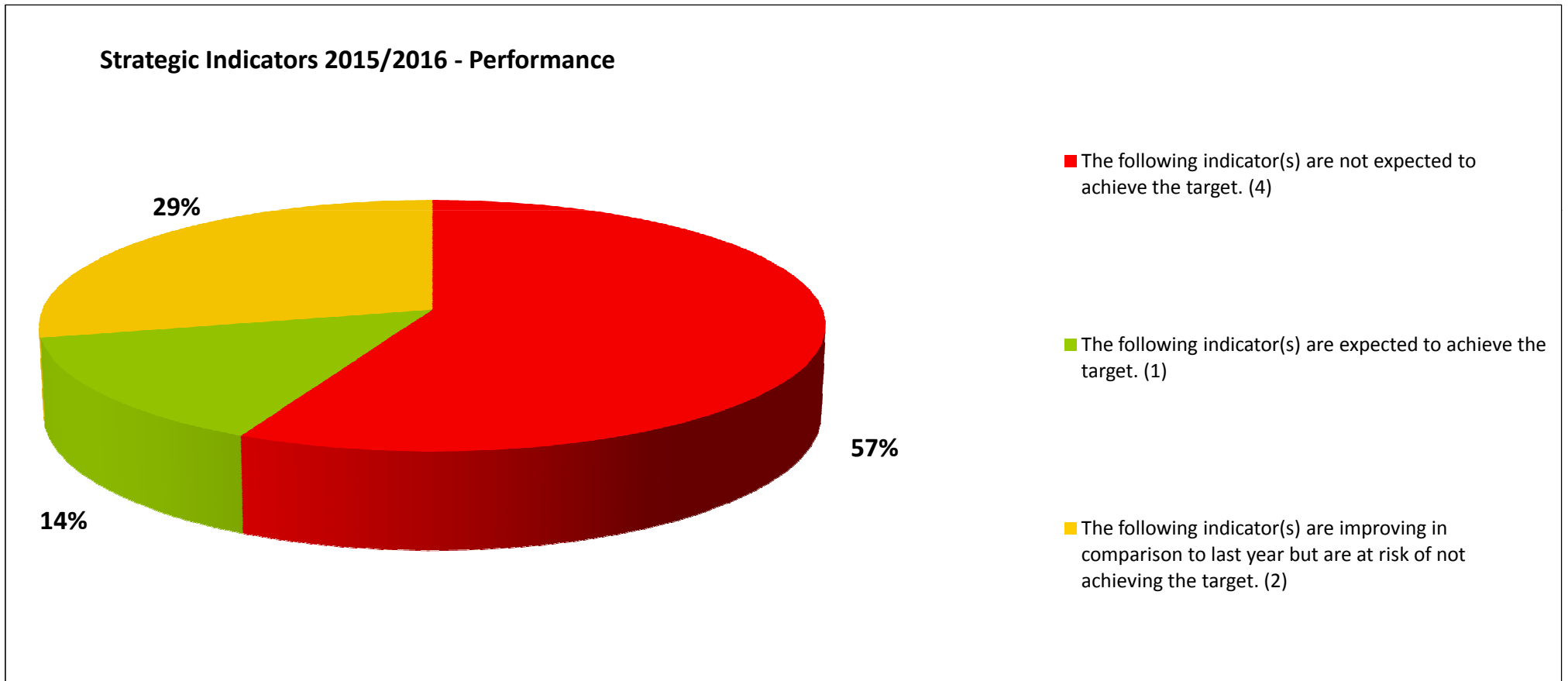
## Indicators of Particular Interest

Indicator Reference	Description	Good	Performance	Comments	In year actuals												
	Attacks on Crew	↓	 <table border="1"> <caption>Attacks on Crew Performance Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Attacks</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>35</td> </tr> <tr> <td>2012/13</td> <td>27</td> </tr> <tr> <td>2013/14</td> <td>16</td> </tr> <tr> <td>2014/15</td> <td>16</td> </tr> <tr> <td>2015/16</td> <td>7</td> </tr> </tbody> </table>	Fiscal Year	Number of Attacks	2011/12	35	2012/13	27	2013/14	16	2014/15	16	2015/16	7	<p>Incidents in Q2= 4</p> <p>During this six-month period there have been seven attacks on crews at operational incidents. Four of these incidents involved verbal abuse, two involved objects thrown at firefighters/appliances and one involved physical abuse. There were 10 incidents during the same period of 2014, seven of which involved verbal abuse and three of which involved objects thrown at firefighters/appliances.</p>	7
Fiscal Year	Number of Attacks																
2011/12	35																
2012/13	27																
2013/14	16																
2014/15	16																
2015/16	7																
	% of dwelling fires where No Smoke Alarm Fitted	↓	 <table border="1"> <caption>% of dwelling fires where No Smoke Alarm Fitted Performance Data</caption> <thead> <tr> <th>Fiscal Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>0.417</td> </tr> <tr> <td>2012/13</td> <td>0.38</td> </tr> <tr> <td>2013/14</td> <td>0.366</td> </tr> <tr> <td>2014/15</td> <td>0.404</td> </tr> <tr> <td>2015/16</td> <td>0.366</td> </tr> </tbody> </table>	Fiscal Year	Percentage	2011/12	0.417	2012/13	0.38	2013/14	0.366	2014/15	0.404	2015/16	0.366	<p>Incidents in Q2= 40.82%</p> <p>The percentage of dwelling fires where no smoke alarm was fitted during the first six months of 2015/16 has decreased by 5.4% compared to the same period last year. The Unitary Authorities with the highest percentage of dwelling fires in which there was no smoke alarm fitted during this quarter were Blaenau Gwent (9 dwelling fires from 18, 50%) and The Vale of Glamorgan (17 dwelling fires from 38, 44.7%).</p>	36.64%
Fiscal Year	Percentage																
2011/12	0.417																
2012/13	0.38																
2013/14	0.366																
2014/15	0.404																
2015/16	0.366																



This section summarises performance against the strategic indicators; the graphs show the five year trend and the performance for 2015/16 to date.

This graph illustrates our performance for 2015/2016 against our National Indicators. This represents the total number of Strategic Indicators and whether or not we are expecting to achieve our target for 2015/2016. It can be noted that:



## Key

<b>The following indicator(s) are not expected to achieve the target.</b>
<b>The following indicator(s) are expected to achieve the target.</b>
<b>The following indicator(s) are improving in comparison to last year but are at risk of not achieving the target.</b>

Type	Indicator Ref	Description
FRS/RRC/S/001 (i)	Fire Measures	All fires attended per 10,000 population
FRS/RRC/S/001 (ii)	Fire Measures	Total false alarms attended per 10,000 population
FRS/RRC/S/001 (iii)	Fire Measures	Total Road Traffic Collisions attended per 10,000 population
FRS/RRC/S/001 (iv)	Fire Measures	Total other SSC incidents attended per 10,000 population
FRS/RRC/S/002 (i)	Deaths and Injuries	Total number of deaths and injuries arising from all fires per 100,000 population
FRS/RRC/S/002 (ii)	Deaths and Injuries	Total number of deaths and injuries arising from accidental fires per 100,000 population
FRS/RRC/S/003	Fire Measures	The percentage of dwelling fires which were contained in the room in which they originated.

**Please note: The Director for Service Delivery is responsible for all Strategic Indicators.**

## Worthy of note:

Two of the four strategic indicators covering incident measures are expected to exceed their annual target based on the figures seen during the first six months of 2015/16. These indicators were;

- 1. Total number of fires attended per 10,000 population,**
- 2. Total Road Traffic Collisions attended per 10,000 population**

The total number of fires attended during the first six months of 2015/16 is 3997, which is 460 incidents higher (+13.0%) than the number achieved during the same period of last year. This can be largely attributed to a significant increase in fires attended during April 2015 (1505), which was 778 incidents higher (+107.2%) than the number attended during April 2014.

The increase in deliberate grass fires was recognised across Wales and as a result a 'grass fire summit' was held at the end of April. The summit was chaired by the First Minister who met with key stakeholders to "discuss and formulate" a programme of action. As a result of the increased awareness by all agencies referrals into the service of offenders and cusp offenders has increased. The service has facilitated this by an increase in our education activities and diversionary events. There have also been many initiatives and campaigns this year aimed at reducing deliberate grass fires and a Strategic group involving all agencies has been set up in preparation for next year and actions and activities are being designed to address and educate the needs of the communities. These include traditional activities such as Bernie, Operation Bang, Arson Reduction Week and additional specifically intelligence led and targeted activities.

The total number of Road Traffic Collisions (RTCs) attended during the first six months of 2015/16 is 651, which is 30 incidents higher (+4.8%) than the number seen during the same period of last year. The Unitary Authorities with the greatest increase in these incidents are Blaenau Gwent (15 incidents to 23, +53.3%) and Cardiff (97 incidents to 125, +28.9%). However the number of RTCs where people were extricated or released from their vehicles has decreased (122 to 90 incidents, -26.2%) and only account for 13.8% of RTCs attended.

Two strategic indicators covering incident measures are expected to exceed our annual strategic target but perform better than last year, based on the figures seen during the first six months of this year. These indicators were

- 1. Total false alarms attended per 10,000 population**
- 2. Total other SSC incidents attended per 10,000 population**

The total number of false alarms attended during the first six months of 2015/2016 was 18 (-0.42%) incidents lower than the figure seen during the same period of last year. Despite this reduction in numbers, the indicator is expected to exceed the annual target of 7,800 incidents by year's end based on the previous 5 year profile for this indicator. The Unitary Authorities with the greatest increase in these incidents are Blaenau Gwent (212 incidents to 257, +21.2%) and RCT (568 incidents to 619, +9.0%).

The total number of Other SSCs attended during the first six months of 2015/2016 was 76 (-7.24%) incidents lower than the figure seen during the same period of last year. Despite this reduction in numbers, the indicator is expected to exceed the annual target of 1,950 incidents by year's end based on the previous 5 year profile for this indicator. The Unitary Authorities with the greatest increase in these incidents are Blaenau Gwent (40 incidents to 56, +40.0%) and RCT (264 incidents to 284, +7.6%).

Incident Measures

Indicator Reference	Description	Good	Performance	Comments	In year actuals														
FRS/RRC/S/001 (i)	All fires attended per 10,000 population	↓	<table border="1"> <caption>Data for All fires attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>60</td> </tr> <tr> <td>2012/13</td> <td>39</td> </tr> <tr> <td>2013/14</td> <td>45</td> </tr> <tr> <td>2014/15</td> <td>39</td> </tr> <tr> <td>2015/16</td> <td>43</td> </tr> <tr> <td>FG4 2014/15 Average</td> <td>39</td> </tr> </tbody> </table>	Year	Value	2011/12	60	2012/13	39	2013/14	45	2014/15	39	2015/16	43	FG4 2014/15 Average	39	<p>Incidents in Q2= 1313</p> <p>The total number of fires attended during the first half of 2015/16 is 3997, which is 460 incidents higher (+13.0%) than the number seen during the same period of last year. This can be largely attributed to a significant increase in fires attended during April 2015 (1505), which was 778 incidents higher (+107.2%) than the number attended during April 2014. The increase in deliberate grass fires was recognised across Wales and as a result a 'grass fire summit' was held at the end of April.</p>	3997
Year	Value																		
2011/12	60																		
2012/13	39																		
2013/14	45																		
2014/15	39																		
2015/16	43																		
FG4 2014/15 Average	39																		
FRS/RRC/S/001 (ii)	Total false alarms attended per 10,000 population	↓	<table border="1"> <caption>Data for Total false alarms attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>55</td> </tr> <tr> <td>2012/13</td> <td>52</td> </tr> <tr> <td>2013/14</td> <td>54</td> </tr> <tr> <td>2014/15</td> <td>54</td> </tr> <tr> <td>2015/16</td> <td>53</td> </tr> <tr> <td>FG4 2014/15 Average</td> <td>52</td> </tr> </tbody> </table>	Year	Value	2011/12	55	2012/13	52	2013/14	54	2014/15	54	2015/16	53	FG4 2014/15 Average	52	<p>Incidents in Q2= 2109</p> <p>The total number of false alarms attended during the first six months of 2015/2016 was 18 incidents lower (-0.42%) than the figure seen during the same period of last year. Despite this reduction in numbers, the indicator is expected to exceed the annual target of 7,800 incidents by year's end based on the previous 5 year profile for this indicator. The Unitary Authorities with the greatest increase in these incidents are Blaenau Gwent (212 incidents to 257, +21.23%) and RCT (568 incidents to 619, +8.98%).</p>	4265
Year	Value																		
2011/12	55																		
2012/13	52																		
2013/14	54																		
2014/15	54																		
2015/16	53																		
FG4 2014/15 Average	52																		

Incident Measures																			
Indicator Reference	Description	Good	Performance	Comments	In year actuals														
FRS/RRC/S/001 (iii)	Total Road Traffic Collisions attended per 10,000 population	↓	<table border="1"> <caption>Total Road Traffic Collisions attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>7.5</td> </tr> <tr> <td>2012/13</td> <td>7.8</td> </tr> <tr> <td>2013/14</td> <td>8.5</td> </tr> <tr> <td>2014/15</td> <td>8.8</td> </tr> <tr> <td>2015/16</td> <td>9.5</td> </tr> <tr> <td>FG4 2014/15 Average</td> <td>8.0</td> </tr> </tbody> </table>	Year	Value	2011/12	7.5	2012/13	7.8	2013/14	8.5	2014/15	8.8	2015/16	9.5	FG4 2014/15 Average	8.0	Incidents in Q2= 364  The total number of Road Traffic Collisions attended during the first half of 2015/16 is 651, which is 30 incidents higher (+4.8%) than the number seen during the same period of last year. The Unitary Authorities with the greatest increase in these incidents are Blaenau Gwent (15 incidents to 23, +53.3%) and Cardiff (97 incidents to 125, +28.9%).	651
Year	Value																		
2011/12	7.5																		
2012/13	7.8																		
2013/14	8.5																		
2014/15	8.8																		
2015/16	9.5																		
FG4 2014/15 Average	8.0																		
FRS/RRC/S/001 (iv)	Total other SSC incidents attended per 10,000 population	↓	<table border="1"> <caption>Total other SSC incidents attended per 10,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>13.5</td> </tr> <tr> <td>2012/13</td> <td>14.0</td> </tr> <tr> <td>2013/14</td> <td>14.2</td> </tr> <tr> <td>2014/15</td> <td>14.0</td> </tr> <tr> <td>2015/16</td> <td>14.2</td> </tr> <tr> <td>FG4 2014/15 Average</td> <td>13.0</td> </tr> </tbody> </table>	Year	Value	2011/12	13.5	2012/13	14.0	2013/14	14.2	2014/15	14.0	2015/16	14.2	FG4 2014/15 Average	13.0	Incidents in Q2= 507  The total number of Other SSCs attended during the first six months of 2015/2016 was 76 (-7.2%) incidents lower than the figure seen during the same period of last year. Despite this reduction in numbers, the indicator is expected to exceed the annual target of 1,950 incidents by year's end based on the previous 5 year profile for this indicator. The Unitary Authorities with the greatest increase in these incidents are Blaenau Gwent (40 incidents to 56, +40.0%) and RCT (264 incidents to 284, +7.6%).	973
Year	Value																		
2011/12	13.5																		
2012/13	14.0																		
2013/14	14.2																		
2014/15	14.0																		
2015/16	14.2																		
FG4 2014/15 Average	13.0																		

# Deaths and Injuries

## Worthy of note:

Both strategic indicators covering the Deaths and Injuries measure are expected to exceed their annual target, based on the figures seen during the first six months of 2015/16. These indicators were;

- 1. Total number of deaths and injuries arising from all fires per 100,000 population,**
- 2. Total number of deaths and injuries arising from accidental fires per 100,000 population**

The total number of deaths and injuries arising in South Wales during the first six months of 2015/16 was 43, which is 8 higher (+22.9%) than the number attended during the same period last year. There were four fire deaths during this period, all of which occurred in accidental dwelling fires. The number of deaths in accidental dwelling fires witnessed during this year is the same number as that experienced during the whole of the previous year. There were 39 fire injuries where the casualty was transferred to hospital. While the numbers of fire deaths and casualties transferred to hospital with serious injuries during this period are largely consistent with figures seen during the same period last year, there appears to be a significant increase in the number of casualties taken to hospital with slight injuries (25 to 34, +36.0%).

The total number of deaths and injuries arising from accidental fires in South Wales during the first six months of 2015/16 was 40, which is 14 higher (+53.8%) than the number attended during the same period last year. There were four fire deaths during this period, all of which occurred in accidental dwelling fires. The number of deaths in accidental dwelling fires witnessed during this year is the same number as that experienced during the whole of the previous year. There were 36 fire injuries in accidental fires where the casualty was transferred to hospital. While the numbers of fire deaths and casualties transferred to hospital with serious injuries during this period are largely consistent with figures seen during the same period last year, there appears to be a significant increase in the number of casualties taken to hospital with slight injuries (19 to 31, +63.2%).

## Deaths and Injuries

Indicator Reference	Description	Good	Performance	Comments	In year actuals														
FRS/RRC/S/002 (i)	Total number of deaths and injuries arising From all fires per 100,000 population	↓	<table border="1"> <caption>Total number of deaths and injuries arising from all fires per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>5.8</td> </tr> <tr> <td>2012/13</td> <td>5.2</td> </tr> <tr> <td>2013/14</td> <td>4.6</td> </tr> <tr> <td>2014/15</td> <td>3.9</td> </tr> <tr> <td>2015/16</td> <td>6.1</td> </tr> <tr> <td>FG4 2014/15 Average</td> <td>3.5</td> </tr> </tbody> </table>	Year	Value	2011/12	5.8	2012/13	5.2	2013/14	4.6	2014/15	3.9	2015/16	6.1	FG4 2014/15 Average	3.5	Incidents in Q2= 22  The total number of deaths and injuries arising in South Wales during the first six months of 2015/16 was 43, which is 8 higher (+22.9%) than the number attended during the same period last year. There were four fire deaths during this period, all of which occurred in accidental dwelling fires. The number of deaths in accidental dwelling fires witnessed during this year is the same number as that experienced during the whole of the previous year. There were 39 fire injuries where the casualty was transferred to hospital.	43
Year	Value																		
2011/12	5.8																		
2012/13	5.2																		
2013/14	4.6																		
2014/15	3.9																		
2015/16	6.1																		
FG4 2014/15 Average	3.5																		
FRS/RRC/S/002 (ii)	Total number of deaths and injuries arising from accidental fires per 100,000 population	↓	<table border="1"> <caption>Total number of deaths and injuries arising from accidental fires per 100,000 population</caption> <thead> <tr> <th>Year</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>4.3</td> </tr> <tr> <td>2012/13</td> <td>4.1</td> </tr> <tr> <td>2013/14</td> <td>3.8</td> </tr> <tr> <td>2014/15</td> <td>3.1</td> </tr> <tr> <td>2015/16</td> <td>5.9</td> </tr> <tr> <td>FG4 2014/15 Average</td> <td>3.0</td> </tr> </tbody> </table>	Year	Value	2011/12	4.3	2012/13	4.1	2013/14	3.8	2014/15	3.1	2015/16	5.9	FG4 2014/15 Average	3.0	Incidents in Q2= 21  The total number of deaths and injuries arising from accidental fires in South Wales during the first six months of 2015/16 was 40, which is 14 higher (+53.8%) than the number attended during the same period last year. There were four fire deaths during this period, all of which occurred in accidental dwelling fires. The number of deaths in accidental dwelling fires witnessed during this year is the same number as that experienced during the whole of the previous year. There were 36 fire injuries in accidental fires where the casualty was transferred to hospital.	40
Year	Value																		
2011/12	4.3																		
2012/13	4.1																		
2013/14	3.8																		
2014/15	3.1																		
2015/16	5.9																		
FG4 2014/15 Average	3.0																		

**Worthy of note:**

The only indicator covering the effective response measure is expecting to achieve the annual target set. This indicator is;

**1.The percentage of dwelling fires which were contained in the room in which they originated.**

During the first six months of 2015/16, 308 of the 363 (84.85%) dwelling fires attended in South Wales were confined to the room of origin.

Having said this, there is currently an ongoing discussion between the Welsh FRSs and Welsh Government with regards to the criteria used to include a dwelling fire within this indicator. The initial target set by the service was 62%. However, by using the amended criteria to measure this indicator during the first six months of 2015/16, the figure obtained was 84.85%. This is an improvement on performance when compared to the whole of last year (637 of 752 dwelling fires, 84.71%). The target set for this indicator will be adjusted in line with the response from Welsh Government.



Effective Response Measure																									
Indicator Reference	Description	Good	Performance			Comments	In year actuals																		
FRS/EFR/S/003	The percentage of dwelling fires which were contained in the room in which they originated.		<table border="1"> <caption>Performance Data</caption> <thead> <tr> <th>Year</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>2011/12</td> <td>84.71</td> </tr> <tr> <td>2012/13</td> <td>84.71</td> </tr> <tr> <td>2013/14</td> <td>84.71</td> </tr> <tr> <td>2014/15</td> <td>84.85</td> </tr> <tr> <td>2015/16</td> <td>84.85</td> </tr> <tr> <td>FG4 2014/15 Average</td> <td>84.85</td> </tr> <tr> <td>Initial Target</td> <td>62.0</td> </tr> <tr> <td>Q2 Performance</td> <td>85.7</td> </tr> </tbody> </table>			Year	Performance (%)	2011/12	84.71	2012/13	84.71	2013/14	84.71	2014/15	84.85	2015/16	84.85	FG4 2014/15 Average	84.85	Initial Target	62.0	Q2 Performance	85.7	Incidents in Q2= 85.7%  There is currently an ongoing discussion between the Welsh FRSs and Welsh Government with regards to the criteria used to include a dwelling fire within this indicator. The initial target set by the service was 62%. However, by using the amended criteria to measure this indicator during the first six months of 2015/16, the figure obtained was 84.85% (308 dwelling fires from 363). This is an improvement on performance when compared to last year (84.71%).	84.85%
Year	Performance (%)																								
2011/12	84.71																								
2012/13	84.71																								
2013/14	84.71																								
2014/15	84.85																								
2015/16	84.85																								
FG4 2014/15 Average	84.85																								
Initial Target	62.0																								
Q2 Performance	85.7																								



**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.iii  
14 DECEMBER 2015

## REPORT OF THE TREASURER

**REVENUE BUDGET ESTIMATE 2016/17****SUMMARY**

This report advises Members on progress towards the revenue budget approval for 2016/17 and sets out the proposed budget for consultation with the 10 constituent Authorities.

**RECOMMENDATIONS**

That for the purposes of consultation and in compliance with the requirements of the Fire Combination Order, Members determine the estimate of net expenses to be £69,431,075 for the financial year 2016/17.

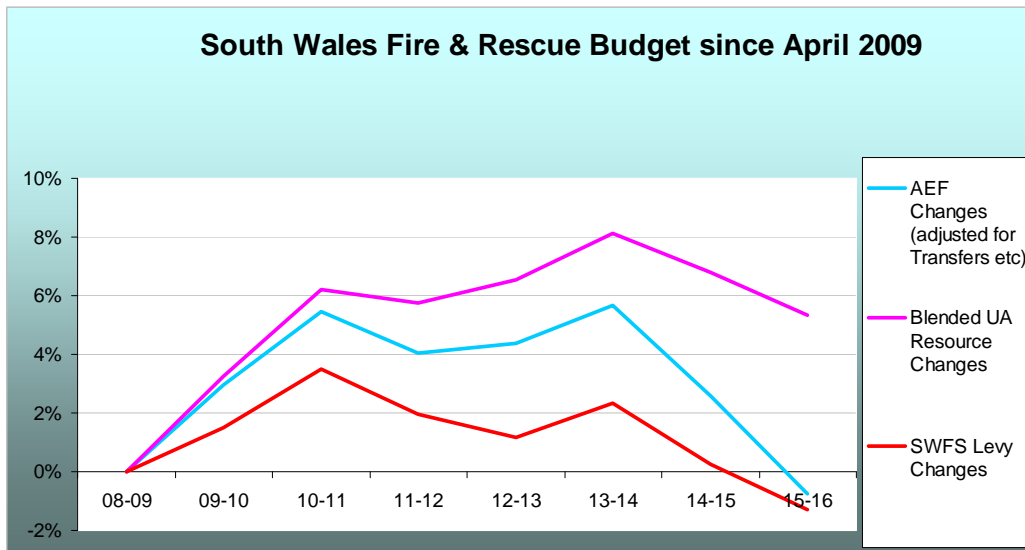
**1. BACKGROUND**

- 1.1 Members will be aware that under the South Wales Fire Services (Combination Scheme) Order 1995 (as amended), the Authority shall:
- 1.2 *“before 31 December in any year submit to each constituent authority an estimate of its net expenses for the next year, and shall subsequently, before 15 February, give notice to each constituent authority of the amount of contribution to be paid by that authority ..... in the next financial year”.*
- 1.3 Following reports to the Fire & Rescue Authority and the Finance, Audit & Performance Management Committee on the Medium Term Financial Strategy and approach to the 2016/17 budget, the budget has now been finalised for consultation.
- 1.4 The Authority commenced the budget process on the back of an agreed 1.54% reduction in the 2015/16 budget despite the substantial reduction in community safety grant announced by the Minister late in the budget cycle. The Authority took the decision that the continuation of this preventative work was vital in reducing risk in South Wales and accordingly funded the work from a combination of efficiency savings and virement in the approved budget.
- 1.5 The current financial year has seen austerity continue apace and with it, the added pressures of increasing expectations on public services but also specific financial pressures imposed by changes in the tax and pensions regime aimed at reducing central government expenditure.

- 1.6 The Fire & Rescue Authority does not have to finalise its budget at this meeting. During last financial year, a decision was taken by the Authority to aim for a December approval of the final budget. This was primarily to give certainty to constituent councils at an earlier stage in their budget cycle. Given the recently announced timing of the draft local government settlement (9 December) which is expected to include information on specific grant funding, early consultation and approval has not been possible for the 16/17 budget.
- 1.7 Accordingly, this report is to seek approval to go to consultation with a view to a decision on the final budget in February's Fire & Rescue Authority meeting.

## **2. LOCAL GOVERNMENT SETTLEMENT**

- 2.1 At this time, no announcement has been made regarding the funding available to constituent councils or on specific grant funding. Due to delays imposed by Treasury and Welsh Government arising from the 2015 spending review, the draft stage of the settlement will not be announced until 9 December. The lateness of the announcement of funding represents a significant challenge in terms of proper financial governance and management. Despite the practical and logistical challenges created by the date, the final Local Government Settlement will not now be published until 2 March 2016.
- 2.2 Assuming it is published as planned, information regarding the draft settlement will be made available at this Fire & Rescue Authority meeting.
- 2.3 The Fire & Rescue Authority's decision will be to determine an estimate of its net expenses for the coming year based on the needs of the communities of South Wales. The financial resources available to constituent councils from the local government settlement and local council tax, is not a specific factor in this budget decision. However, in setting its budget, the Fire & Rescue Authority has always sought to be mindful of the need to keep such expenses affordable in the context of the general economic climate in which it and its funding partners operate. The following chart demonstrates the extent to which the Fire & Rescue Authority has achieved this aim since the credit crunch of 2009.



- 2.4 Aggregate External Finance (AEF) is not the only source of funding available to councils to meet expenditure. Councils also raise local taxation. As AEF has been restricted throughout the economic downturn, the balance of funding has been changing with local taxation representing a greater proportion of council's net revenues. In 15/16, local taxation represented around  $\frac{1}{4}$  of the net resources available.
- 2.5 It is not possible to know what decisions councils will take around council tax next year but given the historical averages that have been set over the austerity period, an average 4.5% increase in yield is not unlikely.
- 2.6 It is the combined effect of changes in AEF and the yield from council tax which determines the net resources available to local councils.
- 2.7 The Chairman, Chief Fire Officer and Treasurer have visited the constituent councils this year to share information on the activities and performance of the Service in order to promote understanding and joint working in South Wales aimed at mutually reducing risk. The Fire & Rescue Authority has made significant efforts to visit all of the constituent Authorities with nine of the ten Authorities having been visited to date.
- 2.8 Feedback from these meetings has been of great value in understanding constituent councils' views of the Service and the work it undertakes, whilst also appreciating the budget reductions and efficiencies the Authority has made over these difficult years. The Authority will of course undertake formal consultation in respect of the budget.

### 3. POPULATION DATA CHANGES

- 3.1 The Fire Combination Order determines total population as the basis on which contributions are shared amongst the constituent councils. Each

year, Welsh Government sources mid-year estimates of population from the Office of National Statistics (ONS) as part of the local government settlement process. The population data therefore not only determines the relative amounts constituent councils contribute towards Fire & Rescue Services but also drives how much cash each council derives from the local government settlement process.

- 3.2 The table below shows the change in population data and the cash value of contributions which are shifted before any consideration of a change in the Fire & Rescue Authority budget.

Unitary Authority	15/16 contribution £	15/16 population No.	16/17 population No.	population change		contribution change	
				No.	%	£	%
Bridgend	6,483,332	142,307	143,016	709	0.50%	-1,265	-0.02%
Vale Of Glamorgan	5,854,257	128,499	128,944	445	0.35%	-9,990	-0.17%
Rhondda Cynon Taf	10,731,779	235,559	235,876	317	0.13%	-40,919	-0.38%
Merthyr Tydfil	2,725,371	59,821	60,077	256	0.43%	-2,437	-0.09%
Caerphilly	8,225,773	180,553	180,994	441	0.24%	-22,389	-0.27%
Blaenau Gwent	3,161,824	69,401	69,324	-77	-0.11%	-19,779	-0.63%
Torfaen	4,183,024	91,816	91,996	180	0.20%	-13,391	-0.32%
Monmouthshire	4,188,355	91,933	92,024	91	0.10%	-17,453	-0.42%
Newport	6,817,141	149,634	150,679	1,045	0.70%	12,244	0.18%
Cardiff	16,507,721	362,339	366,761	4,422	1.22%	115,380	0.70%
<b>Total</b>	<b>68,878,577</b>	<b>1,511,862</b>	<b>1,519,691</b>	<b>7,829</b>	<b>0.52%</b>	<b>0</b>	<b>0.00%</b>

- 3.3 The table above demonstrates that the largest cash changes are Cardiff City Council (increase of £115k) and RCT (reduction of £40k). The largest percentage changes are Cardiff (increase of 0.7%) and Blaenau Gwent (reduction of 0.63%). It must again be stressed that these impacts are not within the control of the Fire & Rescue Authority and at the constituent council level, will add or subtract from any budget determination that the Authority makes.

#### 4. THE BUDGET PROCESS

- 4.1 The proposed budget has been formulated from the approved 2015/16 budget taking into account a number of factors including

Factor	Activity
identifying and challenging cost pressures within the base budget	<ul style="list-style-type: none"> <li>• Services have been requested to identify cost pressures within budgets</li> <li>• Such pressures have been challenged and excluded where an alternative existed</li> <li>• A corporate assessment of the impact of NI changes has been undertaken</li> </ul>

<b>Factor</b>	<b>Activity</b>
identifying and challenging inflation indices	<ul style="list-style-type: none"> <li>• Where inflation is contractual and no other supply option is available, inflation is included</li> <li>• Where inflation is more general in nature, services will be expected to absorb cost increases through general efficiency or local savings initiatives</li> </ul>
reviewing the out-turn for 2014/15	<ul style="list-style-type: none"> <li>• The projected under-spend in 2014/15 was partly addressed in setting the current year budget in December 2014</li> <li>• Further identification of savings has been undertaken following the completion of the year end accounts.</li> </ul>
reviewing and confirming projects aimed at producing savings	<ul style="list-style-type: none"> <li>• Existing projects have been verified together with assessed timescales for delivery.</li> <li>• Where projects are unlikely to deliver to target, other mitigation has been considered</li> <li>• Ongoing project development is taking place to address future budget savings</li> </ul>

4.2 The result of this work has been to identify significant cost pressures and budget reductions in arriving at the proposed budget for 2016/17.

4.3 Budgets have been challenged by Senior Officers and Members of the Finance, Asset & Performance Management Working Group in order to provide appropriate scrutiny of the proposed budget.

## **5. SPECIFIC GRANTS**

5.1 The Authority relies on specific grants from Welsh Government to fund a number of risk reduction and other initiatives. It is important for Members to note that the Fire & Rescue Authority has no control over the value or extent of such grant funding and as such, the impact of reductions can only be considered as decisions are imposed from elsewhere. If announcements are made as part of the local government settlement process, Members will be made aware of it at this meeting.

5.2 A summary of the grant approvals in the current year is shown overleaf.

<b>Grant approvals 2015/16</b>	<b>£</b>
Community Risk Reduction Initiatives	601,956
Urban Search and Rescue (USAR)	813,072
National Resilience	609,726
Crown Premises	60,000
Employability Programme	60,097
<b>Total approvals</b>	<b>2,144,851</b>

- 5.3 In 2015/16, late announcements were made of reductions in specific grants aimed at risk reduction work. In the event that such reductions in specific grants were repeated in 16/17 and the Authority was minded to continue to fund this work from its core budget, further provision may be required. **In the absence of any confirmation of grant reductions at this time, the following estimates included in this report do not include provision to core fund the costs of such risk reduction work. Further consideration of this matter will be reported to the Fire & Rescue Authority should it prove necessary.**
- 5.4 Members have recognised in the past, the critical nature of this risk reduction work both in delivering improved safety in our communities but also in driving down the overall cost of response and fire cover. During the visits made to constituent councils, the Fire & Rescue Authority's view of the importance of the continuation of this work was firmly supported.
- 5.5 The impact of the 50% reductions in Community Safety grant funding in 2015/16 was mitigated by a restructuring of the delivery of community safety work. This enabled continuation of the work at around 2/3 of the previous cost. Consideration of how the remainder of this work could be delivered in the event of further grant reductions is ongoing.

## 6. ESTIMATE FOR 2016/17

- 6.1 Members are now recommended to confirm the revenue budget estimate which forms the basis of the consultation. The table below summarises the budget movement from current year to next. More detailed information on the estimated budget is provided at Appendix 1.

	£	% change
Net Budget 2015/16	<b>68,878,577</b>	
Indexation – pay	+518,112	+0.8
Indexation – non-pay	+644,246	+0.9
Pressures	+877,479	+1.3
Provision for reduction of specific grants ( <b><i>see section 5 above</i></b> )	0	0.0
Budget Reductions and Savings	-1,487,339	-2.2
<b>Budget 2016/17</b>	<b>69,431,075</b>	<b>+0.8</b>

- 6.2 In the event that this budget was approved, the resultant contributions would be as shown below.



Council	2015/16 contribution £	2016/17 contribution £	Change	
			£	%
Bridgend	6,483,332	6,534,062	50,730	0.78%
The Vale Of Glamorgan	5,854,257	5,891,145	36,888	0.63%
Rhondda Cynon Taf	10,731,779	10,776,615	44,836	0.42%
Merthyr Tydfil	2,725,371	2,744,776	19,405	0.71%
Caerphilly	8,225,773	8,269,186	43,413	0.53%
Blaenau Gwent	3,161,824	3,167,249	5,425	0.17%
Torfaen	4,183,024	4,203,079	20,055	0.48%
Monmouthshire	4,188,355	4,204,358	16,003	0.38%
Newport	6,817,141	6,884,166	67,025	0.98%
Cardiff	16,507,721	16,756,439	248,718	1.51%
<b>Total</b>	<b>68,878,577</b>	<b>69,431,075</b>	<b>552,498</b>	<b>0.80%</b>

6.3 As stated earlier, the variation in the percentage change at the constituent Authority level is entirely caused by the changing population data, data which is also used to determine the level of funding provided to councils in the Welsh Government settlement. The Fire & Rescue Authority cannot influence or change the population basis of the distribution.

## 7. FINANCIAL IMPLICATIONS

7.1 These are fully identified in the body of the report.

## 8. EQUALITY RISK ASSESSMENT

8.1 The recommendations of this report will, if adopted, result in reduced revenue budgets in both cash and real terms for 2015/16 over the equivalent amounts for the current year. This will represent a continuous period of real terms reductions.

8.2 The Medium Term Financial Strategy which flows from the Improvement Plan and is the cornerstone in budget construction has been designed to ensure there is no reduction in the quality of front line service delivery and, hence, there will be no disproportionate impact on different categories of people.

## 9. RECOMMENDATIONS

9.1 That for the purposes of consultation and in compliance with the requirements of the Fire Combination Order, Members determine the

estimate of net expenses to be £69,431,075 for the financial year 2016/17.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Geraint Thomas Head of Finance & Procurement	<ul style="list-style-type: none"><li>• Medium Term Financial Strategy</li><li>• Local Government Revenue Settlements</li></ul>

### Appendix 1 – Revenue Budget 2016/17

Expenditure/Income Head	£
Direct Employee Costs	45,604,398
Indirect Employee Costs	8,162,962
Repair & maintenance	726,895
Lease costs - Occ Health unit	75,000
Grounds maintenance	49,460
Cleaning	385,528
Rates, Rent, Leases etc.	1,090,022
Water	43,400
Energy	667,380
Security	105,996
Telephones/Communications	1,534,457
Training	1,267,440
Seminars/Conferences	55,886
Furniture & equipment	54,271
Operational equipment	283,750
Other equipment	123,860
RTC (scrap vehicles)	50,000
Fitness/training equipment	70,000
Equipment repair & maintenance	168,700
Fire Ground consumables (foam)	20,000
I.C.T.	739,010
Clothing & Uniforms	360,212
Photocopying, printing and stationery	103,712
Postage & freight	18,000
Advertising (vacancies, etc.)	51,708
Licences	46,425
Literature /Books / subscriptions	163,282
Other supplies and services	65,810
Insurances	1,029,761
Fuel	559,635
Fleet	1,022,822
Contracted Services	736,575
Capital Costs and Leasing	4,812,482
Contingency	350,000
<b>Total Expenditure</b>	<b>70,598,839</b>
Income	-1,167,764
<b>Net Budget</b>	<b>69,431,075</b>



**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.iv  
14 DECEMBER 2015

## REPORT OF THE TREASURER

**TREASURY MANAGEMENT MID-TERM REVIEW REPORT 2015/16****SUMMARY**

The Treasury Management Mid-Term Review Report provides an update on the Authority's treasury activities for the period 1 April – 30 September 2015.

**RECOMMENDATION**

That the Fire & Rescue Authority note and approve the treasury management activities, the prudential indicators, changes to investment criteria and credit methodology contained in this report.

**1. BACKGROUND**

- 1.1 The Fire & Rescue Authority approved the Treasury Management Strategy Statement (TMSS) for 2015/16 on 9 March 2015. The TMSS sets out the reporting framework for monitoring performance and compliance of treasury management activities. Appendix 1 presents the detailed statutory and regulatory reporting requirements contained within the TMSS.
- 1.2 In accordance with the internal scrutiny protocol, the Finance, Audit & Performance Management Committee (FAPM) will receive this initial report in order to make a recommendation to Fire & Rescue Authority.

**2. ISSUE**

- 2.1 The Treasury Management Mid-Term Review Report is attached as Appendix 1 and has been prepared in consultation with Capita treasury management advisers.
- 2.2 Performance and information for the 6 months leading up to 30 September 2015 on agreed prudential and treasury management indicators are also set out in Appendix 1.
- 2.3 The TMSS sets out detailed information in relation to risks associated with treasury management activity, mitigating actions and acknowledgement that the risk cannot be entirely eliminated. The TMSS and the procedures within are intended to limit the Authority's exposure to unforeseen and unbudgeted financial consequences and to ensure that treasury management activity has been conducted in accordance with the agreed strategy to ensure compliance.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of treasury activities have been factored into the Authority's budgeting processes and reporting cycles. The Medium Term Financial Strategy (MTFS) will be revised to reflect forecast changes in future interest rates along with other factors.

### 4. LEGAL IMPLICATIONS

- 4.1 The Authority is required to comply with the requirements of the Local Government Act 2003 and to have regard to both the Welsh Government (WG) guidance and the CIPFA Code when determining its treasury management policy and strategies.

### 5. EQUALITY RISK ASSESSMENT

- 5.1 There are no equality implications resulting directly from this report.

### 6 RECOMMENDATION

- 6.1 That the Fire & Rescue Authority note and approve the treasury management activities, the prudential indicators, changes to investment criteria and credit methodology contained in this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Geraint Thomas Head of Finance & Procurement	TMSS 15/16 TM Outturn Report 14/15 Revenue/Capital Monitoring Reports Capita service information

## APPENDIX 1

### 1. Background

The Authority operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

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

Treasury management can be defined as:

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

### 2. Introduction

The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2011) was adopted by this Authority on 26 March 2012.

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Authority's treasury management activities.
2. Creation and maintenance of Treasury Management Practices (TMPs) which set out the manner in which the Authority will seek to achieve those policies and objectives.
3. Fire Authority receipt of an annual Treasury Management Strategy Statement (TMSS) - including the Annual Investment Strategy (AIS) and Minimum Revenue Provision (MRP) Policy - for the year ahead (reported 16 March 2015), a **Mid-year Review Report** (this report) and an Annual Review Report (stewardship report) covering activities during the previous year.

4. Delegation by the Authority of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Authority of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Authority the delegated body is Finance, Audit & Performance Management (FAPM) committee who received this report on 23 November 2015.

This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the first part of the 2015/16 financial year;
- A review of the TMSS and AIS;
- The Authority's capital expenditure (prudential indicators);
- A review of the Authority's investment portfolio for 2015/16;
- A review of the Authority's borrowing strategy for 2015/16;
- A review of any debt rescheduling undertaken during 2015/16;
- A review of compliance with Treasury and Prudential Limits for 2015/16.

The following represent the key Changes to the Treasury and Capital Strategies since the strategy was agreed;

### **Changes in credit rating methodology**

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. Commencing in 2015, in response to the evolving regulatory regime, all three agencies have begun removing these "uplifts" with the timing of the process determined by regulatory progress at the national level. The process has been part of a wider reassessment of methodologies by each of the rating agencies. In addition to the removal of implied support, new methodologies are now taking into account additional factors, such as regulatory capital levels. In some cases, these factors have "netted" each other off, to leave underlying ratings either unchanged or little changed. A consequence of these new methodologies is that they have also lowered the importance of the (Fitch) Support and Viability ratings and have seen the (Moody's) Financial Strength rating withdrawn by the agency.

In keeping with the agencies' new methodologies, the credit element of our own credit assessment process now focuses solely on the Short and Long Term ratings of an institution. While this is the same process that has always been used by Standard & Poor's, this has been a change to the use of Fitch and Moody's ratings. It is important to stress that the other key elements to our process, namely the assessment of Rating Watch and Outlook information as well as the Credit Default Swap (CDS) overlay have not been changed.



The evolving regulatory environment, in tandem with the rating agencies' new methodologies also means that sovereign ratings are now of lesser importance in the assessment process. Where through the crisis, clients typically assigned the highest sovereign rating to their criteria the new regulatory environment is attempting to break the link between sovereign support and domestic financial institutions. While this Authority understands the changes that have taken place, it will continue to specify a minimum sovereign rating of AA+. This is in relation to the fact that the underlying domestic and where appropriate, international, economic and wider political and social background will still have an influence on the ratings of a financial institution.

It is important to stress that these rating agency changes do not reflect any changes in the underlying status or credit quality of the institution, merely a reassessment of their methodologies in light of enacted and future expected changes to the regulatory environment in which financial institutions operate. While some banks have received lower credit ratings as a result of these changes, this does not mean that they are suddenly less credit worthy than they were formerly. Rather, in the majority of cases, this mainly reflects the fact that implied sovereign government support has effectively been withdrawn from banks. They are now expected to have sufficiently strong balance sheets to be able to withstand foreseeable adverse financial circumstances without government support. In fact, in many cases, the balance sheets of banks are now much more robust than they were before the 2008 financial crisis when they had higher ratings than now. However, this is not universally applicable, leaving some entities with modestly lower ratings than they had through much of the "support" phase of the financial crisis.

## **Recommendations**

The FAPM Committee is asked to recommend the following to the full Authority:

- Note the report, the treasury activity and recommend approval of any changes to the prudential indicators.
- Recommend approval of any changes to the investment criteria to full Authority.
- Recommend approval of the changes to the credit methodology whereby viability, financial strength and support ratings will not be considered as key criteria in the choice of creditworthy investment counterparties.

### **3. Economic update**

#### **3.1 Economic Performance to date and outlook**

##### **UK**

UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 rate was also the strongest UK rate since 2006 and the 2015 rate is likely to be a leading rate in the G7 again, possibly being equal to that of the US. Growth is expected to weaken in quarter 3 as the economy faces headwinds for exporters from the appreciation of Sterling against the Euro and weak growth in the EU, China and emerging markets, plus the dampening effect of the Government's continuing austerity programme, although the pace of reductions was eased in the May Budget. Despite these headwinds, the Bank of England August Inflation Report had included a forecast for growth to remain around 2.4 – 2.8% over the next three years, driven mainly by strong consumer demand as the squeeze on disposable incomes has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to around zero over the last quarter. Investment expenditure is also expected to support growth. However, since the report was issued, the Purchasing Manager's Index, (PMI), for services on 5 October would indicate a further decline in the growth rate to only +0.3% in Q4, which would be the lowest rate since the end of 2012. In addition, worldwide economic statistics and UK consumer and business confidence have weakened so it would therefore not be a surprise if the next Inflation Report in November were to cut those forecasts in August.

The August Bank of England Inflation Report forecast was notably subdued in respect of inflation which was forecast to barely get back up to the 2% target within the 2-3 year time horizon. However, with the price of oil taking a fresh downward direction and Iran expected to soon rejoin the world oil market after the lifting of sanctions, there could be several more months of low inflation still to come, especially as world commodity prices have generally been depressed by the Chinese economic downturn.

There are therefore considerable risks around whether inflation will rise in the near future as strongly as had previously been expected. This will make it more difficult for the central banks of both the US and the UK to increase rates, especially given the recent major concerns around the slowdown in Chinese growth, the knock on effect on earnings of emerging economies (countries) from falling oil and commodity prices, and the volatility we have seen in equity and bond markets, which could potentially impact real economies rather than just financial markets.

##### **USA**

The US economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015. While there had been confident expectations during the summer that the Federal Reserve

(Fed) could start increasing rates at its meeting on 17 September, or if not by the end of 2015, the recent downbeat news about Chinese and Japanese growth and the knock on impact on emerging countries that are major suppliers of commodities, was cited as the main reason for the Fed's decision to pull back from making that start. The nonfarm payrolls figures for September and revised August, issued on 2 October, were disappointingly weak and confirmed concerns that US growth is likely to weaken. This has pushed back expectations of a first rate increase from 2015 into 2016.

## EZ

In the Eurozone (EZ), the European Central Bank (ECB) unleashed a massive €1.1 trillion programme of quantitative easing (QE) in January 2015 to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it is intended to run initially to September 2016. This already appears to have had a positive effect in helping a recovery in consumer and business confidence and a start to a significant improvement in economic growth. GDP growth rose to 0.5% in quarter 1 2015 but came in at +0.4% in quarter 2 and looks as if it may maintain this pace in quarter 3. However, the recent downbeat Chinese and Japanese news has raised questions as to whether the ECB will need to boost its QE programme if it is to succeed in significantly improving growth in the EZ and getting inflation up from the current level of around zero to its target of 2%.

### 3.2 Interest rate forecasts

The Authority's treasury advisor, Capita Asset Services, has provided the following forecast:

	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18
Bank rate	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.50%	1.50%	1.75%	1.75%
5yr PWLB rate	2.40%	2.50%	2.60%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%
10yr PWLB rate	3.00%	3.20%	3.30%	3.40%	3.50%	3.70%	3.80%	3.90%	4.00%	4.10%	4.20%
25yr PWLB rate	3.60%	3.80%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%
50yr PWLB rate	3.60%	3.80%	3.90%	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.60%

Capita Asset Services undertook its last review of interest rate forecasts on 11 August shortly after the quarterly Bank of England Inflation Report. This latest forecast includes a first increase in Bank Rate in quarter 2 of 2016.

The overall trend in the longer term will be for gilt yields and PWLB rates to rise when economic recovery is firmly established and accompanied by rising inflation and consequent increases in Bank Rate and the eventual unwinding of QE. Increasing investor confidence in eventual world economic recovery is also likely to

compound this effect as recovery will encourage investors to switch from bonds to equities.

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

- Geopolitical risks in Eastern Europe, the Middle East and Asia, increasing safe haven flows.
- UK economic growth turns significantly weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners i.e. EU, US and China.
- A resurgence of the Eurozone sovereign debt crisis.
- Recapitalisation of European banks requiring more government financial support.
- Emerging country economies, currencies and corporate destabilised by falling commodity prices and / or the start of Fed. rate increases, causing a flight to safe havens

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates:

- Uncertainty around the risk of a UK exit from the EU.
- The ECB severely disappointing financial markets with a programme of asset purchases which proves insufficient to significantly stimulate growth in the EZ.
- The commencement by the US Federal Reserve of increases in the Fed. funds rate causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

#### **4. Treasury Management Strategy Statement and Annual Investment Strategy update**

The TMSS for 2015/16 was approved by this Authority on 16 March 2015 and there are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved through monitoring reports.

#### **5. The Authority's Capital Position (Prudential Indicators)**

This part of the report is structured to update:

- The Authority's capital expenditure plans;

- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

### 5.1 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at budget setting i.e. 15 December 2014.

£000's	2015/16 Original Budget	Current Position	2015/16 Outturn Forecast
<b>Capital Expenditure</b>	8,740	2,300	6,450

As per capital monitoring process the variance between the original budget and forecast outturn position is largely attributable to the strategic property review. The original budget contains estimated acquisition costs that have not yet materialised in addition to a realignment of schemes for property investment with risk profiles.

### 5.2 Changes to the Financing of the Capital Programme

The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the unsupported elements and the expected financing arrangements. Borrowing increases the underlying indebtedness of the Authority by way of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (MRP). This borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Expenditure £000's	2015/16 Original Estimate £m	Current Position £m	2015/16 Revised Estimate £m
<b>Total capital expenditure</b>	<b>8,740</b>	<b>2,300</b>	<b>6,450</b>
Financed by:			
Capital receipts	1,900	0	2,481
Capital grants	0	0	0
Capital reserves	0	0	0
Revenue	200	156	239
<b>Total financing</b>	<b>2,100</b>	<b>156</b>	<b>2,720</b>
<b>Borrowing requirement</b>	<b>6,640</b>	<b>2,144</b>	<b>3,730</b>

The original estimated capital receipt of £1.9 million relates to the sale of Lanelay Hall. The sale was not been completed as the 'preferred bidder' withdrew interest in the site since the writing of the TMSS. This has since been re-marketed, a preferred bidder identified and the sale process is currently being progressed, pending planning permission. The sale is anticipated to take place this year and a remaining balance of £600k is receivable 12 months after the completion date.

### 5.3 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR) External Debt and the Operational Boundary

The table below shows the CFR, which represents the underlying need to borrow for capital purposes. It also shows the expected debt position over the period, which is termed the Operational Boundary.

#### Prudential Indicator – Capital Financing Requirement

Due to variations in the capital programme the estimated level of CFR at £50.7 million will not materialise. The revised position of £47million is detailed in the following tables.

#### Prudential Indicator – the Operational Boundary for external debt

The original estimates have proved sufficient and that the current position can be contained within the operational boundary set for the year and to this end, there is no requirement to revise the indicators at this stage.

£000's	2015/16 Original Estimate	Current Position	2015/16 Revised Estimate
<b>Prudential Indicator – Capital Financing Requirement</b>			
CFR	50,710	46,164	47,027
<b>Net movement in CFR</b>	<b>3,644</b>		<b>-3,683</b>
<b>Prudential Indicator – the Operational Boundary for external debt</b>			
Borrowing	50,000	40,001	50,000
Other long term liabilities*	10,000	5,537	10,000
<b>Total debt (year end position)</b>	<b>60,000</b>	<b>45,538</b>	<b>60,000</b>

\* On balance sheet PFI schemes and finance leases.

### 5.4 Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for

a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2015/16 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Authority has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.

As detailed in the below table, gross borrowing will temporarily exceed CFR by approximately £641k as a result of borrowing potential in the last quarter of the financial year. The level of borrowing will be determined by capital expenditure and the retirement profile of operational staff, although it will remain within the operational and authorised borrowing limits.

£000's	2015/16 Original Estimate	Current Position	2015/16 Revised Estimate
Borrowing	39,456	40,001	42,131
Other long term liabilities*	5,990	5,537	5,537
<b>Total debt</b>	<b>45,446</b>	<b>45,538</b>	<b>47,668</b>
<b>CFR* (year end position)</b>	<b>50,710</b>	<b>46,164</b>	<b>47,027</b>

*\*Includes on balance sheet PFI schemes and finance leases.*

*Note: All figures are as at year 31<sup>st</sup> March*

The Treasurer reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.

A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. As the current position falls within the parameters of both Operational and Authorised limits, changes to these limits are not required.

Authorised limit for external debt	2015/16 Original Indicator	Current Position	2015/16 Revised Indicator
Borrowing	52,000	40,001	52,000
Other long term liabilities*	10,000	5,537	10,000
<b>Total</b>	<b>62,000</b>	<b>45,538</b>	<b>62,000</b>

*\*Includes on balance sheet PFI schemes and finance leases etc.*

## 6. Investment Portfolio 2015/16

In accordance with the Code, it is the Authority's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Authority's risk appetite. As set out in Section 3, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.5% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment, investment returns are likely to remain low.

The Authority holds a total balance of £7,037,629 in call and deposit accounts as at 30 September 2015 (£12,884,226 at 31 March 2015) and the investment portfolio yield for the first six months of the year is 0.7% against a 7 day benchmark rate of 0.36%. The 7 day rate is comparative as we have instant access to our money.

### Investment performance for half year to 30th September 2015

Benchmark	Benchmark Return	Authority Performance	Counter Party	Investment Interest Earned £
7 day	0.36%	0.70%	Barclays	29,619
7 day	0.36%	0.25%	Natwest	4,544

The Treasurer confirms that the approved limits within the AIS were not breached during the first six months of 2015/16.

The Authority's budgeted investment return for 2015/16 is £80,400 with the profiled budget indicating an estimated level of £40,200 at 30<sup>th</sup> September. There has been an underachievement on this by £6k as returns received to date total £34,163. The average book rate is 0.70% with the majority of balances held with Barclays (as above), the highest earning account. This reduction is the result of a rate decrease with our major banking provider i.e. Barclays, from 0.80 – 0.70% commencing the beginning of the financial year and after the budget had been set and is in addition to reducing cash balances

The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function. Due to a slight change in sovereign ratings a revised list of approved countries for investments (based on lowest available rating) are as follows;



## AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Norway
- Singapore
- Sweden
- Switzerland

## AA+

- Finland
- Hong Kong
- Netherlands
- U.K.
- U.S.A.

## AA

- Abu Dhabi (UAE)
- Qatar

## AA-

- Belgium
- France (was AA)
- Saudi Arabia

## 7. **Borrowing**

The Authority's estimated CFR for 2015/16 is £47 million (as above). If the CFR is positive the Authority may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions.

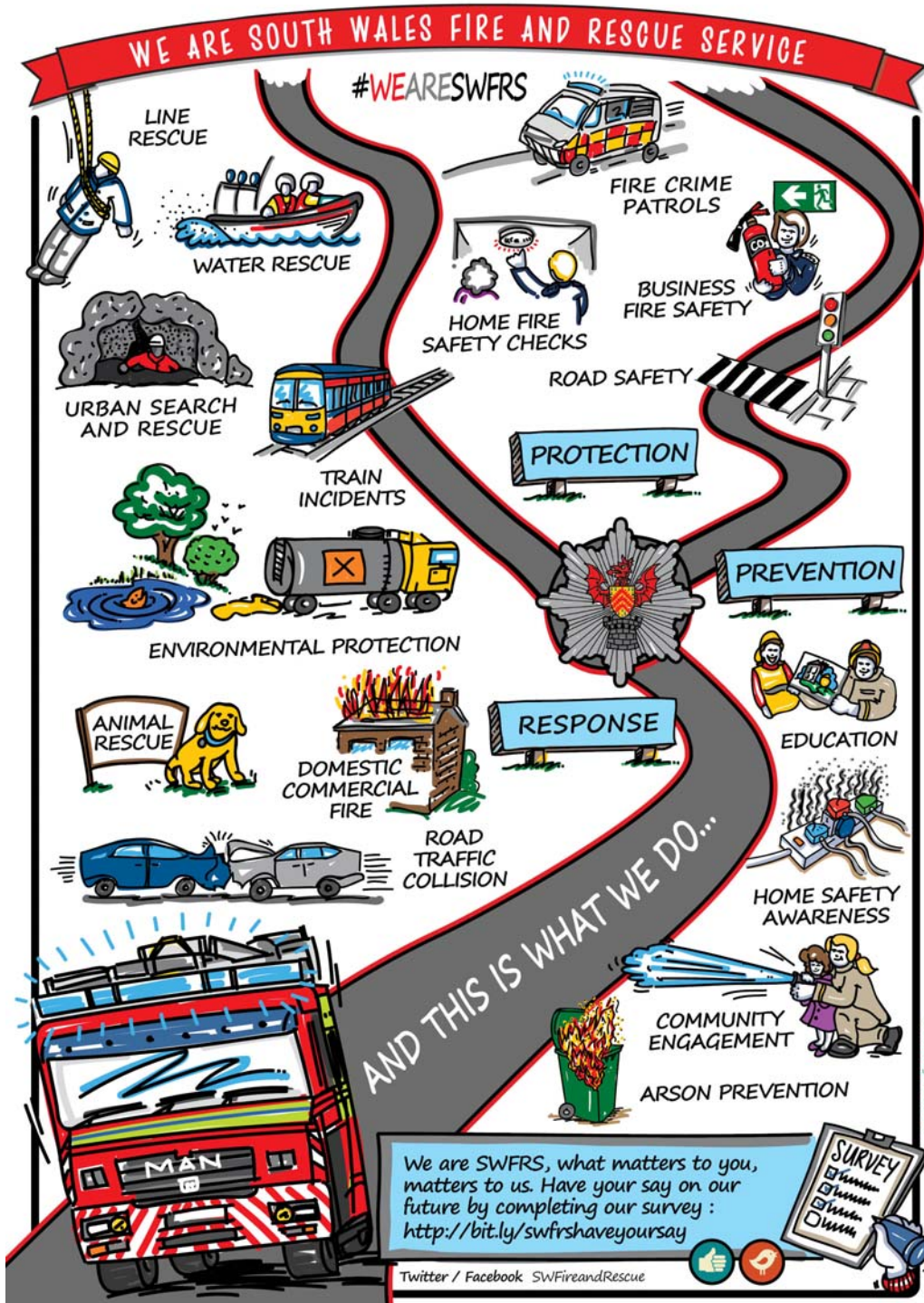
Table 5.4 shows the Authority currently has gross borrowing of £45.5m and has utilised £2.3m of cash flow funds in lieu of borrowing to date. This is a prudent and cost effective approach in the current economic climate although it is anticipated that external borrowing will be undertaken towards the end of the financial year with the PWLB, in addition to the acceptance of 2 interest free loans provided by Welsh Government and an intergovernmental agency to support specific capital schemes.

## 8. **Debt Rescheduling**

No debt rescheduling was undertaken during the first six months of this financial year.



# We are South Wales Fire and Rescue Service Community Engagement Campaign Feedback Report



## Background

Between April and July 2015, South Wales Fire and Rescue Service ran the “*We are South Wales Fire and Rescue Service*” campaign to provide our communities with information on the diverse range of services we provide. We also ran a “*What Matters To You*” survey asking you key questions about our services to help us shape how we deliver them in the future.

Your contributions have been excellent; we received over 1400 responses to the survey, which provided us with rich information. This will help us build a better understanding of the things that matter to you. We would like to offer a sincere thank you for your support and help with this; it was our first Public Engagement campaign and survey, and a process we intend to run on an annual basis.

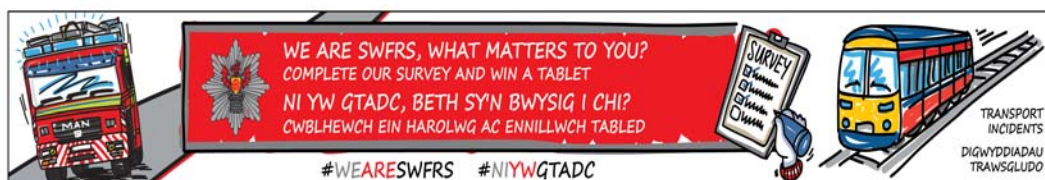
We hold community engagement as a high priority for the Service and for the past two years, this has been an Improvement Objective for us. Furthermore, the information you have provided us through such engagement activities feeds into our strategic planning. This allows our senior management team to see the comments and views of our communities and act on them when planning for the future.

We have not only learned from the information provided in your answers to the survey; we have also learned a lot on how to improve the surveys themselves. The experience will hopefully make future surveys and engagement events with you more fruitful.

The aim of section one of the survey was to learn about your experiences of using our services. Section two concentrated on fire safety in the home, while section three sought to get your views on how you viewed certain services in terms of importance, and how these services could be provided in the future.

Once again, please accept our sincere gratitude for your contribution in helping us shape the service we deliver now and in the future.

We are no longer just a life saving organisation; we are also a life changing organisation.



## Section 1 - Your experience of our services

### **Question 1 - Have you ever called South Wales Fire and Rescue Service for any of the following reasons?**

We provided a number of options for this question to determine the reason why you would have called on our services.

- I have never called South Wales Fire and Rescue Service
- Domestic or commercial fire
- Outdoor fire e.g. grass fire, refuse fire
- Vehicle fire
- Road Traffic Collision
- Flooding/water rescue
- Animal rescue
- Lift rescue
- Home Fire Safety Service
- Youth Services
- Other (please specify)



Pleasing for us was that 64% of respondents have never called on our services; 16% of you called on us for outdoor fires and 10% for building fires. Some of the other reasons for calling us were chimney fires and controlled burning. This is when someone is burning rubbish but they have informed us that they are doing so. This means if we get a telephone call from a member of the public for a fire at that address, we would know that it is being supervised and under control.

### **Question 2 - How did you find your experience of using our services? We gave you five main categories;**

- Professionalism of our staff
- Speed of our response
- Resolution of the issue
- Advice given by our staff

We asked you to rate each category from very good, good, average, poor and very poor. Another pleasing result for us was that between 68%- 80% of your experiences were rated as very good for all four categories. More importantly for us was the 3-4% that stated their experience was either poor or very poor; we will explore this further to determine why this was the case and aim to improve.

### **Question 3 - What could we have done better?**

We received 118 responses to this particular question and 65% of you said nothing and offered praise; 6% of you made comments on response times and safety advice. We endeavour to respond to emergency incidents as swiftly as possible and pride ourselves on an excellent response record In

2014/15 67% of our incidents were attended in under 10 minutes, 91% in under 15 minutes with 9% of incidents taking in excess of 15 minutes. With regard to providing fire safety advice, this is a statutory duty for the Fire and Rescue Service and we provide advice on home safety, road safety and business fire safety to name but a few. This particular response from you highlights that we need to explore other methods of providing advice, via our internet, social media or other means, and we would welcome your views on how best we can provide such advice.

**Question 4 - Have you ever seen or heard one of our campaigns? Please tick all that apply to you.**

- I have never heard seen or heard a campaign
- Radio advert
- Newspaper/magazine
- Internet
- Public event
- Station event
- Social media (Facebook, Twitter)
- Other

The purpose of this question was to understand the best way of reaching our communities with education and advice on key messages. With 1292 people responding to this question, over a quarter of you (358) stated that you had never seen or heard any of our campaigns; this was quite alarming for us. 446 responded to say they had seen a campaign through social media, 356 through station events and 348 through public events. It is our intention to learn from this and identify the best communication channels to use for different messages. Even more concerning for us was the response to question five below.

**Question 5 - Did you learn anything or change anything as a consequence of the advertising campaign?**

Of the 839 that answered this question, over half of you (51%) said no. Although this looks disappointing at first glance, this may be because you were already aware of the message we were trying to get across. We will therefore monitor all future campaigns to confirm that our messages are reaching their intended audience.

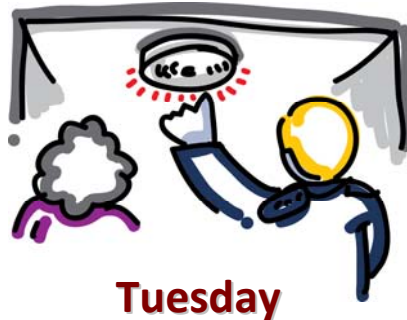
## Section 2 – Fire Safety in your Home

**Question 6 – How many smoke alarms do you have in your home?**

With hindsight, this question should have read ‘how many *working* smoke alarms do you have in your house?’ As indicated in the introduction, we have learned so much about wording and writing questions for surveys. Of the 1217 responses to this question, 54% have two, 25% have three or more, 17% one and 3% none. The 3% is a priority for us; we apply a risk based approach to home fire safety checks with a view of reaching the most at risk as a priority.

### **Question 7 - How often are they tested?**

Of the 1160 people who responded, over 75% test their smoke alarms outside of the recommended weekly frequency. We advise to test your smoke detectors every week and our punch line is “**Test it Tuesday**”. We will continue to campaign this message as we cannot stress enough the importance of having a working smoke detector, and the only way you know it’s working is by testing it regularly, at a minimum weekly. Just remember, “**Test it Tuesday**”.



### **Question 8 – Have you ever had a home fire safety check from South Wales Fire and Rescue Service?**

Over 70% of the 1201 responses confirm they have not received a home fire safety check. This may be because the people responding are not deemed to be the most at risk within our community. What is important is that we use a variety of information that enables us to identify the most vulnerable. By sharing information with other agencies, such as health, social care, police, etc, we will be able to target our efforts according to need. If you know someone who you feel is a vulnerable person and has not received a home fire safety check or does not have a smoke alarm fitted, please contact us on 0800 169 1234.

### **Question 9 – In the past 3 years, have you ever had an unintended fire in the house and we were not called?**

Thankfully over 90% of the 1200 respondents said no, however there were a few of you who had experienced an unintended fire in your house. We use historical data to help us determine the most vulnerable and those who have had a fire are more likely to have another and would therefore be at higher risk—When someone has a fire and it is not reported, we miss this information and are unaware, therefore not having a true understanding of those most at risk. We ask that you make every effort to inform us, even if you think the risk is low. We will carry out a home fire safety check, give you advice on preventing fires and what to do in the event of a fire. We will also fit smoke alarms to your home, all free of charge. Our ethos is prevention is better than cure and we need your help in achieving our aim, which is to reduce fire, fire deaths and injuries.

## Section 3 – Our Service

**Question 10 – For each service, please tick if you think we should provide it and if so, how you rate its importance?**

- Community engagement and campaigns
- School/youth engagement
- Lift rescues
- Animal rescues
- Water/flood rescues
- Confined space rescues
- Chemical incidents
- Cliff rescue
- Rope rescue
- Emergency assistance for morbidly obese patients



We gave you three criteria for this question; whether you felt the service was of high, medium or low importance. From the 1137 responses, 80% of you stated you felt that we should be providing all of these services. In terms of the level of importance you held Chemical incidents, water/flood incidents and confined space rescues as the highest priority.

**Question 11 – Do you think we should charge for some of our services?**

Out of the 1144 responses to this question, over 65% of you said yes. This is not something we are considering at the moment; however, as Public Service budgets are constantly being squeezed, we have to explore opportunities to identify potential areas for efficiencies.

**Question 12 – Please tick the services you think we should charge for.**

Of the 752 responses to this question, 74% of you stated ‘emergency assistance for morbidly obese patients’. It was interesting to note that a later question asked, “*to what extent do you support us responding to medical emergencies to offer support to the ambulance service*”, where 70% of you completely supported this. South Wales Fire and Rescue Service regularly support the Welsh Ambulance Service Trust, where members of the community require urgent transportation to hospital, whether that is extricating casualties from road traffic collisions or machinery or assisting with the morbidly obese patients.

With regards to assistance for morbidly obese patients, these individuals require swift transportation to hospital due to their condition. A fire crew has five crew members who have been trained and have the necessary equipment to work with our ambulance colleagues to manoeuvre such patients from their home into the ambulance comfortably and safely. This is very much a ‘many hands make light work’ approach that works well and, as a rescue service, we intend to continue supporting our ambulance colleagues.

54% of you felt that we should charge for animal rescues. Similar to the above example, this is something South Wales Fire and Rescue Service have responded to for many years, training and equipping our crews to undertake such incidents. Our view on this is that if we don’t do it then who will? As public services are being cut, we feel there are certain things our communities should be sure of and rely on; one of these is services is any form of rescue, whether that is human or animal. Who else would extricate your cat, dog or horse from an entrapment, who has the skills knowledge



and equipment? We are the Fire and **Rescue** Service and it is our intention to continue providing these services.

Charging for public services is an emotive issue and our belief is that it doesn't matter who delivers the service as long as it is delivered well. It will have the same financial impact on the public purse, i.e. the Welsh pound, whether that is the Fire and Rescue Service or another service. We feel our specific skill set allows us to carry out these rescues safely and reliably, both for the public and for our crews.

**Question 13 - To what extent do you support us responding to medical emergencies to offer support to the ambulance service?**

As stated in the answer above, 70% of you completely support this, 18% had some support and only 6% were completely opposed to this. We are currently exploring opportunities to work closer with our ambulance colleagues and are about to commence a pilot project to establish if the Fire and Rescue Service can make a difference by diversifying our role within the community. We have a clear stance on this; the professionals are the paramedics, our involvement will be initial scene assessment and emergency medical care if we are in attendance before our ambulance colleagues. Once in attendance the paramedics will take control and provide the necessary medical care and transportation to hospital.

Our vision is to make South Wales safer by reducing risk and we feel we can do more; this is one opportunity we are exploring.

**Question 14 – Are there any services that we do not currently deliver that you would like to see supported by South Wales Fire and Rescue Service?**

We received 286 responses to this question; just under 70% of you did not feel there was anything else we could do and gave praise for the work we currently do.

A number of you suggested community safety; we appreciate your comments as this is very much our primary work and has been for the past 10 years or more. Our preventative work focuses on community safety, education, prevention and protection. We work with key partners to provide you with information on home safety and how to keep you safe in your home. We carry out home fire safety checks and fit smoke alarms. We work with schools, young children and youths to raise awareness of the risks associated with fire and in particular deliberate fires that remain a key focus for us.

We pride ourselves on the great community safety work we have done and as a result we have seen significant reductions in fires over the past 10 years. Total fires attended have reduced by 60% underpinned by a reduction in deliberate fires of 67% and accidental fires by 20%.

We intend to maintain our engagement and consultation activities with you as we strive to provide a sustainable, value for money service that you, the communities of South Wales, can be proud of. We are sincerely grateful for your continued support in helping us shape future services and we will be asking you what, why, how, when and who in our next survey early in 2016.

## Delivering More Efficient Services

South Wales Fire and Rescue Authority (SWFRA) get a positive annual improvement report from the Wales Audit Office (WAO), in meeting their statutory continuous improvement duties, whilst securing efficiency savings.

The report found the SWFRA have made a number of changes whilst maintaining an effective service to the communities in South Wales throughout this period with an increased emphasis on prevention work.

A summary of the report gave SWFRA a clean bill of health in the following areas:

- Audit of accounts;
- Improvement planning and reporting;
- Financial planning;
- Use of resources;
- Reliability and use of performance information; and
- Working positively to improve Welsh language services.

Chairman of the South Wales Fire and Rescue Authority, Councillor Tudor Davies said *“this report clearly highlights that we take our statutory duties very seriously, we believe in constantly challenging ourselves to improve the services we provide to our communities”*.

In response to the report statement; *“the Authority has a good track record of effective budgetary control and securing arrangements to operate within its financial constraints”* Chief Fire Officer Huw Jakeway said *“this past year has been very demanding for the Service, we have made very difficult decisions, all of which have been based on performance information, incident data, robust financial planning and with a focus on delivering sustainable Service provision to the communities of South Wales over the long-term”*.

This is an encouraging report during a time of unprecedented austerity, increased public and political expectation on public services, Chief Officer Jakeway went on to say *“whilst we welcome the heartening findings of this report, we will not become complacent, we are on a journey to continually improve and shape future services in line with the changing needs of the communities we serve”*.

**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 6.vi  
14 DECEMBER 2015

## REPORT OF THE DEPUTY CHIEF OFFICER

**SECURITY PROVISION UPGRADE AT HEADQUARTERS****SUMMARY**

This report seeks approval to proceed with the proposals outlined in the report which focuses on enhancing and improving our existing security provision at Headquarters.

**RECOMMENDATION**

That Members approve the virement of funds to allow for the completion of Phase 1 improvements for this financial year.

That Members consider the proposals suggested in Phase 2 and if they consider fit, agree to the options being fully costed for further consideration in the coming financial year.

**1. BACKGROUND**

- 1.1 The South Wales Fire & Rescue Service Headquarters building was originally developed for a call centre user at a time when heightened security levels were not a consideration in the provision of site security. Subsequently our existing security installations offer low level protection which is not fit for purpose, and is not suitable for a emergency service user.
- 1.2 The UK threat level remains at severe, meaning an attack is highly likely, a status which is unlikely to change for the foreseeable future. The emergency services are a potential target for these attacks. Our current ability to detect and deter security issues is limited and although incidents at Headquarters have been limited we have been the victim of theft at Cardiff Gate. The proposals, therefore, seek to address the increased threat levels and general security at Headquarters.

**2. ISSUE**

- 2.1 To mitigate the risks to staff and property a significant investment is required to upgrade our existing security provision. The changing nature of intelligence concerning the threat levels is a dynamic situation and urgent action is, therefore, required. The proposal has been split into Phase 1 and Phase 2 works.

## 2.2 Phase 1 Works:

2.2.1 Perimeter Fencing: we currently have wire and post fencing which offers little protection and is easily breached. The proposal is to replace the existing perimeter fencing with metal palisade fencing. This has been costed as being in the region of £36,000.

2.2.2 CCTV: the current system has poor site coverage and low image quality. The proposal is to replace with an upgraded system which covers the site perimeter and utilises modern technology such as motion detection to remotely alert security staff to the risk. This has been costed as being in the region of £73,000.

2.2.3 Maintain a staffed presence in the security hut. This has been costed as being in the region of £30,000.

2.2.4 It is proposed that the Phase 1 works are completed in the 2015/16 financial year.

## 2.3 Phase 2 Works:

2.3.1 Access Control (Front Gate): The existing arrangement is not fit for purpose. The addition of a guard and security hut has improved our ability to screen visitors, carry out checks, and liaise with reception but further improvement is required. Members are asked to consider the following options:

Option A – An automated barrier replacement is required within the short term due to the age of the equipment. The proposal is to replace the existing barrier with an upgraded system. The cost is anticipated to be in the region of £8,000.

Option B – Relocate automated barrier further into the site and provide a lay-by for vehicles/visitors who require screening before being allowed to proceed. This prevents traffic backing up and provides security with more time to deal with the matter. Further investigation is required to cost the proposed design.

Option C – As detailed in B but enhance with security fencing erected around the area to contain any risks at the front gate. Further investigation is required to cost the proposed design.

2.3.2 Options B and C require the presence of a security guard on the gate on a permanent basis. It is proposed that any works related to automated barrier will be completed in the next financial year 2016/17, subject to approval.

### 3. FINANCIAL IMPLICATIONS

- 3.1 The existing systems are dated and inadequate for modern security provision. The costed proposals are as follows;
- 3.2 Phase 1 urgent upgrades to security: £111,000 for fencing and CCTV with an additional £30,000 per annum for the provision of a day time guard until the national security level is relaxed.

### 4. RECOMMENDATION

- 4.1 That Members approve the virement of funds to allow for the completion of Phase 1 improvements for this financial year.
- 4.2 That Members consider the proposals suggested in Phase 2 and if they consider fit, agree to the options being fully costed for further consideration in the coming financial year.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Nick Corrigan Property Strategy Manager	



AGENDA ITEM NO 7

**Reports for Information**





**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.i  
14 DECEMBER 2015

## REPORT OF THE DEPUTY CHIEF OFFICER

**REPORT ON PROGRESS OF ACHIEVEMENT OF IMPROVEMENT OBJECTIVES AND STRATEGIC OBJECTIVES AS AT QUARTER 2 2015/2016****SUMMARY**

This report will give assurance to the Members of the Fire & Rescue Authority and Senior Management within SWFRS on progress towards achievement of the Improvement Objectives and Strategic Objectives agreed for 2015/2016 as at the end of Quarter 2.

**RECOMMENDATION**

Members can have reasonable assurance that progress in quarter two indicates that the Improvement and Strategic Objectives for 2015/16 are likely to be achieved.

**1. BACKGROUND**

- 1.1 The Welsh Government requires us to set Improvement Objectives to address particular areas for improvement. These objectives are reviewed annually and actions within our service planning framework are aligned to the appropriate Improvement and Strategic Objective.
- 1.2 Quarterly updates are recorded by action owners onto the Service Planning Framework, and staff within the Engagement, Transformation and Performance (ETP) team monitors the information and extract reports accordingly.

**2. ISSUE**

- 2.1 The attached appendix contains details on progress being made on the Improvement and Strategic Objectives that the Service are working to.

**3. EQUALITY RISK ASSESSMENT**

- 3.1 It is the responsibility of the action owner to ensure that Equality Risk Assessments are carried out for their actions.

#### 4. RECOMMENDATION

- 4.1 Members can have reasonable assurance that progress in quarter one indicates that the Improvement and Strategic Objectives for 2015/16 are likely to be achieved.

<b>Contact Officer:</b> Sally Chapman Deputy Chief Officer	<b>Background Papers:</b> Appendix 1
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Improvement Objective 01	Supports	Lead Officer	Proposed Outcome
We will reduce the number of deliberate fires	SO 1	AT	Less deliberate fires
Progress Update	<p>Q1 &amp; 2 2015/16:</p> <ul style="list-style-type: none"> <li>• An early cut of the end of Q2 data suggests that the number of deliberate fires attended by the service was 3087 (this data is still subject to finalisation &amp; verification).</li> <li>• This represents an increase of 473 incidents on the same two quarters of 2014/15</li> <li>• The majority of the increase occurred in Q1 where the Service experienced a high number of deliberate grass fires as previously reported to Fire Authority</li> </ul>		
Risk Update	<p>1. weather in October is not controllable and can present a risk - work in relation to community payback to cut firebreaks ongoing</p> <p>2. future grant funding - outcome uncertain pending WG budget announcements</p>		
Proposed Future Actions	<ul style="list-style-type: none"> <li>• To support and deliver the Wales Arson Reduction Strategy (WARS3)</li> <li>• Incorporation of work into directorate, department and community risk reduction plans</li> <li>• Work with the Unitary Authorities through LSB's &amp; CSP's to reduce deliberate fire setting</li> <li>• Increase patrols and diversionary activity in high risk areas particularly where fly tipping has increased</li> </ul>		

Improvement Objective 02	Supports	Lead Officer	Proposed Outcome
We will identify opportunities to improve and ensure the future sustainability of the Service	SO 3	SC	<ol style="list-style-type: none"> <li>1. Project programme in place</li> <li>2. Projects resourced</li> <li>3. Projects delivered according to timelines and project outcomes</li> </ol>
Progress Update	<p>Q1 &amp; 2 2015/16:</p> <ul style="list-style-type: none"> <li>• SOF programme in place and first reviews progressing well with some nearing completion. Recommendations will be placed before Board and Senior Management Team in Q3.</li> <li>• Projects register in place and reported regularly to Senior Management Team</li> <li>• Special appliance review ongoing and due to report end of Q3 / early Q4</li> <li>• Resourcing remains a key challenge</li> <li>• Engagement work completed to assist in formulation of future business management system to inform decision making</li> </ul>		
Risk Update	<ol style="list-style-type: none"> <li>1. capacity, skills &amp; resources to undertake work</li> <li>2. competing demands for time and resources</li> <li>3. external influences can change direction or influence pace of change</li> </ol>		
Proposed Future Actions	<ul style="list-style-type: none"> <li>• Phase 2 Shaping Our Future projects identified</li> <li>• Integration of Shaping Our Future projects within project register once move out of Shaping Our Future programme for implementation within directorates</li> <li>• Identification of financial savings from projects to include within Medium Term Financial Plan</li> </ul>		

## Strategic Plan 2015-16 Report Card

Strategic Objective 01	Supports	Lead Officer	Proposed Outcome
Reduce Risk in Our Communities		AT	<ol style="list-style-type: none"> <li>1. fewer deliberate fires</li> <li>2. few accidental fires</li> <li>3. fewer deaths and injuries from fire</li> <li>4. fewer emergencies that we have to respond to</li> <li>5. Risk Reduction Strategy in place</li> </ol>
Progress Update	<p>Q.1 &amp; 2 2015/16 –</p> <ul style="list-style-type: none"> <li>• An early cut of the end of Q2 data suggests that the total number of emergencies attended by the service was 9854 (this data is still subject to finalisation &amp; verification).</li> <li>• This represents an increase of 364 incidents on the same two quarters of 2014/15</li> <li>• An early cut of the end of Q2 data suggests that the total number of fires attended by the service was 3991 (this data is still subject to finalisation &amp; verification).</li> <li>• This represents an increase of 454 incidents on the same two quarters of 2014/15</li> <li>• An early cut of the end of Q2 data suggests that the number of deliberate fires attended by the service was 3087 (this data is still subject to finalisation &amp; verification).</li> <li>• This represents an increase of 473 incidents on the same two quarters of 2014/15</li> <li>• An early cut of the end of Q2 data suggests that the number of accidental fires attended by the service was 902 (this data is still subject to finalisation &amp; verification).</li> <li>• This represents a reduction of 21 incidents on the same two quarters of 2014/15</li> <li>• An early cut of the end of Q2 data suggests that the number of fire deaths was 4 (this data is still subject to verification).</li> <li>• This represents a reduction of 1 death when compared to the same two quarters of 2014/15</li> <li>• An early cut of the end of Q2 data suggests that the number of fire injuries (serious &amp; slight) was 39 (this data is still subject to finalisation &amp; verification).</li> <li>• This represents an increase of 8 injuries when compared to the same two quarters of 2014/15</li> </ul>		

Risk Update	<ol style="list-style-type: none"><li>1. Societal changes - eg. Demographics; access to vulnerable groups; willingness to change behaviours;</li><li>2. budgetary / Capacity issues - having sufficient resources to deliver effective service against backdrop of austerity</li><li>3.</li></ol>
Proposed Future Actions	<ul style="list-style-type: none"><li>• Ensure 'Community Risk Management Plans' are focused on risk reduction activities that deliver clear outcomes and benefits to the public and local communities.</li><li>• Develop a targeted approach to Home Safety in the most vulnerable homes in South Wales, in partnership with other agencies.</li><li>• Ensure that all personnel are supported and able to deliver improvements to service delivery in a changing workplace.</li><li>• Risk identification: To utilise new technology to better inform the BFS department of risk in the built environment of South Wales</li><li>• To review the Risk Reduction Strategy</li></ul>
Notable or key Achievements, Improvements or Efficiencies	

Strategic Objective 02	Supports	Lead Officer	Proposed Outcome
Engage & Consult with Our Staff, Communities & Stakeholders to Jointly Shape our Future Service		SC	<ol style="list-style-type: none"> <li>1. engagement exercises complete;</li> <li>2. views received;</li> <li>3. views analysed and fed into decision making process;</li> <li>4. feedback given on what we did as a consequence of their engagement</li> <li>5. engagement strategy in place</li> </ol>
Progress Update	<p>Q1 &amp; 2 2015/16:</p> <ul style="list-style-type: none"> <li>• We are South Wales campaign compiled and undertaken by various means and feedback being analysed</li> <li>• Community engagement group established</li> </ul>		
Risk Update	<ol style="list-style-type: none"> <li>1. capacity &amp; resources to conduct engagement</li> <li>2. managing public &amp; stakeholder expectations</li> <li>3. willingness and capacity of individuals to engage - engagement fatigue</li> <li>4. inconsistent attendance at community engagement group could jeopardise effectiveness</li> </ol>		
Proposed Future Actions	<ul style="list-style-type: none"> <li>• Feedback on analysis of public views from we are south wales campaign + report to Fire &amp; Rescue Authority with recommendations as a consequence</li> <li>• Decisions by Senior Management Team on further information and public engagement they require to assist strategic decision making</li> <li>• incorporation of engagement work in directorate, department and community risk reduction plans</li> <li>• identification of softer skills required for public engagement work and suitable training for appropriate staff</li> </ul>		
Noteable or key Achievements, Improvements or Efficiencies			

Strategic Objective 03	Supports	Lead Officer	Proposed Outcome
Align our Resources to ensure they are fit for purpose and sustainable for the future		SC	1. People Plan in place 2. Asset Management Strategy in place 3. MTFP in place to deliver service requirements
Progress Update	Q1 & 2 2015/16: <ul style="list-style-type: none"> <li>• Shaping Our Future programme in place and first reviews progressing well with some nearing completion. Recommendations will be placed before Board and Senior Management Team in Q3.</li> <li>• Projects register in place and reported regularly to Senior Management Team</li> <li>• Special appliance review ongoing and due to report end of Q3 / early Q4</li> <li>• Resourcing remains a key challenge</li> <li>• Engagement work completed to assist in formulation of future business management system to inform decision making</li> <li>• Online sifting tool for recruitment purchased</li> <li>• Outreach workshops for underrepresented groups held</li> <li>• All Wales recruitment campaign for wholetime firefighter staff</li> <li>• Training Board established – 1<sup>st</sup> mtg in Q3</li> <li>• Shaping Our Future review of training and development ongoing – due to report to Board and Senior Management Team in Q3</li> <li>• Continue to monitor retirement profiles to assist in succession planning</li> </ul>		
Risk Update	<ol style="list-style-type: none"> <li>1. capacity, skills &amp; resources to undertake work</li> <li>2. competing demands for time and resources</li> <li>3. external influences can change direction or influence pace of change</li> <li>4. retirement profile</li> <li>5. downsizing of organisation &amp; motivation</li> <li>6. loss of skills and experience</li> <li>7. training burden increasing</li> </ol>		



<p>Proposed Future Actions</p>	<ul style="list-style-type: none"><li>• Phase 2 Shaping Our Future projects identified</li><li>• Integration of Shaping Our Future projects within project register once move out of Shaping Our Future programme for implementation within directorates</li><li>• Identification of financial savings from projects to include within Medium Term Financial Plan</li><li>• Explore collaborative work through the National Issues Committee</li></ul>
<p>Noteable or key Achievements, Improvements or Efficiencies</p>	

Strategic Objective 04	Supports	Lead Officer	Proposed Outcome
Make Use of Technological Advances to meet Service Improvement Requirements		RP	1. Key ICT systems in place 2. ICT resources & skills aligned to Service requirements 3. development timeline in place and linked to people plan and MTFP 4. ICT strategy in place
Progress Update	Q1 & 2 2015/16: <ul style="list-style-type: none"> <li>• Parallel runs for integrated HR and payroll data completed</li> <li>• CORE Portal for staff live</li> <li>• Procurement of assets for Virtual Desktop Project Completed</li> <li>• Contracts awarded for new command and control system</li> <li>• Continue to engage with Welsh Government on replacement Emergency Services network &amp; funding implications</li> </ul>		
Risk Update	<ol style="list-style-type: none"> <li>1. Capacity of ICT team to meet service requirements</li> <li>2. Maintenance of skills to meet service requirements</li> <li>3. managing user expectations</li> <li>4. future proofing</li> <li>5. collaboration - common platforms; timelines; common workflows etc.</li> <li>6. Funding implications of Airwave post 2015</li> <li>7. Funding implications of new Emergency Services Network</li> </ol>		
Proposed Future Actions	<ul style="list-style-type: none"> <li>• Go live with first phase of CORE HR in Q3</li> <li>• Preparatory work on expenses phase of CORE (phase 1B) commences Q4</li> <li>• incorporation of work in directorate, department and community risk reduction plans</li> <li>• roll out of virtual desktop infrastructure to stations in Q3 and HQ and training centre in Q4</li> <li>• additional temporary ICT staff due to commence Q3</li> </ul>		

Noteable or key Achievements, Improvements or Efficiencies	
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Strategic Objective 05	Supports	Lead Officer	Proposed Outcome
Explore Partnership & Collaborative Opportunities to Improve Outcomes		SC	<ol style="list-style-type: none"> <li>1. determine parameters for effective collaboration</li> <li>2. potential collaborations/partners identified</li> <li>3. potential outcomes identified</li> <li>4. evidence based management decision taken on potential collaboration</li> </ol>
Progress Update	<p>Q1 &amp; 2 2015/16:</p> <ul style="list-style-type: none"> <li>• Continued involvement in the National Issues Committee</li> <li>• Exploration through National Issues Committee of collaborative work with Mid &amp; West Wales Fire &amp; Rescue Service on Welsh Language and Occupational Health – currently in review stages</li> <li>• Preparatory work for Emergency medical Response pilot</li> <li>• Continue to be actively involved in both South Wales &amp; Gwent Local Resilience Forums</li> </ul>		
Risk Update	<ol style="list-style-type: none"> <li>1. capacity &amp; resources</li> <li>2. changing environment and risks</li> <li>3. willingness of partners - agendas &amp; resources changing</li> <li>4. time taken to deliver collaborations</li> </ol>		
Proposed Future Actions	<ul style="list-style-type: none"> <li>• Appointment of new National Issues Committee co-ordinator</li> </ul>		
Notable or key Achievements, Improvements or Efficiencies			

**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.ii  
14 DECEMBER 2015

## REPORT OF THE DEPUTY CHIEF OFFICER

**INDEPENDENT REMUNERATION PANEL FOR WALES' – DRAFT ANNUAL REPORT****SUMMARY**

This report brings to Members' attention the relevant sections of the Independent Remuneration Panel for Wales' Draft Annual Report that relate to Payments to Members of Welsh Fire & Rescue Authorities.

**RECOMMENDATION**

That Members note the extract of the Independent Remuneration Panel's Draft Annual Report, which provides details of payments to Members of Welsh Fire & Rescue Authorities at Appendix 1.

**1. BACKGROUND**

- 1.1 As Members will be aware, the Local Government (Wales) Measure 2011 gave powers to the Independent Remuneration Panel for Wales to determine and review the remuneration of Members of Local Authorities, National Park Authorities, Fire & Rescue Authorities and Town & Community Councils.
- 1.2 The Panel is also required to produce an Annual Report and consult on this prior to its issue. The Panel has now issued its draft report, and the relevant extract for Members is attached at Appendix 1 to this report.
- 1.3 Members will note that the proposals for Councillors' remuneration for Fire & Rescue Authorities recommend no increase for the 2016/17 municipal year.

**2. EQUALITY RISK ASSESSMENT**

- 2.1 There are no equality impacts arising directly as a result of the draft report as the report is intended to apply to all Elected Members equally regardless of protected characteristics. Additionally, the Independent Remuneration Panel will be responsible for undertaking their own equality risk assessment of the implications of their report prior to its publication in February 2016.

### 3. RECOMMENDATION

- 3.1 That Members note the extract of the Independent Remuneration Panel's Draft Annual Report, which provides details of payments to Members of Welsh Fire & Rescue Authorities at Appendix 1.

<b>Contact Officer:</b> Sally Chapman Deputy Chief Officer	<b>Background Papers:</b> Independent Remuneration Panel for Wales' Draft Annual Report
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## 7. Payments to members of Welsh fire and rescue authorities

- 7.1 Given the continuing reduction in public sector funding, the Panel has determined there shall be no increase from spring 2016 in the levels of salary for members of Welsh fire and rescue authorities.
- 7.2 Key points that continue to underpin the Panel's determinations for FRA member remuneration in 2016/17 are that:
- The chair has a leadership and influencing role in the authority, and a high level of accountability especially when controversial issues relating to the emergency service arise. In addition to fire authority meetings, all FRAs have committees that include in different combinations: audit, performance management, scrutiny, human resources, resource management as well as task and finish groups and disciplinary panels. As well as attending formal meetings of the authority and committees, members are encouraged to take on a community engagement role, including visiting fire stations.
  - There is a strong training ethos in FRAs. Members are expected to participate in training and development. Induction programmes are available as well as specialist training for appeals and disciplinary hearings.
  - Training sessions often follow on from authority meetings to make the training accessible.

### Basic and senior salaries

- 7.3 The Panel has previously determined that the remuneration of ordinary members of an FRA should be aligned to the basic salary of a member of a principal council and that the time commitment required is in the region of 20 days per year. This remains the basis of the Panel's determinations.
- 7.4 The Panel determined that the remuneration of an FRA chair should be aligned to that part of a Band 3 Level 1 senior salary that remunerates a committee chair of a principal council.
- 7.5 The Panel determined that the remuneration of an FRA deputy chair where there is significant and sustained senior responsibility will be aligned with the Band 5 senior salary.
- 7.6 The Panel has determined that up to two FRA committee chairs can be remunerated.

The Panel has therefore determined that:

**Determination 31: The basic salary for FRA ordinary members should be £1,700 (20/156 x £13,300).**

**Determination 32: A Fire & Rescue Authority senior salary can be paid to the chair, deputy chair, and up to two chairs of committees.**

**Determination 33: The senior salary of the chair of an FRA should be £10,400.**

**Determination 34: The senior salary of a deputy chair of an FRA, with significant and sustained senior responsibility, should be £5,400.**

**Determination 35: The senior salary of a chair of an FRA committee should be £5,400.**

**Determination 36: Members must not receive more than one FRA senior salary.**

**Determination 37: An FRA senior salary is paid inclusive of the FRA basic salary.**

**Determination 38: Members of a principal council in receipt of a Band 1 or Band 2 senior salary cannot receive a salary from any FRA to which they have been nominated.**

## **Reimbursement of travel, subsistence and care costs when on official business**

### **Reimbursement of mileage costs**

7.7 The Panel has decided there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at current HMRC rates which are:

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per passenger per mile	Passenger supplement
24p per mile	Motor cycles
20p per mile	Bicycles



- 7.8 Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.

### Reimbursement of other travel costs

- 7.9 All other claims for travel must only be reimbursed on production of receipts showing actual expense and are subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.
- 7.10 The Panel noted that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. This is not the case in those authorities where travel arrangements are made directly by the authority.

### Reimbursement of subsistence costs

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

- 7.11 These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.
- 7.12 All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.
- 7.13 There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on consecutive days. Where in such a case it is reasonable and cost effective to reimburse overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.
- 7.14 It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

**Reimbursement of costs of care**

- 7.15 All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursements shall only be made on production of receipts from the carer. (See Determination 8)
- 7.16 The reimbursement of costs of care allowance is intended to enable any person whose ability to participate as a member of an authority would be limited by their responsibilities as a carer. The Panel recognises that there is some sensitivity concerning the publication of this legitimate expense. However the Panel urges authorities to promote this allowance and encourage greater take-up of this support to facilitate increased engagement amongst authority members.
- 7.17 Such provision would be especially relevant to those individuals in sectors of the population that are currently under-represented in local government but who may become engaged when awareness of the support available for the costs of care becomes more widely known.

## 8. Payments to co-opted members of principal councils, national park authorities and fire & rescue authorities<sup>11</sup>

- 8.1 The Panel has determined that a daily/half daily fee is appropriate remuneration for the important role undertaken by co-opted members of authorities. The level of payments is equivalent to the current daily rates for chairs and members of the Welsh Government's Band 2 sponsored bodies. The Panel notes there has been no uplift in these payment levels across such bodies since 2010.
- 8.2 Principal councils, NPAs and FRAs can decide on the maximum number of days in any one year for which co-opted members may be paid.
- 8.3 The determinations are set out below:

**Determination 39: Principal councils, NPAs & FRAs must pay the following fees to co-opted members (Table 4) (who have voting rights).**

**Table 4:** Fees for co-opted members (with voting rights)

Chairs of standards, and audit committees	£256 (4 hours and over) £128 (up to 4 hours)
Ordinary members of standards committees who also chair standards committees for community and town councils	£226 daily fee (4 hours and over) £113 (up to 4 hours)
Ordinary members of standards committees; education scrutiny committee; crime and disorder scrutiny committee and audit committee	£198 (4 hours and over) £99 (up to 4 hours)

**Determination 40: Reasonable time for pre meeting preparation is eligible to be included in claims made by co-opted members the extent of which can be determined by the appropriate officer in advance of the meeting.**

**Determination 41: Travelling time to and from the place of the meeting can be included in the claims for payments made by co-opted members (up to the maximum of the daily rate).**

**Determination 42: The appropriate officer within the authority can determine in advance whether a meeting is programmed for a full day and the fee will be paid on the basis of this determination even if the meeting finishes before four hours has elapsed.**

<sup>11</sup> This section does not apply to co-opted members of community and town councils.

**Determination 43: Meetings eligible for the payment of fees include other committees and working groups (including task and finish groups), pre-meetings with officers, training and attendance at conferences or any other formal meeting to which co-opted members are requested to attend.**

## **Reimbursement of travel, subsistence and care costs when on official business**

### **Reimbursement of mileage costs**

8.4 The Panel has decided there will be no change to mileage rates which members are entitled to claim. All authorities may only reimburse travel costs for their members undertaking official business within and/or outside the authority's boundaries at current HMRC rates which are:

45p per mile	Up to 10,000 miles in a year by car
25p per mile	Over 10,000 miles in a year by car
5p per passenger per mile	Passenger supplement
24p per mile	Motor cycles
20p per mile	Bicycles

8.5 Authorities should pay mileage at the prescribed rates to a member who has been a passenger in a vehicle driven by someone else provided the authority is satisfied that a cost has been incurred by the member.

### **Reimbursement of other travel costs**

8.6 All other claims for travel must only be reimbursed on production of receipts showing actual expense, and are subject to any requirement or further limitation that an authority may determine. Members should always be mindful of choosing the most cost effective method of travel.

8.7 The Panel noted that in some instances members with disabilities have been reluctant to claim legitimate travel expenses because of an adverse response following the publication of their travel costs. This is not the case in those authorities where travel arrangements are made directly by the authority.

### **Reimbursement of subsistence costs**

£28 per day	Day allowance for meals, including breakfast, where not provided in the overnight charge
£200 per night	London
£95 per night	Elsewhere
£30 per night	Staying with friends and/or family

- 8.8 These rates are in line with Welsh Government rates. Recommended practice is that overnight accommodation should usually be reserved and paid for on behalf of members by the relevant authority, in which case an authority may set its own reasonable limits and the limits which apply when an individual member claims in arrears for overnight accommodation costs do not then apply.
- 8.9 All authorities must continue to reimburse subsistence expenses for their members up to the maximum rates set out above on the basis of receipted claims except for occasions when members stay with friends and/or family.
- 8.10 There may be instances where an authority has determined that travel costs within its boundaries are payable and require a journey to be repeated on consecutive days. Where in such a case it is reasonable and cost effective to reimburse overnight accommodation costs, instead of repeated daily mileage costs, then it is permissible to do so.
- 8.11 It is not necessary to allocate the maximum daily rate (£28 per day) between different meals as the maximum daily rate reimbursable covers a 24 hour period and can be claimed for any meal if relevant, provided such a claim is accompanied by receipts.

#### **Reimbursement of costs of care**

- 8.12 All authorities must provide for the reimbursement of necessary costs for the care of dependent children and adults (provided by informal or formal carers) up to a maximum of £403 per month. Reimbursements shall only be made on production of receipts from the carer. (See Determination 8)
- 8.13 The reimbursement of costs of care allowance is intended to enable any person whose ability to participate as a member of an authority would be limited by their responsibilities as a carer. The Panel recognises that there is some sensitivity concerning the publication of this legitimate expense. However the Panel urges authorities to promote this allowance and encourage greater take-up of this support to facilitate increased engagement amongst authority members.
- 8.14 Such provision would be especially relevant to those individuals in sectors of the population that are currently under-represented in local government but who may become engaged when awareness of the support available for the costs of care becomes more widely known.



**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.iii  
14 DECEMBER 2015

## REPORT OF ACO PEOPLE SERVICES

**REPORT ON THE SERVICE'S WELSH LANGUAGE PROVISION****SUMMARY**

This report provides Members with an analysis of the Authority's commitment to delivering Welsh Language Services against our legal requirements and explains the roles of the Welsh Language Officer and Translator posts. There is provided in the report statistical data of the Welsh language services delivered during the financial year for 2014-2015 and the associated staffing and training costs for the same period.

The report also details the work that is on-going in developing collaborative opportunities with Mid & West Wales Fire & Rescue Service, Welsh Ambulance Service Trust, Gwent Police and South Wales Police.

**RECOMMENDATION**

That Members note the content of this report.

**1. BACKGROUND**

- 1.1 This report is written following the Fire & Rescue Authority meeting held on 13 July 2015 when Members requested an analysis of the Authority's commitment to delivering Welsh services to include an update on the demand for provision of services in Welsh, including correspondence, enquires and the cost of these provisions.
- 1.2 The Welsh Language Act was introduced in 1993 and required public bodies in Wales to treat Welsh and English equally where appropriate, and reasonably practical. The Act required public bodies to prepare a Welsh Language Scheme which explained what Welsh Language Services organisations would offer.
- 1.3 In 2011 the Welsh Assembly Government introduced its Welsh Language (Wales) Measure that created:-
  - Service Delivery Standards that imposed duties on organisations to provide services through the medium of Welsh.
  - Policy Making Standards that imposed duties on organisations to affect their policy decisions on language with a view to increasing the opportunities for the public to use Welsh.

- Operational Standards that imposed duties on organisations to promote and facilitate the use of Welsh as they carry out their functions and business. This enabled the Commissioner to impose duties on organisations with regard to the use of Welsh in their workplace.
- Promotion Standards that imposed duties on the Welsh Assembly Government, Local Authorities, and National Park Authorities to promote and facilitate the use of Welsh more widely.
- Record Keeping Standards that imposed duties on organisations to keep records with regard to their compliance with the other standards and Records of Complaints with regard to compliance.

1.4 These Standards by imposing duties on organisations, lead to the establishment of rights for Welsh speakers to receive these services. Fixed financial penalties for non-compliance of £5,000 per offence were also introduced.

## **2. ISSUES**

2.1 In response to the Welsh Language Act 1993, and to be able to fulfil its obligations under the Act, the Service appointed a Welsh Language Officer, in 2000. The initial focus of this post was to raise staff awareness and ensure that the Service complied with the legislation.

2.2 The focus of this post has changed since inception, and the post holder is now involved more in:

- Mainstreaming Welsh throughout the organisation by using a focussed approach to reduce duplication
- Identifying opportunities for partnership work
- Securing funding for projects
- Drafting the Welsh Language Scheme and to monitor and review its implementation whilst promoting, at every opportunity a bi-lingual business ethos across SWFRS
- Advising on matters relating to the Welsh Language Act and the work of the Welsh Language Commissioner
- Advising on the introduction and implementation of the enacting of the new Welsh Language Standards in 2016
- Providing advice and guidance on the provision of the SWFRS's bi-lingual web-site, language skills support team, training and translation services

2.3 In July 2008 the Fire & Rescue Authority agreed to a joint appointment with South Wales Police for a Welsh Language Translator. This



collaboration has now ceased and the Service employs the translator directly on a part time basis for 18.5 hours per week.

- 2.4 A range of Welsh Language Training has been provided, ranging from in-house Welsh lessons provided by a private tutor, together with places being taken on courses run by various colleges and Unitary Authorities.
- 2.5 During the financial year 1 April 2014 to 31 March 2015, 13 Home Fire Safety Checks were undertaken through the medium of Welsh, and 50 days of support have been provided at Welsh language events mainly at school visits (that were organised to ensure a Welsh speaker was on duty).
- 2.6 Also during this period all of the Service's translation requirements were met through the work of the Translator and no translation was undertaken by external means. However, it should be noted that with the pending introduction of the new Welsh Language Standards it is anticipated that the requirement for Welsh translation for activity such as Fire & Rescue Authority Reports will significantly increase the Service's translation costs and possibly require the need for a full time Translator.
- 2.7 In order to prepare for the introduction of the new Welsh Language Standards the Welsh Language Officer has engaged in a Thematic Review of our provisions across all Directorates of the Service and has completed a substantial compliance mapping exercise against the new Standards and the resource implications for the Service.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 During the financial year 1 April 2014 to 31 March 2015 the direct staffing costs were as follows:

Welsh Language Officer	£ 30,178 p.a. (£36,744, including on-costs)
Welsh Language Translator	£13,561) p.a. (£16,470, including on-costs)
Total Cost	£43,739 p.a. (£53,214, including on costs)

- 3.2 The Welsh Language Officers post attracts an essential user car allowance and the current post holder has a Lease car at a cost of £2,400 p.a.
- 3.3 The annual budget for the provision of Welsh Language Training and associated activities is £18,000 p.a. This figure excludes the actual costs of providing this training to members of the Service in terms of time off during the working day, the need to roster people into work to cover for Welsh language training etc.

- 3.4 Members should note that the provision and delivery of Welsh Language Training is currently under review and was re-tendered for to ensure that the training is delivered in a more cost effective manner and that meets the exigencies of the Service. Members should also note that Welsh Language training will be available under a national procurement service contract and may therefore be more affordable.
- 3.5 Unfortunately, the outcome of the re-tendering would have lead to almost a 50% increase on current costs. Therefore, currently there are no provisions in place to continue with the in-house training provisions for Welsh language learners, although external support through local colleges remains in place.
- 3.6 In view of this the Senior Management Team have agreed to employ on a temporary basis a Welsh Language Trainer for 18.5 hours per week, at a cost of £18,000 p.a. to deliver the Service's Welsh Language training in-house to the Services learners. The temporary post will allow the Service to develop sufficient opportunities to explore how this provision can be delivered on a collaborative basis with other public sector bodies.

#### **4. COLLABORATIVE DEVELOPMENTS**

- 4.1 An agreement has been reached on a collaborative basis with Mid & West Wales FRS to share the Welsh Language Officer post, with effect from Monday 2 November 2015 until 31 March 2016 (at which point the agreement will be reviewed) on a 50/50 basis at a salary level set at Grade 14, £35,662 p.a. (£43,572 p.a. with on-costs). The implications of this for the Service are a savings in salary costs of £7,430 p.a. (£9,077 p.a. with on costs).
- 4.2 In addition to this, work has commenced on developing further collaborative opportunities for Welsh language provisions with both South Wales and Gwent Police Forces. Particular focus is currently with South Wales Police on arrangements to collaborate with SWP on the delivery of Welsh language training with their in-house Welsh Language Training Officer.
- 4.3 On a wider basis the opportunity to develop a "blue light" collaboration on the provision of equality, diversity and Welsh language support from a dedicated Diversity Team, working on behalf of Mid & West Wales Fire & Rescue Service, South Wales Police, Gwent Police and the Welsh Ambulance Service is being actively pursued.

## 5. EQUALITY RISK ASSESSMENT

- 5.1 An Equality Risk Assessment has been undertaken to assess the potential impact of this report. The assessment concluded that there were no adverse impacts on any individual or group of personnel arising from this report.

## 6. RECOMMENDATIONS

- 6.1 That Members note the content of this report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Mr Mark Malson Head of Human Resources	Welsh Language Act 1993 Welsh Language (Wales) Measure 2011 Report to HR & Equalities Committee on The New Welsh Language Standards (13 October 2014) Report to HR & Equality Committee on the Service Welsh language Provision (13 October 2014)



**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 7.iv  
14 DECEMBER 2015

## REPORT OF THE DEPUTY CHIEF OFFICER

**SUMMARY OF THE NATIONAL ISSUES COMMITTEE MEETING****SUMMARY**

This report updates Members on the outcomes of the October 2015 meeting of the Fire & Rescue Services' All Wales National Issues Committee.

**RECOMMENDATION**

That Members note the content of the National Issues Committee summary report.

**1. BACKGROUND**

- 1.1 The National Issues Committee meeting was held on 27 October 2015 at Llandrindod Wells, and the following report summarises the content of the meeting.

**2. NEW OFFICER APPOINTMENT**

- 2.1 The Chair extended a warm welcome to Councillor Dudley, the newly appointed Deputy Chair of Mid & West Wales FRS, and to Mrs Sarah Watkins who would be taking up the role of Programme Co-ordinator in place of GM Christian Hadfield. The Chair thanked GM Hadfield for all his hard work on behalf of the National Issues Committee, and wished him all the very best in his new role within the Business Fire Safety Team

**3. NATIONAL ISSUES COMMITTEE PROJECTS FINANCIAL BALANCE SHEET**

- 3.1 The Programme Co-ordinator informed Members that the three Welsh Fire & Rescue Services had built on their proud and successful history of collaboration in order to rise to the challenge facing public sector organisations in how to achieve financial savings without compromising on levels of service.
- 3.2 Officers agreed that a finance lead would be appointed from each of the three Welsh Fire & Rescue Authorities to provide further analysis and carry out in depth work on cashable and non-cashable savings.

## **4. PROGRESS OF KEY COLLABORATIVE AREAS**

### **4.1 Joint Public Service Centre Project (JPSCP) Update**

4.1.1 The CFO of South Wales Fire & Rescue Service informed Members that the Joint Public Sector Centre Project remained on target with progress being made in all areas. The key project achievements for July to September 2015 were the agreement with the Fire Brigades Union (FBU) on the structure and shift patterns for the new joint Fire Control team; the commencement of building works at South Wales Police Headquarters site; and the first review by the external consultants to provide assurance of business continuity arrangements.

4.1.2 The focus for the next quarter would be to continue progressing the development of the collaboration agreement; implementation of the Command and Control System; integrating key Fire and Police ICT infrastructure arrangements; building and reviewing the Business Continuity Management Plan; and the appointment of staff to the new joint Fire Control team.

### **4.2 Operational Assurance**

4.2.1 The CFO of South Wales Fire & Rescue Service informed Members that the Operational Assurance process was a key tool which enabled Fire & Rescue Services to evaluate themselves against a set of expectations contained within centrally agreed Key Assessment Areas (KAA).

4.2.2 KAA's provide the Fire & Rescue Services with the opportunity to identify strengths and areas for improvement so that actions could be prioritised accordingly. Opportunities existed for the three Fire & Rescue Services in Wales to embrace the Operational Assessment and Fire Peer Challenge Toolkit.

4.2.3 Members agreed that a task and finish working group would be established which would report to the National Issues Committee Operations Committee on the make up of the peer assessment teams and reporting requirements.

4.2.4 A review on the KAA's would be carried out to ascertain if these met all statutory and Welsh Government requirements (WPI).

- 4.2.5 Officers would ensure that all final reports were reported to the respective Fire & Rescue Authorities, and to the Minister of Public Services at Welsh Government, to ensure transparency, and to evidence how and where continuous improvements were being made by the three Welsh Fire & Rescue Services. The Service's self assessment would be completed by the end of 2016/17, and the onsite peer challenge would be programmed to commence 2017/18.
- 4.2.6 Members agreed that Officers should be nominated from the National Issues Committee Operations Committee and that representatives from the Wales Audit Office be involved in the Operational Assurance process.

### 4.3 **All Wales Wholetime Duty System Recruitment**

- 4.3.1 The CFO of North Wales Fire & Rescue Service wished to record his thanks to Ms Gillian Goss, HR Manager at South Wales Fire & Rescue Service, for her assistance in writing the report. With the support of Welsh Government), English licensing arrangements associated with the National Firefighter Selection Toolkit were extended and all three Fire & Rescue Services in Wales had subsequently adopted the National Firefighter Selection Toolkit tools and standards.
- 4.3.2 The report provided Members with an overview of the collaborative decision taken to procure an 'On-Line Sifting Tool' to replace the National Firefighter Selection Toolkit Application Stage. The tool would increase reliability and defensibility of current practices at the application stage, helping to position the Fire & Rescue Services in Wales as employers of choice whilst realising savings in the medium and longer term.
- 4.3.3 Members agreed to note that the three Fire & Rescue Services in Wales had approved funding to support the development of an 'On-Line Sifting Tool for Firefighter Recruitment' and the consequential benefits that this would bring to each Service.

### 4.4 **All Wales Call Challenge Policy**

- 4.4.1 The CFO of South Wales Fire & Rescue Service informed Members that the All Wales Call Challenge Policy was introduced from 1 April 2014 in all three Services, using agreed data collection for revised incident types. Pan Wales data had been collated monthly by North

Wales Fire & Rescue Service, with an annual summary now available highlighting where Control Room personnel had successfully filtered calls not requiring an immediate Fire & Rescue Service response reducing unnecessary mobilisations and maintaining improved levels of fire cover.

4.4.2 The formalised data provided indicated opportunity efficiencies in excess of £346,384.35 had been made across Wales, although it should be recognised that any cashable savings would be considerably less than this amount.

## **5. PROPOSALS FOR FUTURE CONSIDERATION BY THE COMMITTEE EMANATING FROM RECENT WELSH GOVERNMENT PUBLICATIONS**

5.1 The DCO of South Wales Fire & Rescue Service presented a report which requested authorisation from Members for the Common and Specialist Services work stream to undertake review work on some recent Welsh Government publications to identify potential areas for more detailed analysis by the National Issues Committee in due course.

5.2 Members agreed for the Common and Specialist work stream to review the draft national framework; the Chief Fire and Rescue Advisor's report on Fire Service efficiency; and the KPMG report on Administrative Cost Reviews of Welsh Local Authorities; to identify potential areas for further, more detailed review, and any potential linkage to the corporate peer assessments proposed under the draft framework.

5.3 Officers agreed to provide an analysis on gaps within the Framework.

## **6. APPLIANCE PROCUREMENT OPTIONS**

6.1 The ACO of Mid & West Wales Fire & Rescue Service informed Members that the All Wales Pumping Appliance Framework will expire in Quarter 1 2017, and to provide a platform for ongoing appliance provision establishment a new arrangement was required.

6.2 To ensure delivery of the most cost effective and strategically sound route to market several options had been considered within the All Wales Transport Officers Group. Market research, consideration of interoperability, resilience, and financial efficiency, indicated that a long term arrangement (greater than 7 years) would deliver the most benefit to the three Fire & Rescue Authorities.



6.3 Considering the strategic and financial benefit of the option presented by the Transport Officers Group, Members agreed for further exploration to continue in the establishment of a long term All Wales Procurement Contract. Officers agreed that a progress report on the All Wales Procurement Contract would be presented by the Services' Transport Managers at the next National Issues Committee meeting in January 2016.

## 7. EQUALITY RISK ASSESSMENT

7.1 There are no equality impacts arising from the report. Equality considerations will be an integral part of each project area and considered by the relevant project lead.

## 8. RECOMMENDATION

8.1 That Members note the content of the National Issues Committee summary report.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Sarah Watkins NIC Programme Co-ordinator	Minutes of NIC meeting of 27 October 2015



AGENDA ITEM NO 7.v

**Deliberate Fires & Wildfires**

Presentation

By

Garry Davies – Head of Community Safety & Partnerships



## AGENDA ITEM NO 7.vi

**Firefighters Pension Dispute – Update on Industrial Action**

**Verbal**



**SOUTH WALES FIRE & RESCUE AUTHORITY**

AGENDA ITEM NO 7.vii

14 DECEMBER 2015

## REPORT OF THE CHIEF FIRE OFFICER

**FIRE & RESCUE NATIONAL FRAMEWORK 2016****SUMMARY**

This report introduces Members to the Fire & Rescue National Framework 2016.

**RECOMMENDATION**

That Members note and receive the Framework.

**1. BACKGROUND**

- 1.1 Under Section 2.1 of the Fire & Rescue Services Act 2004 the Welsh Ministers must prepare and consult on a Fire & Rescue National Framework setting our priorities and objectives for Fire & Rescue Authorities (FRAs).
- 1.2 This Framework sets out Welsh Government's (WG) vision and priorities for FRAs in Wales and WG.
- 1.3 South Wales Fire & Rescue Service has contributed to the drafting of this Framework and the Authority responded to the consultation.

**2. EQUALITY RISK ASSESSMENT**

- 2.1 The Framework document is a WG publication and as such it will be the responsibility of WG to carry out an ERA.

**3. RECOMMENDATION**

- 3.1 That Members note and receive the Framework.

<b>Contact Officer:</b>	<b>Background Papers:</b>
Huw Jakeway Chief Fire Officer	Fire and Rescue National Framework 2016







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# Fire and Rescue National Framework 2016

November 2015



## **FIRE AND RESCUE NATIONAL FRAMEWORK FOR WALES 2016**

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## **INTRODUCTION**

### **Powers**

Under section 21 of the Fire and Rescue Services Act 2004 (“the 2004 Act”) the Welsh Ministers must prepare a Fire and Rescue National Framework.

The section provides that the Framework—

- (a) must set out priorities and objectives for Fire and Rescue Authorities (FRAs) in connection with the discharge of their functions;
- (b) may contain guidance to FRAs in connection with the discharge of any of their functions;
- (c) may contain any other matter relating to FRAs or their functions that the Welsh Ministers consider appropriate.

In preparing the Framework the Welsh Ministers are required to consult FRAs, persons representing employees of FRAs, and any other persons they consider appropriate. This requirement has been discharged by undertaking a full public consultation prior to the publication of this document.

In this Framework the term ‘FRAs’ refers to the three statutory bodies responsible for providing fire and rescue services in Wales, i.e. the North Wales Fire and Rescue Authority, the Mid and West Wales Fire and Rescue Authority and the South Wales Fire and Rescue Authority.

## VISION AND KEY PRIORITIES

The Fire and Rescue National Framework sets out the Welsh Government's vision and priorities for FRAs in Wales. It describes what the Welsh Government expects of the FRAs and creates the foundation on which to build and promote improvement, efficiency and innovation.

FRAs have a critical and highly-valued role in making and keeping people safe. Their capability and expertise has contributed to a significant and sustained reduction in both the incidence of fires in Wales and their severity in terms of deaths and injuries. But that same success has meant the role of FRAs is changing. Its resources can be, and increasingly are, diverted to deal with other incidents, and to improve fire safety and fire prevention. It is no longer appropriate to see FRAs as simply a means of responding to and fighting fires when they arise, although that is, of course, still essential. The overriding aim of FRAs should be broader than that. It should be:

**To keep people, communities, businesses and the environment in Wales safe from fires and other hazards as effectively and efficiently as possible.**

This Framework expands on this overriding aim and sets out how FRAs should pursue it. Doing so will entail a process of change in what FRAs do and how they do it. To a certain extent that process is already under way, led by the FRAs themselves. While the Welsh Government welcomes that, we believe the direction of travel needs to be more clearly structured and articulated at an all-Wales level. The Framework fulfils that need.

### The changing context of fire and rescue services

A need for organisations to change is often interpreted solely as a criticism of how they have operated in the past. That is not the case here. The contribution which FRAs have made to improving safety is clear. This Framework does not advocate change as a response to under-performance, mismanagement or inefficiency. Rather, it does so because the context in which FRAs operate and the challenges they face are themselves changing.

There are three main aspects of that:

- **An effective balance between response and prevention.** As noted above, there has been a long-term decline in the incidence of fire. This reflects FRAs' work in promoting fire safety. While a reduction in fires clearly cannot and should not yield an equivalent increase in available capacity, this trend does free up some further firefighting resources to be diverted to such work. This is a significant achievement. It improves both the safety of people and communities and the efficiency of the Service: it is far more cost-effective to prevent a fire than to fight one. However, achieving and sustaining that balance will mean changes in responsibilities, capabilities, structures, skills and cultures – and how these are managed, monitored and improved;

- **Austerity.** While FRAs are in the unique position of determining their own budgets, they need to do so in a context of severe medium to long-term pressure on public finances. That in turn calls for sustained maximum effort in identifying and realising efficiencies, in maintaining high standards of governance, and in accounting transparently for delivery. It also reinforces the need to reduce costs by preventing, rather than responding to fires;
- **An aging population.** The population of Wales is growing older, with particularly marked increases in the number of people who are aged over 80. At the same time, there is a sustained shift from residential to home-based care for all vulnerable groups. These trends will tend to increase the number of people who are at severe risk of fire, and disperse those risks more widely across the community. That increases both the need to focus on prevention and to collaborate with other agencies in doing so.

These challenges are clearly interlinked. Both austerity and aging call for a greater focus on prevention, which improves the safety of vulnerable people. Meeting these challenges calls for clear and coherent leadership and action by the FRAs, by the Welsh Government and by partner agencies. This Framework sets out what that should entail. In particular, it specifies the following key objectives for FRAs:

- **Continually and sustainably reducing risk and enhancing the safety of citizens and communities** (chapter 1);
- **Responding swiftly and effectively to incidents** (chapter 2);
- **Being clearly and publicly accountable for delivery and funding, manifesting the highest standards of governance** (chapter 3);
- **Maintaining downward pressure on costs and taking all opportunities to realise efficiencies** (chapter 4);
- **Working effectively with partners to improve efficiency and citizen and community well-being** (chapter 5);
- **Valuing and developing the workforce to the highest standards** (chapter 6).

### **The Well-being of Future Generations (Wales) Act 2015**

The National Assembly for Wales passed the Well-being of Future Generations (Wales) Act 2015 in March 2015. It specifies seven well-being goals, requires most devolved public bodies to set objectives for meeting those goals, and to pursue those objectives in accordance with the sustainable development principle.

This Framework has been designed so that following it will support compliance with the Well-being of Future Generations (Wales) Act 2015. For instance, reducing the risk and incidence of fire will contribute directly to the goals of *A Healthier Wales* and *A Wales of Cohesive Communities*; action to minimise the risk and incidence of fire in respect of the natural environment and heritage assets will likewise contribute to the goals of *A resilient Wales* and *A Wales of vibrant culture and thriving Welsh language*.

Equally, the approaches which this guidance sets out are designed to be wholly consistent with the sustainable development principle. Effectively balancing responsive and preventative services is at the heart of that: it squarely supports the 'long term' and 'prevention' aspects of that principle. Other elements of this Framework also support the 'integration', 'collaboration' and 'involvement' aspects.

### **Status of this Framework**

This Framework is prepared by the Welsh Ministers under section 21 of the Fire and Rescue Services Act 2004, and brought into effect by the Fire and Rescue Services (National Framework) (Wales) Order 2015. FRAs must, under section 21(7) of the 2004 Act, therefore have regard to it in exercising their functions. That applies to the whole Framework, but for ease of reference, the key priorities of the Framework have been summarised throughout in a 'box' in bold font against a pale red background, as on page 5 above. These will also be used as the basis for the Welsh Government's monitoring and reporting of progress against the Framework, as required by section 25 of the 2004 Act, and as described further in the final chapter.

The Framework refers to several activities of an FRA where there is no specific statutory duty on FRAs to deliver them – for example, provision of programmes relating to driver education and anti-social behaviour. Where this is the case, the activities referred to in the Framework are covered by FRAs' powers within the 2004 Act, for instance in sections 5A, 11 and 12. It is, however, still incumbent on an FRA, before embarking on activities which do not clearly fall within the FRA's specific statutory functions, to seek their own legal advice. That is an important feature of good governance.

This document also sets out how the Welsh Government will contribute to these overall aims and support FRAs to do so, through clear commitments and statements of intent. However, the statutory purpose of the Framework is to give guidance to FRAs; so such commitments are, strictly, non-statutory.

## **CHAPTER 1: CONTINUALLY AND SUSTAINABLY REDUCING RISK AND ENHANCING THE SAFETY OF CITIZENS AND COMMUNITIES**

- 1.1. Promoting fire safety is a core statutory function for FRAs. Section 6 of the Fire and Rescue Services Act 2004 requires a FRA to make provision for the purpose of promoting fire safety in its area (including providing advice, information, publicity and encouragement to prevent fires and death or injury from fires and to reduce losses).
- 1.2. The long-term decline in the incidence of fire reflects FRAs' work in preventing fires, improving fire safety and tackling fire-related crime. Social trends such as reduced rates of smoking, especially indoors; the use of non-flammable building and furnishing materials; and fitting sprinklers to new domestic premises have also contributed.
- 1.3. This reduction in the incidence of fire has allowed FRAs to re-balance their response and prevention work. While this reduction is a major success, it now needs to be sustained and embedded, in a context where resources are scarce and where the number of people at serious risk of fire may well increase significantly. Doing so is among the key challenges facing FRAs.
- 1.4. The Welsh Government has provided financial support for some such activities through its Community Fire Safety grant. Whether, and to what extent, that continues is beyond the scope of this Framework. In any event though, prevention is clearly not an optional extra to be delivered if external support allows. It is, and must remain, at the heart of the Service's work; and FRAs should support it accordingly.

### **Identifying risk and targeting interventions**

- 1.5. Risks of fire vary considerably across the areas and communities which FRAs serve. For instance, people at greatest risk of accidental fire may include those who are frail, who have a disability, who smoke, who live alone, or who have substance misuse problems. This means that those who are at greatest risk can also be subject to deprivation; and may be particularly ill-placed to deal with the aftermath of a fire. Reducing those risks may make a significant contribution to tackling poverty in our more deprived communities.
- 1.6. Some of these risks will invariably increase as our population gets older. Furthermore, the greater emphasis on supporting older, and other vulnerable people to remain in their own homes may increase the risk still further.
- 1.7. Evidence demonstrates that most fire deaths and injuries are preventable. Research indicates the risk of dying or being injured in a property without a smoke alarm is significantly greater than in a property with a smoke alarm. The fitting of smoke alarms in both private and rented properties is therefore critical. Having working smoke alarms in all rented homes in Wales has clear potential to prevent death and injury to tenants, and damage to their property and that of landlords.



- 1.8. The Welsh Housing Quality Standard, which applies to existing social housing, requires regular electrical safety checks to be undertaken and smoke detectors installed. Development Quality Requirements, which apply to new-build social housing, dictate the need to meet all statutory building and safety regulations.
- 1.9. The Renting Homes (Wales) Bill places an obligation on all landlords to ensure a rented dwelling is fit for human habitation and includes a power for the Welsh Ministers to prescribe in regulations specific requirements to meet this obligation. The Welsh Government intends to prescribe requirements in relation to the installation of smoke and carbon monoxide detectors as well as the carrying out of periodic electrical safety tests.
- 1.10. FRAs need to prioritise their home safety activity on the most vulnerable parts of the population, where they will have the greatest benefit. To do so, they need to identify those most at risk consistently and effectively. That in turn will depend on effective sharing of data and intelligence with other public and third-sector agencies which provide services to such groups. This will help ensure delivery of more efficient, valuable and effective services to keep our citizens safe.
- 1.11. A similar approach is also needed in respect of deliberate fire-setting and fire-related crime. The FRAs' work with young people to reduce deliberately-set fires and anti-social behaviour is already well established. Targeting those who have offended, or are known to be at risk of offending, has achieved some significant successes. Again, this work relies heavily on collaboration with other agencies, such as the police, youth justice teams and social services departments. The Welsh Government will integrate its support for this work in ways which foster a collaborative approach.
- 1.12. FRAs have also developed programmes to improve road safety and minimise the risk of road traffic collisions. While FRAs are under no duty to do so, the Welsh Government welcomes such initiatives on the same basis as fire safety programmes: they can both keep people safe and reduce the need to provide responsive services FRAs should continue to provide such programmes where they prove to be effective.

### **Business Fire Safety**

- 1.13. FRAs have clearly defined roles in relation to fire safety enforcement as set out in the Regulatory Reform (Fire Safety) Order 2005. FRAs should continue to focus their efforts on higher risk non domestic premises, providing fire safety advice and support to businesses and, where necessary, using their regulatory powers to continue to drive down the risk of fires.
- 1.14. Fires in non domestic properties can have a devastating effect on local communities and a continued effort to reduce the number of fires at business premises will clearly have a positive impact, protecting local employment, and strengthening local commerce.

### **Primary Authority for Fire Safety**

- 1.15. Since 2014 FRAs have been able to enter into Primary Authority partnerships with businesses, charities or other organisations which operate across more than one Local Authority fire enforcement area - becoming the single point of contact for fire safety regulation advice.
- 1.16. The aim of the Primary Authority Partnership Scheme is to enable FRAs to develop effective partnerships with businesses that achieve a consistency for delivering fire safety enforcement advice and creating a more efficient and effective approach to fire safety enforcement.
- 1.17. Since the scope of Primary Authority was extended to cover fire safety regulation advice, its benefits elsewhere in the UK have been significant. FRAs in Wales should actively explore Primary Authority partnerships where it is feasible to do so, ensuring efficient arrangements are in place for providing fire safety regulation advice and enforcement.

### **Designing and evaluating programmes**

- 1.18. A wide range of fire prevention and fire safety programmes already exist, some of which have operated for many years. While some of these are demonstrably successful, FRAs should seek always to ensure that their programmes make the greatest possible contribution to reducing risk. They should avoid continuing programmes and interventions which cannot be shown to make a positive contribution.
- 1.19. Prevention programmes should be tailored to address the greatest risks, and to the circumstances of the individuals and communities concerned. A bespoke and intensive intervention in the home of someone at very high risk of fire may ultimately have greater impact than a more widespread and low-level approach. Equally, programmes which aim to reduce fire-related crime should be based on an understanding of what motivates young people in particular, to set fires deliberately. FRAs should identify programmes which will maximise the improvement to fire safety, are designed to change people's behaviour and perception of fire and offer the best value for money. Programmes should be regularly reviewed and effectively targeted, based on intelligence and robust qualitative and quantitative evaluations.
- 1.20. Doing so is often difficult. It can be impossible to accurately quantify the impact of interventions which seek to prevent fires and reduce risks, as one cannot measure, or understand the causes of, events which did not occur. Instead, evaluation will often need to be based on robust qualitative assessments of levels of risk, and of the extent to which people change their behaviour to make themselves safer, and/or feel safer.

### **Engaging people and communities**

- 1.21. This last point is crucial. Reducing the risk of fire often entails influencing people to act in safer ways, rather than simply putting in place technical fire safety measures.

Doing so means effective engagement with individuals, families and communities to convey the dangers of fire and how to mitigate them; and building awareness and support within communities to tackle risks of fire directly. It also means that those delivering prevention programmes need to have the necessary “softer” influencing skills to effect behaviour change.

### **Diversifying programmes**

- 1.22. At present, FRAs’ safety and prevention programmes focus on reducing fires and road traffic collisions. This Framework does not formally seek to extend that remit. However, there is a credible case for building on FRAs’ domestic fire safety work in particular to embrace other hazards people may face in their own homes. For instance, elderly fallers account for 10% of all 999 calls to the Welsh Ambulance Service<sup>1</sup>. Many of these could be prevented by providing simple advice and basic modifications. In 2014, there were 26 deaths<sup>2</sup> as a direct result of carbon monoxide poisoning in England and Wales. While other organisations such as local authorities and housing associations clearly have responsibilities here, FRAs are well placed to provide awareness advice and have already done so in the past. Equally, FRAs could also provide advice on flood mitigation measures to those who live in homes at risk. While this would go beyond FRAs’ statutory duties as they stand, the Welsh Government supports the case for change in principle, and will look to develop a trial of this wider approach, in agreement with FRAs.

### **Collaboration and prevention**

- 1.23. All relevant fire safety programmes should be delivered in collaboration with other public bodies and third-sector organisations which also have a role in keeping people safe. This could include the Police Services, Ambulance Service, Local Health Boards, Local Authorities and Third Sector organisations. Collaboration should include working collectively and sharing information and intelligence about risks and how to mitigate them.
- 1.24. Local Authorities have the legal responsibility to provide road safety education and FRAs should actively seek to collaborate with Local Authorities, Police and the Welsh Ambulance Service to contribute to the delivery of the multi-agency road safety agenda. Working in isolation on this area will not have the same impact as a multi-agency approach whereby each agency can, in many cases, offer real life experiences and hard hitting messages with a view to educating and informing high risk individuals and changing mind sets.
- 1.25. FRAs’ success in reducing offending rates among participants in its programmes is undoubted. However, maximising the impact on fire-related crime requires a broader range of participation at a community level and beyond. Both preventing and responding to grassland fires requires a partnership approach. Strengthening partnership working as well as community engagement will make for safer and stronger communities. Educational school visits by the FRAs, as part of the school curriculum, ensure our young people are influenced with the right messages early

<sup>1</sup> <http://www.ambulance.wales.nhs.uk/Default.aspx?pagelD=205&lan=en>

<sup>2</sup> (<http://www.ons.gov.uk/ons/about-ons/business-transparency/freedom-of-information/what-can-i-request/published-ad-hoc-data/health/september-2015/index.html>). Reference number: 004612

on. Further opportunities of promoting these messages through the education system should be explored. FRAs should work with partners and put in place joint strategic communication plans to reduce the incidence and severity of deliberate fires, including provision of clear and consistent public messages.

**FRAs should therefore:**

- **Sustainably embed safety and prevention programmes into their core activities, and support such programmes accordingly;**
- **Identify those most at risk of fire and of fire-related offending, in collaboration with other partners;**
- **Work with other partners to help to identify those most at risk of experiencing a road traffic collision:**
- **Design and deliver programmes which consistently and effectively address these risks, including in particular changing people's behaviour and perception towards fires, and building community engagement to that end;**
- **Promote business fire safety in ways which minimise risk both to employees and to profitability. This includes entering into Primary Authority partnerships where appropriate.**
- **Ensure the workforce is able to develop and maintain the engagement and influencing skills needed to promote fire safety and change behaviour effectively, especially as regards more vulnerable people;**
- **Evaluate their programmes robustly, using relevant quantitative and qualitative evidence, including evidence about perceptions and behaviours, and act on the results.**

**To support this, the Welsh Government will:**

- **Identify and pursue opportunities to legislate in the interests of fire safety, for instance by requiring the installation of smoke alarms in privately-rented dwellings and in social housing;**
- **Promote collaboration between FRAs and other agencies in the interests of improving safety;**
- **In particular, promote the sharing of data between public bodies about people and communities at risk, and aim to resolve any difficulties and obstacles to this;**

- **Initiate a trial programme of engaging the FRAs to address other domestic hazards, with a view to reducing emergency admissions to hospital;**
- **Fund this and other innovative approaches to fire safety, subject to budgetary constraints;**
- **Support proposed primary authority partnerships, in discussion with the Better Regulation Delivery Office.**

## CHAPTER 2: RESPONDING SWIFTLY AND EFFECTIVELY TO INCIDENTS

**Providing a swift and effective emergency response to fires and other incidents remains unavoidably at the heart of the Fire Service's purpose. However successful fire safety and fire prevention is, that will remain the case.**

- 2.1. The Fire and Rescue Services Act 2004 requires FRAs to make provision for responding to fires, road traffic collisions and other emergencies as conferred by order by Welsh Ministers. The Fire and Rescue Services (Emergencies)(Wales) Order 2007 requires FRAs to provide services for removing chemical, biological or radioactive contaminants from people in the event of an emergency and rescuing people from collapsed buildings, trains, trams or aircraft. The Civil Contingencies Act 2004 also places requirements on FRAs as Category 1 responders.
- 2.2. FRAs also respond to other emergency incidents, such as flooding, on a non statutory basis; in some areas they also provide an emergency medical response.

### **Assessing and responding to changing risk**

- 2.3. There has been a consistent reduction in emergency attendances to fires in the last 10-15 years. Chapter 1 highlights the need to focus on community safety prevention programmes and interventions, to maintain this trend. As the margins for further improvement become tighter and risk increases as a result of, for instance, an aging population, maintaining this reduction will require sustained effort to effectively balance response and prevention. Responding to incidents, along with prevention, will continue to be the cornerstone of the FRAs role in keeping citizens and communities safe. Prevention will never eliminate the need for effective response to incidents but ensuring an effective balance between both will be key to ensuring citizen safety and well-being.
- 2.4. FRAs should ensure that their community risk assessments reflect the focus on prevention, while maintaining capability to provide an effective response to a range of emergencies. FRAs need to clearly articulate the changing risk to communities, the resulting changing role of their fire and rescue service, and the resultant response that individuals can expect to receive, both in terms of fire emergencies, wider emergency response and prevention support. FRAs will need to report to the public how well they have delivered against these plans for effective response. This can be done through improvement planning reporting mechanisms.
- 2.5. Both public and firefighter safety must be the key priority. Within this, however, FRAs should explore where falling attendances at fires have created capacity; and all opportunities for maximising redeployment opportunities and expanding the roles of operational firefighters should be considered. This could and should include the wider forms of safety work described in the previous chapter.
- 2.6. Firefighter resources are clearly key to any effective response, and FRAs should ensure that crewing systems for firefighters reflect local risk profiles. While the detail of this is rightly for FRAs to manage, there is a clear need to balance the efficiency of the Service with the capability to provide an effective and swift

emergency response, and an extended community safety provision. Sharing operational resources across geographical boundaries can also contribute to this.

- 2.7. The reduction in fires clearly cannot equate to an equal percentage of time and resource that can be diverted to other response or prevention activities. FRAs must maintain the capability to respond to any fire at any time; and additional training requirements, the constraints of the retained duty system, and other existing activities undertaken all limit the capacity available. Nonetheless, there will be at least some capacity available for non-firefighting activities.

**FRAs should :**

- **Continue to provide a swift and effective response to all relevant incidents in all parts of their areas, at all times;**
- **Ensure that communities are aware of the response they can expect to receive and the performance of FRAs in achieving this;**
- **Ensure that crewing systems for firefighters are reflective of local risk profiles, and that they maximise the efficient use of resources;**
- **Share resources, and in particular specialised skills and assets, across boundaries.**

**Safe and effective responses**

- 2.8. The need to ensure operational command procedures, guidance and training are appropriate and effective is key to maintaining safe systems of work.
- 2.9. All emergency response arrangements should be managed in accordance with standard operating procedures which are authorised by each FRA. In developing local standard operating procedures, FRAs should ensure that the new national operational guidance is considered and implemented in ways which fit local arrangements and priorities.
- 2.10. Maintaining firefighter and public safety calls for learning from serious incidents to minimise the risk of recurrence. FRAs should ensure they have systems in place to ensure lessons from incidents within and outside Wales are identified, considered in the context of their own practices and procedures, and necessary changes are implemented where it is considered appropriate to do so.
- 2.11. There will be incidents and events which require a systematic approach to investigation. Incidents of a serious nature which involve death or serious injury may be subject to investigation by Coroners, the Police or the Health and Safety Executive. However, such investigations are often rightly limited only to the immediate facts of each case and any organisational or individual culpability. The

Chief Fire and Rescue Advisor has, in conjunction with the FRAs and other investigatory bodies, developed a protocol for independent, objective and learning-focused investigation of serious incidents, and clear dissemination of lessons learned.

- 2.12. Advances in technology mean that new and innovative solutions are being developed which greatly improve fire fighting and rescue operations. FRAs should continually explore, and where feasible, introduce new technology where doing so improves fire fighter safety and/or provides greater value than conventional methods.
- 2.13. For instance, the Emergency Services Network (ESN) will feature mission critical voice and data services on a 4G network and will replace the operational communication services currently supplied by Airwave Solutions Ltd and other commercial providers. ESN will be more cost-effective to address budget pressures, operationally-efficient with integrated broadband data services and demand-led so users only pay for the features they require. The FRAs, working collaboratively with the Joint Emergencies Services Group, will assess the strategic, operational and technical implications of ESN and evaluate ways in which transition to the new system can be collaborative and efficient. The Welsh Government is working with the UK Government to establish the extent of transitional support which may be made available to support FRAs.

**FRAs should therefore :**

- **consider and implement the new national operational guidance;**
- **ensure lessons from incidents within and outside Wales are identified and where appropriate implement changes to practices and procedures locally and/or across Wales;**
- **explore and introduce new technology to support improved efficiency and effectiveness.**

**Non-mandatory functions**

- 2.14. This chapter covers FRAs' current response activities, some of which are discretionary activities which they are not required to deliver by law. These include water rescue and responding to flooding incidents, to which all FRAs respond despite the absence of any legal duty to do so. However, the long-term effects of climate change may increase the incidence of severe flooding. This creates a sound case for formalising the basis on which flood response is provided, and co-ordinating the work of all relevant agencies. The Welsh Government will therefore consider extending the statutory functions of FRAs to cover specifically flooding and water rescue. Any such decision would follow full consultation with FRAs, firefighters' unions and other interested parties.



2.15. In some parts of Wales, FRA staff provide some forms of emergency medical response and/or support the Welsh Ambulance Service NHS Trust (“WAST”) to do so. This has demonstrated the potential to provide a better service to patients and to relieve burdens on WAST. FRAs should continue to work with WAST and other NHS bodies to develop and implement such programmes, and the Welsh Government will support this at the strategic level. As noted in Chapter 1, there is also a case for FRAs’ safety work diversifying into these areas by helping to prevent domestic accidents other than fires. It is not proposed however that such provisions should become statutory duties for FRAs.

**To support this, the Welsh Government will :-**

- **Maintain dialogue with firefighters’ representatives regarding diversifying the role of firefighters;**
- **Support national arrangements for the development of operational guidance;**
- **Support the development and delivery of the Serious Incident Protocol;**
- **Support the development of a single mobile communications system for the emergency services;**
- **Consider extending the statutory functions of FRAs to cover such matters as flooding and water rescue.**

## CHAPTER 3: BEING CLEARLY AND PUBLICLY ACCOUNTABLE FOR DELIVERY AND FUNDING, MANIFESTING IN THE HIGHEST STANDARDS OF GOVERNANCE

**In January 2014, the Commission on Public Service Governance and Delivery (the “Williams Commission”) published its final report. While it complimented the level of performance in the Fire and Rescue Service, it also noted the pressing need across the public sector for clear and robust accountability mechanisms to drive improvement.**

- 3.1. This need applies equally to FRAs, but it may not be straightforward to implement. Unlike most public bodies, FRAs are neither directly elected nor formally accountable to the Welsh Government or the National Assembly for Wales. That means FRAs need to establish and sustain accountability mechanisms themselves.

### **Public accountability**

- 3.2. To be as accountable as possible to the public FRAs will need to ensure communities understand the risks in their area, what the FRAs are responsible for delivering individually and through partnership arrangements, and how they plan to do this. FRAs should give citizens the opportunity to contribute to these plans in an informed way. This means citizens need to understand the objectives their FRA is pursuing, the success it has had in achieving these objectives, and the scope for (and constraints on) further progress. This can be done via the mechanisms in the Local Government (Wales) Measure 2009.

### **FRAs should therefore clearly communicate to local citizens and communities:**

- **The scope of their work** (eg firefighting, fire safety, fire crime prevention, road traffic collisions and responding to other incidents) **and the relative volume and cost of each;**
- **Their objectives, the progress they have made in delivering them, and any constraints on further progress.**

### **Medium to Long Term Planning**

- 3.3. The Framework sets out a vision of change for FRAs to meet new and developing financial and societal challenges. FRAs’ reform agendas will need to be developed and delivered on an incremental basis. However it is important that FRAs have a clear long term vision which will be achieved by these incremental steps. Citizen input into this long term vision, and its delivery through annual improvement plans, is crucial. FRAs will need to ensure that fair and balanced proposals and options are presented as part of their consultation and engagement with communities, in a form which members of the public can understand.

**FRAs should therefore undertake effective medium to long term planning which takes account of :-**

- **the key messages set out in this Framework;**
- **the changing risk profiles of communities;**
- **continued financial challenges;**
- **their contribution to the Well-being Goals;**
- **delivery of wider Local Well-being Plans;**
- **the role for FRAs in delivering wider services to communities; and**
- **the views of citizens and communities based on fair and balanced consultation and engagement.**

### **Links to Improvement Planning**

- 3.4. FRAs are currently required, under the Local Government (Wales) Measure 2009, to set annual improvement objectives based on sound evidence, and to report on their performance annually.
- 3.5. The Welsh Government issued revised Improvement Planning Guidance in October 2015. This Guidance clearly articulates the relationship between the National Framework, FRAs' strategic planning and their improvement obligations, and the reporting duties placed on FRAs by the Well-being of Future Generations (Wales) Act 2015. This Framework establishes priorities for FRAs to which they must have regard in the development of their medium to long term planning, as required by section 4(3)(c) of the 2009 Measure. Annual improvement planning arrangements should be grounded in developing improvement objectives which support the longer-term strategic vision of FRAs and the well-being goals set out in the Well-being of Future Generations (Wales) Act 2015.
- 3.6. Honest and objective self assessment, and FRAs' willingness to share performance information openly, will add integrity to FRAs' proposals for the future, and a stronger sense of public understanding and ownership. This approach should be supported by clear reference to findings from peer assessments which raise appropriately strategic issues, and any reports produced by the Chief Fire and Rescue Adviser. This will add credibility by providing a level of impartiality and independence.
- 3.7. The Chief Fire and Rescue Adviser will review available data and information on FRAs and undertake specific reviews which s/he and Welsh Ministers deem are required.

**FRA's should therefore:**

- **ensure there are clear and transparent links between this Framework, FRA's longer term planning and improvement objectives;**
- **ensure arrangements are in place to undertake peer assessment (both of corporate and operational functions);**
- **provide open and honest reporting on their performance. This includes reporting on appropriate findings of peer assessments and Chief Fire and Rescue Adviser reports.**

**FRA Members**

- 3.8. Members of an FRA are ultimately and collectively responsible and accountable for all the decisions that it makes, and for its performance. In practice, of course, many such decisions are made by officers, who provide and seek to improve services. Nonetheless, FRA members have critical roles to play in terms of leadership and challenge. They also naturally bring an understanding of the needs and concerns of local people and communities.
- 3.9. Unlike in local government, there is no formal separation between executive and scrutiny functions within an FRA: all decisions are formally taken in the name of the Authority as a corporate entity. However, the roles of setting strategic direction, and reviewing and challenging levels of performance, are equally vital. They are also distinctive and demand different skills and approaches. FRA's have sought to accommodate this by creating separate scrutiny committees or similar, albeit there can be no formal distinction as there is in local government. Members need to be equipped to carry out both roles consistently and effectively.

**FRA's should therefore:-**

- **Establish and maintain internal structures which clearly separate members' leadership and scrutiny roles;**
- **Support members effectively in those roles, including through training or other development opportunities.**

**Role of Local Authorities**

- 3.10. FRA's are funded by requiring Local Authorities to pay contributions towards their full net expenses (as set out in each Fire and Rescue Services Combination Orders). Their functions are closely connected with several services which Local Authorities provide, such as housing, social services and education. It is therefore important that an FRA's constituent authorities fully understand the FRA's objectives and performance; and have the opportunity to scrutinise them.

**FRAs should therefore:**

- **Forward their Improvement Plans to the scrutiny committees of their constituent Local Authorities for consideration;**
- **Give formal evidence about those plans if requested to do so by such committees;**
- **Contribute to other scrutiny committee inquiries as requested.**

**Future of FRA governance**

- 3.11. The Commission for Public Service Governance and Delivery also made recommendations which would fundamentally change the structure and governance arrangements of FRAs. Those are outside the scope of this Framework, which deals only with FRAs as constituted under the Fire and Rescue Services Act 2004. Any proposed changes in this area will be the subject of a full and separate Welsh Government consultation.
- 3.12. Likewise, the Welsh Government has proposed dis-applying Part 1 of the Local Government (Wales) Measure 2009 in respect of Local Authorities as part of its wider programme of local government reform. If this proposal proceeds, the Welsh Government will consider and consult separately on an appropriate corporate planning and performance management mechanism for FRAs.

**The Welsh Government will :-**

- **Invite the Chief Fire and Rescue Adviser to review available data and information on FRAs, and undertake specific reviews which Welsh Ministers deem are required;**
- **Consult fully on any possible changes to the governance, and corporate planning and performance management mechanisms for FRAs, including the future of Part 1 of the Local Government (Wales) Measure 2009 as it applies to FRAs.**

## CHAPTER 4: MAINTAINING DOWNWARD PRESSURE ON COSTS AND TAKING ALL OPPORTUNITIES TO REALISE EFFICIENCIES

**The severe pressure on public finances will continue to affect all public sector organisations for at least the next ten years. FRAs should manage their budgets and their expenditure accordingly. They should pursue all feasible opportunities to keep costs down while also discharging their core duties effectively.**

- 4.1. There are well-documented and long-term severe pressures on public finances in Wales and the rest of the UK. The Institute for Fiscal Studies has estimated that public spending in Wales will not return to 2011 levels before around 2024-2025. This has, of course, created a pressing need to identify efficiencies, and to cut service provision, across the public sector.
- 4.2. The Fire Service must naturally maintain comprehensive emergency response cover at all times. That creates particular funding needs, but clearly cannot make the Service immune from these financial pressures.
- 4.3. Efficiencies achieved to date are commendable, but progress needs to be sustained. Doing so in ways which continue to maintain public safety may be challenging, but opportunities nonetheless exist.

### **Benchmarking**

- 4.4. Overall, the cost per capita of the Fire Service in Wales is higher than in England. There may be good reasons for some of this difference: for instance, the cost of sustaining comprehensive cover in sparsely-populated rural areas and coastal areas of Wales may be proportionately higher than in the major conurbations of England. However, accurate comparisons are clearly valuable in illustrating the scope for efficiencies, and identifying comparator FRAs which may have developed good practice which merits further exploration.

#### **FRAs should therefore:**

- **Identify FRAs in England which serve similar areas and face similar risks.** Comparisons with Scotland and Northern Ireland, which each have a single service covering the whole jurisdiction, are unlikely to be useful. Nor are comparisons with fire services overseas, which may have significantly different roles, duties and funding models;
- **Compare their unit costs (whether overall costs per capita, costs of particular items such as salaries and appliances, or costs per incident attended) with those FRAs;**
- **Use these comparisons to identify and pursue possible opportunities for efficiency savings which comparator FRAs may have adopted, if and to the extent that comparisons reveal significantly lower costs elsewhere, and taking into account the local contexts both there and in the FRA concerned.**

## Funding and budget-setting

- 4.5. The means by which FRAs obtain their funding is highly distinctive. The contributions which they require their constituent Local Authorities to make are not formally subject to any approval. While the level of charges is open to consultation and discussion, Local Authorities must ultimately pay the contributions which FRAs require. FRAs are unique among public bodies in Wales in not having their main source of funding subject to determination or approval by another tier of government, nor (despite their members being nominated by Local Authorities) being directly accountable to the electorate for the funding decisions they make. Unlike other parts of the devolved public sector, FRAs do not receive significant funding directly from the Welsh Government, and are thus not directly subject to changes in the level of funding allocated to Wales by the Barnett Formula.
- 4.6. This process allows FRAs to secure funding levels and set budgets which ensure comprehensive cover is maintained. However, this right needs to be exercised prudently and responsibly. Budget-setting is unavoidably zero-sum: allocating more money to one service (or protecting it from cuts) means that correspondingly less money must be allocated to other services. In times of austerity, maintaining or increasing an FRA's Local Authority contributions necessarily means those Local Authorities' own services must bear greater reductions in funding than would otherwise be the case.
- 4.7. Such a position may be more than inequitable; it may also be counter-productive. Local Authority services such as education, social care, housing and waste management make important contributions to reducing fire and the risk of fire. For instance, around three-quarters of rubbish fires occur in loose accumulations of rubbish rather than bins or skips. So Local Authorities dealing effectively with fly-tipping may help reduce the incidence of such fires. On the other hand, excessive cuts in the budgets for these services may increase the demand for fire services.
- 4.8. That does not mean changes in an FRA's funding should exactly mirror those for its constituent Local Authorities. The drivers of cost and the potential for savings in the Fire Service are not the same as those for Local Authority services. However, in setting budgets and contribution levels, FRAs should explain their decisions carefully to Local Authorities, and should be fully aware of the impact of their decisions on Local Authorities and their services.

### **FRAs should therefore:**

- **Seek as far as possible to avoid requiring Local Authority services to bear greater reductions in funding in order to support increases in FRA funding;**
- **Consult their constituent Local Authorities and their audit committees on their proposed funding contribution levels well in advance of them being set, and explain clearly why any change in contribution is justified;**
- **In particular, seek to understand the effect any change in fee levels would**

**have on services which help mitigate fire and the risk of fire;**

- **Demonstrably take into full account all responses received from Local Authorities before setting final contributions and budgets.**

### **Opportunities for efficiency**

- 4.9. This Framework is not and cannot be a comprehensive guide to possible sources of efficiency savings. All three FRAs already have programmes in place, individually and collectively, for identifying and realising such savings and those should continue. They should, in particular, reflect on local demands, risks and operating models, and aim to identify potential savings in that context which would maintain public safety.
- 4.10. However, the Welsh Government has published two recent reports on potential savings to which FRAs should have regard, produced by the Chief Fire and Rescue Adviser and the Assistant Adviser.
- 4.11. The first, which is available at <http://gov.wales/newsroom/people-and-communities/2015/fire-service-efficiency-report/?lang=en> deals with corporate efficiencies. It recommends that FRAs should consider securing savings by, for instance:
- Continuing to reduce demand by retaining a focus on prevention activities (see chapter 1 of this Framework).
  - Considering different approaches to crewing which maintain comprehensive cover for less cost (see chapter 2 of this Framework).
  - Adopting different financial modelling approaches such as zero base budgeting, as well as process improvement techniques, such as Lean. While such approaches may not be universally applicable, FRAs should avoid maintaining current models and patterns of provision for their own sake.
  - Reviewing the potential for savings as revealed by effective financial and performance benchmarking (see above).
  - Continuing to collaborate through the National Issues Committee (NIC) to realise further savings in back-office and support services. While the NIC has made good progress in this area, comparisons with other parts of the public sector suggest there is potential to go further.
- 4.12. The second report, which is available at <http://gov.wales/topics/people-and-communities/communities/safety/fire/?lang=en> deals with false alarms. Responding to false alarms incurs significant financial and opportunity costs, both for FRAs and building occupiers, while yielding no benefit whatsoever. The report shows that the number of false alarms in Wales has fallen in recent years, but there are still more false alarms than actual fires; and evidence from elsewhere shows scope to go much further. Some of the responsibility for false alarms lies with building owners and occupiers, and many of those are in the public sector, especially educational and health premises. Nonetheless, there is also a clear role for FRAs in reviewing their approach to false alarms with a view to securing a



marked reduction in attendances. Such a reduction could release significant resources for deployment on more productive tasks, including the broader range of prevention and safety work which Chapter 1 outlines.

4.13. This Framework endorses and adopts the recommendations in these reports.

**FRAs should therefore:**

- **Identify, pursue and realise corporate efficiency savings through reviewing their own structures, processes and crewing arrangements;**
- **Continue to work together to realise shared efficiency savings through the National Issues Committee;**
- **Identify the main sources of false alarms and take all reasonable and practical steps to reduce their incidence;**
- **Redeploy human and other resources released by these measures to more productive tasks.**

**To support this, the Welsh Government will:**

- **Continue to commission reports from the Chief Fire and Rescue Adviser, and others, to identify good practice and possible scope for securing savings;**
- **Support effective benchmarking by collating and publishing standardised operational, financial and performance data, and helping to identify comparable FRAs;**
- **Raise the profile of the need to tackle false alarms, and push directly for action to do so in public sector buildings such as schools and hospitals.**

## CHAPTER 5: WORKING EFFECTIVELY WITH PARTNERS TO IMPROVE EFFICIENCY AND CITIZEN AND COMMUNITY WELL-BEING

**Effective collaboration and engagement with key partners is crucial to providing joined up, accessible, effective services to citizens and supporting the FRAs' drive to make their services as efficient and cost effective as possible. Services to citizens will be more effective if these are planned and delivered with the best information available, and using the most appropriate resources. This is true for those areas where the Fire Service has lead responsibility for delivery, and also for areas where FRAs have a valuable contribution to make to citizen services for which they are not directly responsible.**

- 5.1. It is important that collaboration and partnerships arrangements are an integral element of FRAs' activities at all levels in the organisation. Statutory improvement planning guidance for FRAs, issued under the Local Government (Wales) Measure 2009, sets out the role of collaboration in terms of improvement. The themes established in that Guidance are developed and expanded further here.
- 5.2. FRAs already have a role at a strategic level as statutory partners on formally constituted boards and partnerships. However, this does not mean that these statutory partnerships fulfil the need for strategic planning on a collaborative basis or for strategic planning to deliver collaboration, and FRAs will need to ensure they have arrangements in place to engage with each other and all relevant public sector and third sector organisations in order to achieve this.
- 5.3. Whilst operational incidents have seen a significant decline overall during the previous decade, FRAs must have arrangements in place to receive calls for assistance, deploying appropriate resources and dealing with emergency situations using their personnel and equipment. FRAs should consider how best to respond to these incidents, using the skills and knowledge and, in some cases, sharing of assets with other FRAs and other emergency services where it is feasible to do so.
- 5.4. When dealing with emergency incidents, incident commanders require relevant and timely information with which they can make decisions. FRAs should continue to work with other responders, such as Police and Ambulance, to ensure suitable arrangements are in place to facilitate the exchange of information that could assist one or more agencies in decision making. The benefits of sharing operational information amongst emergency responders, especially in real time, should not be underestimated. Failure to engage this trust amongst the blue light responders could lead to information becoming guarded and ultimately place responders and citizens at greater risk.
- 5.5. There are known barriers to collaboration. Sometimes these are endemic and reflect conflicting mandates, roles or priorities; these often can, and should be, addressed by national-level policy mechanisms. Other barriers may arise from more local or personalised misunderstandings or differences of view, and are best addressed at that level. Therefore, strong leadership is needed to ensure FRAs work closely with each other and other agencies to ensure that services are

streamlined and any duplication of activity is minimised. However, collaboration should not take place for the sake of collaborating and where collaborative initiatives are implemented, they must add value. The Welsh Government recognises that there is no 'one model'; it works on an area by area basis reflective of local needs.

Areas which FRAs should focus on include :-

### **Collaboration to achieve efficiency**

- 5.6. Severe medium to long-term pressure on public finances calls for maximum effort in identifying efficiencies. This is set out in more detail in Chapter 4. Collaboration/partnership arrangements are of course a key contributory factor in achieving efficiency.
- 5.7. The three FRAs established the National Issues Committee (NIC) to pursue collaborative arrangements across the three FRAs in Wales, with a view to improving service performance and efficiency. Based on the findings of the Chief Fire and Rescue Adviser's Efficiency Report 2014, FRAs should continue to actively seek opportunities for further harmonisation through the NIC (for example, in back-office functions), using intelligence from successful collaborations elsewhere, and balancing potential savings against development costs.

### **Collaboration with each other and with Fire and Rescue Services outside Wales**

- 5.8. FRAs have a responsibility to continue identifying and pursuing all realistic opportunities for collaboration with each other, whether or not this is taken forward through the NIC. FRAs will need to consider where collaboration with each other will lead to more effective arrangements being introduced. For example, building on existing arrangements under local reinforcement schemes and mutual aid arrangements.
- 5.9. Some incidents require high levels of skills and training but are so infrequent that maintaining full arrangements within one FRA is not an efficient or effective use of resources. In such instances, FRAs in Wales should work together, and with FRAs elsewhere, to provide joined up and mutual support arrangements.
- 5.10. The procurement of consistent equipment, development of joint, or at least consistent, guidance and consistent approaches to service delivery will support the further development of inter-operable systems, thereby extending opportunities for such arrangements. Service quality and innovation can, and should, be progressed by adopting best practice from elsewhere.
- 5.11. In addition FRAs will need to ensure that they fully embed joint programmes aimed at ensuring blue light services work more effectively at both national and local level, for example embedding the Joint Emergency Services Interoperability Programme (JESIP), with the development of joint doctrine, training, and organisational learning.

### **Collaboration to support the wider public service**

- 5.12. The introduction to this document clearly identifies the changing climate in which the Fire and Rescue Service must deliver its services. Whilst capacity needs to be maintained to respond to incidents at any time, the long-term decline in the incidence of fire means that some of this capacity is often unused.
- 5.13. When exploring how best to use this latent capacity, consideration should be given to both internal and external factors. For instance as stated earlier, there is clear evidence that the population will grow markedly older in the next 30 years. There are a broad number of risks linked with growing older, for example the increase in mental health issues and becoming more prone to serious injury through accidents such as trips or falls in the home, as well as fires. It is widely accepted that this is likely to increase pressure on the NHS and the potential therefore exists for the Fire & Rescue Service to contribute in certain areas to alleviate this increased pressure. Chapters 1 and 2 propose several possibilities in this area. FRAs should also explore, implement and evaluate other approaches which contribute to outcomes which are shared with other agencies (for instance, working to improve road safety).

### **Information Sharing**

- 5.14. Many of the activities the FRAs undertake, whether in prevention, protection or responding, rely on access to up to date, timely and accurate information from other agencies. If organisations fail to share information, that risk increases. For example, in the prevention context, an agency which is aware of a vulnerable person, who is at risk of injury or death, needs to pass this information on to other agencies to prevent that person from being placed at an increased level of risk. It is also important though that members of the public are reassured that information about them is well protected, and used appropriately.
- 5.15. FRAs should make every effort to ensure staff appropriately share information within the spirit of the Wales Accord for Sharing Personal Information and should take the necessary action to address blockages to information sharing. It is not acceptable for senior leaders to sign up to the principles of the Accord without ensuring those operating at the point of delivery feel able and supported about sharing personal information with other agencies. When strategic arrangements are in place to facilitate information sharing, and it is in the interests of the well-being of citizens, those charged with physical exchange or using this data should feel supported by their organisations. Without this confidence, barriers to sharing information at the practitioner level will continue to inhibit the FRAs' ability to deliver safety messages to the most vulnerable in society. The Welsh Government is committed to addressing this problem.

### **Review arrangements**

- 5.16. Collaboration should not be undertaken for its own sake. Opportunities should be explored, and where benefits can be achieved, collaborations should be considered. It is important that FRAs provide evidence and transparency regarding their plans and considerations, including use of notable practice elsewhere.

However, collaboration can be time consuming and, if no benefit is being derived, can be a drain on precious resources. FRAs should ensure that effective and timely review arrangements are in place so that they can make clear assessments of the benefits being achieved, and take appropriate action as a result.

**FRAs should therefore :**

- **Review their arrangements for planning collaboration at a strategic level to ensure these are comprehensive and cover the range of an FRAs functions and activities;**
- **Continue to identify and pursue all realistic opportunities for collaboration at strategic, corporate or operational levels;**
- **Continue to actively seek opportunities for further and more radical harmonisation through the NIC;**
- **Ensure that notable practice elsewhere is built into their plans and considerations;**
- **Work with other agencies to ensure services are streamlined and duplication of activity is minimised;**
- **Seek opportunities to work in collaboration to support the wider public sector both in terms of prevention and emergency response;**
- **Ensure data sharing arrangements are in place and work in practice at all levels and with all relevant partners;**
- **Ensure effective review arrangements are in place to measure the benefits of partnership working so that appropriate action can be taken.**

**To support this, the Welsh Government will:**

- **Promote collaboration between FRAs and other agencies to realise efficiencies and attain shared outcomes;**
- **In particular, promote the sharing of data between public bodies about people and communities at risk, and aim to resolve any difficulties and obstacles to this;**
- **Look to place similar expectations on other public bodies within devolved competence, and subject to the statutory frameworks and governance arrangements which apply to them.**

## **CHAPTER 6: VALUING AND DEVELOPING THE WORKFORCE TO THE HIGHEST STANDARDS**

**As identified throughout this Framework, the Welsh Government's vision and priorities for FRAs in Wales focus on an effective balance between response and prevention. FRAs must ensure their workforce is able to diversify to continue to respond to this organisational change and should ensure their workforce is rebalanced to meet the changing emphasis in terms of structure, skills and culture, whilst still ensuring firefighter safety.**

**To achieve this effective balance, there will be challenges to maintaining consistently effective leadership, particularly in times of austerity, for both succession planning and maintaining morale and performance of the workforce.**

### **Firefighter Fitness**

- 6.1. Firefighters across Wales perform similar firefighting activities and should, therefore, have the same high level of fitness to ensure they can undertake their duties without putting themselves, colleagues and the public at risk. During 2014, all FRAs confirmed the adoption of the single fitness standard for Wales, through the People and Organisational Development Group, with formal adoption of the standard monitoring protocol through the NIC.
- 6.2. All FRAs should provide support to firefighters to maintain and regain operational fitness in line with their capability plans or relevant Health and Fitness policy. This may be a particular concern for older firefighters in light of the recent increase in normal pension age to 60. FRAs are responsible for decisions about individual members of staff, and naturally need to treat each case on its merits. Nonetheless, where employees cannot maintain operational fitness, FRAs should adopt a supportive and sympathetic approach, and should explore all other options before considering the possibility of dismissal. The Firefighters' Pension Scheme Advisory Board for Wales will consider workforce issues where there is a link to pension policy.

### **Health and well-being**

- 6.3. As the FRAs' role in community safety grows, FRAs must develop competence in wider skills, including prevention and should work to ensure that their staff are supported to do so. Engagement with the public and the role that firefighters can undertake in the delivery of health and well-being advice and support for vulnerable people is key. These are softer skills than those conventionally required for providing an emergency response. As well as providing formal training, FRAs should consider how far their structures, cultures and values support and sustain such skills across the workforce, and should initiate programmes of organisational development as appropriate.
- 6.4. The Welsh Government has made considerable progress in taking forward the National Training Framework for Violence against Women, Domestic Abuse and Sexual Violence which will provide consistent training for all key public sector and

specialist service provider professionals, including FRAs, across Wales. The Framework will be organised by level to ensure training is offered appropriately and proportionately and training will support professionals to provide effective responses to victims; and it will use multiagency care pathways and improve the overall standard of service provision in ways which are relevant to their particular profession.

- 6.5. Every FRA has a workplace policy for violence against women, domestic abuse and sexual violence which outlines the support offered to those at risk and addresses behaviours of staff perpetrating these issues.
- 6.6. FRAs should ensure their employment practices universally support staff who disclose abuse by acting to keep staff safe at work and supporting them to stay safe outside<sup>3</sup> work. Staff should be briefed on this and this message should be repeated to staff regularly.

### **Training**

- 6.7. FRAs should take account of national work streams which either directly or indirectly impact on the role of firefighters, and their subsequent training and development requirements. This could include work undertaken through representative bodies which includes:
  - Emergency Medical Response (including co-responding)
  - Environmental impacts (including flooding)
  - Multi-agency working
  - Youth and Social Engagement
  - Inspection and Enforcement (Business Fire Safety).
- 6.8. Diversifying the composition and capability of the workforce therefore must be the key driver for all FRAs moving forward, although this should not be at the expense of maintaining responsive capability. The Welsh Government recognises that the delivery of risk critical training by FRAs is essential to ensuring that firefighters have the skills and experience required to work safely and provide the best service to communities.

### **Review**

- 6.9. FRAs should continue to learn from and undertake reviews of fires and other emergencies, locally and nationally. This includes individual reports from, for instance, inquests and the Health and Safety Executive; as well as collated investigations and lessons learned which the Chief Fire and Rescue Advisor may produce under the protocol described in Chapter 2. Strategic planning and

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<sup>3</sup> For example: *Responding to colleagues experiencing domestic abuse: Practical guidance for line managers Human Resources and Employee Assistance Programmes*, and a joint publication by the Department of Health and CAADA. There is a linked publication for staff called: *Responding to colleagues experiencing domestic abuse: Practical guidance for employees experiencing domestic abuse*. Both are in the Resources section at [www.caada.org.uk](http://www.caada.org.uk)

improvement planning processes also need to include clear links to associated organisational development, workforce and training and development plans.

**FRAs should therefore:**

- **Continue to give the highest priority to the safety, health and well-being of staff and those they serve and protect;**
- **Continue to operate an agreed single fitness standard, and support firefighters, especially older firefighters, who may struggle to meet it;**
- **Ensure that the workforce continues to develop in ways which support and sustain the changing role of the Service;**
- **Ensure that strategic, improvement and operational plans take full account of the workforce's capability to deliver them.**

**To support this, the Welsh Government will:**

- **Manage firefighters' pension schemes, through the Pension Scheme Advisory Board;**
- **Maintain continual dialogue with FRAs and firefighters' representatives on workforce matters, including diversification;**
- **As described in chapter 2, facilitate learning from serious incidents to ensure firefighter safety is maximised;**
- **Encourage employers, as appropriate, to allow staff to serve as retained firefighters.**



## CHAPTER 7: IMPLEMENTATION, MONITORING AND REPORTING

- 7.1. As noted in the introduction, section 21 (7) of the 2004 Act requires FRAs to have regard to the Framework in carrying out their functions. In practice, this means FRAs should consider the terms of the Framework and act in accordance with it unless there are justifiable, reasonable and evidenced grounds for not doing so. FRAs should seek their own legal advice in cases of doubt.
- 7.2. This Framework sets out long-term priorities for FRAs. FRAs should use these priorities as the basis for their shorter-term improvement planning under the Local Government (Wales) Measure 2009. In particular, they should take those priorities into account when setting improvement objectives, and should monitor and report on their delivery in line with the other terms of that Measure.
- 7.3. Section 25 of the 2004 Act requires the Welsh Ministers to report to the National Assembly for Wales on the extent to which FRAs have acted in accordance with this Framework, and on any steps the Welsh Government has taken for the purpose of securing this.
- 7.4. To discharge this duty, the Welsh Government needs comprehensive evidence about FRA capability, capacity and delivery, both from FRAs themselves and from other relevant sources. Such evidence will include:-
- data about the performance of FRAs, taken from statutory and sector performance indicators, and other relevant sources (such as comparable data for FRAs outside Wales);
  - any thematic reviews undertaken by the Chief Fire and Rescue Adviser, and resulting recommendations;
  - any improvements being implemented by FRAs as a result of previous and current peer assessments and thematic reviews, and the Chief Fire and Rescue Adviser's view on the extent of these and other improvement objectives linked to operational/service delivery functions of the FRAs;
  - reports by the Auditor General for Wales.
- 7.5. The 2004 Act requires the Welsh Ministers to report to the Assembly at least every two years. The Welsh Government reserves the right to report more often, in particular on annual performance data and their implications.

### Intervention

- 7.6. The Welsh Ministers have powers of intervention under section 22 of the 2004 Act if they consider that a FRA is failing, or likely to fail, to act in accordance with the Framework.
- 7.7. Under section 23 of the 2004 Act, the Welsh Ministers must prepare and maintain an intervention protocol regarding the exercise of their powers under section 22. This requirement has been discharged through the publication of a Support and Intervention protocol under the FRS Act 2004 and the Local Government (Wales) Measure 2009. This protocol emphasises that intervention is an absolute last resort. It commits the Welsh Government and FRAs to identifying and addressing

potential problems well in advance, so as to minimise any need for intervention.

### **Roles and responsibilities**

- 7.8. FRAs are autonomous bodies. Within the terms of the law and of this Framework, it is a matter for them how services are designed, managed and delivered to meet the needs of communities.
- 7.9. However, there is a clear role for Welsh Government in setting the legislative and policy framework within which FRAs deliver their functions. To deliver such policy it is important Welsh Government fully understands the needs of citizens and the impetus, and conversely, barriers to development, delivery and change locally. Similarly FRAs need to be able to understand the basis on which strategic decisions are being made, and contribute local and professional knowledge to support such developments. Communication and dialogue are key to achieving this, as are clear and definitive lines of responsibility.
- 7.10. FRAs are responsible for:
- delivering their core functions, as set out in legislation, in an efficient and effective manner, and based on a sound analysis of risk;
  - having regard to the Fire and Rescue National Framework in carrying out their functions;
  - making arrangements to secure continuous improvement in the exercise of their functions;
  - having regard to the safety, welfare and development of their staff;
  - providing information, reports and returns to the Welsh Government on their functions as required.
- 7.11. The Welsh Government is responsible for:
- maintaining dialogue with FRAs and organisations representing staff;
  - Managing and developing legislation and policy on the basis of sound evidence;
  - preparing a Fire and Rescue National Framework and keeping it under review;
  - reporting on the extent to which FRAs are acting in accordance with the Framework and any steps taken by the Welsh Government for securing this.
- 7.12. **The Fire and Rescue Adviser** has inspector status under Section 28 of the Fire and Rescue Services Act 2004. Under this provision the Fire and Rescue Adviser can obtain information as to:-
- the manner in which fire and rescue authorities are discharging their functions;
  - technical matters relating to those functions.
- 7.13. In practice, the Fire and Rescue Adviser will:-

- provide advice and support to FRAs on technical aspects of service planning and delivery, including advice on notable practice elsewhere;
- review available data and information, including FRAs' Improvement Plans, Reports from the Auditor General for Wales, and benchmarking data;
- consider whether evidence indicates the need for further/more detailed review;
- undertake such reviews and provide information and findings to Welsh Ministers, Fire and Rescue Authorities and Auditor General for Wales.

## **Relationships**

- 7.14. The Welsh Government will maintain continual dialogue with the FRAs and other interested parties. The principal formal means for this will be the Fire and Rescue Consultative Forum and the Improvement Planning Steering Group, both of which will aim to meet 3 times per year. Other meetings, including with Ministers, will be arranged by mutual agreement.
- 7.15. In any event, FRAs may raise any issue with Welsh Government officials at any time. This includes, in particular, instances where co-ordination with other areas of Welsh Government policy would assist FRAs in discharging their functions and in attaining the outcomes which this Framework specifies.



**FORWARD WORK PROGRAMME FOR  
FIRE & RESCUE AUTHORITY 2015/16**

AGENDA ITEM NO 7.viii

<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>
Each meeting	Firefighters' Pension Dispute – Update on Industrial Action	To provide Members with a verbal update on industrial action arising from the pension dispute	ACFO TS  <b>Contact Officer:</b> Richie Prendergast	On agenda
Each meeting following the NIC meeting	Update Report on the work of the NIC	To keep Members up to date with the work of the NIC	DCO  <b>Contact Officer:</b> Sally Chapman	On agenda
As appropriate when amendments required	Updating Constitutional Documents	To ensure that the constitutional documents of the Authority remain up-to-date and reflecting the requirements and practices of the organisation	DCO  <b>Contact Officer:</b> Sally Chapman	
As and when appropriate	Updates on key issues from Shaping Our Future Programme	To keep Members abreast of key developments and seek authorisations where required	DCO  <b>Contact Officer:</b> 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>
13 July 2015	Health & Safety Annual Report 2013/14	To advise Members of Health and Safety performance of the organisation	ACFO TS  <b>Contact Officer:</b> Martin Hole	Completed
13 July 2015	Report on end of year performance on achievement of Improvement Objectives 2014/15	To advise Members of the end of year position in securing the achievement of the Improvement Objectives	DCO  <b>Contact Officer:</b> Steve Rossiter	Completed
13 July 2015	End of year Performance and Statistics Report 2014/15	To advise Members of end of year performance against agreed targets	DCO  <b>Contact Officer:</b> Steve Rossiter	Completed
13 July 2015	Annual Welsh Language Scheme 2015/16 or Report on the New Welsh Language Standards (if received by this date)	To advise Members on the content of the Annual Welsh Language Scheme or the requirements on the Service under the new Welsh Language Standards if received in time	ACO PS  <b>Contact Officer:</b> Phil Haynes	Completed
13 July 2015	Declaration of Assets Surplus to Requirements	To consider declaring assets surplus to requirements and to agree disposal routes for each asset	DCO  <b>Contact Officer:</b> Nick Corrigan	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>
13 July 2015	Budget Strategy 2016/17	To obtain clarification upon the political steer for the budget strategy for 2016/17 budget setting process	Treasurer <b>Contact Officer:</b> Chris Barton	Completed
21 Sept 2015	Draft Improvement Plan 2016/17	To seek Members' approval to the draft Improvement Plan being issued for publication for public consultation	DCO <b>Contact Officer:</b> Steve Rossiter	Completed
21 Sept 2015	Statement of Accounts (Revenue and Capital) for 2014/15 budget	To seek Members' approval for publication of the Statement of Accounts	Treasurer <b>Contact Officer:</b> Geraint Thomas	Completed
21 Sept 2015	Treasury Management Outturn 2014/15	To advise Members of the year end treasury management position	Treasurer <b>Contact Officer:</b> Chris Barton & Geraint Thomas	Completed
21 Sept 2015	Fire Cover Review Phase 2 Update report on availability of second appliances at Chepstow, Monmouth & Abergavenny Stations	To follow up on FA recommendations to review availability at these stations	ACFO SD <b>Contact Officer:</b> Andy Thomas	Completed

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
14 Dec 2015	WAO Annual Improvement Report	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  <b>Contact Officer:</b> Sally Chapman	On agenda
14 Dec 2015	Operational Performance	To advise Members of performance against agreed targets, PIs, risks and corporate objectives and trends over a 5 year period	ACFO SD  <b>Contact Officer:</b> Steve Rossiter	On agenda
14 Dec 2015	Deliberate Fires & Wildfires	To provide Members with further information on deliberate fires and wildfires, including: volume (current & historic), cost, preventative work, enforcement work, research and development, benchmarking and proposed future work	ACFO SD  <b>Contact Officer:</b> Andy Thomas	On agenda - presentation



Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
14 Dec 2015	Report on progress of achievement of Improvement Objectives and Strategic Objectives for 2015/16	To keep Members apprised of progress	DCO  <b>Contact Officer:</b> Steve Rossiter	On agenda
14 Dec 2015	Estimated Revenue & Capital Budget determination for 2016/17	To consider consultation responses and to set the recommended budget determination for consideration by Fire Authority in December	Treasurer  <b>Contact Officer:</b> Geraint Thomas	On agenda
14 Dec 2015	Treasury Management Mid Term Report 2015/16	To advise Members of the mid year position in relation to our treasury management	Treasurer  <b>Contact Officer:</b> Geraint Thomas	On agenda
14 Dec 2015	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  <b>Contact Officer:</b> Sally Chapman	On agenda
14 Dec 2015	Welsh Language Update Report	To provide Members with an update on the demand for provision of services in Welsh, including correspondence, enquiries and contact, and the cost of provision	ACO PS  <b>Contact Officer:</b> Phil Haynes	On agenda

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
14 Dec 2015	Feedback on Public Engagement	To provide Members with feedback on the public engagement exercise undertaken and the analysis and consideration given to the responses; and proposed recommendations on appropriate action as a consequence of the feedback and analysis	DCO  <b>Contact Officer:</b> Steve Rossiter	On agenda
8 Feb 2016	Scrutiny of Health & Safety Data	To scrutinise the performance of the Service in comparison to other appropriate FRS's, using suitable comparable data, benchmarking and performance indicators	ACFO TS  <b>Contact Officer:</b> Richie Prendergast	
8 Feb 2016	KPI Target Setting 2016/17	To set the targets for the following financial year	ACFO SD  <b>Contact Officer:</b> Steve Rossiter	
8 Feb 2016	Report on Responses to the consultation of the draft Improvement Plan and Improvement Objectives 2016/17	To advise Members of consultation responses and seek approval for a final version of the Improvement Plan	DCO  <b>Contact Officer:</b> Steve Rossiter	

Expected Date of Report	Report Name	Purpose of Piece of Work	Lead Director/ Contact Officer	Progress
8 Feb 2016	Pay Policy Statement 2016/17	To consider the Authority's Pay Policy Statement in compliance with the Localism Act 2011 and associated guidance	ACO PS  <b>Contact Officer:</b> Phil Haynes	
14 March 2016	Annual Report of the work of the Finance, Audit & Performance Management Committee & its working group during 2015/16	To advise Members of the work of the Committee	DCO  <b>Contact Officer:</b> Sally Chapman	
14 March 2016	Annual Report of the work of the HR & Equalities Committee during 2015/16	To advise Members of the work of the Committee	ACO PS  <b>Contact Officer:</b> Phil Haynes	
14 March 2016	Treasury Management Strategy 2016/17	To secure Members' approval to the adoption of the Treasury Management Strategy 2016/17	Treasurer  <b>Contact Officer:</b> Geraint Thomas	
14 March 2016	Annual Report of the Work of the Pensions Committee	To advise Members of the work of the Pensions Committee	ACO PS  <b>Contact Officer:</b> Phil Haynes	

Huw Jakeway – CFO  
Sally Chapman – DCO  
Phil Haynes – ACO People Services  
Andrew Thomas – ACFO Service Delivery  
Richie Prendergast – ACFO Technical Services

Chris Barton – Treasurer  
Geraint Thomas – Head of Finance & Procurement  
Mark Malson – Head of Human Resources  
Dewi Rose – Head of Operations  
Calvin Powell – Head of Business Support  
Steve Rossiter – Head of Service Performance & Communications

## AGENDA ITEM NO 8

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



1.	Apologies for Absence	
2.	Declarations of Interest	
	Members of the Fire & Rescue Authority are reminded of their personal responsibility to declare both orally and in writing any personal and/or prejudicial interest in respect of matters contained in this agenda in accordance with the provisions of the Local Government Act 2000, the Fire & Rescue Authority's Standing Orders and the Members Code of Conduct.	
3.	Chairman's Announcements	
4.	To receive the minutes of;	
	• FAPM Meeting held on 29 June 2015	5
	• Local Pension Board Meeting held on 2 July 2015	11
	• HR & Equalities Meeting held on 20 July 2015	15
	• FAPM Meeting held on 14 September 2015	21
	• Fire & Rescue Authority Meeting held on 21 September 2015	27
5.	Update on Actions	35
6.	<b>REPORTS FOR DECISION</b>	39
6.i	Wales Audit Office Annual Improvement Report 2014-15	41
6.ii	Performance Monitoring Report 2015-16	69
6.iii	Revenue Budget Estimate 2016-17	99
6.iv	Treasury Management Mid Term Report 2015-16	109
6.v	What Matters to You Survey Report	123
6.vi	Security Provision Upgrade at Headquarters	131





7.	<b>REPORTS FOR INFORMATION</b>	135
7.i	Report on Progress of Achievement of Improvement Objectives and Strategic Objectives as at Quarter 2 2015-16	137
7.ii	Independent Remuneration Panel for Wales' Draft Annual Report	149
7.iii	Report on the Service's Welsh Language Provision	159
7.iv	Summary of the National Issues Committee Meeting	165
7.v	Deliberate Fires & Wildfires – <b>Presentation</b>	171
7.vi	Firefighters Pension Dispute – Update on Industrial Action - <b>Verbal</b>	173
7.vii	Fire & Rescue National Framework 2016	175
7.viii	Forward Work Programme	213
8.	To consider any items of business that the Chairman deems urgent (Part 1 or 2)	221