



Gwasanaeth Tân ac Achub  
Fire and Rescue Service

# Summary of Proposals for Improvement by Audit Wales



| Issue date        | Brief description  | Conclusions   | Proposals for improvement  | NWFRS Update |
|-------------------|--|---|--|--------------|
| <b>2021-22</b>    | <b>Carbon Emissions Reduction – North Wales Fire and Rescue Authority</b>  |   |  |              |
| <b>March 2022</b> | Overall, we found that: It is unlikely that the Authority will meet its Statutory obligations and become net carbon zero by 2030 unless there is a step change in performance. | <ul style="list-style-type: none"><li>the Authority does not have an accurate baseline position on all its carbon emissions;</li><li>the Authority does not have a comprehensive plan to reduce its carbon emissions and become net carbon zero;</li><li>the Authority has made some progress in some areas but needs a step change in activity to meet Welsh Government targets; and</li><li>the Authority does not have appropriate arrangements in place to monitor and evaluate its progress to becoming net carbon zero.</li></ul> | <p><b>R1:</b> Develop an accurate carbon baseline by:</p> <ul style="list-style-type: none"><li>creating a database to accurately capture all Scope 1, 2 and 3 emissions data;</li><li>introducing a collection process to regularly update the baseline;</li><li>auditing information in the baseline to ensure it is accurate;</li><li>ensuring gaps in information in respect of water metering, the impact of carbon offset work and data on buildings are captured;</li><li>ensuring the impact of the pandemic and the switch to more home and agile working are reflected in the carbon baseline.</li></ul> <p><b>R2:</b> Develop a specific plan for carbon reduction that sets out the actions that the</p> |              |

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|            |                   |             | <p>Authority will take to become net carbon zero and to meet Welsh Government targets covering:</p> <ul style="list-style-type: none"> <li>• Energy consumption and waste</li> <li>• Estates</li> <li>• Fleet and vehicle infrastructure</li> <li>• Workforce</li> <li>• Procurement and supply chain</li> <li>• Organisational working</li> <li>• Collaboration and partnership</li> <li>• Offsetting</li> </ul> <p><b>R3:</b> Revise the Vehicle Replacement Programme policy and agree the Authority's strategy for replacing diesel appliances and improving the charging infrastructure across the Service area. As part of this process the Authority should:</p> <ul style="list-style-type: none"> <li>• review the notional lifespan of electric and hybrid vehicles to better inform future planning assumptions;</li> <li>• review current capital spending on fleet replacement and electric charging infrastructure to ensure the Authority has sufficient funding set aside to</li> </ul> |              |

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|            |                   |             | <p>support the transition to a low carbon fleet; and</p> <ul style="list-style-type: none"> <li>• identify opportunities and introduce reciprocal agreements to access and make the best use of electric charging points owned by the public sector across the North Wales region.</li> </ul> <p><b>R4:</b> Engage and involve staff in planning for carbon emissions reduction to ensure they take ownership of the Authority's plans for improvement and are fully contributing to delivery of key actions.</p> <p><b>R5:</b> Strengthen how progress in delivering actions to reduce carbon emissions and delivery against Welsh Government targets are progressing and resulting in improvement by:</p> <ul style="list-style-type: none"> <li>• regularly reviewing progress in delivering agreed actions for reducing CO2e in Authority plans;</li> <li>• comparing performance with others to benchmark and identify opportunities to support improvement;</li> <li>• focussing on reporting and evaluating how the Authority</li> </ul> |              |

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|                   |  |  | <p>is progressing to becoming net carbon zero by 2030; and</p> <ul style="list-style-type: none"> <li>• monitoring progress in delivering Welsh Government targets of reducing overall carbon emissions by 63% by 2030; 89% by 2040; and at least 100% (net zero) by 2050.</li> </ul>   |   |
| <b>2020-21</b>    | <b>Corporate Resilience in North Wales Fire and Rescue Authority</b>   |  |   |   |
| <b>April 2021</b> | <p>Overall, we found that the Authority has demonstrated its short-term resilience but needs to take some major decisions to remain resilient in the future. We looked at five specific areas and found the following:</p> | <ul style="list-style-type: none"> <li>• <b>Finance:</b> The Authority has managed budgets well, but some key risks need to be addressed to remain financially sustainable;</li> <li>• <b>Governance:</b> The Authority has an appropriate governance framework but Members need to play a more central role in addressing the big risks facing the Fire and Rescue Service;</li> <li>• <b>Workforce:</b> The Authority has a resilient workforce and has dealt well with immediate challenges, but there are some medium-term risks that need to be managed to ensure services are sustainable;</li> <li>• <b>Assets:</b> The Authority has good examples of how it is integrating assets and developing its use of technology but there are some long standing challenges that need to be</li> </ul> | <p><b>PF11:</b> The Authority should review the effectiveness of governance arrangements to provide assurance that current arrangements support robust scrutiny, are holding officers to account and are focussed on addressing the big risks facing the Fire and Rescue Service.</p> <p><b>PF12:</b> To improve succession planning the Authority should restart and build on its high potential candidates' programme.</p> <p><b>PF13:</b> To support resilience the Authority should review station locations to identify opportunities to optimise emergency response arrangements.</p> | <p>Proposals for improvement are being considered by relevant departments and a set of actions will be developed in due course.</p> |

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|                   |   | <p>addressed to help support future resilience; and</p> <ul style="list-style-type: none"> <li>• <b>Business continuity:</b> The Authority's business continuity plans helped maintain corporate and operational resilience in responding to the pandemic.</li> </ul>  |   |   |
|                   |   |  |   |   |
| <b>2019-20</b>    | <b>Review of Involvement – North Wales Fire and Rescue Authority</b>  |  |   |   |
| <b>April 2020</b> | <p>Overall, we have concluded that the Authority has pockets of good engagement activity but is yet to shift to an integrated strategic approach to involvement. We came to this conclusion because we found the following.</p>   | <ul style="list-style-type: none"> <li>• The Authority can demonstrate effective involvement in tackling arson incidents but identifying who to involve in its wider work remains a challenge</li> <li>• Involvement activity is mostly used to react to problems and is yet to become a strategic asset that helps drive improvement</li> </ul> | <p>Rather than list proposals for improvement we have produced a self-assessment for the Authority's staff and members to use in identifying the strengths and weaknesses of its current approach to involvement.</p>   | <p><a href="#">Self Assessment</a></p>  |
|                   |   |  |   |   |
| <b>2018-19</b>    | \\walesfs.org.uk\data\Fire\BV-General\WAO - AIRs\   |  |   |   |
| <b>June 2019</b>  | <p><b>Well-being of Future Generations Act (Wales) 2015 (WFG Act)</b><br/> examinations Examination of the extent to which the Authority has acted in accordance with the sustainable development principle when taking steps to meet the following well-being objective:</p> | <ul style="list-style-type: none"> <li>•The Authority has a track record of long-term prevention activity driven by good use of data but there are opportunities to improve the long-term focus on other aspects of its funding, planning and collaboration work.</li> <li>•Integration is progressing slowly and needs to move from</li> </ul>  | <p>Whilst our examination did not make any recommendations, our report did set out opportunities for improvement. These include</p> <ul style="list-style-type: none"> <li>•financial constraints limit the ability of the Authority to implement some non-statutory aspects of potential prevention work;</li> </ul> | <p>Proposals for improvement are being considered by relevant departments and a set of actions will be developed in due course.</p> |

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|                          | <p>‘Continue to explore opportunities to work with other organisations to offer a wider range of integrated services to the public of North Wales.’</p> <p>As part of this review we also completed a partnership survey and assessed the effectiveness of the Authority’s partnership work under the Safe and Well Visits and the Arson Reduction Team. The findings of these reviews were reported within our WFG Act examination.</p> | <p>commitment to actual integration of plans, strategies and activity.</p> <ul style="list-style-type: none"> <li>•The Authority has some positive examples of how it involves communities in reducing arson and deliberate fire setting but has more work to do to mainstream involvement in all its work.</li> <li>•The Authority can demonstrate the positive impact of its collaborations with some key partners but needs to develop and strengthen its relationships and contribution to the objectives of wider partnerships.</li> <li>•Prevention is at the heart of the work of FRAs and the Authority has good examples of its positive work. Strengthening evaluation will help avoid duplication and maximise impact.</li> </ul> | <ul style="list-style-type: none"> <li>•more scope to make use of data around vulnerability, social exclusion and isolation to further target key risks;</li> <li>•systematic evaluation of prevention initiatives will help pinpoint impact;</li> <li>•co-location effective but more scope to share data with partners;</li> <li>•least visible progress is in improving involvement and making the results of engagement a strategic resource; and</li> <li>•capacity issues caused by servicing PSBs need to be managed.</li> </ul> |              |
| <p><b>March 2019</b></p> | <p><b>Annual audit letter 2017-18</b></p> <p>Letter summarising the key messages arising from the Auditor General’s statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the</p>  | <ul style="list-style-type: none"> <li>•The Authority complied with its responsibilities relating to financial reporting and use of resources.</li> <li>•On 21 September 2018 an unqualified audit opinion was issued on the accounting</li> </ul>   | <p>None</p>   |              |

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|---|--|---|---------------------------|--------------|
|   | Code of Audit Practice. The Annual Audit Letter is in Appendix 2 of this report.   | <p>statements of the Authority and the Fire Fighters' Pension Fund.</p> <ul style="list-style-type: none"> <li>•The Auditor General is satisfied that the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources.</li> </ul> |                           |              |
| <b>Improvement Planning and Reporting</b> |  |   |                           |              |
| <b>May 2018</b>                           | <b>Wales Audit Office annual improvement plan audit</b><br>Review of the Authority's published plans for delivering on improvement objectives. | The Authority has complied with its statutory improvement planning duties.  | None                      |              |
| <b>December 2018</b>                      | <b>Wales Audit Office annual assessment of performance audit</b><br>Review of the Authority's  | The Authority has complied with its statutory improvement reporting duties.   | None                      |              |

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|  | published performance assessment.                     |   |  |              |
| <b>National Report Recommendations 2018-19</b> |   |   |  |              |
| <b>November 2018</b>                           | <b>Local Government Services to Rural Communities</b> | <p><b>R1 Socio economic change, poor infrastructure and shifts in provision of key services and facilities has resulted in the residualisation of communities in rural Wales. We recommend that Welsh Government support public bodies to deliver a more integrated approach to service delivery in rural areas by:</b></p> <ul style="list-style-type: none"> <li>• refreshing rural grant programmes to create sustainable financial structures, with multi-year allocations; and</li> <li>• helping people and businesses make the most of digital connectivity through targeted and more effective business and adult education support programmes.</li> </ul> <p><b>R2 The role of Public Service Boards is evolving but there are opportunities to articulate a clearer and more ambitious shared vision for rural Wales (see paragraphs 2.2 to 2.9 and 2.28 to 2.31). We recommend that PSB public services partners respond more effectively to the challenges faced by rural communities by:</b></p> <ul style="list-style-type: none"> <li>• assessing the strengths and weaknesses of their different rural communities using the Welsh Governments Rural Proofing Tool and identify and agree the local and strategic actions needed to support community sustainability; and</li> <li>• ensuring the Local Well-Being Plan sets out a more optimistic and ambitious vision for 'place' with joint priorities co-produced by partners and with citizens to address agreed challenges.</li> </ul> <p><b>R3 To help sustain rural communities, public services need to think differently in the future (see paragraphs 3.1 to 3.12). We recommend councils provide a more effective response to the challenges faced by rural communities by:</b></p> <ul style="list-style-type: none"> <li>• ensuring service commissioners have cost data and qualitative information on the full range of service options available; and</li> </ul> | Proposals for improvement are being considered by relevant departments and a set of actions will be developed in due course. |              |



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|---|--|--|--|--|
|   |  | <ul style="list-style-type: none"> <li>• using citizens' views on the availability, affordability, accessibility, adequacy and acceptability of council services to shape the delivery and integration of services.</li> </ul>   |  |  |
| November 2018   | Local Government Services to Rural Communities cont.   | <p><b>R4 To help sustain rural communities, public services need to act differently in the future (see paragraphs 3.1 to 3.12). We recommend councils do more to develop community resilience and self-help by:</b></p> <ul style="list-style-type: none"> <li>• working with relevant bodies such as the Wales Co-operative Centre to support social enterprise and more collaborative business models;</li> <li>• providing tailored community outreach for those who face multiple barriers to accessing public services and work;</li> <li>• enhancing and recognising the role of town and community councils by capitalising on their local knowledge and supporting them to do more;</li> <li>• encouraging a more integrated approach to service delivery in rural areas by establishing pan-public service community hubs, networks of expertise, and clusters of advice and prevention services;</li> <li>• enabling local action by supporting community asset transfer identifying which assets are suitable to transfer, and having the right systems in place to make things happen; and</li> <li>• improving community-based leadership by developing networks of interest, training and coaching, and encouraging volunteering.</li> </ul> |  |  |
| 2017-2018 <a href="https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf">https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf</a> |  |  |  |  |
| July 2018   | <p><b>Review of the conditions and use of white fleet vehicles</b></p> <p>A review to assess if the Authority has taken all reasonable steps to effectively manage and control the potential of inappropriate use of its</p> | <p>The Authority has systems to manage and control the private use of its white fleet vehicles, however its governance arrangements do not routinely ensure compliance with policies and restrictions. We reached this conclusion because:</p>   | <p><b>Policy and guidance for white fleet vehicles</b></p> <p>P1 The Authority should review and update its policy and guidance for white fleet vehicles and specifically:</p> | <p>The Service has developed policies and guidance to ensure that white fleet vehicles are used correctly.</p> <p>Driver training has been implemented for all users of white fleet vehicles that is now mandatory.</p> <p>The completion of log books is mandatory and these are monitored by line managers and the fleet department.</p> |

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|------------|---|---|---|--|
|            | <p>white fleet vehicles in line with its governance arrangements.</p> | <ul style="list-style-type: none"> <li>• the Authority has a policy for managing its white fleet vehicles but it needs revising;</li> <li>• driver logs must be used to record details of all journeys made in white fleet vehicles, however, they are not consistently completed, returned or adequately scrutinised by managers; and</li> <li>• controls are in place to manage the white fleet but are not being used effectively to manage all likely risks.</li> </ul> | <ul style="list-style-type: none"> <li>• ensure it reflects relevant controls, legal and tax requirements;</li> <li>• include operational guidance for managers and staff;</li> <li>• ensure that staff at all levels understand and are held to account for complying with the policy and controls;</li> <li>• notify all staff of any revised fleet management policies including vehicle logs, vehicle tracking and mandatory requirements; and</li> <li>• review the base locations of pool vehicles to ensure they meet HMRC criteria and the location that requires the vehicle.</li> </ul> <p><b>Vehicle logs</b><br/>P2 The Authority should revise its vehicle log system and specifically:</p> <ul style="list-style-type: none"> <li>• state on the log that home to base and private use is not permitted, unless those duties necessitate journeys to home addresses, for example, on call;</li> </ul> | <p>Regular reviews are sent out to cross check information held at fleet and update where applicable (12 monthly).<br/>When vehicles swapped, vehicle handover form completed and submitted to fleet.</p> <p>Home to work issues are stated in policy and sticker in vehicle cab. Drivers are advised that vehicles are only insured for business use and not home to work.</p> <p>Drivers sign each trip, line managers sign sheet</p> <p>Log book returns uploaded monthly on Fleet management system, scans returned to Dvr/Stn if not complete, job not closed until all information complete.<br/>Vehicle MPG monitored on FMS, compared monthly, deviations above 10mpg investigated.</p> <p>Instruction for use of Telematics have been made available to Managers, as have log ons, also offer has been made that training available.</p> <p>Fleet Department randomly check 3am reports and challenge any deviations.</p> <p>Fleet to escalate any responses not received or satisfactory, via senior management.</p> |

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|            |                   |             | <ul style="list-style-type: none"> <li>• incorporate appropriate disclaimers within the vehicle logs which must be signed by the driver;</li> <li>• ensure vehicle log sheets are complete and submitted on a monthly basis to the appropriate department; and</li> <li>• reconcile vehicle logs to management reports of fuel usage.</li> </ul> <p><b>Vehicle tracking</b><br/>P3 The Authority should strengthen its governance arrangements by:</p> <ul style="list-style-type: none"> <li>• ensuring the vehicle tracking system is understood and available to all managers with fleet responsibilities;</li> <li>• introducing a mandatory requirement for managers with fleet responsibilities to regularly monitor the vehicle tracking system and specifically use the 3am reports to track vehicle movements and challenge any discrepancies; and</li> <li>• ensuring managers and staff appropriately respond to any challenges raised by departmental managers.</li> </ul> |              |

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| 2017-2018 <a href="https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf">https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf</a> |  |  |                           |              |
| November 2017   | <b>Annual audit letter 2016-17</b><br>Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. | <ul style="list-style-type: none"> <li>• The Authority complied with its responsibilities relating to financial reporting and use of resources; and</li> <li>• the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources.</li> </ul> | None                      |              |
| 2017-2018 <a href="https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf">https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf</a> |  |  |                           |              |
| <b>Improvement planning and reporting</b>   |  |  |                           |              |
| April 2017  | <b>Annual improvement plan audit</b><br>Review of the Authority's published plans for delivering on improvement objectives.  | The Authority has complied with its statutory improvement planning duties.   | None                      |              |
| 2017-2018 <a href="https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf">https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf</a> |  |  |                           |              |
| November 2017   | <b>Annual assessment of performance audit</b><br>Review of the Authority's published performance assessment.   | The Authority has complied with its statutory improvement reporting duties.  | None                      |              |
| 2017-2018 <a href="https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf">https://www.nwales-fireservice.org.uk/media/338802/annual-improvement-report-2017-18-english.pdf</a> |  |  |                           |              |
| 2016-17 Follow-up work  | <b>Review of asset management arrangements - issued October 2017</b><br>During 2016-17, we reviewed the effectiveness of the Authority's approach to managing its land and   | Work is in progress to improve financial reporting and the financial control environment in general. Steps have been taken to ensure that the qualitative and quantitative aspects of the Code of Practice on Local Authority Accounting and Financial Reporting are being met.                        | None                      |              |

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|------------|---|---|---------------------------|--------------|
|            | <p>buildings including sharing facilities. A number of proposals for improvement were made and we audited progress in delivering these.</p> | <p>This was reported to the Authority's Audit Committee in June 2018 through the Annual Governance Statement.</p> <p>Departmental Managers have been briefed on the requirements for maintaining accurate, comprehensive asset registers and for ensuring the correct classification of assets.</p> <p>The work of updating registers continues, with advice and guidance being provided through the Finance department.</p> <p>In relation to decision-making as part of managing the capital programme, the Authority now places more emphasis than it might have done previously on undertaking an options appraisal instead of proceeding directly to like-for-like replacement. This includes focusing on clarifying the current and future need and on determining what alternatives there might be, for example, recent consideration of the future of the Fire Service's training facilities in Dolgellau.</p> <p>Following a recent change of personnel at senior management level, two Assistant Chief Officer posts are introduced. Further work is proposed to reflect in</p> |                           |              |

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|--|--|---|--|--|
|  |  | <p>corporate documents the new roles and responsibilities for decision making in this area. At an all-Wales level, the work of agreeing common measures to assess key indicators around land and buildings has yet to be progressed (potentially through the National Issues Committee). However, it is anticipated that some of the thinking for this can form part of the Authority's planned re-assessment later this year against its platinum level award for the Corporate Health Standard which incorporates sustainability and buildings-related matters.</p> |  |  |
| <b>2016 – 2017</b> <a href="https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf">https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf</a> |  |   |  |  |
| <b>Use of resources</b>  |  |   |  |  |
| <b>November 2016</b>   | <b>Annual Audit Letter 2015-16</b><br>Letter summarising the key messages arising from the Auditor General's statutory responsibilities under the Public Audit (Wales) Act 2004 and his reporting responsibilities under the Code of Audit Practice. | <ul style="list-style-type: none"> <li>• The Authority complied with its responsibilities relating to financial reporting and use of resources.</li> <li>• I am satisfied that the Authority has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources.</li> </ul>  | None   |  |
| <b>2016 – 2017</b> <a href="https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf">https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf</a> |  |   |  |  |
| <b>Local risk-based performance audit</b>  |  |   |  |  |
| <b>October 2017</b>  | <b>Review of asset management arrangements</b>   | Clear governance arrangements help the Authority to manage its land and building assets effectively although there is further scope to  | Strengthen asset management arrangements by: | This has been discharged in an Audit Committee meeting held in 2018. Benchmarking indicators are not being progressed on an All-Wales basis. |

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|--|--|---|--|--------------|
|  |  | <p>improve. We reached this conclusion because:</p> <ul style="list-style-type: none"> <li>• clear governance arrangements help the Authority to manage its land and building assets, and the introduction of a new asset management system allows condition data to be more accurately stored and updated;</li> <li>• buildings are fit for purpose and well maintained and the Service actively looks to collaborate and co-locate with other emergency services; and</li> <li>• the Authority regularly evaluates its investment in land and buildings but does not measure progress against similar organisations.</li> </ul> | <p>P1 Clearly defining the roles and responsibilities for decision making for asset management and within the Authority's Annual Governance Statement.</p> <p>P2 Agreeing common measures with the other Welsh Fire and Rescue Authorities to assess key indicators around land and buildings to enable comparison of performance and the identification of developing trends.</p> |              |
| <b>2016 – 2017</b> <a href="https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf">https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf</a> |  |   |  |              |
| <b>Improvement planning and reporting</b>  |  |   |  |              |
| <b>November 2016</b>   | <b>Wales Audit Office annual assessment of performance audit</b> Review of the Authority's published performance assessment. | The Authority has complied with its statutory improvement reporting duties.   | None.  |              |
| <b>2016 – 2017</b> <a href="https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf">https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf</a> |  |   |  |              |
| <b>Improvement planning and reporting</b>  |  |   |  |              |

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| <p><b>2015-16 Follow-up work</b></p> | <p>During 2015-16, we reviewed the Authority's fire safety arrangements to assess the way in which activity was planned; how it was being delivered and, whether the efficiency and effectiveness of activity could be evaluated. Our report was issued in August 2016. The following proposals for improvement were made:</p> <p>P1 At national level develop and agree principles on how to evaluate the success and outcomes of current interventions, events and prevention work that has regard to:</p> <ul style="list-style-type: none"> <li>• Relevance – the extent to which interventions produce meaningful outcomes.</li> <li>• Capacity and capability – the effective use of resources.</li> <li>• Efficiency – a measure of how resources and inputs are converted into results and outcomes.</li> <li>• Effectiveness – the extent to which interventions were achieved or are expected to be achieved taking into account their relative importance.</li> </ul> | <p>The fire safety arrangements report was accepted by the Authority Executive Panel meeting on October 2016. The Authority has made the following progress:</p> <p>P1 During the debrief meeting with the report authors, it was acknowledged that evaluation is an area of weakness in fire and rescue services across Wales and the UK.</p> <p>This is in part due to a number of reasons, as well as the difficulty in making the link between prevention activities and a reduction in incidents.</p> <p>The Authority has identified that combinations of prevention activities have a positive effect on reducing incidents, deaths and injuries, but it becomes very difficult to evidence which activity has been more successful, as they are attempting to measure something that has not happened.</p> <p>Due to these difficulties, specific examples of any good practice evaluations or methodologies were not identified.</p> <p>It has therefore been difficult to develop and agree principles across Wales. The Authority has however, continued to develop its own skills in relation to evaluation and now</p> | <p>We will continue to monitor progress as part of our 2017-18 improvement assessment.</p> | <p>Whilst a single evaluation toolkit has not emerged the Service continues to consider evaluation from the outset of all major activity. The all Wales white goods campaign is an example of common assessment and evaluation, with activity agreed across Wales during the planning stage. The previously highlighted issues around the measurement of events that do not happen still prevail. A number of the Service's projects rely upon grant funding for their delivery, such as the Youth and Arson Reduction Teams, the funding bids for these areas identify the expected outcomes and performance indicators from the outset. Whilst success in these areas cannot always be counted, case studies show clear links between delivered activity and organisational and national improvement objectives.</p> |



| Issue date                    | Brief description  | Conclusions   | Proposals for improvement  | NWFRS Update  |
|-------------------------------|--|---|--|---------------|
|                               | <ul style="list-style-type: none"> <li>• Sustainability – continuation of benefits after initial inputs have been completed. The probability of long-term benefits.</li> <li>• Value for money – how does one input cost get balanced with other initiatives.</li> <li>• Equalities issues.</li> </ul> | <p>evaluates all of its large-scale prevention campaigns or activities. The need for robust evaluations is embedding in the working practices of all project work. Evaluation is now considered from the outset, and clear performance measures contained within the initial terms of reference or project initiation documentation.</p> <p>The fire safety arrangements report was accepted by the Authority Executive Panel meeting on October 2016. The Authority has made the following progress:<br/>P1 The most recent examples of where robust evaluations have been completed include:</p> <ul style="list-style-type: none"> <li>• Co-responding pilot activity</li> <li>• Community Assistance Team</li> <li>• Be a Nice Guy (BANG) – Halloween and Bonfire Prevention Activities</li> <li>• Older Peoples Campaign</li> <li>• Cooking Safety Campaign</li> <li>• RDS Recruitment</li> </ul> <p>The Authority continues to share project evaluations with the other two Welsh Fire and Rescue Services to develop commonality where it is appropriate to do so. As the initiatives proceed an agreed evaluation toolkit may emerge.</p> |  |               |
| <b>2015-16 Follow-up work</b> | P2 At national level, establish arrangements with the Welsh Ambulance  | Discussions with Welsh Ambulance Services NHS Trust (WAST) and Health Board have suggested that   | <b>We will continue to monitor progress as part of our 2017-18 improvement assessment.</b> | <b>Closed</b> |

| Issue date  | Brief description   | Conclusions   | Proposals for improvement | NWFRS Update |
|---|---|---|---------------------------|--------------|
|   | <p>Services NHS Trust (WAST) and relevant health boards to identify the extent of unreported injuries resulting from fires to enable identification of potentially vulnerable people or higher risk premises.</p> | <p>there is not a problem with unreported injuries resulting from fires. As the Joint Control Centre now benefits from having representatives from all three emergency services following the recent addition of clinicians, staff members are able to more easily communicate and make each other aware of any incidents that may be of interest or have an impact on each other. As a result it is highly unlikely that WAST would transfer a patient who had suffered burns in a fire to hospital without letting the Fire and Rescue Service know. There may be occasions when fire burns victims self-present at Accident and Emergency departments, and discussions with local trusts have been held to confirm the need to notify the Fire and Rescue Service so that post-fire follow-up can be undertaken. It is more likely that burns victims who self-present have sustained their injuries by means other than fire, including irons and hair straighteners. Because of these arrangements and the perceived low level of risk in North Wales, it is considered that no further action is required in relation to this proposal.</p> |                           |              |
| <p><b>2016-2017</b> <a href="https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf">https://www.nwales-fireservice.org.uk/media/338800/annual-improvement-report-2016-17-english.pdf</a></p> |   |   |                           |              |
| <p><b>Reviews by inspection and regulation bodies</b></p>   |   |   |                           |              |

| Issue date | Brief description   | Conclusions  | Proposals for improvement  | NWFRS Update  |
|------------|---|--|--|---|
| July 2017  | Chief Fire and Rescue Adviser During early 2017, the Chief Fire and Rescue Adviser conducted a thematic review: <b>Learning lessons to avoid safety critical incidents – How well do Fire and Rescue Authorities in Wales learn lessons from incidents to improve public and firefighter safety</b> | A review was undertaken of the three Fire and Rescue Authorities (FRAs) which focused on how well they analysed accidents and near misses, and disseminated lessons learned to their employees. The report highlights areas of good practice and provides recommendations for improvement to ensure FRAs build on the identified learning to continually improve their processes. The full report is available on the Chief Fire and Rescue Adviser’s website. | <p>The following recommendations were made:</p> <ol style="list-style-type: none"> <li>1. Once an initial gap analysis has been undertaken following the receipt of learning from an external source, FRAs should ensure that the process is properly recorded. The recording of the decision making process in relation to adopting, or not adopting, national recommendations is essential.</li> <li>2. FRAs should ensure that risk critical learning is cascaded through the organisation in a timely manner, focusing on those staff to whom the learning will have the greatest benefit from a risk reduction perspective.</li> <li>3. FRAs should ensure that the mediums used to communicate learning to various staff groups is appropriate to their needs, clearly sets out the reasons for bringing it to their attention and is told in a format and manner that will be retained by the audience. Consideration should also be</li> </ol> | <p>Operational learning forum established that consists of AMs and HODS. Regular programmed meetings, initial actions and progress is monitored and recorded. All internal learning (PSS / T&amp;D), NOG, NOL and JOL impact assessed and managed through this forum.</p> <p>The thematic review has been placed into the OLF and progress is being monitored.</p> <p>Any learning is prioritised in the OLF and the most appropriate communication conduit is utilised. For example safety Flash system in place that is replicated across Wales with information shared.</p> <p>Procedural alerts also used to reinforce operational learning.</p> <p>PSS Y Fflam articles highlighting lessons learnt following exercises, audits, command assessments, operational assurance. PSS audits also used to reinforce key messages face to face. Core skills updates for FDS will also be utilised to raise FDS manager awareness and their station support role.</p> |

| Issue date | Brief description | Conclusions | Proposals for improvement   | NWFRS Update   |
|------------|-------------------|-------------|---|--|
|            |                   |             | <p>given to building in a 360 degree approach to inform those raising issues when significant changes are to be made.</p> <p>4. FRAs should look to introduce quality assurance systems that regularly test how well risk critical learning is received and retained.</p> <p>5. FRAs should ensure that the wealth of information derived through the Hot Debriefing processes is captured and shared where appropriate.</p> <p>6. FRAs should review their ARA processes to ensure they are fit for purpose and that they feed into the wider processes of capturing organisational learning.</p> <p>7. FRAs should ensure that learning in risk critical environments is maximised through realistic training especially given the decline in 'fire' incidents over the past few years. It is also important that this training is carried out by personnel working together within their normal crews.</p> | <p>PSS workplace audits and exercises utilised to provide assurance. Future developments to align audits to the PDR V5 monthly maintenance planner for assurance.</p> <p>Y Fflam used to share operational lessons learnt. Structured debriefs used to share recent large incidents and made available to staff.</p> <p>A trial of new hot debrief system through RMS to be undertaken in April. This will ensure that any lessons learnt following incidents are captured, analysed and actions, where necessary, are completed. ARAs introduced with new IC NOG and being assured through exercises and audits. Further embedding work has been identified to ensure staff are confident to use the system.</p> <p>Dolgellau provides realistic venue for fires within the built environment. Workplace audits include realistic scenarios, we undertake exercises at risk sites and we have recently purchased XVR that will be able to realistically simulate incidents.</p> |

| Issue date  | Brief description  | Conclusions  | Proposals for improvement   | NWFRS Update   |
|---|--|--|---|--|
|   |  |  | 8. The report highlights a number of areas of good practice and where systems being developed show much potential for the future. It is recommended that these systems and processes, in particular those policies on operational monitoring and assurance, are shared through the NIC to adopt a common approach and to avoid duplication of effort. | NIC Ops provides a valuable forum to share and discuss professional practice and lessons learnt. This was highlighted as good practice in recent HSE Visit.  |
| <b>Improvement planning and reporting</b>   |  |  |   |  |
| <b>September 2016</b> <a href="http://www.nwales-fireservice.org.uk/media/337317/9i-wao-improvement-report.pdf">http://www.nwales-fireservice.org.uk/media/337317/9i-wao-improvement-report.pdf</a> |  |  |   |  |
| <b>September 2016</b>   | Audit of the Authority's 2015-16 and 2016-17 Improvement Plans   | In May 2015 and July 2016 we issued certificates confirming that the Authority had discharged its duties under section 15(6) to (9) of the Local Government Measure and had acted in accordance with Welsh Government guidance sufficiently to discharge its duties. | None  |  |
| <b>September 2016</b>   | Review of the Authority's assessment of its 2014-15 performance  | In November 2015, we issued a certificate confirming that the Authority had discharged its duties under sections 15(2), (3), (8) and (9) of the Measure.   | None  |  |
| <b>September 2016</b> <a href="http://www.nwales-fireservice.org.uk/media/337317/9i-wao-improvement-report.pdf">http://www.nwales-fireservice.org.uk/media/337317/9i-wao-improvement-report.pdf</a> |  |  |   |  |
| <b>September 2016</b>   | The Authority plans and delivers a range of appropriate activities that improve fire safety and has arrangements for | We found that the Authority planned and delivered a range of appropriate activities that improve fire safety and has arrangements for evaluating the impact of campaigns,  | P1 At national level develop and agree principles on how to evaluate the success and outcomes of current interventions, events and  | Whilst the Service has not adopted a single evaluation framework for assessment of activity it does ensure that evaluation of projects are considered during from planning outset, both for local and national activities e.g. White Goods Campaign, Tell Us Campaign. |

| Issue date | Brief description   | Conclusions  | Proposals for improvement  | NWFRS Update  |
|------------|---|--|--|---|
|            | <p>evaluating the impact of campaigns, but, in common with others, lacks a framework for fully evaluating the efficiency and effectiveness of these activities</p> <p>Promoting fire safety<sup>1</sup> is a core statutory function for Fire and Rescue Authorities (FRAs) in Wales. The FRAs have clearly defined roles in relation to fire-safety enforcement as set out in the Regulatory Reform (Fire Safety) Order 2005. During the year we reviewed arrangements at all three FRAs in Wales to assess the way in which activity was planned; how it was being delivered and, whether the efficiency and effectiveness of activity could be evaluated.</p> <p><sup>1</sup> In this report the terms 'community fire safety' (covering domestic premises and community initiatives) and 'business fire safety' are used to describe particular areas of focus.</p> | <p>but, in common with others, lacks a framework for fully evaluating the efficiency and effectiveness of these activities. The Authority has clear plans for domestic premises fire safety activity but plans for business premises are less clear:</p> <p>a the Authority's delivery of community fire safety activity is based upon clear plans that reflect local needs and national expectations;</p> <p>b in contrast with arrangements for community fire safety activity, plans and priorities for business fire safety are less well documented; and</p> <p>c there is variation in the resource made available for fire safety activity by individual FRAs and government grant funding is reducing.</p> <p>The Authority is supporting community fire safety through extensive fire safety and prevention activities:</p> <p>a the Authority is successfully using a variety of intervention and prevention activities to support community fire safety; and</p> <p>b whilst the number of known non-domestic premises has increased,</p> | <p>prevention work that has regard to:</p> <ul style="list-style-type: none"> <li>• Relevance – the extent to which interventions produce meaningful outcomes.</li> <li>• Capacity and capability – the effective use of resources.</li> <li>• Efficiency – a measure of how resources and inputs are converted into results and outcomes.</li> <li>• Effectiveness – the extent to which interventions were achieved or are expected to be achieved taking into account their relative importance.</li> <li>• Sustainability – continuation of benefits after initial inputs have been completed. The probability of long-term benefits.</li> <li>• Value for money – how does one input cost get balanced with other initiatives.</li> <li>• Equalities issues.</li> </ul> | <p>The Business Fire Safety Department continues to work to a strategy written in 2017. The audit programme is decided based upon a wider range of factors than in previous years such as including life risk, firefighter risk, environmental risk, national trends and economic impact due to loss.</p> <p>NWFRS aims to audit a cross section of properties across all property types.</p> |

| Issue date  | Brief description  | Conclusions  | Proposals for improvement   | NWFRS Update  |
|---|--|--|---|---|
|   |  | <p>the Authority has sustained the proportion subject to checking. There is no consistent approach to evaluating the effectiveness of fire safety work in Wales. Current local reporting arrangements describe the volume of activity and some local effectiveness, but provide only a partial picture of performance: a fire and rescue authorities deliver fire safety activity with a common purpose and although activity is monitored there is no common approach to evaluating the efficiency of delivery;</p> <p>b home fire safety checks are used extensively to address and mitigate domestic fire safety risks but evaluation criteria are limited; and</p> <p>c co-ordinated use of equality and diversity information is not being used to shape fire safety activities and lack of data sharing among partners is a barrier at operational levels.</p> | <p>P2 At national level, establish arrangements with the Welsh Ambulance Services NHS Trust (WAST) and relevant health boards to identify the extent of unreported injuries resulting from fires to enable identification of potentially vulnerable people or higher risk premises.</p> |   |
| <p><b>June 2014</b> <a href="http://www.nwales-fireservice.org.uk/media/1179/wao_north_wales_fire_and_rescue_authority_air_english_2014.pdf">http://www.nwales-fireservice.org.uk/media/1179/wao_north_wales_fire_and_rescue_authority_air_english_2014.pdf</a></p> |  |  |   |   |
| <p><b>June 2014</b></p>   | <p>Each year, the Auditor General must report on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement in delivering their services.</p> | <p>We found that, in 2012-13, even though deaths and injuries from dwelling fires have increased due to one deliberate fire, the Authority delivered improvements in its core functions. We came to this conclusion because the Authority:</p>   | <p>P1 Strengthen the improvement planning process by:</p> <ul style="list-style-type: none"> <li>• explicitly reflecting the requirements of the Equalities Act 2010 in</li> </ul>  | <p><b>In the 2013-14 Assessment of the Authorities Performance</b><br/>The planned action 4 to examine and review the factors that may contribute to the particular vulnerability of some people to fire, cross</p> |

| Issue date | Brief description  | Conclusions  | Proposals for improvement   | NWFRS Update   |
|------------|--|--|---|--|
|            | <p>This report draws on the work of the relevant Welsh inspectorates, as well as work undertaken on the Auditor General's behalf by the Wales Audit Office. The report covers the North Wales Fire and Rescue Authority's (the Authority) delivery and evaluation of services in relation to 2012-13, its planning of improvement for 2013-14 and 2014-15, taking these into account, concludes whether the Auditor General believes that the Authority will make arrangements to secure continuous improvement for 2014-15.</p> | <ul style="list-style-type: none"> <li>• has worked hard to reduce the number of fires it attends in dwellings by undertaking an extensive range of preventative activities;</li> <li>• engages well with partners to encourage safer non domestic premises;</li> <li>• has a well-managed programme of activities in place to reduce the number of deliberate fires;</li> <li>• works actively with partners to encourage road safety; and</li> <li>• maintained an effective and resilient service during periods of industrial action.</li> </ul> <p>We found that the Authority has discharged its improvement reporting duties under the Local Government (Wales) Measure 2009 although there is potential to strengthen its arrangements further. We came to this conclusion because:</p> <ul style="list-style-type: none"> <li>• the Authority published its Performance Assessment for 2012-13 within statutory deadlines, clearly evaluated success in achieving its improvement objectives and included all required</li> </ul> | <p>improvement plans and their development; and</p> <ul style="list-style-type: none"> <li>• developing actions, measures and associated reporting arrangements for 2014-15 Improvement Objectives two and three.</li> </ul> <p>P2 Improve the Assessment of Performance report by:</p> <ul style="list-style-type: none"> <li>• using more comparative data;</li> <li>• making the public more aware of its existence;</li> <li>• producing a more timely summary of the Assessment;</li> <li>• making the Assessment available in a wide range of formats; and</li> <li>• inviting specific comment or input from citizens and the community about the Assessment.</li> </ul> | <p>referenced where appropriate to the protected characteristics under the Equality Act 2010. This was achieved.</p> <p><a href="#">ACO Shân Morris</a></p> <p><a href="#">ACO Shân Morris</a></p> |



| Issue date | Brief description | Conclusions   | Proposals for improvement | NWFRS Update |
|------------|-------------------|---|---------------------------|--------------|
|            |                   | <p>national strategic and core performance indicators;</p> <ul style="list-style-type: none"> <li>• the Assessment described the Authority's approach to collaboration; and</li> <li>• further improvements could be made to strengthen the use of comparative data and make citizens aware of the Assessment. We also found that the Authority discharged its planning duties under the Local Government (Wales) Measure 2009, but business planning arrangements can be strengthened and clear leadership will be needed to implement the changes necessary to address the financial challenges ahead. We came to this conclusion because:</li> <li>• business planning is well-embedded and generally outcome-focused, but the requirements of the Equality Act 2010 are not explicitly considered whilst determining improvement objectives and the arrangements for evaluating and reporting during 2014-15 are under development;</li> <li>• Financial challenges continue to be managed effectively although the scale of change necessary will</li> </ul> |                           |              |

| Issue date  | Brief description  | Conclusions   | Proposals for improvement  | NWFRS Update   |
|---|--|---|--|--|
|   |  | <p>continue to require clear leadership and direction;</p> <ul style="list-style-type: none"> <li>• initiatives to promote and support the use of the Welsh Language continue;</li> <li>• adequate arrangements are in place to meet Public Interest Disclosure legislation; and</li> <li>• work is continuing, with other Welsh Fire and Rescue Authorities to develop consistent Human Resources baseline information. Taking the above into account, the Auditor General believes that the Authority is likely to comply with the requirement to make arrangements to secure continuous improvement in 2014-15.</li> </ul> |  |  |
| <b>April 2013</b> <a href="http://www.nwales-fireservice.org.uk/media/1177/north_wales_fire_air_english_2013.pdf">http://www.nwales-fireservice.org.uk/media/1177/north_wales_fire_air_english_2013.pdf</a> |  |   |  |  |
| <b>April 2013</b>   | <p>Each year, the Auditor General must report on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement and delivering their services. Drawing on the work of the relevant Welsh inspectorates, as well as work undertaken by the Wales Audit Office, this report presents a picture of</p> | <p>Overall, the Auditor General has concluded that the Authority is managing its improvement programme well, but does not do enough to compare its performance to other, similar bodies.</p> <p>We found that the Authority is making progress in delivering improvement in its core functions. We came to this conclusion because:</p>   | <p>P1 Continue to develop corporate processes to promote public engagement, in particular:</p> <ul style="list-style-type: none"> <li>• to develop a more strategic, co-ordinated and planned approach to public engagement to minimise duplication of work and maximise impact and outcomes;</li> </ul> | <p>Our Corporate Communications Strategy sets out the principles and approach we will follow to ensure continuous improvement in our work to communicate and engage with our key stakeholders. It identifies the areas of corporate communications we will address and the actions we will take in order to support the achievement of our corporate aims and improvement objectives.</p> <p>The strategy focuses on several areas, including:</p> <ul style="list-style-type: none"> <li>• Ensuring that messages relayed by the Service are consistent and are communicated as widely as possible.</li> <li>• Raising the profile of the work of the Service by actively seeking opportunities for proactive publicity.</li> </ul> |

| Issue date | Brief description  | Conclusions   | Proposals for improvement  | NWFRS Update   |
|------------|--|---|--|--|
|            | <p>improvement over the last year. The report covers North Wales Fire and Rescue Authority's (the Authority) delivery and evaluation of services in relation to 2011-12 and its planning of improvement for 2012-13.</p> | <ul style="list-style-type: none"> <li>• there were fewer dwelling fires attended than the previous year, and the number of fatalities and injuries decreased;</li> <li>• there were fewer non-domestic premises fires attended than the previous year, no fatalities and the number of injuries decreased;</li> <li>• there were fewer deliberate fires attended during 2011-12 than the previous year, no fatalities and the number of injuries decreased; and</li> <li>• fewer road traffic collisions were attended, casualties decreased and fewer young drivers were involved in accidents, although the number of fatal and serious accidents and fatalities increased.</li> </ul> <p>We also found that the Authority's evaluation and reporting of its performance is balanced, but it does not do enough to compare its performance to other, similar bodies.</p> <p>We came to this conclusion because the Authority:</p> <ul style="list-style-type: none"> <li>• produced a more balanced view of its performance in 2011-12 than in previous years;</li> <li>• took positive steps to publicise the availability of its Assessment of Performance; and</li> </ul> | <ul style="list-style-type: none"> <li>• identify, define and prioritise what public engagement activity is essential for the Authority, its partners and the public it serves;</li> <li>• identify resources required and take advantage of outreach and local fire stations to encourage them to engage with their local communities; and</li> <li>• develop processes and structure to help prepare and deal with controversial situations and potential difficult decisions – to assess level of risk and identify mitigating actions.</li> </ul> <p>P2 Develop methods to use and evaluate the results of public engagement activities more widely, and inform the public how their input influenced what the Authority does.</p> <p>P3 Using more comparative data will help the Authority explain its achievements and future challenges.</p> | <ul style="list-style-type: none"> <li>• Working collaboratively with the other Welsh Fire and Rescue Services and partner organisations to improve communication and strengthen common messages.</li> <li>• Providing support to colleagues across North Wales in identifying opportunities for good public relations and enhancing the Service profile in local communities.</li> <li>• Developing and improving communication with all stakeholders.</li> <li>• Continuously reviewing and developing communication methods and measuring their impact.</li> </ul> <p>In the year 2018/19, achieving the Corporate Communications Strategy has included;</p> <p><u>Public consultation and engagement</u></p> <ul style="list-style-type: none"> <li>• Defined, agreed and delivered an engagement and consultation strategy to address improvement issues and engage with local communities. Adopted a variety of communication tools to seek feedback from the public via an online consultation questionnaire and ensure publication of the results of the consultation.</li> </ul> <p><u>Emergency media protocol</u></p> <ul style="list-style-type: none"> <li>• Continued to manage a protocol for dealing with the media during an emergency and worked with members of the North Wales Warning and Informing Task Group on operating a joint communications strategy.</li> </ul> <p><u>Communications Campaigns</u></p> <ul style="list-style-type: none"> <li>• Developed and managed an annual events and campaigns workplan to communicate consistent corporate messages and ensured a coordinated approach across departments and across Welsh Fire and Rescue Services. This involves defining, delivering and monitoring quality campaigns tied to agreed objectives - recent campaigns have promoted cooking safely, smoke alarm testing and white goods safety. All campaigns are evaluated to monitor success and ensure continuous improvement.</li> </ul> <p><u>Website and social media</u></p> <ul style="list-style-type: none"> <li>• Have continued to ensure communications campaigns effectively incorporate website and social media with measurable benefits,</li> </ul> |

| Issue date | Brief description | Conclusions   | Proposals for improvement | NWFRS Update  |
|------------|-------------------|---|---------------------------|---|
|            |                   | <ul style="list-style-type: none"> <li>• used a wide range of relevant information to arrive at its conclusions but does not do enough to compare its performance to other, similar bodies.</li> </ul> <p>Finally, we concluded that the Authority is likely to comply with the requirement to make arrangements to secure continuous improvement in 2012-13. We came to this conclusion because:</p> <ul style="list-style-type: none"> <li>• business planning arrangements are well-embedded, provide a clear picture of planned actions and are generally outcome-focused;</li> <li>• the Authority continues to manage its financial challenges effectively;</li> <li>• good progress is being made to address the proposals for improvement identified in our previous assessments;</li> <li>• although there are some weaknesses in approach, the Authority is continuing to improve its approach to public engagement; and</li> <li>• governance arrangements have been effectively reviewed as part of the Authority's Annual Governance Statement process.</li> </ul> |                           | <p>proving their value in underpinning our communications aims and objectives and continuous monitoring to ensure far reaching and effective content.</p> <p><u>Changing behaviour</u></p> <ul style="list-style-type: none"> <li>• Have continued to work closely with community safety and arson reduction teams, both locally and across Wales, together with relevant partners, to deliver quality communications campaigns - ensuring we work innovatively and creatively to introduce new ideas and approaches to achieve valuable outcomes. Campaigns have included 'Dawns Glaw' (to reduce grass fires), RDS Recruitment campaigns to encourage applications, and local community safety campaigns such as encouraging the public to protect more vulnerable members of the community.</li> </ul> |

| Issue date  | Brief description   | Conclusions   | Proposals for improvement   | NWFRS Update   |
|---|---|---|---|--|
| <b>January 2012</b> <a href="http://www.nwales-fireservice.org.uk/media/1175/nwfra_annual_improvement_report_by_wales_audit_office_january_2012.pdf">http://www.nwales-fireservice.org.uk/media/1175/nwfra_annual_improvement_report_by_wales_audit_office_january_2012.pdf</a> |   |   |   |  |
| <b>January 2012</b>   | <p>Each year, the Auditor General must report on how well Welsh councils, fire and rescue authorities, and national parks are planning for improvement and delivering their services. Drawing on the work of the Wales Audit Office and relevant Welsh Inspectorates, this report presents a picture of improvement over the last year. The report is in three main sections, which cover the planning, delivery and evaluation of improvement by North Wales Fire and Rescue Authority (the Authority).</p> <p>Overall the Auditor General has concluded that the Authority has put good arrangements in place to deliver improvement and does well in the areas it focuses on; but planning, evaluation and reporting of performance is not sufficiently balanced or outcome based.</p> | <p>We found that the Authority is generally making good plans and putting appropriate arrangements in place to deliver improvement. We have concluded this because the Authority:</p> <ul style="list-style-type: none"> <li>• has appropriate arrangements in place to address priorities and respond to previous suggestions for improvement;</li> <li>• has a sound approach to financial management but given the scale of change necessary clear leadership is required;</li> <li>• information management is supporting improvement but there are some weaknesses in governance and performance* (para 25 );</li> <li>• current arrangements for developing, using and supporting technology are likely to support improvement** (para 26-27); and</li> <li>• it is meeting its statutory obligations with regard to the Welsh Language Act.</li> </ul> <p>We also found that the Authority has achieved much of what it set out to achieve in its identified priorities.</p> | <p>P1 Continue to implement previous proposals for improvement to strengthen improvement objectives and associated performance and measures and reporting to be more outcome focussed as to identify and evaluate the impact of its activity for its community.</p> <p>*P2 Implement areas for improvement identified in our Information Management review.</p> | <p>The Authority restated its improvement objectives for 2012-13 at the Executive Panel meeting of 16/07/12 so as to: a) present a clearer message about the Authority's highest priority areas; and b) provide a better focused set of objectives from the point of view of monitoring and reporting.</p> <p>Paper:<br/> <a href="http://www.nwales-fireservice.org.uk/media/138619/10_2012-13_improvement_objectives.pdf">http://www.nwales-fireservice.org.uk/media/138619/10_2012-13_improvement_objectives.pdf</a><br/> Minutes:<br/> <a href="http://www.nwales-fireservice.org.uk/media/154157/exec_panel_160712.pdf">http://www.nwales-fireservice.org.uk/media/154157/exec_panel_160712.pdf</a></p> <p><b>Routine Monitoring</b><br/> The format of the routine quarterly performance monitoring reports has been amended to more clearly support monitoring against Improvement Objective 1.</p> <p>Examples, showing change of format:<br/> Monitoring report April – June 2012<br/> <a href="http://www.nwales-fireservice.org.uk/media/152006/8_perf_monitoring.pdf">http://www.nwales-fireservice.org.uk/media/152006/8_perf_monitoring.pdf</a><br/> Minutes<br/> <a href="http://www.nwales-fireservice.org.uk/media/170983/exec_panel_mtg_170912.pdf">http://www.nwales-fireservice.org.uk/media/170983/exec_panel_mtg_170912.pdf</a></p> <p><u>Results Based Accountability</u><br/> Senior managers have received some awareness-raising on Results Based Accountability methodology, with a view to increasing the outcome focus of departmental/business plans over coming months. (Further training through WG in April 2013.)</p> <ul style="list-style-type: none"> <li>• Revise ICT/Information Strategy to bring it up-to-date with national and local initiatives.</li> </ul> <p>Head of ICT completed ICT Strategy (2013-2018) in October 2012 and submitted to DCFO for initial review. Revisions made by DCFO in November and document submitted to Information Steering Group in December. Further review of business strategies by DCFO and ACFOs</p> |

| Issue date | Brief description | Conclusions   | Proposals for improvement | NWFRS Update  |
|------------|-------------------|---|---------------------------|---|
|            |                   | <p>We based this conclusion on the following:</p> <ul style="list-style-type: none"> <li>• Overall the Authority made good progress towards achieving its Improvement Objectives in 2010-11.</li> <li>• The Authority is helping to prevent fires and road traffic collisions occurring and whilst fatalities and injuries in fires increased last year the long term trend shows a reduction.</li> <li>• The Authority is actively developing more innovative and efficient ways to respond to a wide range of events and incidents.</li> </ul> <p>Finally the report sets out our views on the Authority's own assessment of its performance and arrangements. We have concluded that the Authority has mechanisms for monitoring performance but needs to become more balanced in the evaluation and reporting of performance and focus on improvement objectives so that there is a clearer picture of the Authority's progress against its improvement objectives.</p> |                           | <p>to be completed and document will be submitted to other Heads of ICT for scrutiny.</p> <ul style="list-style-type: none"> <li>• Deliver the function of an Information Security Forum Support Services Co-ordinator attends ISG meetings. Information Security is included as an agenda item.</li> <li>• Develop an Information Management training programme for all staff Support Services Co-ordinator is liaising with Kevin Roberts (Training Manager) to get Information Management training material on LearnPro e-learning system.</li> <li>• Address issues raised by internal IT Security Audit All complete with the exception of implementation of a corporate IT access enrolment form.</li> <li>• Establish robust arrangements for whole life cycle management of electronic information Enhanced EDRMS included in ICT Strategy (2013-2018).</li> <li>• Bring administrative information governance in line with arrangements for operational information governance Security policies apply to all data.</li> <li>• Ensure sufficient data is held outside recommended nine-mile limit to enable full restoration of Service information PSBA infrastructure build is underway to facilitate relocation of disaster recovery servers from St Asaph to Wrexham. A request has been made to Wrexham County Council to house the DR servers in their data centre.</li> </ul> <p>2018/19 – Work has been undertaken to identify improvement areas for the ICT department. A full review of the ICT Management structure has been undertaken in recent months following a loss of personnel and skills. This review identified the areas with Support,</p> |

| Issue date | Brief description | Conclusions | Proposals for improvement   | NWFRS Update   |
|------------|-------------------|-------------|---|--|
|            |                   |             | <p>**P3 Implement areas for improvement identified in our use of Technology review.</p> | <p>Analysis, Technical and Service Desk that were weak or needed more support.</p> <p>The roles within the department were redefined to ensure there was clarity of direction for each individual role. This has led to reductions in stress and clear leadership.</p> <p>In addition a complete restructuring of the approach to financial accountability and budgeting has been undertaken with specific responsibilities given to specific roles. Furthermore there is an expectation that all members of staff have a financial responsibility and that this is now systemic and part of business as usual.</p> <ul style="list-style-type: none"> <li>• Develop a new five-year ICT strategy to support the Authority’s current and future requirements identified through engagement and consultation with key service stakeholders.</li> </ul> <p>Consultations have been carried out with Area Managers and Senior Managers. Head of ICT completed ICT Strategy (2013-2018) in October 2012 and submitted to DCFO for initial review. Revisions made by DCFO in November and document submitted to Information Steering Group in December. Further review of business strategies by DCFO and ACFOs to be completed and document will be submitted to other Heads of ICT for scrutiny.</p> <ul style="list-style-type: none"> <li>• Document, publish and promote technology standards and policies. NWFRS has adopted the following technology standards: <ul style="list-style-type: none"> <li>– Common Systems (common corporate systems to carry out business processes irrespective of user locality).</li> <li>– Location Independent Access (user access to systems irrespective of user locality from laptops, MDTs, tablets and smartphones).</li> <li>– Data Integration (data treated and maintained as a corporate resource avoiding duplicate handling of data – FireRMS, MobileDataCMS, corporate gazetteer, CCC Finance system).</li> </ul> </li> </ul> |

| Issue date | Brief description | Conclusions | Proposals for improvement | NWFRS Update  |
|------------|-------------------|-------------|---------------------------|---|
|            |                   |             |                           | <p>– Common desktop computers to achieve greater efficiency in build and support (corporate laptops, MDTs in fire appliances, tablets with FireRMS mobile client software, development laptops with LearnPro, PDRPro and Service Intranet).</p> <p>– Common network systems to achieve greater efficiency in build and support (PSBA wide area network for corporate network services and primary mobilising bearers).</p> <p>Due to capacity constraints, technology standards and policies were informal and not formally documented. There are still capacity issues, but documentation has been improved and is stored in a central location accessible by all ICT staff, forming part of the ICT Service Desk solution.</p> <ul style="list-style-type: none"> <li>• Ensure that the Authority has the ICT skills and capacity to support and develop technology without adversely impacting on service quality.</li> </ul> <p>Collaboration projects are underway with South Wales FRS, Mid &amp; West Wales FRS, North Wales Police, WAST, Betsi Cadwaladr, Wrexham, Flintshire, Denbighshire, Conwy, Gwynedd and Anglesey County Councils. Having shared Senior Project Manager and multi-sector Technical Working Groups has enabled skills/knowledge sharing across sectors for the delivery of these projects. Although this is a benefit to NWFRS, there are still insufficient ICT resources in NWFRS to support existing services which limits the availability of resources to work on these collaboration projects. Some ICT resources need to be dedicated to development.</p> <ul style="list-style-type: none"> <li>• Use technology to optimise and standardise business processes and procedures.</li> </ul> <p>NWFRS uses technology to optimise and standardise business processes and procedures. It has invested in mobile working technology as well as implementing electronic systems to replace paper based systems:</p> <ul style="list-style-type: none"> <li>– The mobile data system for fire fighters provides crews with electronic risk information and reduces the amount of paper information carried on fire appliances. Interfaces between the</li> </ul> |



| Issue date | Brief description | Conclusions | Proposals for improvement | NWFRS Update   |
|------------|-------------------|-------------|---------------------------|--|
|            |                   |             |                           | <p>mobile data, records management, command and control and hydrants systems allow data exchange between these systems. The integration of these systems and further development work carried out by ICT to provide additional functionality has and improved resilience and efficiency. HFSC information is now available on the MDTs so that crews know which properties have already been visited when they are promoting fire safety during hot spotting campaigns.</p> <ul style="list-style-type: none"> <li>- The electronic expenses system replaces paper based claim forms. Personnel are able to enter expense claim details into the system, obtain electronic approval from the line manager and Finance can process for payment without having to input details into the system, thereby reducing occurrences of duplicate handling of data to ensure efficiency of operation.</li> </ul> <p>Working from home or a station close to a home address reduces carbon emissions as a result of driving to and from work. There has been more investment in mobile technology in order to facilitate location independent access. This includes additional corporate laptops with access to core systems. The FireRMS mobile client has been rolled out so that staff can carry out HFSCs, legislative fire safety inspections and operational site assessments using electronic forms on computer tablets on site instead of writing information on paper forms and then having to key the information into the computer system when they return to station. NWFRS is committed to using green ICT and making more efficient use of staff time by exploiting ICT.</p> <ul style="list-style-type: none"> <li>• The Authority needs to put in place arrangements to monitor and measure the effectiveness and impact of technology and service user satisfaction.</li> </ul> <p>Customer feedback is being included in Service Desk system development, so that it can be captured at the point when work is completed (e.g. incident resolution or completion of service requests).</p> |

| Issue date | Brief description | Conclusions | Proposals for improvement  | NWFRS Update  |
|------------|-------------------|-------------|--|---|
|            |                   |             | <p>P4 Address issues arising from the performance indicator audit in respect of how 'over the border incidents' are treated.</p> <p>P5 Address the suggestions made in the Appointed Auditor's Annual Audit Letter in respect of reporting Internal Audit findings to the Audit Committee.</p> | <p>2018/19 - The department has ensured it has remained well sighted on new developments, national initiatives and other departmental needs.</p> <p>Consultation and cooperation with other departments has improved and personnel have been assigned to project such as Windows 10 replacement, replacement Digma server, replacement of the Server farm, the new human resources MIS as well as the mobile data replacement project which is an all Wales initiative.</p> <p>We have also engaged with specialist suppliers to assist with very specific tasks such as the management of Macafee and the support of critical systems. This has led to an ongoing programme of hardware refreshment to ensure the Service is being run on in date software and its corresponding need for ever increasing hardware specifications.</p> <p>Having recognized that a small number of fires in North Wales that had been dealt with by neighbouring FRSs had been inadvertently omitted from the total count of fires in the area, the FRA has taken steps to ensure that all will now be included in the annual total. Recording and reporting between neighbouring FRSs follows national guidance issued in relation to the Incident Recording System (IRS).</p> <p>A report summarising internal audit activity in 2011/12 provided for the Audit Committee's September 2012 meeting. The Appendix to that report details each audit area and the recommendations and audit opinions arising from those audits.</p> <p><a href="http://www.nwales-fireservice.org.uk/media/154940/13_audit_activity_2011-12_and_draft_audit_plan_2012-13__report.pdf">http://www.nwales-fireservice.org.uk/media/154940/13_audit_activity_2011-12_and_draft_audit_plan_2012-13__report.pdf</a></p> <p>A further report outlining the Internal Audit Strategy 2011 to 2015 was provided for the Audit Committee's January 2013 meeting.</p> |

| Issue date  | Brief description   | Conclusions  | Proposals for improvement | NWFRS Update  |
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|   |   |  |                           | <a href="http://www.nwales-fireservice.org.uk/media/201359/7_internal_audit_strategy_2011-15.pdf">http://www.nwales-fireservice.org.uk/media/201359/7_internal_audit_strategy_2011-15.pdf</a> |
| <b>January 2011</b> <a href="http://www.nwales-fireservice.org.uk/media/1176/nwfra_annual_improvement_report_by_wales_audit_office_january_2011.pdf">http://www.nwales-fireservice.org.uk/media/1176/nwfra_annual_improvement_report_by_wales_audit_office_january_2011.pdf</a> |   |  |                           |   |
| <b>January 2011</b>   | <p>In August 2010 the Wales Audit Office produced a report, called the Preliminary Corporate Assessment, which gives some detail on how the Authority is organised and managed.</p> | <p>The overall conclusion of that report was that:<br/> ‘stable leadership and improvements to corporate governance are likely to support improvement in the future’. In other words, the Authority is likely to improve things for the people who live in its area because it has stable leadership and is improving how it is managed.</p> <p>The key messages from the report were that:</p> <ul style="list-style-type: none"> <li>• the Authority is generally well run in terms of leadership, governance, policy development and resource and people management;</li> <li>• it is working well with others in partnership; and</li> <li>• there are weaknesses in performance management and business processes need to be further developed.</li> </ul> <p>Since we produced the Preliminary Corporate Assessment the pressure has grown on all public services to make the very best use of all their resources. In 2009-10 the</p> |                           |   |

| Issue date   | Brief description  | Conclusions   | Proposals for improvement   | NWFRS Update           |
|--|--|---|---|------------------------|
|  |  | <p>Authority's gross revenue spending was £31.3 million, equating to £46 per resident. In that year the Authority also spent £2.6 million on capital items. The auditor appointed by the Auditor General recently gave his opinion on the Authority's accounts; his view was that the financial statements were generally satisfactory and that money had been spent in a proper way.</p> |   |                        |
| <p><b>January 2011</b> <a href="http://www.nwales-fireservice.org.uk/media/1176/nwfra_annual_improvement_report_by_wales_audit_office_january_2011.pdf">http://www.nwales-fireservice.org.uk/media/1176/nwfra_annual_improvement_report_by_wales_audit_office_january_2011.pdf</a></p> |  |   |   |                        |
| <p><b>January 2011</b></p>   | <p>Through the Auditor General's Improvement Assessment we hope to gradually build a picture of how well the Authority is serving local people. In order to do that, each year we will examine the services provided by the Authority and some of their objectives for improvement as they relate to the statutory duties placed upon it by legislation and the vision set by the Assembly Government's National Framework. We think that together, the following aspects cover the main things that fire and rescue authorities do:</p> <ul style="list-style-type: none"> <li>• Is the Authority helping to reduce the likelihood and impact of fires and</li> </ul> | <p>It is too early for us to say whether or not plans will be delivered. We will look at the plans over the coming months, but we can say is that the approach taken by the Authority is sensible and if decisions taken about service delivery options are implemented successfully it is likely to reduce costs and achieve its improvement objectives.</p>                             | <p>Proposals we made in our earlier work. The Authority should consider:</p> <ul style="list-style-type: none"> <li>• addressing the possible duplication of roles in monitoring performance information by the Executive Panel and Audit Committee to avoid unnecessary confusion or duplication;</li> <li>• ensuring that the current range of reporting software provides for a sound decision making process in the medium to long term;</li> <li>• reviewing what business processes will best support the successful delivery of planned projects; and</li> </ul> | <p>ACO Shân Morris</p> |

| Issue date | Brief description   | Conclusions | Proposals for improvement   | NWFRS Update   |
|------------|---|-------------|---|--|
|            | <p>road traffic collisions through its prevention and protection activities?</p> <ul style="list-style-type: none"> <li>• Is the Authority responding well to fires and other threats to safety?</li> </ul> <p>In this year's assessment we have looked at both the new improvement objectives for 2011-12 and the 2010-11 focus areas. We will look at improvement objectives in greater detail next year to assess if a performance baseline has been established and, if possible, how far performance has improved.</p> |             | <ul style="list-style-type: none"> <li>• formulating a medium-term plan to gain agreement on broad policy direction and required resources for delivery.</li> </ul> <p>New proposals the Authority should:</p> <ul style="list-style-type: none"> <li>• develop further the improvement objectives and associated performance and outcome measures so as to be able to identify and evaluate the impact of its activity for its community; and</li> <li>• continue to prioritise road safety activities to better understand how it can play its part in making roads within its area safer.</li> </ul> | <p>NWFRS is a key partner in the development and implementation of the all Wales Road Safety Strategy. We attend, support and align to consistent working across the three Welsh FRSs through the all Wales Road Safety Forum.</p> |