

COMMISSIONERS FOR FIRE & RESCUE SERVICE

Papers for the Finance and Audit Committee to be held on:

Friday 20 September 2024, 1000hrs

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

Or

Remotely via MS Teams https://bit.ly/FAC_20_09_24

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

**Any issues please contact
01443 232000 and ask for Governance Support**

A G E N D A

1. Apologies for Absence
2. Declarations of Interest

Commissioners 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 South Wales Fire and Rescue Authority (Exercise of Functions) (Wales) Directions 2024 and the Local Government Act 2000.

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

Finance and Audit Committee Meeting held on 26 July 2024 3
5. Update on Outstanding Actions 11

REPORTS FOR DECISION

6.	Revenue Monitoring Report 2024/25	13
7.	Capital Monitoring Report 2024/25	27
8.	2023/24 Annual Treasury Management Review	39
9.	Finance Team Restructure	47

REPORTS FOR INFORMATION

10.	Audit Wales Certificate of Compliance - Improvement Plan 2024/25	53
11.	Performance Report – Strategic Performance Indicators Quarter 1 2023/2024	55
12.	Forward Work Programme for Finance and Audit Committee 2024/2025	67
13.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	71

Signature of Monitoring Officer:



MEMBERSHIP

Commissioners:

C	Foulkes
V	Randeniya
Baroness	Wilcox
K	Williams

**COMMISSIONERS FOR SOUTH WALES FIRE AND RESCUE
SERVICE**

**MINUTES OF THE FINANCE AND AUDIT COMMITTEE
HELD ON FRIDAY, 26 JULY 2024
IN MEETING ROOM 8, SWFRS HQ OR REMOTELY VIA TEAMS**

COMMISSIONERS PRESENT

Baroness Wilcox of Newport (Chair)
Kirsty Williams

OFFICERS PRESENT:- CFO Stuart Millington, ACO Alison Reed – Director of People Services, T/ACFO Dean Loader – Director of Service Delivery, Dominic Mika - Director of Strategic Change and Transformation, Lisa Mullan – Head of Finance, Procurement and Property, Mr S Gourley – TIAA Internal Auditor, Kate Havard – Audit Wales, Carywn Rees – Audit Wales

1. DECLARATIONS OF INTEREST

There were no declarations of interest made.

2. CHAIRPERSON'S ANNOUNCEMENTS

There were no Chair's announcements.

**3. TO RECEIVE THE MINUTES OF FINANCE AND AUDIT
COMMITTEE MEETING HELD ON 19 APRIL 2024**

Lady Wilcox agreed the minutes from 19 April 2024 as a true record of discussions and no matters arising.

Lady Wilcox wanted to note on record her congratulations to the Finance team for winning their award at the Finance Wales Awards.

4. REPORTS FOR DECISION

4.1 REVENUE OUTTURN REPORT 2023/24

The Head of Finance, Procurement and Property provided an outline the revenue outturn position for the financial year end 2023/24 and the resultant impact on reserves. The report presents a summary of the

revenue outturn for the year ending 31 March 2024. The statutory accounts are subject to external audit and therefore a final position will not be definite until the audit process is complete.

Lisa Mullan drew the Committees attention to appendix 2 where we forecasted an overspend and have managed that throughout the year to come to this position. Lisa Mullan presented to the Committee the most significant changes of overspend and underspend within the Service for the financial year since she last brought this to the Committee in April.

Kirsty Williams queried whether JPSC rent should be included in our reserves and whether this should be a core cost. Lisa Mullan explained that our Joint Fire Control takes up occupation in the Police building where our lease ended 8 years ago and therefore we are seeing the amortisation into the budget.

The Commissioners take a lot of assurances from Lisa Mullan's explanations and thanked her for the hard work in putting the report together.

RESOLVED THAT

- 4.1.1** The Commissioners for South Wales Fire and Rescue Service note the report and agreed the content subject to the external audit with Audit Wales.

4.2 CAPITAL OUTTURN REPORT 2023/24

The Head of Finance, Procurement and Property presented the capital outturn position for the year ended on 31 March 2024. The report demonstrates the financing arrangements and the budget slippage required to complete capital schemes in 2024/25. Lisa Mullan provided a treasury management update for the first quarter of 2024.

Lady Wilcox noted that she takes comfort from appendix 4 knowing that there are no breaches and we remain in the guidelines.

RESOLVED THAT

- 4.2.1** The Commissioners for South Wales Fire and Rescue Service noted the report and approved the budget slippage as detailed in the appendix 1.

4.3 AUDIT WALES ENQUIRIES TO ‘THOSE CHARGED WITH GOVERNANCE’ – DRAFT RESPONSE

Audit Wales presented a report detailing a draft response to the Audit Wales paper on ‘Those Charged with Governance’ when approving financial statements.

The Head of Finance, Procurement and Property explained that standard questions are given to us for assurance purposes around fraud, regulation and law and related parties. The appendix provides an overview of what we are trying to do and sets out our responses in the three distinct areas.

Kirsty Williams queried where there is a policy in place around fraud, that when identified, a learning review or a lessons learnt session is conducted from cases that arise for extra safeguarding and suggests that this is formally included to show there is a review to quantify and demonstrate learning points and there is an audit trail. Lisa Mullan accepted this suggestion.

RESOLVED THAT

4.3.1 The Commissioners confirm its response to the Audit Wales enquiries detailed in appendix 1.

4.3.2 The Commissioners would formally like to implement a learning review following any fraud cases that arise and this is documented for an audit trail.

4.4 APPOINTMENT OF HEAD OF COMMUNICATIONS AND ENGAGEMENT

The Director of Strategic Change and Transformation presented a report requesting to appoint a permanent Head of Communications and Engagement to support the sustained cultural and service improvement. Dominic Mika explained that this role will be an integral part of the Strategic Leadership Team and will be key in improving internal and external Service communications for our staff and our communities to show the positive things we are doing. People Services will be reviewing the job description and personal specification prior to publication to amend minor word changes.

Kirsty Williams wanted an outline around paragraph 3 in the job description and what does it mean in terms of on-call arrangement.

Dominic Mika explained that fire and rescue services will normally have 24 hour on call arrangement to support communications but we rely on our communications team to do work out of hours or on weekends when necessary, so the postholder may be in charge of reviewing or improving the provision.

Kirsty Williams commented whether marketing is a suitable word to use in paragraph 10 of the job description. CFO Stuart Millington explained that this is in terms of communication elements of marketing for example working in collaboration with other department leads to market or target communications by utilising the appropriate media avenues.

RESOLVED THAT

- 4.4.1** The Commissioners note the report, the associated job description and personal specification.
- 4.4.2** The Commissioners note their recommendation to add any amendments to the post template that is deemed necessary.
- 4.4.3** The Commissioners agree the recruitment for the post for an immediate permanent Head of Communications and Engagement.

5. REPORTS FOR INFORMATION

5.1 AUDIT WALES ANNUAL AUDIT PLAN 2024

Kate Harvard, the Audit Director on the Financial Audits from Audit Wales provided an overview of our annual audit plan and focuses on performance aspect. Kate explained despite the draft written on the document, the report is now final with an amendment for one date on page 78 of the pack. Kate explained we are ahead of the statutory deadline for the next report and on track for the financial audit side.

Carwyn Rees, the Performance Audit Manager from Audit Wales provided an overview of the performance side. The biggest piece they will be undertaking next year is a project around how the council set their wellbeing objectives. There is one piece outstanding from last year around prevention work that the Fire Authorities due to staff sickness and reappointments and they will be looking to pick up both pieces of work in the autumn and will report on this towards the end of the year. The last piece of work is a much smaller piece around the Local Government

Measure where they confirm there are improvement plans in place and performance reports have been put together in line with the act.

Kate Harvard would like to formally record her thanks to Lisa Mullan and her team for their cooperation to produce the audit plans.

RESOLVED THAT

- 5.1.1** The Commissioners note the immense work that has gone on to produce these audit plans.

5.2 DRAFT STATEMENT OF ACCOUNTS 2023/24

The Head of Finance, Procurement and Property presented the Draft Statement of Accounts report for the year ending 31st March 2024. The report gives an annual retrospective of our financial position. Lady Wilcox commented that the report was very detailed and entirely transparent, and thanked Lisa and her team for producing such a comprehensive document.

RESOLVED THAT

- 5.2.1** That Commissioners receive the unaudited Statement of Accounts 2023/24 and note the audited Statement of Accounts will be presented to them following the completion of the external audit process by Audit Wales.

- 5.2.2** The Commissioners approve the report for information.

5.3 INTERNAL AUDIT PROCESS REPORT & AUDIT ACTION UPDATE

Steen Gourlay from TIAA presented an audit report to update the Commissioners on the progress being made against the Internal Audit Plans for 2023/24.

There are 2 areas of audit that are being undertaken; EV Charging and Sustainability. There were discussions around Sustainability Officers and we are in a good position as we have one in the Service. CFO Stuart Millington noted that we are in a good headspace to give this attention to improve on the audit and has spoken to Lisa Mullan about improving our action planning which will include collaboration with other shared services. We are also aiming to modernise our fleet to be less reliant on fossil fuels to contribute to our aspirations of becoming carbon neutral.

Lisa Mullan owns environmental issues under her portfolio and has a carbon reduction plan which we report on annually, which can be presented to the Commissioners in the autumn months.

RESOLVED THAT

5.3.1 That Commissioners note the internal audit recommendations and the work completed to date.

5.4 PERFORMANCE REPORT – STRATEGIC PERFORMANCE INDICATORS 2023/24

The Assistant Chief Fire Officer Dean Loader presented the organisation's performance against the Strategic Performance Indicators compared to the predicted outcomes for 2023/2024.

It was noted that the total fires attending has decreased within 10% and highlights deliberate fires are significantly reducing which provides a good indicator on the good work our stations and reduction team are doing.

It was noted in point 2.6 that we have seen an increase in assisting other agencies such as WAST. The CFO has a meeting with the CEO of WAST next week and can take him through the areas what we are assisting with which is mostly medical calls.

Dwelling fires are directly linked with the Thematic Review and there is work going on around this relating to the prevention and education. The Chief Fire and Rescue Advisor is going to be looking at tactics and whether we can further enhance our training. There was a discussion surrounding the dwelling fire increase and Dean Loader provided clarification that the increase was down to the incident that happened in Ely. Kirsty Williams stated it looks positive on how we have improved from previous years which was welcomed and noted that we still have improvements. Kirsty Williams also wanted to share how impressed she was with the Fire Cadet Instructors in Ely and their commitment to proactively address the figures in Ely. CFO Stuart Millington stated that the recent open day was very well attended by the community and he had good feedback from the families.

RESOLVED THAT

5.4.1 The Commissioners note the Service's Strategic Performance Indicator totals for 2023/2024.

5.4.2 The Commissioners approve the publication of the Service's Strategic Performance Indicators for 2023/24.

5.5 FORWARD WORK PROGRAMME FOR THE FINANCE AND AUDIT COMMITTEE 2023/24

CFO Stuart Millington explained there has been a degree of slippage in certain areas of reporting however statutory items that needs to be reported on has been brought to the Committee on time. The Forward Work Programme will be revised prior to the next meeting. Some of the contact offers responsible for the statutory reports are on sick but this will be picked up by others. The department risk register will be picked up in the next meeting.

RESOLVED THAT

5.5.1 The Commissioners note the comments regarding the Forward Work Programme.

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

There were no further items of business to consider that Lady Wilcox deemed urgent.

THIS PAGE IS INTENTIONALLY BLANK

AGENDA ITEM NO 5

UPDATE ON OUTSTANDING ISSUES ARISING FROM PREVIOUS MEETINGS

THERE ARE CURRENTLY NO ITEMS TO BE DISCUSSED

Minute No	Item	Action	Leading Officer	Current Status:

THIS PAGE IS INTENTIONALLY BLANK

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 6
20 SEPTEMBER 2024

FINANCE & AUDIT COMMITTEE

REVENUE MONITORING REPORT 2024/25**THIS REPORT IS FOR DECISION**REPORT PRESENTED BY HEAD OF FINANCE, PROCUREMENT &
PROPERTY**SUMMARY**

The revenue monitoring report provides details of the annual revenue budget and associated information for the year ending 31 March 2025.

RECOMMENDATIONS

1. That the Commissioners for South Wales Fire and Rescue Service note and agree the report content.

1 BACKGROUND

- 1.1 The revenue budget for the year, 1 April 2024 to 31 March 2025 was approved by the Board of Commissioners on 12th February 2024. This report presents an update on the actual transactions, commitments and forecasts since then.
- 1.2 Appendix 1 details the original and revised budget, transactions up to 30 June, the forecast at 31 March 2025 and a variance analysis. Monitoring information is inclusive of grant transactions to provide a full financial picture.
- 1.3 The reserves statement at Appendix 2 presents the impact on useable reserves and the forecast, year-end position.
- 1.4 Appendix 3 details grant funded initiatives and the impact on the revenue budget.
- 1.5 Appendix 4 details unbudgeted and transformational expenditure.

2 ISSUE / PROPOSAL

- 2.1 The forecast exceeds the budget which has resulted in a projected overspend of £1.658million. This comprises a £120k overspend against employee budgets, £1.555million overspend on non-employee areas and

£17k additional income. Included within these figures is a £108k overspend on grant initiatives which is detailed in Appendix 3.

2.2 The following, highlights the most significant changes.

2.2.1 **EMPLOYEE COSTS - £120k Overspend**

Collectively, gross salary forecasts are more than budget by £322k. Forecasts for individual staff headings that vary significantly from budget are as follows;

WDS	£925k OS
OCDS	£1.074m US
Corporate	£347k OS
Commissioners	£129k OS

The wholetime duty system (WDS) pay award for 2024 was 1% more than budgeted at 4%. This was agreed after budget setting and has increased forecasts by £272k. There are supernumerary grey book posts and this will increase costs e.g. cover for absences and HMICFRS 1 * GM, 1 * SM. HMICFRS posts may increase Corporate costs or be split between Corporate and WDS depending on the outcome of the recruitment process.

The on-call duty system (OCDS) budget is based on a competent, 100% establishment, with a 5% vacancy factor. Actual capacity is reduced at 76.1%, 72.9% and 71.3% for the months of April – June. The underspend on establishment is offset by the increased pay award for grey book personnel of £59k.

The increase in corporate staff costs is driven by several factors, i.e. transformation agenda, additional costs to support the HR restructure and cover for long term absences. Some of these costs will be offset against vacant posts. Pay awards for green book staff i.e. corporate employees, are not yet agreed and any changes from the budgeted 3%, will impact forecasts further.

Commissioner costs exceed that of local authority Members as the average monthly cost of Commissioners are within the region of £19k in comparison to £6.5k for Members.

The above includes £975k for additional posts, some already agreed to be funded from reserves. Please refer to appendix 4 for breakdown.

Pension costs have decreased by £418k overall;

£357k Fire Fighter Pension Scheme – 4 WDS recruitment courses were budgeted although 2 are included in forecasts resulting in an under spend of £304k which is offset by an increase in oncosts linked to the actual pay award being higher than budget. Additionally, the actual rate of retirements is the same as budgeted i.e. 4 per month, although the average retiree rank is higher, resulting in a larger under spend.

£60k Local Government Pension Scheme (LGPS) – More corporate employees are not subscribing to the pension scheme.

Ill health retirement costs increased by £202k due to 11 additional retirements since budget setting along with injury pensions increasing by £20k.

Costs for the McCloud and O'Brien remedy are anticipated over the next two years commencing this year, although the value and quantity are yet to be confirmed and are not included in forecasts. There are ongoing discussions of these being funded by Welsh Government (WG) and updates on this will be reported throughout the year.

2.2.2 PREMISES COSTS - £578k Overspend

- Operational radio and communication costs are forecast to increase by £507k and includes Firelink charges of £425k which we have assumed will take place this year, although timing is unknown. Forecasts are based on 2023/24 rates until further information is known. On this basis, Firelink has been underbudgeted by £60k in addition to £30k for ad-hoc services, secured during the year.
- Telephone and Communications are to increase by £63k and include charges for legacy lines which are difficult to control and are charged to the Service by BT. Legacy lines are a secondary mobilising bearer, so if the network fails these are a backup. These lines will be phased out and replaced in 2025 following a trial of new technology in New Inn.

2.2.3 SUPPLIES AND SERVICES - £476k Overspend

- IT costs have increased by £283k and includes £200k for a backup system and £72k for annual licences which have transferred from capital in relation to the Joint Fire Control (JFC) systems project.

- Equipment Replacement Plan (ERP) spending of £140k (£59k actual and £80k committed) has taken place and will be funded from the ERP reserve as agreed during 2023/24 budget setting strategy.
- Insurance costs will increase by £40k due to higher annual premiums and additional costs for international travel, engineering and claim management.
- An increase of £58k in spending across various external funding areas is detailed in the attached appendices.
- Furniture costs are estimated to be £26k less than budget for JFC as total costs will be split 50:50 as part of the collaboration agreement with MWWFRS. These will be formularised in the annual recharge receivable from South Wales Police (SWP).

2.2.4 TRANSPORT - £76k Underspend

- Current estimates for fuel are less than budget as the service is moving towards wider use of hybrid vehicles.

2.2.5 CONTRACTED SERVICES - £482k Overspend

- £322k has been forecast for the inspection service provided by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The aim of this review is to gain a comprehensive understanding of the current performance which would complement, rather than duplicate, the work of Fenella Morris and is to be funded from change management reserves.
- Consultancy costs are forecast to increase by £160k covering several areas;
 - £77k specialist employment advice.
 - £35k for media consultancy.
 - £48k consultancy costs for CFO recruitment.

2.2.6 CAPITAL COSTS - £103k Overspend

- Joint Control Operating lease to be funded from reserves – year 8 of 8.

2.2.7 INCOME - £17k additional

- £88k additional income from Mid & West Wales Fire & Rescue Service (M&WWFRS)
 - Less £65k employee reimbursements
 - Plus £152k non-employee related reimbursements
- Co-location property income has increased by £18k since budget setting. Various increases over a number of agreements.
- A £53k reimbursement for community safety hardware redistribution to North and M&WWFRS.
- Offsetting the above is a decrease in interest receivable of £138k from amounts held in bank deposits. The Bank of England (BoE) rate dropped from 5.25% to 5% on 1st August and this has affected investment rates.

3 IMPLICATIONS

3.1 An overall projected overspend on the revenue budget equating to £1.658million with authorised reserve funding of £2.153 million. The costs identified to be funded from reserves are as follows;

- £1.488million Change Management
- £425k Firelink CMA
- £140k Equipment Renewal
- £100k JPSC rent

3.1.1 Community and Environment

- The revenue budget pays for the running costs of South Wales Fire and Rescue Service and the services, and these include response, protection and education work within our communities.

3.1.2 Regulatory, Strategy and Policy

- The Combination Scheme Order 1995 sets out how the Service will be funded and CIPFA codes of practice set out expectations for financial management of public finances.

3.1.3 Resources, Assets and Delivery

- Explanations are set out above and within the body of this report.

4 EVALUATION & CONCLUSIONS

4.1 The overall net revenue expenditure for year is £100million and this includes costs associated with grant funding. Local Authority funding for the year and grants, equate to £95.8million and £2.5million respectively, resulting in a £1.7million overspend. With £2.2million to be funded from reserves.

5 RECOMMENDATIONS

5.1 That the Commissioners for South Wales Fire and Rescue Service note and agree the report content.

Contact Officer:	Lisa Mullan Head of Finance, Procurement & Property	
Background Papers	Date	Source / Contact
Capital Monitoring Report Online (CP) budget reports Cost profile information	2024/25	Head of Finance, Procurement & Property

Appendices	
Appendix 1	Revenue Monitoring 2024/25 (20.09.2024)
Appendix 2	Reserve Statement 2024/25 (20.09.2024)
Appendix 3	Grant Monitoring Report 2024/25 (20.09.2024)
Appendix 4	Revenue Costs to be met from Reserves (20.09.2024)

THIS PAGE IS INTENTIONALLY BLANK

REVENUE MONITORING REPORT 2024/25
Appendix 2 : Reserve Statement 2024/25 (20.09.2024)

Reserve	Purpose and Control	Balance at year start	Transfers in and (out)	Balance at year end	Variations arising between budgeted and actual levels of reserves
General	To cover general financial risks including council funding, grants, inflation and interest.	-3,000,000	0	-3,000,000	
Managed under spends	To meet costs associated with rolling programmes of expenditure incomplete at year end. Controlled via routine budget monitoring procedures.	-43,646	0	-43,646	Spending against carry forward requests within revenue
Change Management	Costs of change arising from 'Shaping our 'Future' programme, investment in change projects to improve service and / or reduce spend.	-3,438,338	-140,459 -100,000 -425,425 1,658,083	-2,446,140	Equipment renewals spending transferred from reserve Annual Joint Control lease costs Firelink CMA spending transferred from reserve Revenue over / underspend
Carbon Reduction	Costs to achieve aims set out in the Carbon Delivery Plan 2020-2030.	-3,000,000	0	-3,000,000	Carbon Reduction spend
Equality, Diversity & Inclusion	Costs to support the framework to promote in-house equality, diversity and good practice.	-2,000,000	0	-2,000,000	EDI spend
Equipment Renewals	To level out cost variances in the required annual provisions for replacement.	-1,981,869	140,459	-1,841,410	Equipment renewals spend
PFI Equalisation	To meet future costs of the Training Centre PFI project	-2,726,779	320,823	-2,405,956	Current figures which may change slightly with indexation
Capital Receipts	To meet costs of the capital programme. Reserve applied as receipts are generated	0	0 0	0	All capital receipts received in year will be used to fund capital expenditure
Joint Control Lease Reserve	To meet the lease costs over an eight year period (from 2017/18)	-100,000	100,000	0	Annual Joint Control lease costs
Firelink CMA	Established due to a national issue with Airwave charges in the final quarter of the 2023/24 year and potential repayment.	-425,425	425,425	0	Transferred from Change Management Reserve
	TOTAL	-16,716,057	1,978,906	-14,737,151	

THIS PAGE IS INTENTIONALLY BLANK

REVENUE MONITORING REPORT 2024/25
Appendix 3 : Grant Monitoring Report 2024/25 (20.09.2024)

	HFS STOCK	YOUTH	NATIONAL RESILIENCE	MTA	USAR	FBU	MERSEYSIDE FRS	CIRCULAR ECONOMY	FF APPRENTICE	CYBER TRAINING	TRAINING LAPTOPS	EV Chargers	Total
Employee Costs													
Salaries, NI & superann.	0.00	126,819.93	305,799.37	94,523.77	289,266.28	21,195.67	17,872.44	0.00	307,411.49	0.00	0.00	0.00	1,162,888.94
Travel & Subs	0.00	75.00	9,396.00	34.80	0.00	0.00	498.96	0.00	0.00	0.00	0.00	0.00	10,004.76
Premises Related Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12,558.51	12,558.51
Training Expenses	0.00	0.00	16,732.71	5,000.00	6,314.33	0.00	0.00	0.00	0.00	6,600.00	0.00	0.00	34,647.04
Supplies & Services	397,863.48	0.00	589,253.72	70,149.48	499.80	0.00	0.00	15,930.45	0.00	0.00	45,000.00	0.00	1,118,696.93
Transport Related Expenses	0.00	0.00	0.00	0.00	233,355.18	0.00	624.73	0.00	0.00	0.00	0.00	0.00	233,979.91
Third Party Payments (Contracted Services)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Expenditure	397,863.48	126,894.93	921,181.80	169,708.05	529,435.59	21,195.67	18,996.13	15,930.45	307,411.49	6,600.00	45,000.00	12,558.51	2,572,776.09
Other/Additional Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grant Income	-372,500.00	-111,300.00	-888,933.23	-169,708.05	-507,202.05	-21,195.67	-18,996.13	-15,930.45	-307,411.49	-6,600.00	-45,000.00	0.00	-2,464,777.05
(Under)/Overspend to be transferred to Revenue	25,363.48	15,594.93	32,248.57	0.00	22,233.54	0.00	-0.00	-0.00	0.00	0.00	0.00	12,558.51	107,999.03

THIS PAGE IS INTENTIONALLY BLANK

THIS PAGE IS INTENTIONALLY BLANK

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 7
20 SEPTEMBER 2024

FINANCE & AUDIT COMMITTEE

CAPITAL MONITORING REPORT 2024/25**THIS REPORT IS FOR DECISION**REPORT APPROVED BY HEAD OF FINANCE, PROCUREMENT & PROPERTY,
LISA MULLANREPORT PRESENTED BY HEAD OF FINANCE, PROCUREMENT &
PROPERTY, LISA MULLAN**SUMMARY**

The capital monitoring report provides details of the capital budget, transactions to date and the forecast year end position for the year ending 31 March 2025.

RECOMMENDATIONS

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

1. BACKGROUND

- 1.1 This report provides an update of the major changes affecting the capital budget since budget setting.
- 1.2 Appendix 1 illustrates the necessary budget information and funding analysis for all approved capital investment plans for the current and previous financial years. Commissioners will note that budgets are phased over more than one financial year and this is referred to as slippage, a typical characteristic of capital budgets and their underpinning investment plans.
- 1.3 In summary, there is a total budget (2023/24 slippage & 2024/25 budget) of £19.4 million, set against this is the forecast outturn position, budget overspend and slippage of £11.7 million, £1.4 million, and £9.2 million respectively.
- 1.4 Appendix 2 details grant funded investments and associated funding streams.
- 1.5 The following narrative supports the above position in greater detail.

2. ISSUE/PROPOSAL

2.1 **Property**

The overall budget available for property investment during the year is £13.3million. The forecast expenditure, budget overspend, and slippage are £4.3m, £24k and £9m respectively and the individual schemes contributing to this position are detailed in Appendix 1. More detail on changes that have occurred since budget setting are provided below.

2.1.1 Monmouth Station

Following the withdrawal of interest from potential co-location partners, this work will be added to the On-Call Duty System (OCDS) project.

2.1.2 New Inn Station

The lease for the temporary site has been signed and work has begun to accommodate operational requirements which are scheduled for completion 31 October. This phase needs to be completed before crews decant from the main site.

Following the above, demolition and groundworks on the main site will commence in November. Timelines for construction are generally 18 months to 2 years.

2.1.3 Penarth Station

The lease for the temporary site has been signed, design work is ongoing to allow occupation of operational crews. Construction is scheduled to commence May 2025 pending planning and soil and agricultural board (SAB) approval. The remaining budget has been slipped into 2025/26 to accommodate.

2.1.4 Pontyclun Station

Following the completion of preparation works during 2024/25, £50k has been budgeted to allow for design fees to progress the project. Construction is anticipated to start in 2026/27.

2.1.5 On-Call Duty System (OCDS) Station Project

Gilfach Goch Station is on track to be completed in October closely followed by the completion of Ferndale Station in November 2024. Abercynon and Pencoed stations are currently in design phase, the tender processes will commence shortly, and construction will start in October and November respectively. Construction has 26-week timeline to completion.

2.1.6 Equality, Diversity & Inclusion

This project has slipped due to resources being prioritised towards Cardiff Gate decontamination project.

2.1.7 Cardiff Gate - Decontamination Project

This is a new project aimed at managing contamination risks following use of our Real Fire Training Facility (RFTF). A temporary facility will be installed as an initial measure, with a plan to build a permanent facility to be built over the next two years.

2.1.8 Planned and Preventative – Drill Towers

There is no budget for 2024/25 however a need to replace towers at Pontycymmer and Abercynon stations has arisen. It is more cost efficient to replace rather than repair due to the extensive nature of these and the remaining useful life of the towers.

2.2 **Vehicle Replacement Programme (VRP)**

The overall budget equates to £5.4m, forecast expenditure is £6.8m. A net overspend of £1.4m largely relates to the purchase of Detection Identification and Monitoring (DIM), National Resilience (NR) and Urban Search and Rescue (USAR) vehicles which are wholly grant funded.

2.2.1 Truck (slide Deck/ Crane)

This budget has been slipped forward since 2018/19 and prices have increased since this was submitted resulting in an overspend of £47k. The vehicle has been delivered.

2.2.2 Water Ladders (WL)

The 7 Water Ladders relating to the 2023/24 VRP are built and due for final inspection in September. 2024/25 VRP water ladders are in the final build stages and will be delivered before year end. The £156k overspend is due to increased costs because of market conditions and is shared between 14 vehicles.

2.2.3 Vans/Ops Estate Cars

The 3 vans relating to 2023/24 have been delivered and discussions are on-going regarding the availability of funding from Welsh Government to part fund further electric van investment. The decision will then determine the costs and quantities for 2024/25.

2.2.4 Light Utility 4WD

Delivery of 3 vehicles have been made from the 2023/24 VRP with a remaining 4 due this year.

2.2.5 Wildfire Units

This budget slipped from 2023/24 due to timing of delivery however all 4 have now been received.

2.2.6 Rescue Boat

The boat has been delivered at a cost of £38k representing an £8k increase due to increased costs since budget submission.

2.2.7 Water Carrier

This is currently out to tender with the intention to order and receive a vehicle before the end of 2024/25, however lead times may push this into 2025/26.

2.2.8 Grant Funded Vehicles

£982k of grant funding has been secured for a variety of vehicles as outlined below.

Urban Search and Rescue (USAR)

1 x Box Lorry - £262k

Detection Identification and Monitoring (DIM)

1 x van & build - £120k

National Resilience (NR)

3 x Prime Movers - £600k

2.3 **Operational Equipment**

The £195k budget is forecast to be overspent by £130k however this is to be fully funded by Welsh Government grants.

2.3.1 Positive Pressure Ventilation (PPV) Fans

Testing and research has taken place for the purchase of PPV fans which has identified 10 replacements. This is due to the varied use and condition of current service fans. As a result, £45k is to be spent with the remaining £150k to be slipped into 2025/26.

2.3.2 DIM Equipment Uplift (grant funded)

A variety of equipment including detection items are to be purchased as part of a national uplift which will be fully grant funded.

2.3.3 MTA Equipment Uplift (grant funded)

This all Wales uplift includes equipment for all frontline Water Ladders. Discussions are on going regarding the equipment to be included.

2.4 ICT Equipment

The overall budget is £243k and is forecast to be fully spent during 2024/25.

2.4.1 Screen Replacement

This is a 2 year project to replace monitors across the service and is forecast to be fully spent.

2.4.2 Netscaler Replacement

In order to optimise server functions across the service, this project will be completed during 2024/25.

2.5 Joint Control (co-location) -

This budget relates to the Vision Hardware Refresh at our shared Joint Public Service Centre (JPSC). £124k was slipped into 2024/25 due to a delay in the supplier meeting project milestones. These milestones are anticipated to be met during the financial year and a further £135k is forecast to be spent should further milestones be met during 2024/25.

The £260k forecast is the cost prior to any cost sharing split. This project will be split 50/50 with MWWFRS, resulting in a £130k underspend.

3 IMPLICATIONS

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

A spend forecast of 11.7m and slippage of £9.2m result in a net (overspends are offset by underspends), £1.4m overspend. Gross overspends of £1.9m are offset by £456k of underspends and £1.1m of grant funding received after the budget was set. The remaining £283k is additional to the annual budget set and will be financed as part of the overall capital budget. This is analysed follows.

	Over spend	Grant Funding	Under spend	Addition to budget
CAPITAL SCHEME				
MONMOUTH (co-location not confirmed)			326	326
CARDIFF GATE DECONTAMINATION	-100			-100
DRILL TOWERS	-250			-250
TRUCK (SLIDE DECK / CRANE)	-47			-47
WATER LADDERS	-156			-156
WILDFIRE UNIT	-3			-3
RESCUE BOAT	-8			-8
LIGHT UTILITY 4WD	-174			-174
JOINT CONTROL			130	130
NATIONAL RESILIENCE PRIME MOVERS (grant funded)	-600	600		0
DIM LIGHT VEHICLE (grant funded)	-120	120		0
USAR BOX LORRY (grant funded)	-262	262		0
DIM EQUIPMENT UPLIFT (grant funded)	-60	60		0
MTA EQUIPMENT UPLIFT (grant funded)	-70	70		0
TOTAL	-1,851	1,112	456	-283

3.2 Community and Environment

The capital budget facilitates investment in long term assets. Most of these are located and are visible to our communities and need to be planned sustainably to support current and future service delivery.

3.3 Regulatory, Strategy and Policy

The Treasury Management Strategy Statement (TMSS) sets out affordable limits for capital investment and links the capital and revenue budgets to provide for an overview of the services finances.

3.4 Resources, Assets and Delivery

Impacts on budget are reported within the main body of this report.

4. EVALUATION & CONCLUSION

- 4.1 The total capital investment for the year is forecast at 11.7m and will be funded through borrowing, contributions from partners, grants, a revenue contribution, and capital receipts.

5. RECOMMENDATIONS

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

Contact Officer:	Lisa Mullan Head of Finance, Procurement & Property	
Background Papers	Date	Source / Contact
Revenue Monitoring Report	2024/25	Head of Finance, Procurement & Property

Appendices	
Appendix 1	Capital Monitoring 2024/25 (20.09.2024)
Appendix 2	Grant Monitoring 2024/25 – Capital (20.09.2024)

THIS PAGE IS INTENTIONALLY BLANK

CAPITAL MONITORING 2024/25

Appendix 1

CAPITAL PROGRAMME 2024/25							APPENDIX 1	
	Project Total £000	SLIPPAGE B/F 2023/24 £000	2024/25 BUDGET £000	ACTUAL AS AT 16.08.24 £000	COMMITTED AS AT 16.08.24 £000	OUTTURN POSITION 31.03.25 £000	BUDGET UNDER/ OVER SPEND £000	SLIPPAGE C/F 2025/26 £000
PROPERTY								
STATION REFURBISHMENTS								
MONMOUTH (co-location not confirmed)	600	326	0	0	12	0	326	0
NEW INN	3,800	5,406	2,000	55	1,937	2,000	0	5,406
PONTYCLUN	1,100	0	50	0	0	50	0	0
PENARTH	3,250	202	2,000	42	17	250	0	1,952
ON-CALL (OCDS) STATION PROJECT	1,850	1,312	1,500	731	1,441	1,500	0	1,312
EQUALITY, DIVERSITY & INCLUSION	0	227	250	77	2	100	0	377
CARDIFF GATE DECONTAMINATION PROJECT		0	0	0	0	100	-100	0
DRILL TOWERS	0	0	0	0	0	250	-250	0
	10,600	7,473	5,800	905	3,410	4,250	-24	9,048
VEHICLES								
TRUCK (SLIDE DECK / CRANE)	150	150	0	197	0	197	-47	0
WATER LADDERS	3,975	1,833	2,142	2,249	1,882	4,131	-156	0
VAN/OPS ESTATE CAR	389	234	155	119	0	389	0	0
LIGHT UTILITY 4WD	0	482	0	164	0	656	-174	0
WILDFIRE UNIT	100	100	0	97	7	103	-3	0
RESCUE BOAT	30	30	0	25	13	38	-8	0
WATER CARRIER	200	200	0	0	0	200	0	0
LADDERS	75	0	75	60	0	75	0	0
FORKTRUCK	45	0	45	0	0	45	0	0
NATIONAL RESILIENCE PRIME MOVERS (grant funded)	600	0	0	0	0	600	-600	0
DIM LIGHT VEHICLE (grant funded)	50	0	0	0	0	120	-120	0
USAR BOX LORRY (grant funded)	230	0	0	0	0	262	-262	0
	5,844	3,029	2,417	2,911	1,902	6,817	-1,371	0
EQUIPMENT								
PPV Fans	195	0	195	0	0	45	0	150
DIM EQUIPMENT UPLIFT (grant funded)	60	0	0	0	0	60	-60	0
MTA EQUIPMENT UPLIFT (grant funded)	70	0	0	0	0	70	-70	0
	325	0	195	0	0	175	-130	150
ICT								
END USER COMPUTER REPLACEMENT	450	13	0	0	0	13	0	0
SERVERS AND STORAGE REPLACEMENT	150	27	0	0	0	27	0	0
SERVER SOFTWARE UPGRADE	150	7	0	0	0	7	0	0
WIRELESS ACCESS POINTS	40	41	0	14	26	41	0	0
SCREEN REPLACEMENT	150	0	75	0	0	75	0	0
NETSCALER REPLACEMENT	80	0	80	0	0	80	0	0
	1,020	88	155	14	26	243	0	0
JOINT CONTROL (co-location scheme)	675	124	135	33	303	259	130	0
TOTAL	17,789	10,714	8,702	3,862	5,641	11,744	-1,395	9,198
FUNDING ANALYSIS								
BORROWING						10,284		
CO-LOCATION CONTRIBUTIONS						130		
REVENUE CONTRIBUTION						200		
CAPITAL GRANT						1,112		
CAPITAL RECEIPTS						18		
						11,744		

THIS PAGE IS INTENTIONALLY BLANK

GRANT MONITORING 2024/25 – CAPITAL
Appendix 2

	CAPITAL
<u>Vehicles</u>	
<i>USAR Box Lorry</i>	262,000
<i>DIM Light Vehicle</i>	120,000
<i>NR Prime Movers</i>	600,000
<u>Equipment</u>	
<i>MTA Equipment Uplift</i>	70,000
<i>DIM Equipment Uplift</i>	60,000
Income	-1,112,000
(Under)/Overspend	0

THIS PAGE IS INTENTIONALLY BLANK

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE AUTHORITY**AGENDA ITEM NO 8
20 SEPTEMBER 2024

FINANCE & AUDIT COMMITTEE

2023/24 ANNUAL TREASURY MANAGEMENT REVIEW**THIS REPORT IS FOR DECISION**REPORT APPROVED BY HEAD OF FINANCE, PROCUREMENT & PROPERTY,
LISA MULLANREPORT PRESENTED BY HEAD OF FINANCE, PROCUREMENT & PROPERTY,
LISA MULLAN**SUMMARY**

To consider the results of treasury management activities for the year ending 31 March 2024, in accordance with the Authority's approved Treasury Management Strategy for 2023/24.

RECOMMENDATION

That Commissioners;

- note the annual treasury management review for 2023/24, and
- approve the actual prudential and treasury indicators set therein

1. BACKGROUND

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

2. ISSUE

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

2.2 The Authority can receive bank deposits in excess of £100 million in any one year and monthly bank payments can total as much as 9 million and

is dependant on a number of factors. The timing of these cash flows can be uncertain and as such, it is imperative that the flow of cash in and out of Authority bank accounts is managed to support budget strategies and minimise risk.

- 2.3 Appendix 1 provides Commissioners with more detail on the capital investment activity for the year, how this is financed and the impact on the Authority's indebtedness, the year end treasury position and various prudential and treasury indicators.

3. FINANCIAL IMPLICATIONS

3.1 Borrowing Outturn

The Authority maintains a competitive, average debt book rate of approx 3.94% which is marginally higher than 2022/23 at 3.83%. Interest on borrowing is £1.0m and £1.12 million for 2023/24 and 2022/23 respectively. The current borrowing strategy is to utilise the Authority's cash reserves in the first instance and to undertake external borrowing for long term investment.

3.2 Investment Outturn

There were 2 investments made during the year returning £45k interest.

- £2m for 1 month at 4.62%
- £3m for 3 months at 4.92%

4. EQUALITY RISK ASSESSMENT

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

5. RECOMMENDATION

- 5.1 That Commissioners note the annual treasury management review for 2023/24 and approve the actual prudential and treasury indicators set therein.

Contact Officer:	Background papers:
Lisa Mullan Head of Finance, Procurement & Property	- CIPFA Code Treasury Management - CIPFA Prudential Code - Treasury Management Strategy - Capital Outturn Report - Annual statement of Account - Treasury Management Practices (TMP's)

Appendix 1 - Annual Treasury Management Review 2023/24

Purpose

This Authority is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2023/24. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2023/24 the full Authority received the following reports:

- an annual treasury management strategy in advance of the year reported to Fire Authority 27 March 2023
- a mid-year treasury update report reported to Fire Authority 18 December 2023
- an annual review following the end of the year describing the activity compared to the strategy, (this report)

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

This Authority confirms that it has complied with the requirements under the Code to give prior scrutiny to all of the above treasury management reports by the Finance, Audit & Performance Management Committee before they were reported to the full Authority. Member training on treasury management was undertaken on 27 March 2023 and awareness to Commissioners was delivered on 28 March 2024 in order to support scrutiny roles.

Executive Summary

During 2023/24, the Authority complied with its legislative and regulatory requirements. The Treasurer also confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, (the authorised limit), was not breached.

The financial year 2023/24 saw an increase in bank rates from 4.25% at the start to 5.25% at the end of the financial year. Investment rates in turn improved and consequently returns increased. The treasury strategy of utilising internal borrowing in the short term was maintained to avoid the cost of carry on borrowing.

Introduction and Background

This report summarises the following:-

- Summary position
- Capital activity during the year;
- Impact of this activity on the Authority's underlying indebtedness, (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Authority has borrowed in relation to this indebtedness, and the impact on investment balances;

Summary Position

Capital, Financing & Prudential Indicators	2023/24 Outturn	2023/24 Budget
Opening CFR	42,805	46,478
Capital Spending	6,836	14,861
CERA	-387	-200
Capital Receipts	-98	0
Capital Grant	-645	0
		0
Borrowing requirement for the year	5,706	14,661
Repayment of Debt		
MRP	-3,486	-4,163
MRP on PFI	-437	-437
Closing CFR	44,587	56,538
Movement in closing CFR	1,783	10,060
Gross borrowing at start of year	26,738	26,737
New borrowing	2,500	10,000
Loan repayments	-1,288	-1,383
Gross borrowing at end of year	27,949	35,355
Other long term liabilities i.e. pfi	3,242	3,242
Investments/deposits at 31st March		-2,058
Investments/deposits at 1st April		-1,000
Net borrowing at 1st April		24,679
Net borrowing at 31st March		34,355
Gross Debt	31,191	38,596
Under/Over borrowed (Gross debt vs CFR)	13,396	17,942
Movement in OLTL from year to year	-437	-437

The Authority's Capital Expenditure and Financing

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

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

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

The Authority's Overall Borrowing Need

The Authority's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR) and is a gauge of the Authority's indebtedness. The CFR results from the capital activity of the Authority and resources used to pay for the capital spending. It represents the 2023/24 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Authority's treasury activity is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the Finance team organises the Authority's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies such as the Public Works Loan Board [PWLB], in addition to utilising temporary cash resources.

The Authority's CFR is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Authority is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR and is effectively a repayment of the borrowing need.

The CFR can also be reduced by:

- the application of additional capital financing resources, i.e. capital receipts; or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Authority's 2023/24 MRP Policy, as required by Welsh Government Guidance, was approved as part of the Treasury Management Strategy Report for 2023/24.

The Authority's CFR for the year is shown in the table above, and represents a key prudential indicator. It includes PFI on the balance sheet, which increases the Authority's borrowing need although no borrowing is required as a borrowing facility is included in the contract.

Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

To ensure that borrowing levels are prudent and are only for a capital purpose, the Authority should ensure that its gross external borrowing does not, except in the short term, exceed the total CFR in the preceding year (2022/23) plus the estimates of any additional capital financing requirement for the current (2023/24) and next two financial years. This essentially means that the Authority is not borrowing to support revenue expenditure. The table above highlights the Authority's gross borrowing position against the CFR and that the Authority has complied with this prudential indicator.

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

The authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Authority does not have the power to borrow above this level. The table below demonstrates that during 2023/24 the Authority has maintained gross borrowing within its authorised limit.

Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital, i.e. borrowing and other long term obligations net of investment income, against the net revenue stream. The below table shows the financing costs are less than anticipated as a result of no new borrowing being taken in the year.

	2023/24 £000's
Authorised limit	61,500
Maximum gross borrowing position during the year	27,948
Operational boundary	60,500
Financing costs as a proportion of net revenue stream estimate	5.78%
Financing costs as a proportion of net revenue stream actual	5.32%

Actual financing costs as a proportion of net revenue stream is lower than estimated because actual capital investment was lower than that estimated in the TMSS and financing costs are derived capital spending.

Treasury Position as of 31st March 2024

The Authority's treasury management debt and investment position is organised by the finance team to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through reporting detailed in the summary, and through officer activity detailed in the Authority's Treasury Management Practices. At the end of 2023/24 the Authority 's treasury, (excluding borrowing by PFI and finance leases), position was as follows:

PWLB	
Opening Principal	26,736,946
New Borrowing	2,500,000
EIP Principal Repaid	-269,215
Maturity Principal Repaid	-1,019,080
Closing Principal	27,948,651
Total principal paid	-1,288,295

The maturity structure of the debt portfolio as of 31 March 2024, was as follows:

Maturing Within	PWLB Principal £	Average Rate	Non-PWLB	Total
Less than 1 year	3,989,264.13	5.23	0.00	3,989,264.13
over 1 not over 2 years	1,405,739.42	4.8	0.00	1,405,739.42
over 2 not over 5 years	5,307,493.55	4.51	0.00	5,307,493.55
over 5 not over 10 years	8,146,154.21	3.38	0.00	8,146,154.21
over 10 not over 15 years	9,100,000.00	3.42	0.00	9,100,000.00
Total	27,948,651.31	3.94	0.00	27,948,651.31

The Authority held a balance of £415k of cash with our contracted bankers as of 31st March 2024.

There have been no changes to the Authority's risk appetite and no debt re-scheduling during the year.

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 9
20 SEPTEMBER 2024

FINANCE & AUDIT COMMITTEE

REPORT OF THE HEAD OF FINANCE, PROCUREMENT & PROPERTY

FINANCE TEAM RESTRUCTURE**THIS REPORT IS FOR DECISION**

REPORT IS APPROVED AND PRESENTED BY CFO STUART MILLINGTON

SUMMARY

This report provides an overview of a plan to restructure the finance team and realign capacity and expertise with Service needs.

RECOMMENDATIONS

That Commissioners

- 1) Agree a £33k increase to the base budget to support additional salary costs.
- 2) Approve the immediate implementation of the plan to restructure the finance team.

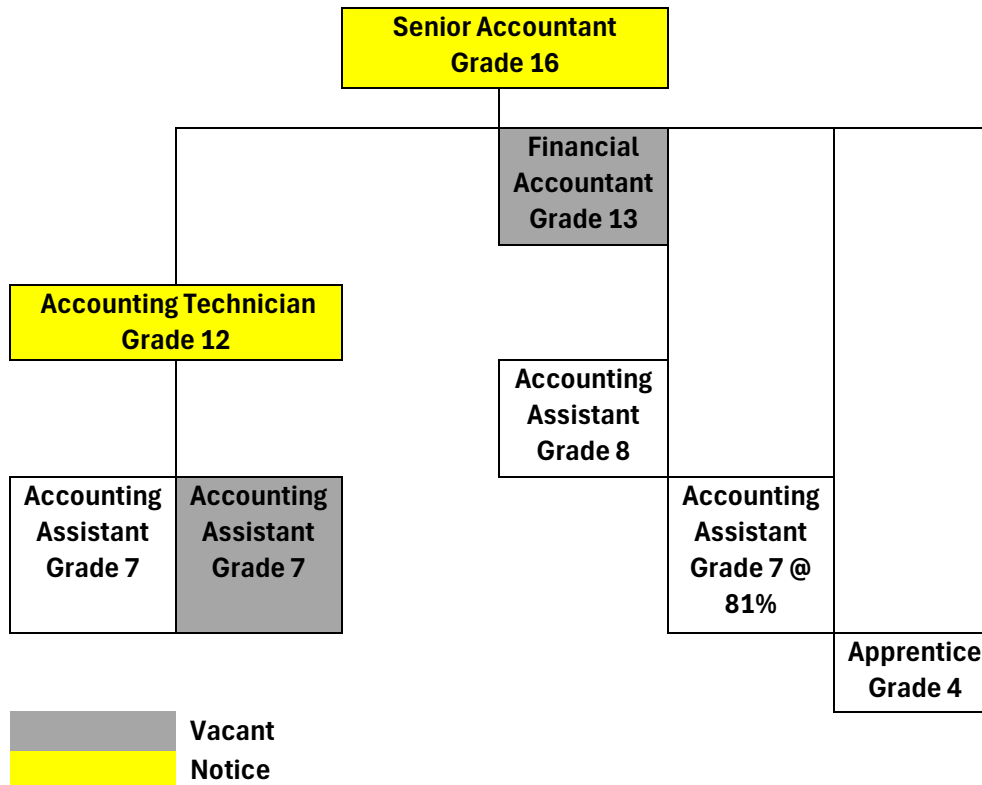
1. BACKGROUND

- 1.1 The purpose of this report is to request approval to strengthen professional finance expertise within the Service by restructuring the finance team to attract and more readily retain professionals and aspiring professionals. This report will provide a structure that supports clear succession planning and create better conditions to grow internal talent.

2. ISSUE

- 2.1 The Finance team is comprised of eight posts, i.e. 7.81 full time equivalents as depicted in 2.2.

2.2



2.3 The budgeted cost of the established structure is £333k. The actual cost of the team has been much less following several unsuccessful recruitment processes, with vacant posts highlighted in grey above. In the last month resignations from key post holders have been submitted and are highlighted in yellow above, with notice periods of one and three months respectively. Those who are leaving us are doing so to take up roles in other organisations with higher salaries or with the potential for future career progression. It is therefore necessary to take action to improve the Service's ability to attract and subsequently retain, professional staff.

2.4 In addition to those who have left to take up other opportunities, the Service has also lost a wealth of strategic finance expertise through retirements, and this has also challenged the resilience of the finance function.

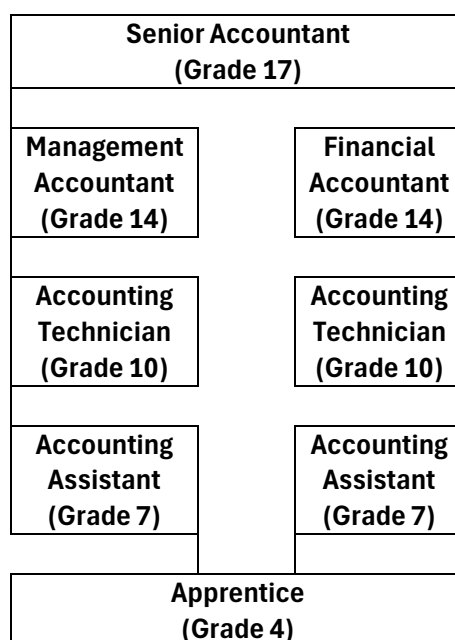
2.5 The above events jeopardise the finance team's ability to continue to deliver services and successfully meet statutory requirements.

3 PROPOSAL

3.1 To undertake a soft restructure aimed at bolstering the team's expertise and capacity. This initiative is crucial for maintaining our high standards of financial management and aligning financial capabilities with the changing demands of the Service. By refining the teams' structure, we can attract the

necessary talent and offer meaningful career progression opportunities to retain current staff.

- 3.2 This approach will address current gaps on a post-by-post basis with gradual, targeted adjustments as opposed to implementing widespread changes all at once. It is an approach particularly useful in minimising disruption and managing morale because it is delivered as part of a controlled, adaptive transition.
- 3.3 The following presents an overview of a revised structure to address challenges. The grades of the Accounting Technicians and Financial Accountant are currently indicative as the outcome of job evaluation is pending. The other roles have already been completed or are not subject to change.



- 3.4 Cost of the proposed structure will be in the region of £366k, 2024 pay award pending. This is £33k more than the previous structure and provides the following.

- An experienced Senior Accountant who will deputise for the Head of Finance, Procurement & Property.
- Three qualified accountants, i.e. Consultative Committee of Accountancy Bodies (CCAB) members.
- Two Accounting Technicians i.e. graduate level professionals, possessing the minimum of a degree in finance, accountancy or equivalent.
- Maintains Accountancy Assistant support.

- Maintains investment in the Apprentice with study support, i.e. Association of Accounting Technicians (AAT)

- 3.5 The above proposes a better balance between management accounting and financial accounting workstreams and builds resilience in the team. Senior Accountant direct reports are reduced from four to two. Enhanced reporting responsibilities for both the Management and Financial Accountants will also increase the capacity of the Senior Accountant, which will be necessary to undertake more strategic work and improve overall reporting quality.
- 3.6 The introduction of a more structured Accounting Technician tier will be necessary to pick up cascading of duties from the Financial and Management Accountants.
- 3.7 Following a long period of stability, 2024 has seen much change with a fundamentally different leadership and the start of a transformation and change programme that will demand more from its finance team to be successful in meeting financial constraints and transparent reporting requirements. A trainee accountant on a career grade, could form part of a longer-term consideration. A career grade 10–13 will cost an additional £32,909 - £39,493 (excluding oncosts) based on today's rates although this need should be reassessed following the implementation of the above.

4 BENCHMARK

- 4.1 Broad comparison of structures with that of our Welsh counterparts supports the above proposal as reasonable and frugal. Broad indicators of budget size, number of qualified professionals and number of finance team members overall have been used in the following.
- 4.2 South Wales Fire & Rescue Services (SWFRS) budget position for 2024/25 is £95.8million revenue and £19million capital and currently has eight team members overall, including two qualified accountants.
- 4.3 Mid & West Wales Fire & Rescue Service (MWWFRS) position for the same period is £68.6million and £8.3 respectively for revenue and capital budgets. The structure details 10 team members overall which includes seven accountants.
- 4.4 North Wales Fire & Rescue Service (NWFRS) position is £48.3million and £5.7million for revenue and capital budgets respectively. The structure details six team members overall and includes two accountants.

5 IMPLICATIONS

5.1 Community and Environment

5.1.1 Equality, Diversity and Inclusion

This will be considered as part of the recruitment and selection process.

5.1.2 Welsh Language

Adherence to the Welsh language policy will be maintained with externally facing information communicated in English and Welsh.

5.1.3 Consultation and Communications

Staff engagement activities and consultation has been and will continue to be undertaken as the plan progresses.

5.2 Regulatory, Strategy and Policy

5.2.1 Legal

This is opportunity-based restructuring, having not replaced leavers; therefore, there are no redundancies foreseen.

5.2.2 Financial

Financial implications are set out within the main body of the report.

5.3 Resources, Assets and Delivery

5.3.1 Human Resource and People Development

Relevant job descriptions and person specifications have been and will continue to be redrafted until the restructure is complete. Small fluctuations in grades may occur due to the job evaluation process.

6 EVALUATION & CONCLUSIONS

6.1 As a result of the above assessment of risks, I propose the soft restructure is instigated as soon as possible and includes regular review intervals, e.g. 6 months. This will allow an assessment of adequacy on a phased basis and while staff become competent in role and with the option to invoke longer term plans outlined above when necessary.

7 RECOMMENDATIONS

7.1 That Commissioners.

- 1) Agree a £33k increase to the base budget to support additional salary costs
- 2) Approve the immediate implementation of the plan to restructure the finance team.

Contact Officer:	Lisa Mullan Head of Finance, Procurement & Property	
Background Papers	Date	Source / Contact



Reference: 4458A2024

Date issued: September 2024

Audit of South Wales Fire and Rescue Authority's 2024-25 Improvement Plan

The Wales Fire and Rescue Service Circular number: W-FRSC (2021)07 requires Fire and Rescue Authorities in Wales to continue to report against the Local Government Measure 2009 until a new National Framework and revised arrangements have been introduced.

Certificate

I certify that, following its publication on 31 October 2023, I have audited South Wales Fire and Rescue Authority's (the Authority) 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. 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.



Adrian Crompton

Auditor General for Wales

CC: Cabinet Secretary for Local Government

Carwyn Rees, Audit Manager

THIS REPORT IS NOT EXEMPT AND IN THE PUBLIC DOMAIN**SOUTH WALES FIRE & RESCUE SERVICE**AGENDA ITEM NO 11
20 SEPTEMBER 2024

FINANCE & AUDIT COMMITTEE

REPORT OF THE ASSISTANT CHIEF FIRE OFFICER OF SERVICE
DELIVERY**PERFORMANCE REPORT - STRATEGIC PERFORMANCE INDICATORS
QUARTER 1 2023/2024****THIS REPORT IS FOR INFORMATION**REPORT APPROVED BY THE ASSISTANT CHIEF FIRE OFFICER OF
SERVICE DELIVERY.
PRESENTING OFFICER - AREA MANAGER, MATT JONES.**SUMMARY**

To consider the organisation's performance against the Strategic Performance Indicators compared to the projected outcomes for Q1 2024/2025.

RECOMMENDATIONS

That Commissioners note the Service's Strategic Performance Indicator totals for Q1 2024/2025.

1. BACKGROUND

- 1.1 To support performance monitoring and continuous improvement activity within the Service, Strategic Performance Indicator data is compared against projected outcomes that are implemented at the start of the year. The Service's ongoing performance against these Strategic Performance Indicators is reviewed at public-facing Committee meetings and these indicators are referenced within corporate documents produced and published by the Service. They provide a point of reference for projected demand and outcomes, against which more detailed incident data can be analysed.
- 1.2 There is a requirement under the Local Government (Wales) Measure 2009 to report our performance against seven Strategic Performance

Indicators annually to Welsh Government (WG). There are four incident-based indicators, two fatality and injury indicators and one effective response indicator.

- 1.3 The projected outcomes for Q1 2024/2025 were proposed prior to the start of the reporting year, utilising a profiling process that considered five years of historic incident data to provide a baseline figure.
- 1.4 Factors that may influence the Service's ability to meet projected outcomes include planned reduction strategies and changes in legislation that may change the call profile of the Service.

2. ISSUE / PROPOSAL

- 2.1 The purpose of these indicators is to measure activity that has a direct or significant impact on desired outcomes.

The indicators are:

- The number of incidents attended (made up of four separate indicators, which are for Total Fires Attended, Total False Alarms Attended, Total Road Traffic Collisions (RTCs) Attended, and Total Other Special Service Calls (SSCs) Attended).
 - The number of deaths and injuries caused by all fires and accidental fires (two indicators).
 - The percentage of dwelling fires which were confined within the room they originated (one indicator).
- 2.2 Appendix 1 provides full details of the six-year trend performance against the Strategic Performance Indicators.
 - 2.3 The total number of fires attended in Q1 2024/2025 (1,360) was lower than the number attended during the same quarter last year (2,212) and lower than the projected outcome (1,870).
 - 2.4 The total number of false alarms attended in Q1 2024/2025 (2,299) was higher than the number attended during the same quarter last year (2,186) and higher than the projected outcome (2,247).
 - 2.5 The total number of Road Traffic Collisions (RTCs) attended in Q1 2024/2025 (217) was lower than the number attended during the same quarter last year (237), but higher than the projected outcome (198).
 - 2.6 The total number of Other Special Service Calls (SSCs) attended in Q1 2024/2025 (756) was lower than the number attended during the same quarter last year (788) and lower than the projected outcome (766).

- 2.7 The total number of deaths and injuries arising from all fires in Q1 2024/2025 (14) was higher than the number recorded during the same quarter last year (9), but lower than the projected outcome (15).
- 2.8 The total number of deaths and injuries arising from all fires which were started accidentally in Q1 2024/2025 (13) was higher than the number recorded during the same quarter last year (8) and the same as the projected outcome (13).
- 2.9 The percentage of dwelling fires which were confined within the room they originated in Q1 2024/2025 (83.1%) was higher than during the previous reporting year (82.0%) but lower than the projected figure (85%).

3. IMPLICATIONS

3.1 Community and Environment

3.1.1 - Well-Being Of Future Generations (Wales) Act – Monitoring our performance against these Strategic Performance Indicators, and effectively implementing planned improvement strategies as necessary, enable us to continue to reduce the number of non-emergency incidents we attend. This contributes to the well-being goal of “A prosperous Wales”.

3.1.2 - Sustainability / Environment / Carbon Reduction – Reducing the number of incidents that we attend and the number of fire appliances that attend these incidents will ensure that we reduce our impact on the environment.

3.2 Regulatory, Strategy and Policy

3.2.1 - Legal – There is a requirement under the Local Government (Wales) Measure 2009 to report our performance against seven Strategic Performance Indicators annually to WG. Our annual return for the financial year 2023/2024 was compiled and returned to WG during June 2024 as required.

3.3 Resources, Assets and Delivery

3.3.1– Service Delivery – Monitoring our ongoing performance against these seven Strategic Performance Indicators enables us to review the effectiveness of our service delivery, and to implement improvements wherever possible.

4 EVALUATION & CONCLUSIONS

- 4.1 Two Strategic Performance Indicators performed better than the previous year and better than the projection set at the beginning of the year (Total Fires Attended, Other Special Service Calls).
- 4.2 Two Strategic Performance Indicators performed better than the previous year but did not meet the projection set at the beginning of the year (Road Traffic Collisions Attended, Percentage of Dwelling Fires Confined to Room of Origin).
- 4.3 Two Strategic Performance Indicators performed worse than the previous year but met, or were lower than, the projection set at the beginning of the year (Total Deaths and Injuries Arising from All Fires, Total Deaths and Injuries Arising from Accidental Fires).
- 4.4 One Strategic Performance Indicator performed worse than the previous year and did not meet the projection set at the beginning of the year (Total False Alarms Attended).
- 4.5 The Service will continue to monitor and report its ongoing performance against these Strategic Performance Indicators.

5 RECOMMENDATIONS

- 5.1 That Commissioners note the Service's Strategic Performance Indicator totals for Q1 2024/2025.

Contact Officer:	Wayne Thomas Temporary Head of Corporate Support	
Background Papers	Date	Source / Contact
None		

Appendices	
Appendix 1	Strategic Performance Indicators – Q1 2024/2025



Strategic Performance Indicators

Q1 2024/2025

Introduction

Welsh Government require Fire and Rescue Services in Wales to report annually on a series of measures, which include seven Strategic Performance Indicators of service delivery. Section 1 of this report provides an overview of how the Service has performed and Section 2 provides additional detail and analysis.

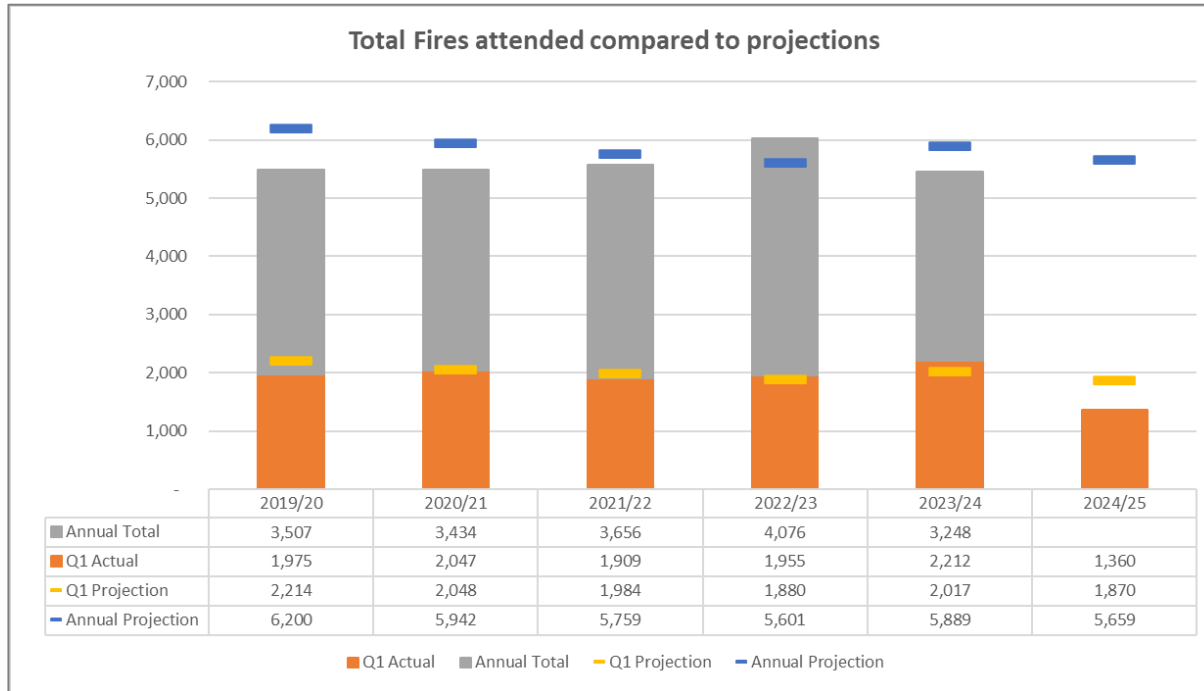
Section 1 – Overview of Strategic Performance Indicators - Q1 2024/2025

The table below displays the progress of each Strategic Performance Indicator based on its performance against the projected outcome set by analysis at the start of the year.

	Q1 2023/2024 Performance	Q1 2024/2025 Performance	Q1 2024/2025 Projection	Year on Year Performance Difference # (%)	Q1 2024/2025 Performance v Projection
Total Fires Attended	2,212	1,360	1,870	-852 (-39%)	★
Total False Alarms Attended	2,186	2,299	2,247	+113 (+5%)	●
Total RTCs Attended	237	217	198	-20 (-8%)	▲
Total Other SSCs Attended	788	756	776	-32 (-4%)	★
Total Deaths and Injuries Arising from All Fires	9	14	15	+5 (+56%)	★
Total Deaths and Injuries Arising from Accidental Fires	8	13	13	+5 (+63%)	★
% of Dwelling Fires Confined to Room of Origin	82.0%	83.1%	85.0%	+1.1%	●

Performance Key	★ Better than or equal to projection	● Up to 5% worse than projection	▲ Over 5% worse than projection
-----------------	--------------------------------------	----------------------------------	---------------------------------

Section 2 – Strategic Performance Indicators – analysis



Q1 2024/2025 Performance v Q1 2023/2024

Total Fires ↓ 39% from 2,212 to 1,360

27% **below** the projection of 1,870 in Q1 2024/2025

Accidental Fires ↓ 30%, from 605 to 422

Deliberate Fires ↓ 42%, from 1,607 to 937

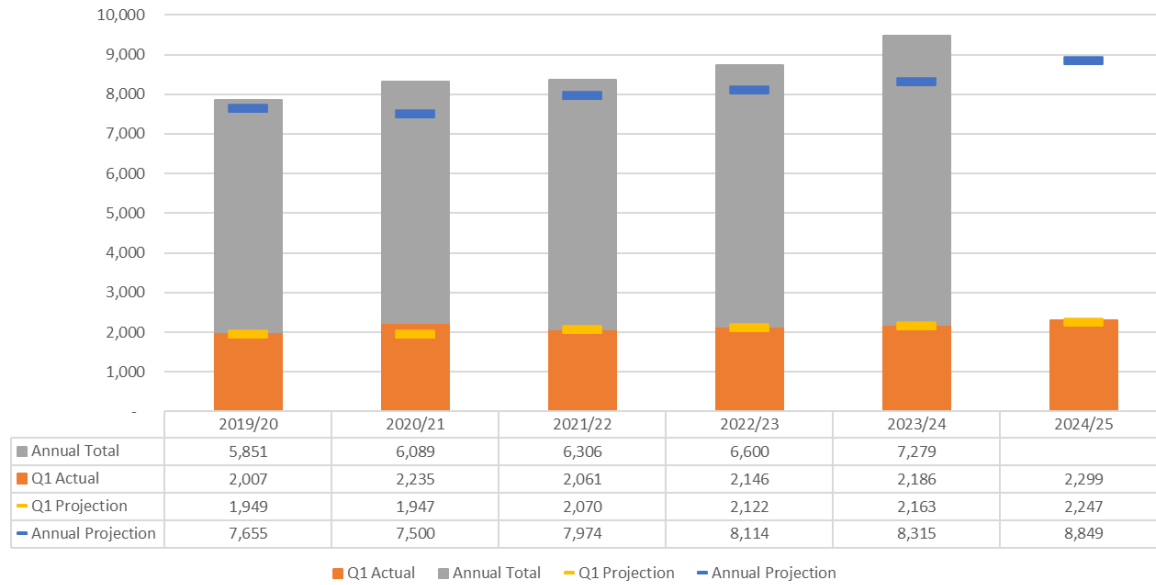
Deliberate Grass Fires ↓ 72%, from 612 to 173

Deliberate Refuse Fires ↓ 26%, from 759 to 560

Deliberate Road Vehicle Fires ↓ 13%, from 109 to 95. The largest decrease was in Cardiff, going from 30 last year to 17 this year. Only Whitchurch saw an increase this year, from 1 to 4.

Deliberate Fires accounted for 69% of all fires

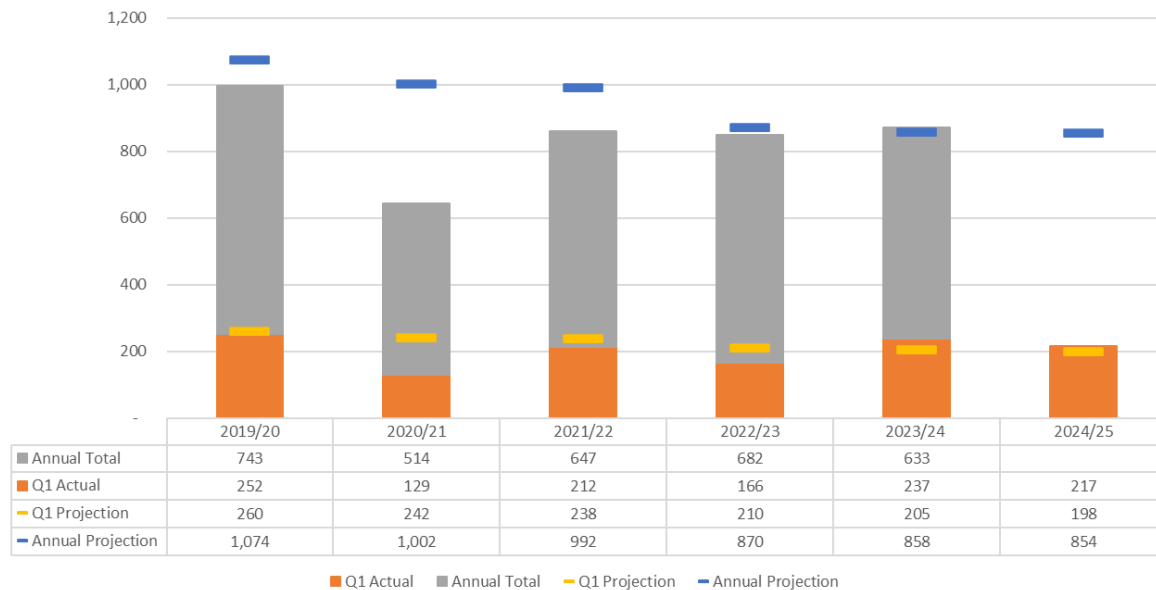
Total False Alarms attended compared to projections



Q1 2024/2025 Performance v Q1 2023/2024

Total False Alarms ↑ 5%, from 2,186 to 2,299
 2% above the projection of 2,247 in Q1 2024/2025
 False Alarm Due to Apparatus ↑ 20%, from 1,251 to 1,501
 False Alarm Good Intent ↓ 16%, from 881 to 744
 False Alarm Malicious ↓ 2%, from 54 to 53
 Appliances in attendance at:
 Education premises ↓ 7%, from 144 to 134
 Purpose built flats ↑ 15%, from 242 to 278
 Hospitals ↑ 13%, from 169 to 191
 Residential homes ↑ 45%, from 104 to 151

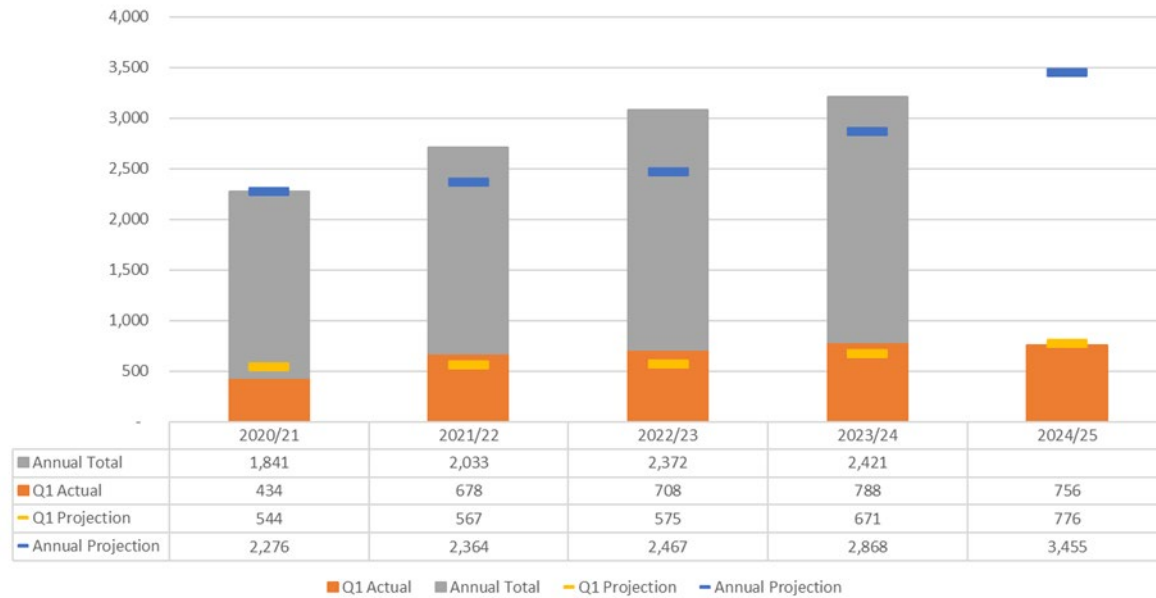
Total RTCs attended compared to projections



Q1 2024/2025 Performance v Q1 2023/2024

Total RTCs ↓ 8%, from 237 to 217
 10% above the projection of 198 in Q1 2024/2025
 15% of RTCs were extrications/release of persons compared to 16% last year
 There have been 16 fatalities at RTCs this year compared to 22 last year
 There have been 221 injuries compared to 239 last year

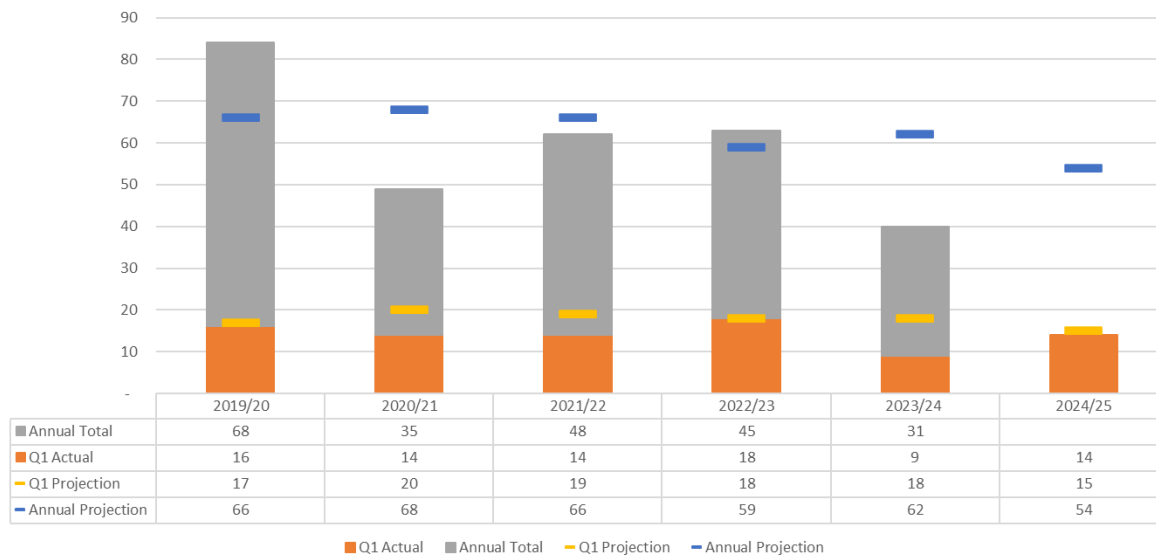
Total Other SSCs attended compared to projections



Q1 2024/2025 Performance v Q1 2023/2024

Other SSCs ↓ 4%, from 788 to 756
 3% **below** the projection of 776 in Q1 2024/2025
 Flooding ↓ 26%, from 47 to 35
 Rescue or evacuation from water ↓ 42%, from 12 to 7
 Other rescue/release of persons ↓ 2%, from 46 to 45
 Assisting other agencies ↑ 3%, from 192 to 198
 Bariatric rescue/assistance ↓ 23%, from 74 to 57
 Suicide/attempts have remained the same at 16
 Calls originating from the Ambulance Service ↑ 12%, from 203 to 227

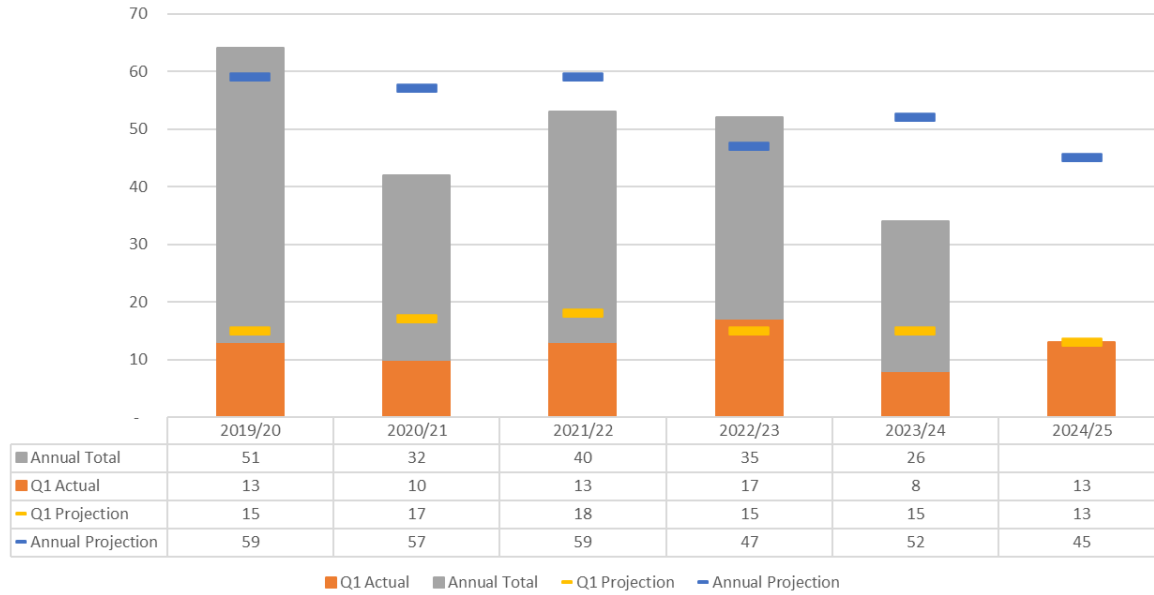
Total Fatalities & Injuries compared to projections



Q1 2024/2025 Performance v Q1 2023/2024

Total fatalities and injuries ↑ 56%, from 9 to 14
 7% **below** the projection of 15 in Q1 2024/2025
 There were 0 fatalities from fire compared to 1 last year
 There was 1 serious injury this year compared to 3 last year
 There were 13 slight injuries compared to 5 last year

Total Accidental Fatalities & Injuries compared to projections



Q1 2024/2025 Performance v Q1 2023/2024

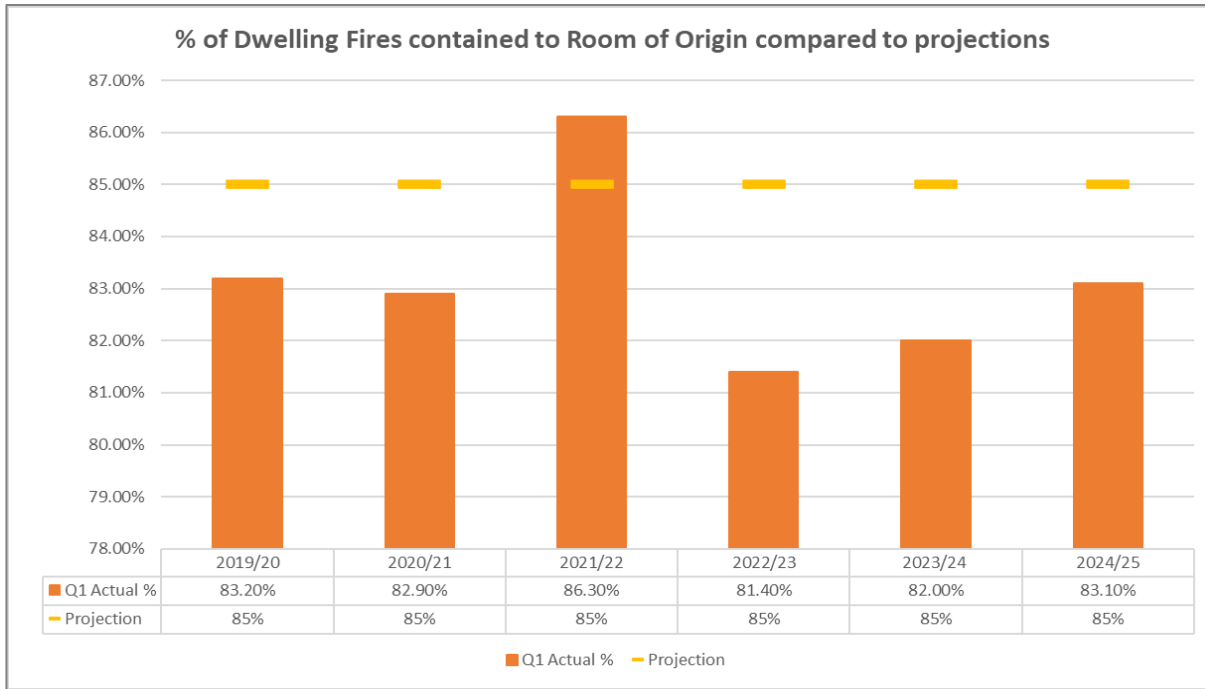
Fatalities and Injuries in accidental fires ↑ 63%, from 8 to 13

The same as the projection of 13 in Q1 2024/2025

There were 0 fatalities in accidental fires compared to 1 last year

There was 1 serious injury compared to 2 last year

There were 12 slight injuries compared to 5 last year



Q1 2024/2025 Performance v Q1 2023/2024

83.1% of dwelling fires were confined to the room of origin (137 of 165 dwelling fires) during Q1 2024/2025.

2% **below** the projection of 85% in 2024/2025.

Merthyr Tydfil had the **highest** percentage, with 100% of fires confined to the room of origin (5 of 5).

Bridgend had the **lowest** percentage, with 66.7% of fires confined to the room of origin (10 of 15).

Of the 28 fires **not confined** to the room of origin, there was no alarm present at 12 of them (43%).

THIS PAGE IS INTENTIONALLY BLANK

**FORWARD WORK PROGRAMME FOR
THE FINANCE & AUDIT COMMITTEE FOR SOUTH WALES FIRE AND RESCUE SERVICE**

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Sept 2024	Statement of Accounts / Audit Wales ISA 260 Report	To advise Commissioners of the content of the Auditor General's ISA 260 report including the final letter of representation, proposed audit opinion and corrections/recommendations	D	Treasurer Contact Officer: Lisa Mullan	Moved to Board of Commissioners
Sept Dec / Mar	Revenue Budget Monitoring Reports	To provide an update on revenue expenditure against the revenue budget for the year	D	Treasurer Contact Officer: Lisa Mullan	
Sept Dec / Mar	Capital Programme Monitoring Reports	To provide an update on capital expenditure against the capital budget for the year	D	Treasurer Contact Officer: Lisa Mullan	
Sep 2024	Treasury Management Outturn 2023/24	To advise Commissioners of the year end treasury management position.	I	Treasurer Contact Officer: Lisa Mullan	
Sep 2024	Audit Wales Final Audit Letter	To advise on conclusion of financial audit	I	Treasurer Contact Officer: Lisa Mullan	

**FORWARD WORK PROGRAMME FOR
THE FINANCE & AUDIT COMMITTEE FOR SOUTH WALES FIRE AND RESCUE SERVICE**

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Sep 2024	MTFS and Reserves Strategy	To update Commissioners on the Financial Strategy and Reserves Strategy of the Service prior to considering the report on the 2024/25 Budget Setting Strategy.	D	Treasurer Contact Officer: Lisa Mullan	
Sep 2024	Audit Wales Certificate of Compliance	To receive Audit Wales' certificate of audit of the Service's 2024/25 Improvement Plan.	I	ACO CS Contact Officer: Sarah Watkins / Wayne Thomas	
Dec 2024	Budget Setting Proposal for Consultation 2025/26	To assist in determining the appropriate revenue & capital budget required to meet the Service's requirements for the financial year	D	Treasurer Contact Officer: Lisa Mullan	
Dec 2024	Budget Strategy	To obtain clarification upon the political steer for the Budget Strategy for 2024/25 budget setting process.	D	Treasurer Contact Officer: Lisa Mullan	
Dec 2024	Treasury Management Mid Term Report 2024/25	To advise Commissioners of the mid-year position in relation to our treasury management.	I	Treasurer Contact Officer: Lisa Mullan	

**FORWARD WORK PROGRAMME FOR
THE FINANCE & AUDIT COMMITTEE FOR SOUTH WALES FIRE AND RESCUE SERVICE**

Expected Date of Report	Report Name	Purpose of Piece of Work	Information or Decision	Lead Director/ Contact Officer	Progress
Apr / Jul / Sept Dec / Mar	Internal Audit Update Reports	To provide an updated position of work performed against the internal audit plan and to highlight any significant issues arising from the internal audit work performed	I	ACO CS Contact Officer: Lisa Mullan	
Apr / Jul / Sept Dec / Feb	Performance Reports – Statutory PI's (Quarterly)	To scrutinise progress of the Service's Priority Actions and statutory PI's as at the end of Q1	I	ACO CS & T/ACFO SD Contact Officer: Sarah Watkins / Wayne Thomas	

Please note this is subject to change

THIS PAGE IS INTENTIONALLY BLANK

AGENDA ITEM NO 13

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

THIS PAGE IS INTENTIONALLY BLANK

1.	Apologies for Absence	
2.	Declarations of Interest Commissioners 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 South Wales Fire and Rescue Authority (Exercise of Functions) (Wales) Directions 2024 and the Local Government Act 2000.	
3.	Chairperson's Announcements	
4.	To receive the minutes of; Finance and Audit Committee Meeting held on 26 July 2024	3
5.	Update on Outstanding Actions	11
	REPORTS FOR DECISION	
6.	Revenue Monitoring Report 2024/25	13
7.	Capital Monitoring Report 2024/25	27
8.	2023/24 Annual Treasury Management Review	39
9.	Finance Team Restructure	47
	REPORTS FOR INFORMATION	
10.	Audit Wales Certificate of Compliance - Improvement Plan 2024/25	53
11.	Performance Report – Strategic Performance Indicators Quarter 1 2023/2024	55
12.	Forward Work Programme for Finance and Audit Committee 2024/2025	67
13.	To consider any items of business that the Chairperson deems urgent (Part 1 or 2)	71