

AWDURDOD TÂN AC ACHUB GOGLEDD CYMRU



NORTH WALES FIRE AND RESCUE AUTHORITY

A meeting of the **EXECUTIVE PANEL** will be held **MONDAY 20 MARCH 2023** virtually via **Zoom** commencing at **14:00 hrs**.

Yours faithfully,
Gareth Owens
Clerk

AGENDA

- 1. Apologies**
- 2. Declaration of Interests**
- 3. Notice of Urgent Matters**
Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B (4) of the Local Government Act, 1972.
- 4. Minutes of the Meeting held on 12 December 2022**
- 5. Matters Arising**
- 6. Budget Update**
- 7. PSB Wellbeing Plans**
- 8. Draft Improvement and Wellbeing Plan, incorporating Annual Action Plan**
- 9. Pay Policy Statement**
- 10. Performance Monitoring**
- 11. Overview of Emergency Cover Review**
- 12. Overview of Sustainability Plan**
- 13. Urgent Matters**
To consider any items which the Chair has decided are urgent (pursuant to Section 100B (4) of the Local Government Act, 1972) and of which substance has been declared under item 3 above.

PART II

It is recommended pursuant to Section 100A (4) of the Local Government Act, 1972 that the Press and Public be excluded from the meeting during consideration of the following item(s) of business because it is likely that there would be disclosed to them exempt information as defined in Paragraph(s) 12 to 18 of Part 4 of Schedule 12A of the Local Government Act 1972.

None.

NORTH WALES FIRE AND RESCUE AUTHORITY
EXECUTIVE PANEL

Minutes of the **Executive Panel** of the North Wales Fire and Rescue Authority held on Monday 12 December 2022 virtually via Zoom. Meeting commenced at 14.00hrs.

Councillor

Cllr Dylan Rees (Chair)
Cllr Paul Cunningham (Deputy Chair)
Cllr Carol Beard
Cllr Chrissy Gee
Cllr Alan Hughes
Cllr Chris Hughes
Cllr Gareth A Roberts
Cllr Paul Rogers
Cllr Gareth Sandilands
Cllr Dale Selvester
Cllr Ken Taylor

Representing

Conwy County Borough Council
Flintshire County Council
Flintshire County Council
Conwy County Borough Council
Anglesey County Council
Denbighshire County Council
Gwynedd Council
Wrexham County Council (left 15:04)
Denbighshire County Council
Flintshire County Council (left 16.10)
Anglesey County Council

Also present:

Dawn Docx
Stewart Forshaw
Richard Fairhead
Stuart Millington
Helen MacArthur
Anthony Jones
Dafydd Edwards
Gareth Owens
Nick Selwyn
Euros Lake
George Jones
Lisa Allington
Louisa Phillips

Chief Fire Officer
Deputy Chief Fire Officer
Assistant Chief Fire Officer
Assistant Chief Fire Officer
Assistant Chief Fire Officer
Area Manager
Treasurer
Clerk and Monitoring Officer
Audit Wales
Audit Wales
Atebol - Translator
Executive Assistant
M365 Change Manager

1 APOLOGIES

Councillor

Cllr Rondo Roberts
Cllr Rob Triggs

Representing

Wrexham County Council
Gwynedd Council

ABSENT

Councillor

Representing

2 DECLARATIONS OF INTEREST

2.1 There were no declarations of interest to record.

3 NOTICE OF URGENT MATTERS

3.1 There was no notice of urgent matters.

4 MINUTES OF THE MEETING HELD ON 29 JULY 2022

4.1 The minutes of the meeting held on 29 July 2022 were submitted for approval.

4.2 **RESOLVED to:**

- i) approve the minutes as a true and correct record of the meetings held.**

5 MATTERS ARISING

5.1 With regards to item 6 - the report which provided an overview of the Thematic Review of the Fire and Rescue Services' capacity to assume a broader role for firefighters in Wales – a letter was sent to the Deputy Minister, Hannah Blythin, and the Chair and CFO subsequently met with her. Following that meeting, the Deputy Minister released an oral statement asking all three Fire and Rescue Services (FRS) in Wales to submit their plans, to address the recommendations in the two thematic reviews into capacity for broadening the role and for training, which North Wales Fire and Rescue Service (the Service) subsequently did. A letter has since been received thanking the Service for its efforts.

6. AUDIT WALES – REDUCING FIRE ALARMS

6.1 CFO Docx presented the Reducing Fire Alarms report which introduced Members to the Terms of Reference for this year's thematic review being undertaken by Audit Wales.

6.2 Representatives from Audit Wales gave a presentation giving a general overview of the role of the Auditor General for Wales, and the rationale for their thematic review on reducing false alarms.

6.3 **RESOLVED to:**

- (i) note the purpose of the review;**
- (ii) note the main questions the review seeks to answer; and**
- (iii) note the timescales for the review.**

7. BIODIVERSITY REPORT

7.1 AM Jones presented the Biodiversity Report which addressed North Wales Fire and Rescue Authority's (the Authority's) compliance with section 6 of the Environment (Wales) Act 2016. It also provided information on proposed future planning and reporting of actions by the Authority in relation to improving biodiversity within its estate.

- 7.2 **RESOLVED to:**
(i) **approve the contents of the Biodiversity Report and Action Plan 2022, to be incorporated into a publication on the Authority's website before the end of December 2022.**

8. MANCHESTER ARENA INQUIRY – VERBAL REPORT

- 8.1 ACFO Millington gave a verbal presentation on the Manchester Arena Inquiry, which informed Members of the background to the inquiry into the events following the bomb explosion at an Ariane Grande concert in May 2017 which claimed 22 lives. Soon after the attack, the Mayor of Manchester ordered an Independent Review to take place and in March 2018, the Kerslake report was published which made 20 recommendations.
- 8.2 A subsequent public inquiry was ordered with volume one of the enquiry report being released in 2021, and the second volume released this year. Volume two focused on the response of the emergency services. This included 109 recommendations, with 21 of these being monitored.
- 8.3 The Service will be working through the recommendations and will, in time, report back to the FRA actions to address any relevant recommendations.
- 8.4 **RESOLVED to:**
i) **note the content of the verbal update.**

9. CHIEF FIRE AND RESCUE ADVISOR'S THEMATIC REVIEW INTO OPERATIONAL TRAINING – VERBAL REPORT

- 9.1 DCFO Forshaw gave a verbal presentation on the Chief Fire and Rescue Advisor's Thematic Review into Operational Training.
- 9.2 The key areas looked at within this review were the provision of initial and maintenance training into: use of breathing apparatus; casualty care; command and control; hazardous materials; pumps, knots, ladders and lines; road traffic collision training; safe working at heights; and water incidents. Training provision facilities were also looked at, including the geographical location of training centres.
- 9.3 **RESOLVED to:**
i) **note the content of the verbal update.**

10 CYBER ESSENTIALS (CE) / CYBER ESSENTIALS+ (CE+)

10.1 ACFO Fairhead presented the Cyber Essentials (CE) / Cyber Essentials+ (CE+) report which informed Members of the Authority of the work the service was currently undertaking with regards to cyber security.

10.2 Members were asked to note that part of the reasoning behind not pursuing the CE+ qualification at the current time was in order to save the cost of employing someone specifically to oversee this work. One Member suggested that using contractors rather than employing a dedicated resource may be a way of saving money in this area.

10.3 RESOLVED to:

- (i) note the work being carried out by the Service on cyber protection, including the Service working towards CE certification in the first instance.**

11 PERFORMANCE MONITORING 2022/23: QUARTERS 1 & 2

11.1 DCFO Forshaw presented the Performance Monitoring 2022/23: Quarters 1 & 2 report which provided information about incident activity during the first half of the 2022/23 financial year; performance in relation to the Authority's improvement and well-being objectives; and other notable incident activity.

11.2 RESOLVED to:

- i) note the content of the performance monitoring report**

12 REVIEW OF IMPROVEMENT AND WELLBEING OBJECTIVES IN THE AUTHORITY'S CORPORATE PLAN 2021-24

12.1 DCFO Forshaw presented the report on the Review of Improvement and Wellbeing Objectives in the Authority's Corporate Plan 2021-24, which presented to Members the Authority's long-term objectives contained in its Corporate Plan 2021-24.

12.2 RESOLVED to:

- i) confirm the Authority's intention to continue to pursue its existing seven long-term objectives in 2023/24; and**
- ii) request that an updated version of the Corporate Plan 2021-24 be prepared by Officers for approval in April 2023.**

13 MEDIUM TERM FINANCIAL STRATEGY 2023/26 AND BUDGET 2023/24

- 13.1 The Treasurer presented the Medium-Term Financial Strategy 2023/26 and Budget 2023/24 report to Members which presented to Members the Medium-Term Financial Strategy (MTFS) 2023/26 and the draft revenue and capital budgets for 2023/24. The report also set out the significant risks and uncertainties faced at this time.
- 13.2 It was clarified that Members were not being asked to approve the budget today, but merely to endorse it and recommend that it be approved at the Full Authority meeting on 16 January 2023.
- 13.3 The figures within the report were summarised for Members by way of a presentation on screen. Members were asked to note that many of the increases were inevitable and beyond the Service's control due to the current financial climate, and that a number also related to the Service's priorities, which there was a legal obligation on it to fulfil. Members expressed their concern over the significant increase in levy to their constituent councils, in light of the fact that Local Authorities were already struggling with their own finances.
- 13.4 It was noted that this paper had been presented to the Audit Committee this morning and that they had voted to amend the recommendations and to only note the content of the report. An extraordinary meeting would be held prior to the Full Fire Authority meeting in January in order to discuss the content in more depth.
- 13.5 Members were reminded that a Fire Cover Review was currently being undertaken and should they wish for significant savings to be found, this would need to be considered following this review, and those savings be fed back into the budget setting for 2024/25.

13.6 RESOLVED to:

- (i) note the capital and revenue budgets for 2023/24 based on an increase in contributions from constituent authorities of £5.32m;**
- (ii) note the key risks and uncertainties identified during the budget planning process; and**
- (iii) note the Medium-Term Financial Strategy.**

14. NEW TRAINING CENTRE

- 14.1 DCFO Forshaw presented the New Training Centre report which updated Members on the work undertaken to date on the production of a detailed business case for the option/s of a new training and development centre in North Wales Fire and Rescue Service (the Service).

- 14.2 The importance of a suitable, effective and fit for purpose training facility in order to ensure that firefighters received the best training possible was acknowledged. However, concerns were expressed at the contribution that this would have with regards to the increase in budget, and the subsequent increase in the levy to Local Authorities.
- 14.3 It was proposed that this item be deferred to the next meeting, following the budget proposals. This was seconded and the vote carried unanimously.

14.4 RESOLVED to:

- (i) note the background to review of training provision, including the Chief Fire Advisor for Wales' thematic review;**
- (ii) note that the current training provision is reaching its end of life;**
- (iii) note the timescales set out in this report for the provision of a detailed business case for Members' consideration.**

15 URGENT MATTERS

- 15.1 There were no urgent matters to raise.

At the end of Part I of the agenda, recording of the meeting ceased and it was agreed to move into Part II of the meeting.

16. INDUSTRIAL ACTION (VERBAL)

- 16.1 The CFO gave a verbal report which updated Members of the progress regarding national pay negotiations, the potential for industrial action and the business continuity arrangements being put in place.
- 16.2 A Part II paper had been previously presented to Members outlining the 2% pay offer to firefighters and control room staff, which had subsequently been rejected.
- 16.3 The Fire Brigades Union (FBU) had recommended that their members rejected the subsequent increased offer of 5% with no conditions attached, which they had done, and a ballot for Industrial Action had been commenced with a closing date of the end of January 2023. Unfortunately, the FBU had not indicated what percentage they would accept and so there is no way of telling how far out the offer is.
- 16.4 It was noted that there were no rules in Wales with regards to percentage of votes required for Industrial Action as there was in England, and so the Service was expecting strike action to proceed.

- 16.5 Members were reminded that the Service was bound by the Fire and Rescue Services Act 2004 and the National Framework for Fire and Rescue Authorities with regards to the continued provision of services in the event of strike action. These requirements were summarised.
- 16.6 The Service was required to plan accordingly so that it could not be criticised for not maintaining provision of service during any period of strike action.
- 16.7 The possible courses of action available to FBU members were: action short of strike action which would mean that firefighters would refuse to undertake any overtime; discontinuous strike action for periods of three or four hours or whole shifts; or continuous strike action. All of these options were being planned for.
- 16.8 Those present were informed that a large number of officers, firefighters and members of the control room were in the FBU and would therefore be expected to comply with the result of the ballot. Any senior officers not taking part in the strike action would be undertaking refresher training early in the New Year. Plans were also being put in place for non-FBU members to be trained to work during periods of Industrial action.
- 16.9 The Service was looking at the best places geographically to place resilience appliances and which types of incident the Service would attend in the event of strike action. Small secondary and bin fires would likely not be attended whilst threat to life and road traffic collisions would. It was also being factored in to planning that February is the beginning of controlled burning season and so this could pose a potential issue.
- 16.10 Members may have heard that other Fire Services were advertising for resilience crew staff; however, having considered this the option had been discounted as it comes with a significant cost and provides little in terms of resilience due to the challenges of training them to do anything other than defensive firefighting outside of a building.
- 16.11 The Service has been in negotiation with the army for assistance but at the moment, have decided not to put in a Military Aid to Civil Authorities (MACA) request, again in part due to the cost which was around £4,000 per soldier per week, and because of the same concerns surrounding lack of time to deliver relevant training. However, even if the army were affordable there would be no guarantee that they would have the capacity to help.

16.12 It was queried as to why the army were not charging a marginal cost as they had on previous occasions and responded that as this was not a national emergency they would not do so. The possibility of asking the Welsh Government to use their influence to insist on marginal costs was being considered so that this could become a more feasible option.

16.12 Most importantly, the Service continued to work with local FBU officials in order to maintain a culture of mutual respect and cooperation. The Service also remained committed to updating the Fire Authority at every opportunity.

Meeting closed at 16:30hrs

Report to	Audit Committee	
Date	20 March 2023	
Lead Officer	Dafydd Edwards, Authority Treasurer	
Contact Officer	Helen MacArthur, Assistant Chief Fire Officer (Finance and Resources)	
Subject	2023/24 Revenue Budget	

PURPOSE OF REPORT

- 1 To provide members with a financial update following the approval of the 2023/24 revenue budget at the North Wales Fire and Rescue Authority meeting of the 16 January 2023.

EXECUTIVE SUMMARY

- 2 The North Wales Fire and Rescue Authority (the Authority) approved the 2023/24 revenue budget at its meeting of the 16 January 2023. The approved budget of £43.314m represents a year on year increase of 9.9% and included the requirement to deliver savings of £1.4m to achieve a balanced position.
- 3 At the time of setting the budget, it was recognised that a number of risks and uncertainties existed. These included the outstanding pay award for firefighters for 2022/23 and pay awards for all staff for 2023/24. All pay awards are subject to national negotiations, the timescales of which are outside of the control of the Authority.
- 4 Since approving the 2023/24 revenue budget the pay negotiations for firefighters have been concluded for both 2022/23 and 2023/24 with an increase of 7% and 5% respectively. This is payable from July each year and is above the planning assumptions used when setting the 2022/23 and 2023/24 budgets. The 2023/24 pay award for all other staff remains outstanding at the time of writing.
- 5 This paper confirms the additional cost pressures of £1m arising from the pay negotiations that have been concluded. It is proposed that these cost pressures should be addressed through the short-term use of reserves, recognising the underlying recurring deficit position.

RECOMMENDATIONS

- 6 Members are asked to:
- (i) note the conclusion of the pay negotiations for firefighters and the associated further cost pressures;
 - (ii) consider the short-term use of reserves to address the cost pressures arising from the firefighters' pay settlement;
 - (iii) note that the pay negotiations for all other staff remain outstanding at this time; and
 - (iv) note that the £2.4m underlying deficit will have unavoidable implications for future service delivery and increased levy for 2024/25.

BACKGROUND

- 7 The Authority is required to set a balanced revenue budget which must be approved by the full Authority before the commencement of the financial year. Although the term "balanced" is not formally defined in the legislation, the Chartered Institute of Public Finance (CIPFA) recognises that organisations should have financial plans which demonstrate how expenditure will be funded over the short and medium term.
- 8 The Authority's financial sustainability in the short, medium and longer term is underpinned by knowledge and understanding of key cost drivers including the evaluation of risks and uncertainties. Pivotal to this is an understanding of service demands, resources available and the future strategic vision.
- 9 The budget setting process for 2023/24 highlighted the significant budget challenges and financial constraints being experienced across the public sector and recognised the need to identify measures to further reduce the budget requirement. It was noted that the scope for efficiency savings is limited given the scale of budget reductions over the last 15 years.
- 10 The Authority approved the revenue budget of £43.314m for 2023/24 at its meeting of 16 January 2023 following a series of member planning meetings. This represents a year on year increase of 9.9% and included the requirement to identify £1.4m of savings to achieve a balanced outturn position. However, at the time of setting the budget it was noted that a number of residual risks and uncertainties remained.
- 11 These risks included the outstanding pay award for firefighters for 2022/23 and pay awards for all staff for 2023/24. All pay awards are subject to national negotiations, the timescales of which are outside of the control of the Authority.

INFORMATION

- 12 The pay negotiations for staff employed on grey book terms and conditions (firefighters) have concluded for both the 2022/23 and 2023/24 financial years. The agreed settlement is set out below:

Year	% increase (actual)	Planning assumption %	Payable from
2022/23	7	5	1 July 2022
2023/24	5	4	1 July 2023

- 13 The settlement is above the planning assumptions used when setting the budget in January 2023, creating a further recurring cost pressure of £1m.
- 14 In the short-term, it is proposed that the cost pressure will be managed through the use of reserves. Although this is not sustainable in the medium term this avoids raising a supplementary levy on the region's local authorities during 2023/24, and will allow Members the opportunity to consider the options arising from the Emergency Cover Review.
- 15 It is noted that the pay negotiations for all other staff remain outstanding at the time of writing this report and this remains a financial risk for 2023/24.
- 16 Whilst the further use of reserves avoids the need to raise a supplementary levy for 2023/24, this use of reserves will not be sustainable for 2024/25. The budget approved in January 2023 created a requirement to identify recurring cost savings of £1.4m and coupled with the further impact of the pay settlements the underlying deficit as at April 2023 has increased to £2.4m.
- 17 To achieve a sustainable financial position for 2024/25 onwards it will be necessary to take further action, including difficult decisions on permanent changes to service delivery and funding models, and a significant annual increase in the levy on local authorities for 2024/25.

IMPLICATIONS

Wellbeing Objectives	The budget enables the Authority to achieve its long-term well-being objectives.
Budget	This report sets out the impact of the settlement of the pay negotiations for staff employed under grey book terms and conditions. It is noted that pay negotiations for all other staff remain outstanding at this time and represent a further financial risk.
Legal	The Authority has a legal duty to set a balanced revenue budget. Aligned to this the Authority must also comply with other legal duties including appropriate legal practices. The current proposal is for the short-term use of reserves to be utilised pending further consideration by Members of future service delivery models.
Staffing	This report confirms the proposal to use reserves to fund the cost pressures arising from the pay settlements. It is recognised that this creates an underlying deficit which will require review of service delivery and funding models for 2024/25 onwards.
Equalities/ Human Rights / Welsh Language	None
Risks and Uncertainties	<p>The budget approved in January 2023 contained a number of risks and uncertainties. The pay negotiations for staff other than those on grey book terms and conditions remain ongoing at this time.</p> <p>The budget proposals include activity at normal levels and increased attendance at incidents will create a further cost pressure.</p> <p>The settlement for staff on grey book terms and conditions increases the recurring deficit and the proposal to utilise reserves is a short-term measure only and is not sustainable. The financial stability for 2024/25 onwards will require further agreement on service delivery models and funding arrangements.</p>

Report to	Executive Panel
Date	20 March 2023
Lead Officer	Helen MacArthur, Assistant Chief Fire Officer
Contact Officer	Helen MacArthur
Subject	Public Service Boards Wellbeing Plans



PURPOSE OF REPORT

- 1 To present to Members the draft Wellbeing Plans of the three Public Service Boards (PSB) in North Wales.

EXECUTIVE SUMMARY

- 2 The North Wales Fire and Rescue Authority (the Authority) is a statutory partner on each of the three Public Service Boards in North Wales.
- 3 In response to their duties under the Well-being of Future Generations (Wales) Act 2015, each board must carry out a well-being assessment and publish an annual local well-being plan. Each plan sets out how the members of the PSB will meet their responsibilities.
- 4 Attached to this covering paper are the three draft plans that have been out to public consultation. Members of the Authority are asked to approve each plan.

OBSERVATIONS FROM THE EXECUTIVE PANEL OR AUDIT COMMITTEE

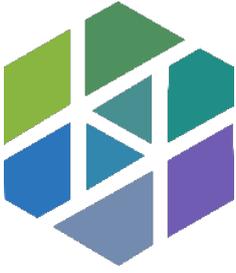
- 5 This report has not previously been considered.

RECOMMENDATION

- 6 Members are requested to
 - i. note the requirements of the Well-being of Future Generations (Wales) Act 2015; and
 - ii. approve the three well-being plans in their capacity as the Fire and Rescue Authority.

IMPLICATIONS

Wellbeing Objectives	Well-being plans are a statutory requirement of the Well-being of Future Generations (Wales) Act 2015
Budget	Any activity in support must be limited to the agreed North Wales Fire and Rescue Authority budgets.
Legal	As a statutory partner of Public Service Boards, North Wales Fire and Rescue Authority has a legal duty to approve these well-being plans
Staffing	None
Equalities/Human Rights/ Welsh Language	Equal treatment in respect of pay is an important part of the FRA Equality objectives.
Risks	Non-compliance with legislation leads to legal and reputational risk.



Conwy and Denbighshire Public Services Board

Well-being Plan 2023 to 2028

This document outlines the Conwy and Denbighshire Public Services Board's Well-being Plan under the Well-being of Future Generations (Wales) Act 2015, which seeks to make Conwy and Denbighshire a more equal place with less deprivation.

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Contact us

For more information on our Well-being Plan or the Conwy and Denbighshire Public Services Board, please contact us by:

Post: C/O Public Services Board Development Officer

Conwy County Borough Council

Bodlondeb

Conwy

LL32 8DU

Email: countyconversation@conwy.gov.uk

Phone: 01492 574059

BT Relay Service Customers with hearing or speech impairments can contact any Council service by dialling 18001 before the number they require.

We are happy to provide this document in alternative formats on request, including large print, audio and braille.

We welcome correspondence in Welsh. We will respond to any correspondence in Welsh, which will not lead to a delay.

Introduction

The Conwy and Denbighshire Public Services Board (PSB) is pleased to present this Local Well-being Plan for our two counties. It is the culmination of work that began in 2021, and represents our conclusions on what we feel are the key areas that pose the greatest need or challenge for our communities, and where we feel the PSB can make the greatest contribution without duplicating good work already taking place within existing partnerships and organisations.

A lot of work has already taken place to get us to this point, but this is only the start of the PSB's journey. This plan is an outline of what it is we would like to achieve, but there is more work to be done to develop our programme of work, and we would welcome your input into this as part of our ongoing conversation with our communities. If you would like to be kept informed of our work, get involved or provide feedback to us, please see our contact details on the previous page.

A requirement of the Well-being of Future Generations (Wales) Act 2015, the PSB affords public services an exciting opportunity to come together to challenge serious problems in our community areas. To achieve this aim, the Board will play a greater **Leadership Role** with this Plan than perhaps its previous plan had allowed, tending to be too focussed on operational delivery. Through this approach it is hoped that the Board will provide strong shared direction and responsibility for effective long-term change, using our collective voice as partners to influence and advocate on behalf of our communities.

We must of course be realistic about the financial constraints that our sectors are facing, but at the same time see this as a chance to effect real change and remain open to working in different ways. All partners on the board are committed to working collaboratively to deliver sustainable and effective services that prevent problems emerging in the long-term. We want to support our communities to be prosperous, resilient and healthier. We want to contribute to the Welsh Government vision of a more equal and globally responsible Wales, where we have cohesive communities and vibrant culture.

About the Conwy and Denbighshire Public Services Board

In April 2016, the Well-being of Future Generations (Wales) Act 2015 established a statutory board, known as a Public Services Board (PSB), in each local authority area in Wales. Conwy and Denbighshire have used the power within the Act to merge both of their separate PSBs into a single board for the Conwy and Denbighshire region.

The PSB is a collection of public bodies working together to improve the well-being of their county. This means that as a Board the Conwy and Denbighshire PSB must improve the economic, social, environmental and cultural well-being of the Conwy and Denbighshire area by working towards the seven national Well-being goals.

Membership consists of senior representatives from the organisations listed below. However, membership will be reviewed regularly to ensure that there is sufficient representation to deliver our priorities.

We also have a [website](#) where the public can access the Local Well-being Plan and Assessment, as well as meeting minutes and papers, newsletters, and find further information about our partners.

- [Betsi Cadwaladr University Health Board](#)
- [Community and Voluntary Support Conwy](#)
- [Conwy County Borough Council](#)
- [Denbighshire County Council](#)
- [Denbighshire Voluntary Services Council](#)
- [National Probation Service](#)
- [Natural Resources Wales](#)
- [North Wales Fire and Rescue Service](#)
- [North Wales Police](#)
- [Police and Crime Commissioner's Office](#) (for North Wales)
- [Public Health Wales](#)
- [Welsh Government](#)

How has the Well-being Plan been developed?

The first step in the development of the Well-being Plan involved members of the Conwy and Denbighshire Public Services Board working together on developing our [Local Assessment of Well-being](#) for the area, which is available to view online. This joint approach was taken to ensure that the assessment was shaped using the expertise, knowledge and insight of all organisations.

The assessment aims to capture the strengths and positives about Conwy and Denbighshire's people, communities and places. It also describes the challenges and opportunities faced both now and in the future. It has been informed by data, national and local research, and most importantly feedback provided to us by residents, visitors and businesses through our 'County Conversation'.

During the summer and autumn of 2021, we spoke to as many people as possible to ask their views about what works well in Conwy and Denbighshire, and what we needed to focus on for the benefit of future generations. We asked people to talk about their experiences and their communities so that we could understand a bit more about local concerns and strengths. We also engaged with a wide cross section of the community, including:

- Community groups and forums, covering a range of community interests in a mix of urban and rural locations.
- Residents.
- Disabled people.
- Business networks.
- City, Town and Community Councils.
- Young people (through schools and youth school councils).
- North Wales Race Equality Network.
- Other public sector partner organisations.

Common to the rest of Wales, consultation and engagement work has proved challenging during the Covid-19 pandemic. Nonetheless, in addition to engaging with the above groups, we used a variety of communication methods to promote our County Conversation, including the use of internal partner channels and staff networks, such as

the Conwy Bulletin, Denbighshire's County Voice newsletter, Business e-Bulletins and mailing lists; but also through social media and press releases. We also monitored the County Conversation to ensure that we had received feedback from every age range, every geographic area of the county, and every subject interest area. Whilst we are confident that we have reached out to a wide cross section of the community, in terms of geography and protected characteristics, we feel that we can do more as we take our work forward to improve the depth of consultation with some groups of people who may have been underrepresented.

In early 2022 we began to discuss the findings of our Well-being Assessment in more detail, and identified the strategic issues where we could collectively make a difference as a group of partners. This work was supported by the [Co-Production Network for Wales](#). From our analysis, the Board came up with a long list of strategic issues. A series of workshops were then held in the summer of 2022 to prioritise areas of greatest need along Social, Cultural, Environmental and Economic themes, and to develop potential solutions. This was done by considering the synergies between priorities, the impact the PSB could have, the long-term implications, and where work was already taking place. This resulted in our redefining the plan into a single priority area focusing on **Conwy and Denbighshire being a more equal place with less deprivation**.

Further consultation was held with the public and partners on our draft plan between August and November 2022. This included discussions with the Well-being of Future Generations Commissioner's Office, and our Joint Overview and Scrutiny Committee for Conwy and Denbighshire. Having analysed all the feedback and finalised the final draft in November 2022, partner organisations then individually discussed and affirmed their commitment to our Well-being Plan prior to its final approval in March 2023.

Well-being Statement and Our Objective

Our objective is to make **Conwy and Denbighshire a more equal place with less deprivation**. As described above, our Well-being Assessment, which examines data and the views of local people through the lens of the Well-being Goals for Wales, has supported the setting of this objective for our area. Our objective, therefore, directly contributes to the achievement of the national goals. This gives us confidence that we are

focusing our resources on delivering the right outcomes that will be of the greatest benefit to our communities.

Our [Assessment of Local Well-being](#) detailed some sixty topics on a range of subjects, arranged by the seven national well-being goals. Fourteen of these were highlighted as areas of particular concern or opportunity. 'A more equal Wales' came out most strongly as commonly connecting well-being assessment themes, aligned with the following root causes that we have identified as contributing to socio-economic disadvantage and inequality in our counties:

- The cost of living
- A need for greater physical and digital infrastructure
- Lack of confidence and aspiration
- Skill and employment opportunity gaps
- The availability of healthy housing
- Access to services
- Anti-social behaviour
- The impact of Covid-19

Our plan will seek tackle deprivation and issues relating to poverty in Conwy and Denbighshire in the long-term, including **Social, Environmental, Cultural, and Economic** inequality. This aspiration means we may not see the benefits of our plan within its lifetime, but that we will make sure that we are looking ahead to the needs of two, three or four generations in the future. The Public Services Board's work will focus on areas where collaboratively, we can make a difference and have a long term impact. We do not, however, wish to duplicate work. Our Plan is based on analysis of other partnership boards already working to improve the North Wales region, such as with community safety or economic growth.

It is important that **sustainability** and the Climate and Nature Emergency is embedded in everything that we do. People and communities must not be disadvantaged or left behind by the necessary changes that are coming because of Climate Change, and we must make sure that we adapt and collaborate to fully realise the opportunities ahead.

Sustainable development is the overriding principle of the Conwy and Denbighshire PSB's activities, and we are committed to applying the 5 ways of working (collaboration,

prevention, integration, long term and involvement) to achieving Well-being priorities. In developing our priority area, we focused on the **long-term** by looking at past, current and (predicted) future data trends, and also by discussing consultees long-term aspirations for each of the national well-being goals. Looking at future trends - and considering associated risks and opportunities – enabled us to cover the principle of **prevention**. **Involvement** was a key driving principle. We have invested a lot of time in holding discussions with our communities as well as focused workshops with professionals. We endeavoured to make these representative of our community areas (reflecting age, gender, social status, occupations, etc.). The development of our plan and its delivery could not, and will not be isolated to one Public Services Board partner alone; it will require the continuing **collaboration** and commitment of all partners to guarantee its success.

Further detailed planning will take place during the first year of the plan to define or work programme and timescales. This ‘detailed planning’ is one of the places where meaningful co-production and involvement can occur. Where there is time for people to be involved, and tangible, relevant discussions to involve them in. It should also be noted though that our objective is not considered to be short-term in nature, so delivery is likely to take place over the medium to longer-term. We must also accept, however, that not everything in the Plan is within the Public Services Board’s control, especially in the long-term. For example, the success of our economy will depend on more factors outside of our circle of influence, than within it.

Below are the principles that we will apply to How We Will Work in delivering this Plan. This is followed by the four key themes that the PSB will take forward in support of its objective to make **Conwy and Denbighshire a more equal place with less deprivation**.

How we will work

It is important to us that the PSB is set-up in the right way from the very start of this Well-being Plan, to ensure that it delivers the right benefits for our communities in the most effective and efficient way. In the undertaking of all our activities, the Public Services Board will work collectively in its partnership role to:

- **Leadership:** Provide strong shared leadership and responsibility for effective long-term change, using our collective voice as partners to influence and advocate on behalf of our communities.
- **Co-production:** Foster an environment, and encourage strong networks, that promote meaningful engagement and communication with our communities, supporting a culture where co-production and involvement thrives.
- **Fairness:** Promote fairness, equality and diversity through all of our work.
- **Informed decision-making:** Maintain effective governance that allows for strong, evidence-based decision making, acting on recommendations made through quality research and engagement.
- **Transparency:** Have clear and transparent performance management arrangements in place.
- **Assess:** Ensure that our activities and decisions are assessed for their impact in terms of the national Well-being Goals, the sustainable development principle, and five ways of working. This includes taking account of short and long-term needs, applying 'Futures Thinking' to identify and address root causes of the issues that we face, and preventing, rather than reacting to, high risk events wherever possible.
- **Reflect:** Use the advice given by the office of the Well-being of Future Generation's Commissioner, Natural Resources Wales and others to focus our discussions as we take forward our steps.

- **Development:** Explore and support joint opportunities for training and workforce development, such as secondment opportunities between our organisations.
- **Language:** Support and promote the Welsh Language in all that we do, integrating the Welsh Language strategies of partners.

We will apply these nine principles to all of our work as we take forward the steps that we have identified in support of our objective to make **Denbighshire and Conwy a more equal place with less deprivation**. These are things that we can do collectively over and above the existing roles and responsibilities of our individual members, and they will help us to define our actions and structure the detailed planning that will support this Plan's implementation. They will also help us to hold ourselves to account by monitoring and measuring our progress and success.

DRAFT

Well-being – Communities are happier, healthier and more resilient in the face of challenges, such as the Climate Change and Nature Emergency, or the rising cost of living.

What do we know now?

Our Well-being Assessment looks at [emerging threats to health and well-being](#). Issues of specific concern are:

- Developing resistance to antibiotics and other drugs and medicines.
- The potential for the rapid spread of infectious diseases in an increasingly interdependent and interconnected world (pandemics).
- The potential impact of Climate Change and extreme weather events on public health.
- The impact of Covid-19 on emotional and mental-health (restrictions, changed response and anxiety associated with infection, and loss of social support structures for people).
- Communities are facing significant challenges in meeting their living costs, with an increased risk of food and fuel poverty.
- Long-term predictions suggest that these issues will only increase or get worse over time.

Our communities expressed their desire to be supported and empowered to help tackle these issues with a community-led focus. One respondent said “I would like to see even more investment in resources to help the whole county tackle Climate Change and progress forward more quickly with carbon reduction solutions. I want to see Councils have the resources to help the community have an impact too, rather than just focusing on internal functions.”

What steps can we take?

In support of this area, below are some of the steps that we can collectively take forward as partners on the Public Services Board during the five-year duration of this plan:

- Engage with residents to improve equal access and signposting to the right information, advice, assistance and services that support people with what they need to thrive, including education, health and well-being, and employment.
- Stimulate and support community groups to help people remain resilient; for example, supporting healthy lifestyles, or providing help with cost of living pressures.
- Work with our partners to provide information, advice and support to those at risk of fuel or food poverty, which may include reducing costs and maximising income. We will also start to identify steps to safeguard food and energy in the longer-term and protect our natural resources.
- Give support to sustainable and green transport plans that improve overall air quality, including active and healthy travel schemes that encourage walking and cycling.
- Decrease carbon emissions and energy consumption, and increase renewable energy capacity.
- Encourage and support communities to mitigate and cope with the impacts of Climate Change, bringing together the right expertise, including lived experience, to better inform delivery and decision-making. In particular, community engagement and an assessment of local Climate Change risk will help prioritise where adaption is needed.
- Addressing the Nature Emergency and the well-being needs of communities, protect, restore and enhance biodiversity and natural habitats, whilst increasing and encouraging equal access to our natural environment. This includes access to green countryside spaces, and blue coastal spaces.

Who will be involved in delivering our steps?

All PSB partner organisations and potentially others including:

- Citizen Advice
- North Wales Social Care and Well-being Improvement Collaborative
- Third sector organisations

What levels of prevention might our steps achieve?

Secondary prevention: Targeting action towards areas where there is a high risk of a problem occurring. A targeted approach, which cements the principle of progressive universalism.

What could success look like?

Short-term (1 to 5 years)	Medium-Term (5 to 10)	Long-Term (10+ years)
<p>Our understanding of the impact of climate change on our communities improves.</p> <p>When faced with an emergency climate event, harm to people or property has been reduced through clear advice and support.</p> <p>Residents are also able to access the advice and support that they need to support their health and well-being, and alleviate the impact of the rising cost of living.</p> <p>There is enhanced biodiversity and increased equal access to green countryside spaces and blue coastal spaces, benefitting the well-being of residents.</p>	<p>Carbon emission from our estates decreases, and natural habitats are resilient.</p> <p>Hardship arising from poverty is alleviated, and the number of those facing fuel and food poverty decreases.</p> <p>The use of sustainable and active travel schemes increases.</p> <p>Planned and coordinated community engagement that is meaningful.</p>	<p>Disruption from climate events is less prevalent.</p> <p>People and communities thrive, and are resilient to challenges.</p> <p>Long-term challenges are recognised and planned for.</p>

Links to other themes in our Well-being Plan

Economy – There is a flourishing economy, supported by a skilled workforce fit for the future:

Having a healthy economy, where people are in secure and rewarding employment, improves wellbeing and builds social and economic resilience.

Equality – Those with protected characteristics face fewer barriers:

Ensuring people from diverse backgrounds, seldom-heard groups and those at a socio-economic disadvantage are heard and help shape decisions and services, improves wellbeing and builds social and cultural resilience.

Housing – There is improved access to good quality housing:

Good quality, affordable and energy efficient housing improves individual and community wellbeing and builds resilience against the rising cost of living, fuel poverty and climate change.

How we will apply the 5 ways of working

Collaboration

Each PSB organisation recognises its individual and collective role to provide the advice and assistance our communities need to build their resilience and thrive.

Involvement

The PSB will continue to involve and engage with our communities to explore what information and support they need to build their social, cultural, economic and environmental resilience.

Integration

The PSB recognises that social, cultural, economic and environmental wellbeing are cross-cutting and will take an integrated approach to supporting its communities in building resilience and reducing deprivation in these areas.

Prevention

The PSB will support our communities to become more resilient and better prepared to respond to social, cultural, economic and environmental changes, preventing further declines in mental and physical wellbeing.

Long-Term

The PSB will support our communities by taking a balanced approach, ensuring that improving community wellbeing in the short term does not compromise building further resilience and reducing deprivation in the long term.

How our steps will maximise our contribution to the Well-being Goals

Prosperous

By supporting access to advice, information and assistance that our communities need, the PSB will help alleviate the impact of the rising cost of living, maximise income and improve overall contribution to the local economy.

Healthier

By supporting access to advice, information and assistance that our communities need, the PSB will help people become better informed to make healthier lifestyle choices, leading to healthier lives.

Resilient

By supporting and influencing Climate Change mitigation and adaptation in our communities, the PSB will help people be better equipped and prepared for the impacts of climate change.

Equal

By supporting equal access to information, advice and services, the PSB will help our communities access the information and help they need in a way that does not create disadvantage.

Cohesive Communities

By continuing to involve and engage our communities, the PSB will help people feel connected and able to contribute to their communities in a range of ways.

Culture and Welsh Language

Our communities can access support in their language of choice. The PSB will encourage and improve the use of Welsh language in everyday life.

Globally Responsible

Each PSB organisation recognises its individual and collective role to reduce greenhouse gas emissions and use of natural resources and protect the natural environment and habitats. The PSB will support our communities to help mitigate the global impacts of Climate Change.

DRAFT

Economy – There is a flourishing economy, supported by a skilled workforce fit for the future.

What do we know now?

Our Well-being Assessment looks at [employment opportunities](#) in our counties. It tells us that:

- It is not just the number of available jobs that is important, but also the types of employment opportunities on offer, and how well employers keep-up with changes in the global economy, as well as local priorities. Secure, well paid employment affects not just the economic well-being of people and communities, but can also help with mental well-being as it fosters a sense of purpose and a sense of belonging within society.
- In addition to the mismatch between the number of jobs and number of working residents, the area has a significantly lower than average weekly wage for full-time jobs – £451 in Conwy, and £501 in Denbighshire (compared to £540 for Great Britain as a whole).
- There are also higher proportions of part-time jobs on offer in the area than the national average – 46% of employees in Conwy and 39% of employees in Denbighshire are part-time, compared to 32% across Great Britain and 35% in Wales.

Within the current economic climate, jobs and employment was an area of focus throughout our engagement. One respondent gave the following feedback when asked what could be improved in the area to meet future well-being goals: “help and support to get people into jobs and keep jobs. Would like to see more permanent lower level jobs in the area and not just seasonal work. More initiatives where Councils provide employment experience for people with limited work experience and employment experience for people with a disability.”

What steps can we take?

In support of this area, below are some of the steps that we can collectively take forward as partners on the Public Services Board during the five-year duration of this plan:

- Work collaboratively with communities and partners to deliver projects and initiatives that will stimulate economic growth in specific sectors, including the green economy. This includes Ambition North Wales and the North Wales Growth Deal projects.
- Maximise the benefits that come with our unique natural assets and grow our sustainable tourism offer.
- Work with partners (including school, colleges and universities) to ensure that people of all ages, including those who are vulnerable or in our care, are resilient and prepared for employment, further education, or training. This includes looking at Green Skills for the future.
- Provide greater opportunities for quality volunteering, work experience and apprenticeships.
- Collectively promote public and third sector jobs to help with recruitment and retention.
- Enact socially responsible public procurement, benefitting the local supply chain and promoting a circular economy locally.
- Working regionally and within the context of the Wales Transport Strategy, we will enable those at a socio-economic disadvantage to access education, employment, services and activities.

Who will be involved in delivering our steps?

All PSB partners and potentially others including:

- Schools, colleges, universities and youth services
- Careers Wales
- Department of Work and Pensions
- Partnerships, such as the Regional Skills Partnership, Ambition North Wales, North Wales decarbonisation ambition board.

What levels of prevention might our steps achieve?

Secondary prevention: Targeting action towards areas where there is a high risk of a problem occurring. A targeted approach, which cements the principle of progressive universalism.

What could success look like?

Short-term (1 to 5 years)	Medium-Term (5 to 10)	Long-Term (10+ years)
<p>Those in need of employment are supported into work.</p> <p>There is an improved skills offer that enables people to access better paid employment.</p>	<p>Businesses are attracted to, and thrive in Conwy and Denbighshire, utilising the strong skills base, and giving people the right opportunities for work. This includes a low carbon, regenerative economy, and sustainable green jobs.</p>	<p>Our green, sustainable economy flourishes.</p> <p>The average household income increases.</p>

Links to other themes in our Well-being Plan

Well-being – Communities are happier, healthier and more resilient in the face of challenges, such as the Climate Change and Nature Emergency, or the rising cost of living:

Ensuring people have access to the information and assistance they need to help with the rising cost of living and food and fuel poverty and safeguarding food and natural resources in the long term, helps to improve the resilience of our local economy.

Equality – Those with protected characteristics face fewer barriers:

Ensuring people from diverse backgrounds, seldom-heard groups and those at a socio-economic disadvantage have equal access to employment, learning and healthcare, helps to improve the resilience of our local economy.

Housing – There is improved access to good quality housing:

Sufficient provision of good quality, affordable, energy efficient housing, where people can live independently and healthily, helps to improve the resilience of the local economy.

How we will apply the 5 ways of working

Collaboration

Each PSB organisation recognises its individual and collective role to promote public and third sector jobs to help with recruitment and retention.

Involvement

The PSB will engage with other agencies and partners to ensure a skilled and resilient workforce and stimulate growth in key sectors, including the environmental sector.

Integration

The PSB recognises that a flourishing local economy has a direct impact upon social, cultural and environmental wellbeing and will take an integrated approach to supporting its communities in building resilience and reducing deprivation in this area.

Prevention

The PSB will support our communities to become more resilient and better prepared to respond to economic changes, building a sustainable workforce by preventing rising unemployment and attracting young people to work in the region.

Long-Term

The PSB will support our communities in building a sustainable workforce with a strong skills base, supporting a thriving economy which attracts businesses to the region, giving people the right opportunities for work.

How our steps will maximise our contribution to the Well-being Goals

Prosperous

By ensuring people of all ages are prepared for employment, further education or training, the PSB will help people acquire the skills and knowledge to get good quality jobs, which support local communities and the wider economy.

Healthier

By working with our communities and partners to build a sustainable workforce, the PSB will help people have access to secure and rewarding work and skills opportunities, contributing positively to their physical, mental and emotional well-being.

Resilient

By working with our communities and partners to stimulate economic growth in key sectors, the PSB will help to build a resilient workforce and flourishing economy.

Equal

By working with our communities and partners to provide equal opportunities for employment, further education and training, the PSB will help people of all abilities and backgrounds have the opportunity to achieve their potential.

Cohesive Communities

By working with our communities and partners in providing opportunities for employment, further education and training, the PSB will help support people to live and work in their communities, enhancing the local economy.

Culture and Welsh Language

By working to maximise the benefits of our unique natural assets and sustainable tourism, the PSB will help protect the region's culture and heritage, including the Welsh language.

Globally Responsible

By working with our communities and partners to develop a strong local economy, including the green economy and socially responsible procurement, the PSB will help the local economy mitigate the global impacts of climate change.

Equality – Those with protected characteristics face fewer barriers.

What do we know now?

Our Well-being Assessment looks at [equality and diversity](#) within our communities in Conwy and Denbighshire. It tells us that:

- Those from diverse backgrounds or with a disability often face barriers to employment learning and health care. Our population is becoming more diverse and we need to reflect this in the services that we deliver, to ensure equality of access and opportunity for all.
- We need to better reflect the diversity of our populations when involving people in decision making, ensuring representation from all groups.
- People with protected characteristics are more likely to live in the most deprived 10% of Lower Layer Super Output Areas (LSOA) in Wales. They are most likely to suffer from socio-economic disadvantage, and will have been disproportionately affected by the impact of the pandemic. They are also, therefore, vulnerable to inflationary cost of living pressures.
- The impacts of Climate Change will also increase inequalities within our communities.

Our engagement from seldom heard groups suggests that we need to work collaboratively to ensure we do not overburden the same communities with numerous requests for the same, or similar information and that we feedback regarding the actions taken on the basis of their engagement.

What steps can we take?

In support of this area, below are some of the steps that we can collectively take forward as partners on the Public Services Board during the five-year duration of this plan:

- Support the Welsh Government's Anti-Racist Wales Action Plan, to help realise the vision of Wales as an anti-racist nation and understand what that looks like for our communities.

- Reduce inequalities by ensuring that the experiences of people from diverse backgrounds, seldom-heard groups, and those at a socio-economic disadvantage are heard and inform decision making and shape our services.
- Address the emotional burden of those living with the effects of poverty and social exclusion, treating them with the respect and dignity they deserve.
- Working with our partners and networks, we will work to address gaps in our Well-being Assessment, commissioning quality research and engagement.
- Foster community cohesion by ensuring people are protected from harm, abuse and exploitation.
- Ensure that the transition to a net zero Wales is equitable and fair.

Who will be involved in delivering our steps?

All PSB partners and potentially others including:

- Citizen Advice
- Joseph Rowntree Foundation
- North Wales Social Care and Well-being Improvement Collaborative
- Third sector organisations

What levels of prevention might our steps achieve?

Primary prevention: Building resilience – creating the conditions in which problems do not arise in the future. A universal approach.

What could success look like?

Short-term (1 to 5 years)	Medium-Term (5 to 10)	Long-Term (10+ years)
Challenges facing community cohesion and personal safety, and gaps in service or advice provision that	The co-production and shaping of services through the involvement of those from seldom-heard groups is embedded practice.	Inequality is removed from service provision, allowing everyone to access the services that they need to thrive.

Short-term (1 to 5 years)	Medium-Term (5 to 10)	Long-Term (10+ years)
<p>disadvantages those with protected characteristics or those who are at a socio-economic disadvantage, are identified with any immediate solutions put in place.</p> <p>We better understand and act upon the disproportionate impacts of climate change on those experiencing deprivation, and manage our transition to a net zero Wales fairly and equitably.</p>	<p>People are confident that public services will act to protect and help them.</p> <p>The most vulnerable communities who are exposed to multiple health inequalities are surrounded by an environment that makes managing and taking actions to improve health and well-being easier – for example, reducing communities’ exposure to air pollution and flooding.</p>	<p>All residents are safe from harm, abuse or exploitations.</p> <p>Those experiencing deprivation are safeguarded from the impacts of Climate Change.</p>

Links to other themes in our Well-being Plan

Well-being – Communities are happier, healthier and more resilient in the face of challenges, such as the Climate Change and Nature Emergency, or the rising cost of living:

Ensuring people from diverse backgrounds, seldom-heard groups and those at a socio-economic disadvantage have fair and equal access to the information and assistance they need to help with the rising cost of living and food and fuel poverty and safeguarding food and natural resources in the long term, helps to reduce inequalities and remove barriers.

Economy – There is a flourishing economy, supported by a skilled workforce fit for the future:

Ensuring people from diverse backgrounds, seldom-heard groups and those at a socio-economic disadvantage have equal access to employment, learning and healthcare, helps to reduce inequalities and remove barriers.

Housing – There is improved access to good quality housing:

Ensuring people from diverse backgrounds, seldom-heard groups and those at a socio-economic disadvantage have fair and equal access to good quality, affordable, energy efficient housing, where people can live independently and healthily, helps to reduce inequalities and remove barriers.

How we will apply the 5 ways of working

Collaboration

Each PSB organisation recognises its individual and collective role to reduce inequalities and ensure that people from diverse backgrounds, seldom-heard groups and those at socio-economic disadvantage have the opportunities to inform decision-making and shape services.

Involvement

The PSB will continue to engage and ensure that the lived experience of people from diverse communities inform decision making and shape our services.

Integration

The PSB recognises that equality of access for our communities is integral to delivery of our priorities and therefore underpins delivery of our Wellbeing Plan.

Prevention

The PSB will work with our partners and networks to carry out quality research and engagement to address gaps in our Wellbeing Assessment with the aim of continuing to prevent future inequalities and remove barriers.

Long-Term

The PSB will work with partners, networks and communities to ensure inequality is removed from service provision, allowing everyone to access the advice, assistance and services that they need to thrive.

How our steps will maximise our contribution to the Well-being Goals

Prosperous

By removing barriers and reducing inequalities, the PSB will help people of all abilities and backgrounds have the opportunity to achieve their potential.

Healthier

By involving and engaging with people from diverse communities in decision making and shaping services, the PSB will help people face fewer health inequalities.

Resilient

By working with our communities and partners to reduce inequality and remove barriers, the PSB will help to address social exclusion, making communities more resilient.

Equal

By working with our partners to reduce inequality and remove barriers, the PSB will support our communities and all those who live in them, irrespective of background or circumstances.

Cohesive Communities

By working with our partners to protect people from harm, abuse and exploitation, the PSB will help to foster community cohesion.

Culture and Welsh Language

By working with our partners to reduce inequality and remove barriers, the PSB will help to support the diverse cultures within our communities and protect the Welsh language.

Globally Responsible

By supporting our communities to respond to the impacts of climate change, the PSB will help to ensure the steps taken to reduce greenhouse gas emissions are fair and proportionate.

Housing – There is improved access to good quality housing.

What do we know now?

Our Well-being Assessment looks at the [provision of housing](#) in our counties. It tells us that:

- Good quality and low carbon housing is vital for individual and community well-being, providing security, privacy, good health, and space for personal identity, growth and development.
- Demand for homelessness support has increased significantly in recent years, which includes the overall amount of casework involved in preventative work. As finances are squeezed and costs rise, we will see further rises in homelessness numbers.
- A person's physical environment, including access to green space, plays a key role; with poor health associated with homelessness, poor quality accommodation, and fuel poverty. Risk factors for poor mental health disproportionately affect people from higher risk and marginalised groups, including homeless people. A recent study found more patients who died by suicide were reported as having economic problems, including homelessness (Centre for Mental Health and Safety, 2016).
- In the year ending March 2021, 439 new homes were built in the area (310 in Conwy County Borough, 124 in Denbighshire), despite Local Development Plans (LDPS) predicting an annual new dwelling requirement of about 950 homes would be required across the two local authorities.
- Access to affordable housing was particularly highlighted as a concern among residents through our County Conversation. In August 2021, the average house price for a property in Conwy County Borough was £202,485, and £181,538 in Denbighshire.

This direct quote taken from the online analysis, where the respondent was asked what could be improved, gives a flavour of the feedback and concerns given throughout the engagement and in particular the public and councillor focus groups. "More availability of affordable housing for local people. House prices have increased rapidly over the last year and are out of reach of many, including young people who are unable to stay in their communities."

What steps can we take?

In support of this area, below are some of the steps that we can collectively take forward as partners on the Public Services Board during the five-year duration of this plan:

- Support the Welsh Government's Rapid Rehousing approach to prevent homelessness and ensure that any instances of it are rare, brief, and unrepeated.
- Review the amount of available housing in our county to ensure that there is quality provision that meets the needs of residents, assisting them to lead independent lives in appropriate accommodation for as long as possible.
- Identify the barriers related to people's immediate environment, such as green and blue spaces, that affects their quality of life and civic participation.
- Work with our communities to identify and overcome barriers to housing, ensuring equal access to advice and information on available options and routes to housing.
- Advocate standards of housing that supports the good health of people and families living in them, including promotion of low carbon housing that are affordable to run and resilient to the impacts of Climate Change.
- Bring together new and old partners to review innovative approaches to housing provision and upgrading.

Who will be involved in delivering our steps?

All PSB partners and potentially other bodies, including:

- Welsh Water
- Registered Social Landlords
- Healthy Housing
- Private Rented Sector
- Energy saving trust Wales
- Building Control

What levels of prevention might our steps achieve?

Tertiary prevention: Intervening once there is a problem, to stop it getting worse and prevent it reoccurring in the future. An intervention approach.

What could success look like?

Short-term (1 to 5 years)	Medium-Term (5 to 10)	Long-Term (10+ years)
<p>Residents are better informed about housing options and routes to housing.</p> <p>Safe housing.</p> <p>Those facing homelessness are helped into accommodation within a reasonable timeframe.</p>	<p>The number and quality of housing increases.</p> <p>Instances of homelessness reduce.</p>	<p>Housing need will be met.</p> <p>Instances of homelessness will be rare, brief and unrepeated.</p> <p>Homes are more energy efficient.</p>

Links to other themes in our Well-being Plan

Well-being – Communities are happier, healthier and more resilient in the face of challenges, such as the Climate Change and Nature Emergency, or the rising cost of living:

Ensuring people have access to the information and assistance they need will help them access the right housing solutions which enhance their quality of life and wellbeing.

Equality – Those with protected characteristics face fewer barriers:

Ensuring people from diverse backgrounds, seldom-heard groups and those at a socio-economic disadvantage are involved in decision making and shaping services and are not socially excluded will help them access the right housing solutions.

Economy – There is a flourishing economy, supported by a skilled workforce fit for the future:

Ensuring a sustainable and skilled workforce will help provide the housing sector with the resources it needs to meet the housing demand.

How we will apply the 5 ways of working

Collaboration

Each PSB organisation recognises its individual and collective role to help our communities access good quality housing and support homelessness prevention.

Involvement

The PSB will engage with other agencies and partners in this area to support access to quality housing and homelessness prevention.

Integration

The PSB recognises that access to good quality housing has a direct impact upon social, cultural, economic and environmental wellbeing and will take an integrated approach to supporting its communities in building resilience and reducing deprivation in this area.

Prevention

The PSB will work with partners and networks to help reduce and prevent homelessness and remove barriers which negatively impact people's quality of life and civic participation, further preventing wellbeing decline.

Long-Term

The PSB will work with partners, networks and communities to ensure housing provision is sustainable and has a positive impact on people's lives.

How our steps will maximise our contribution to the Well-being Goals

Prosperous

By supporting the provision of good quality housing which people can afford, the PSB will help improve people's quality of life.

Healthier

By supporting the provision of good quality, affordable housing, the PSB will help to improve community well-being, security, privacy, good health, and space for personal identity, growth and development.

Resilient

By supporting the provision of good quality, affordable housing, the PSB will help to reduce deprivation associated with homelessness and poor quality housing, making communities more resilient.

Equal

By supporting equal access to housing related advice, information and assistance, the PSB will help to reduce housing related inequalities and remove barriers.

Cohesive Communities

By supporting the provision of good quality, affordable housing, the PSB will help people being able to stay and live in their local community.

Culture and Welsh Language

By supporting local people to stay in their local communities, the PSB will help protect and conserve the Welsh culture and language.

Globally Responsible

By supporting the provision of good quality, energy efficient housing, the PSB will help people play their part in reducing global greenhouse gas emissions and mitigate climate change.

Delivery of the plan and monitoring progress

In its Programme Board role, the delivery of this Plan will be monitored by the PSB through regular highlight and progress reports to its meetings. As part of our monitoring arrangements, we will produce an annual report detailing the progress made by the PSB to achieve and deliver the Well-being Plan. Reporting will focus on activities discussed by the Board, and the progress of any sub-groups (to be determined) set-up to deliver on specific streams of work. The Well-being Assessment sets the baseline for the success of this plan, and we will use indicators already highlighted there to measure the progress of our activities.

A Joint Overview and Scrutiny Committee also exists between Conwy and Denbighshire, and is responsible for scrutinising the effectiveness of the PSB's governance, the decisions that it makes, and the actions that it takes. The intention is to place responsibility for challenge and accountability locally.

On-going conversation

Engagement through our County Conversation was an important part of gathering local views on well-being within communities. We want to continue engaging with people and communities across Conwy and Denbighshire in a meaningful way, as well as with the workforce of our organisations. It is vital that we take account of the importance of involving people with an interest in achieving the well-being goals, and of ensuring that those persons reflect the diversity of our populations.

We will take additional steps outside of meetings to ensure that the public and professional voice is heard and continues to help shape the Well-being Plan going forward. Each PSB partner organisation has its own mechanism for engagement, including digital engagement through social media. The PSB has committed to sharing key messages between PSB organisations on engagement events, as well as promoting PSB activities. However, we will also explore opportunities to engage cohesively as partners around our shared themes, and enabling a more holistic approach to action.

All our formal meetings are held in public and are open for anyone to observe. For a list of dates and venues please visit [our website](#).

Consultation on Flintshire and Wrexham's draft wellbeing plan

November 2022

Croeso!

Welcome to the latest stage on our journey to help improve local well-being across Flintshire and Wrexham. For a few years now, public sector organisations across our area have been working more closely with the third sector, businesses and communities. As we rebuild our resilience after COVID-19, and face the cost of living crisis together, we want to co-produce a long-term plan to look at issues such as climate change and mental health and wellbeing.

The Flintshire and Wrexham Public Services Board has to publish a five year plan on how we will work to improve local well-being by May the 4th 2023. This won't be set in stone. Circumstances may change and as more people get in involved, bringing their passion, energy and vitality, we will make sure the plan evolves.

We will make sure that our culture and language are clearly embedded in everything we do, as we continue to build proud and resilient communities.

We see this consultation stage as an opportunity for you to give your thoughts on where we have got to so far, and where we are heading. Please let us know what you think before the 5th February 2023. Details of how you can get in touch are provided at the end of this document.



FLINTSHIRE PUBLIC SERVICES BOARD
BWRDD GWASANAETHAU CYHOEDDUS SIR Y FFLINT



Who are we?

The Public Service Boards are where the public sector organisations across Flintshire and Wrexham come together. It is a strategic partnership with a strong focus on taking a collective approach to planning, decision-making and action. Every member of the PSB is an anchor organisation working in our area, looking at how they use their resources more effectively to build improvements in well-being. Crucial to this work is the relationship with our communities, and how we work with them to add value and transform people's lives.

We're proud that in North Wales we are embracing the five ways of working (prevention, long term, collaboration, integration & involvement) in everything we do.

We want to change things for the better. The PSB will do this by bringing the magic of shared commitment by testing ideas, challenging impacts, undoing blockages and enabling co-production with our communities.

Based on what we have learned over the last few years throughout the COVID-19 pandemic and using evidence and data to guide us we have produced two broad objectives, which we feel, will help us all to work together to tackle inequality and improve well-being:

- Build flourishing communities by reducing inequalities across environment, education, employment, income and housing.
- Improve community well-being by enabling people of all ages to live healthy and independent lives.

To support these broad objectives we have identified three areas to focus on: children and young people, communities and our workplaces.

Build flourishing communities by reducing inequalities across environment, education, employment, income and housing.	Improve community well-being by enabling people of all ages to live healthy and independent lives.
Ensure children and young people will thrive through making the most of new skills, training and learning opportunities	Ensure there is an effective approach to prevention and early intervention for children and families across the public sector
Mobilise everyone's skills and talents to tackle climate change and build a strong, fair sustainable local economy	Innovate with communities to build good mental health and well-being through feelings of community safety, security and belonging.
Strengthen the connection between PSB organisations and their staff who work and live in communities	Ensure that PSB deeply understands the needs and resources of their communities

What do we know?

We know that our well-being assessments are a line in the sand of where we were in January 2022. Life has already moved on with people in Wales now facing a cost of living crisis and economic turmoil across the world. As a PSB, we are committed to assessing the needs of our population on an ongoing basis. This will ensure we improve the data we are gathering about the wellbeing of our communities and the information reflects the most up-to-date needs of citizens.

There are four pillars of well-being – environment, culture, society, and economy. These are intertwined, they are not separate. Across these four pillars, there are common challenges of inequalities and social determinants of health. Unless we commit as a society to tackling these common challenges across all four pillars, we will continue to risk a decline in population well-being.

A key aspect of our well-being assessment was to understand the big trends and drivers that are likely to shape the future in Flintshire and Wrexham and to provide insight into how we can best prepare for the future, around people and population, planetary health and limits, inequalities and technology. We used a range of resources to shape our thinking, including the Future Generations Commissioner for Wales' [Future Generations Report](#), Welsh Government's [Well-being of Wales](#) and [Future Trends Reports](#), and Natural Resources Wales' [North East Wales Area Statement](#).

New Approaches to designing and delivering well-being with communities

Working with all Public Services Boards across North Wales, we are planning a variety of regional engagement and involvement strands of work with partner organisations and community groups. Each strand is funded through the North Wales Regional Support Grant 2022-23, which is enabled by Welsh Government. This funding will allow us to work closely with community groups, listening to what really matters to them and designing services together. This work will be continual through the life of our Well-being Plan, and community services may change, as community needs change.

This approach to shared planning and equal decision-making with the PSB, wider partners and communities all working together and at the same time, is called **co-production**. We are learning about co-production and the positive difference it brings to service design and delivery, by being part of an exciting network of practitioners, trainers and facilitators: **The Co-production Network for Wales**.

The Flintshire and Wrexham PSB is committed to embedding co-production with communities into the service design and delivery of all well-being planning in future, so that resources and services are accessible and in the heart of our communities, for all to enjoy.

Examples of co-produced regional engagement and involvement work happening now, or starting soon, in North Wales includes:

- **Community Narratives** – creative methods such as storytelling to record voices and experiences of diverse communities
- **Diverse Together Community Chats** – community engagement with a diverse range of community groups with the Community Cohesion team, and facilitating their input on themes of safety, equality and wellbeing.
- **The Future Leaders Programme** – will give young people the opportunity to become 'co-producers' in well-being planning, and test the concept of a Future Leaders Programme with the potential for scale across the whole of North Wales, and beyond.
- **Citizens' Jury for North Wales** – This method of inquiry is where a small group of people come together to assess evidence and deliberate on an issue, and these views help the PSB co-produce their Well-being Plans.

- **Trauma and Adverse Childhood Experiences (TrACE) Community of Practice** – bringing together people and organisations across North Wales engaging in ‘trauma informed practice’ to learn, share and innovate. It will help build strategic capacity and capability across the region and allow PSBs to understand many types of lived experience and actively support community resilience.

Research evidence, community stories, techniques and training for community engagement are shared at the **North Wales Insight Partnership (NWIP)** which is a collaborative working space for the PSBs, partners and community voices.

Our objectives

This section gives more detail about the two objectives that we are proposing will be at the heart of our well-being plan, the evidence that has informed each one, and some of the projects that the public sector organisations will work together on in partnership with communities and other stakeholders.

[Build flourishing communities by reducing inequalities across environment, education, employment, income and housing.](#)

Children and Young People

Ensure children and young people will thrive through making the most of new skills, training and learning opportunities.

Our assessment found that for four key social determinants (employment, education, and community safety) and health outcomes were poorer for those living in low-income area. Whilst the overall qualification profile is increasing, inequality in educational attainment remains and households with a disabled person in the household, and people from Black, Asian and minority ethnic groups are at risk of income poverty. It is critical that we invest in innovation and preparing young people for their future, and that there is a good range and quantity of well-paid, stable employment opportunities available.

What we could do...

Education

- Improve learning opportunities for children and young people through the Children’s University for Wrexham and Flintshire

Employment

- Support the Future Leaders programme and align with Future Generations Leadership Academy

Communities – prosperity and fairness

Mobilise everyone's skills and talents to tackle climate change and build a strong, fair sustainable local economy.

Climate change **is the defining issue of our time**. We have a real opportunity to work together to engage with our natural environment to build positive health outcomes, including improved physical and mental health, and reduced risk of cardiovascular disease and other chronic conditions. We must take the opportunity to develop a sustainable local economy, growing local business and focusing on developing green infrastructure to help to mitigate the effects of climate change and support improved well-being outcomes.

What we could do...

Place

- Work together to enable a climate change social movement
- Sign-up to the North Wales Healthy Travel Charter
- Create access to affordable, good quality, healthy food
- Work together to build resilient and cohesive communities, reducing discrimination and building opportunity.

Employment

- Implement a volunteering policy to provide opportunities for those currently excluded from the workplace to build their experience
- Take a joined up approach to training and recruitment of Welsh speakers to promote the benefits of speaking and using our Welsh language more regularly
- Actively build career pathways at all levels, prioritising those from the most deprived communities and publish progress

Where we work

Strengthen the connection between PSB organisations and their staff who work and live in communities.

Our assessment identified the key role that the public sector has to build strong communities, through its spending power, and role as anchor institutes. Co-producing projects with communities and stakeholders will encourage a diversity of voices from our communities. Employees who work for PSB organisations already invest their time in their communities, for example as school governors or organising local Eisteddfodau. By working together the PSB organisations will do much more to co-ordinate and support colleagues to develop a sense of belonging for all communities, reinforcing our Welsh culture.

What we could do...

- Commit to a staff volunteering policy that allows individuals and teams to commit a proportion of their work time to supporting local organisations, and encourages secondments, joint posts and collaboration

- Identify where organisations can change systems so that recruitment practices enable diverse and thriving workplaces.

Improve community well-being by enabling people of all ages to live healthy, safe and independent lives.

Children and Young People

Ensure there is an effective approach to prevention and early intervention for children and families across the public sector.

Preventing the need for people to require health and social care support and intervening early when help and support is required is the most effective way to improve the wellbeing of our population. Taking this approach is particularly important at a time when NHS and social care services are overwhelmed with demand. We can ensure that we respond to the changing profile of Wrexham and Flintshire, areas where the age profile of the population is growing increasingly older. All PSB members will need to work with the wider system to ensure that prevention is embedded across everything they do, with a strong focus on early years where we know investment will achieve the biggest return in long-term health and wellbeing outcomes. This will also balance the needs of our older population and creating an environment for healthy ageing.

Adverse Childhood Experiences are stressful experiences that children can be directly or indirectly exposed to while growing up, and these are connected to all the social determinants of health (well-being). Our assessment has identified that we need to focus on reducing these negative experiences otherwise they will continue to affect our population throughout their lives, leading to poor health, social problems and early death.

Community Safety

Community Safety is about reducing and tackling crime and disorder within the county. It relies upon working in partnership with our agencies and communities to make the areas in which we live safer. As a Public Services Board we work in partnership to implement strategies that are in line with legislation and wider priorities.

What we could do...

Prevention and Early Intervention

- Work towards a system wide approach to prevention and early intervention for children and families

Healthy Weight

- Commit to taking a leadership role in the Whole System Approach to Healthy Weight. Obesity, unhealthy diet and inactivity are some of the biggest risk factors for years lived with disability in Wales.

Communities – prosperity and fairness

Innovate with communities to build good mental health and well-being

For North Wales, there is a higher rate of mental health problems than for the rest of Wales, and this is without us fully understanding the impacts of COVID-19. In particular, we know from Wrexham’s population needs assessment that the current medical model of mental health service delivery in Wrexham may be preventing further opportunity to co-produce community based and accessible mental health services. So there is a real opportunity to ensure that access across Flintshire and Wrexham is better designed to ensure accessible, integrated, and seamless services for citizens.

What we could do...

Mental Health and Wellbeing

- Support the Good Mental Health social movement across Wrexham and Flintshire that promotes the active use of the 5-ways to wellbeing

Green Health

- Optimise green health opportunities through social prescribing in Wrexham and Flintshire

Where we work

Ensure that the PSB understands the needs and resources of their communities

Our assessment found a mixed picture of engagement with our communities and stakeholders. We found that by committing to better, open conversations and actively seeking out seldom heard voices and stories and lived experience that the PSB must work with communities and services users on the design, delivery and ownership of the services they need.

What we could do...

- Work with communities and the Adverse Childhood Experiences hub, to become trauma informed organisations
- Address barriers to using public services faced by disabled people
- Commit to becoming Foster Friendly organisations to improve opportunities for our looked after children

What next?

We will reflect on comments, challenges and ideas we receive in this consultation stage as we continue to co-produce our well-being plan. To deliver sustainable change for Flintshire and Wrexham we have to be bold – we need to think about what will success look like in 5, 10, 15, 20, 25 years and how do we get there.

We're proud that in North Wales we have use the five ways of working to shape how we do things. As we go forward it will be job of the Public Services Board to work with communities, stakeholders and businesses to bring the magic.

Get Involved

PSB organisations, partners and communities are coming together to change our ways of working and co-create better outcomes with communities. In the future we will continue to use and share our evidence, intelligence and insight to inform well-being planning. Join us.

If you'd like to comment on our shared objectives, and the actions we are shaping with communities, then please get in touch with the team before 5th February 2023.

sustainability@wrexham.gov.uk

corporatebusiness@flintshire.gov.uk



CONSULTATION DRAFT

ANGLESEY AND GWYNEDD WELL-BEING PLAN 2023-2028

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2	Foreword from the Chair of the PSB
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1. Welcome

Welcome to the consultation on the draft of the second Well-being Plan for Anglesey and Gwynedd. The Public Services Board, or often called the PSB, have used the information contained in the [Well-being Assessment](#) to look at how to improve well-being across the region. We are interested to know if you think the plans we have will help to make things better for you and your community. We'd also like to know if you have any other ideas about how we can work together for the benefit of our communities.

The plan will change and evolve over the next few weeks as we get more information and an even better understanding of what matters and how we can work together to make Anglesey and Gwynedd a better place to live, work and visit. That's why some of the detail around the proposed objectives and how we'll know if we're making a difference is missing. We will be talking to people and gathering views until the **6th March 2023** so there's plenty of time for you to let us know your thoughts. Details of how you can get in touch are at the end of this document.

2. Foreword from the Chair of the PSB

Our vision as a Public Service Board is to work together to ensure that our communities thrive and are prosperous in the long term. The aim of the Well-being Plan is to set out how we are going to achieve this and make a real difference to the lives of the residents of Anglesey and Gwynedd. As public service providers we will work together to achieve a common ambition for the whole region.

The individual organisations will continue to provide services which will deliver their own well-being objectives as well as contribute to the well-being objectives of the Public Services Board. Engaging with communities is core to the success of the plan and the Board commits to providing clear guidance in order to reach its objectives.

We have strong and proud communities with a tradition of helping each other and working together. The role of these communities will be central to delivering the well-being objectives which have been set out in this plan.

The objectives, and steps to deliver them, once finalised, should be linked and support each other due to their cross-cutting nature. All members of the PSB should be able to play their full part in achieving what we expect from the plan.

Since we started looking at what we could do to improve well-being in Anglesey and Gwynedd, the war in Ukraine and the cost of living crisis have made some people’s lives even harder. As we continue to develop the plan, in consultation with the public and partners, we will look at how we can work together to ensure these issues are included in the final plan.

Aled Jones-Griffiths
Chair of the Gwynedd and Anglesey Public Services Board

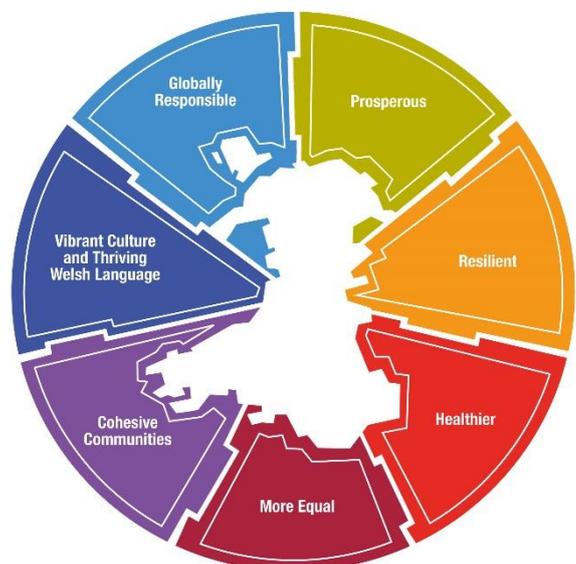
3. Background to the Well-being Plan

In 2015, the Welsh Government made a new law in Wales called the Wellbeing of Future Generations Act. This followed conversations with many thousands of people across Wales about the “Wales we want”.

This law puts the citizens of Wales in the centre of everything public services do to improve the economic, social, environmental and cultural wellbeing of Wales and has the sustainable development principle at its heart. This means that all public services need to work in a way that improves wellbeing for people today without doing anything that could make things worse for future generations of babies, children, young people, adults and older people, in other words all our families, young and old, and our friends and neighbours.

The Act highlights seven national well-being goals and five ways of working in order to give public bodies a common purpose. It also tries to ensure that we are better at making decisions by placing a duty on organisations to think about the long term, to collaborate and to consider people of all ages when resolving and preventing problems.

Together, the seven well-being goals and the five ways of working have been designed to support public bodies to meet the existing needs of their communities and ensure that the decisions of today do not harm future generations. The seven national well-being goals are:



The Act places a duty on public bodies to work in a sustainable way and to utilise the following five ways of working:

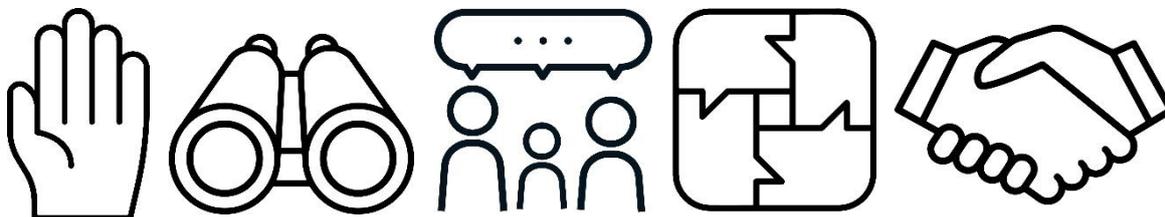
Prevention

Long Term

Involvement

Integration

Collaboration



In addition to setting expectations that public bodies work this way, the Act has established a Public Services Board for every local authority area in Wales to ensure that public bodies work together to create a better future for the people of Wales. The Anglesey and Gwynedd Public Services Boards have decided to work together as one Board to ensure that public bodies across the area work together to create a better future for the people of Anglesey and Gwynedd.

The Public Services Board must assess the well-being of our area and create a Well-being Plan with the aim of improving the social, economic, environmental, and cultural well-being of our communities.

The Anglesey and Gwynedd Public Service Board membership:

The Board's five statutory members are:

- Isle of Anglesey County Council
- Natural Resources Wales
- North Wales Fire and Rescue Authority
- Cyngor Gwynedd
- Betsi Cadwaladr University Health Board

The invited members of the Board are:

- Public Health Wales
- Grŵp Llandrillo Menai
- Mantell Gwynedd
- Medrwn Môn
- Snowdonia National Park Authority
- Bangor University
- Welsh Government
- North Wales registered social landlords representative
- North Wales Police
- North Wales Police and Crime Commissioner
- Wales Probation Service

There is an opportunity to ask other bodies/organisations/ partners to sit on the Anglesey and Gwynedd Public Services Board as specific objectives and actions are identified.

4. The local Well-being Assessments

In May 2022, an Assessment of Local Well-being was published for Anglesey and Gwynedd. The Public Services Board has divided the two counties into 14 smaller areas and research was undertaken in order to understand and learn more about the well-being of those areas. Eight of these areas are in Gwynedd and six are in Anglesey. The information booklets for each area are available on the website. www.llesiantgwyneddaron.org

The assessment was just a starting point – an overview of well-being to accompany the area booklets which gave the Public Services Board a better understanding of Anglesey and Gwynedd. Having considered the data and the views of local people, the Board concluded that the main priorities for residents of Anglesey and Gwynedd from the assessment were as follows:

- Respond to poverty and the cost of living
- Improving the health and well-being of children and young people
- Improve mental health and well-being
- Climate change – support communities to reach net zero
- Promote the use of the Welsh Language
- Enable equal experiences and access to nature
- Future workforce planning that meets the needs of the community and the local economy
- Ensure housing for local people
- Influence the financial priorities of public bodies

Please refer to **Appendix 1** for further details on the key messages from the Well-being Assessments.

5. OUR PROPOSED WELL-BEING OBJECTIVES:

Using the evidence in the Well-being Assessment, the PSB has identified **three Well-being Objectives**:

- We want to work together to mitigate the effect of **poverty** on the well-being of our communities
- We want to work together to prioritise the well-being and achievement of **our children and young people**.
- We want to work together to support our communities to move towards **Zero Net Carbon**.

In addition, it is important to note that the **Welsh language** will be a golden thread running through the plan. We will promote the use of the language in all aspects of our work and will work with communities to develop services and activities through the medium of Welsh.

For each of these objectives, the tables below give more information about why they've been chosen, what steps we are considering taking to deliver them and how they contribute to each of the Well-being Goals. As explained earlier, these will be amended and refined during the consultation period as a result of more information and people's views.

Well-being Objective 1: We want to work together to mitigate the effect of poverty on the well-being of our communities

Ambition:

We will develop a detailed understanding of how poverty affects the area and look to ensure that the work happening across public bodies is more effective in mitigating the long-term effects of poverty. We will work together to gain a detailed understanding of the implications of living in poverty in our different areas. We will continue to develop the Well-being Assessments to get a detailed picture of where the lack of access to services is more challenging due to poverty.

What we could do over the course of the five-year plan:

- We will prioritise tackling hardship and poverty in response to the cost of living crisis.

- We will act as a voice for those impacted by poverty and hardship in Gwynedd and Anglesey knowing what communities and citizens need and the information that partners hold.
- We will collate and share benefits and resources to mitigate the impact of poverty in a coordinated way in order to ensure that it reaches all those that require support.
- We will stimulate and support community groups to help people remain resilient, for example, supporting healthy lifestyles, or providing help with cost of living pressures.
- We will also start to identify steps to safeguard food and energy in the longer-term and protect our natural resources.
- We will enact socially responsible public procurement, benefitting the local supply chain and promoting a circular economy locally.
- We will work within the context of the Wales Transport Strategy, we will try to support those at a socio-economic disadvantage to access education, employment, services and activities.
- We will commit to developing a fair work mindset, place fair work at the heart of policies and plans, create fair work and be exemplars of fair work in Anglesey and Gwynedd demonstrating the value of such an approach for business and the community and promote access to fair work for all.

How will we know that we are making progress?

Links to the 5 Ways of Working:

Links to the 7 Wellbeing Goals:

Well-being Objective 2: We want to work together to prioritise the well-being and achievement of our children and young people

Ambition:

We will plan preventative services and activities together to support families before the need for intensive intervention arises. We will encourage children, young people and their families to improve their health so that they can live healthily and independently within their communities in the long-term. We will work to ensure that our children and young people have positive experiences during their childhood and give priority to supporting families to ensure that every child gets the best start in life. We will also ensure that there is a clear vision among the partners to ensure the best results for children and young people.

What we could do over the course of the five-year plan:

- We will promote and coordinate the Early Years Strategy.
- We will promote strategies to tackle obesity among children.
- We will support the North Wales Vulnerability and Exploitation Board which works to protect the population of north Wales including specific work to protect young people.
- We will support the National Strategy for Violence against Women, Domestic Abuse and Sexual Violence.
- We will work with partners to ensure that people of all ages, including those who are vulnerable or in our care, are resilient and prepared for employment, further education, or training. This includes looking at Green Skills for the future.
- We will provide greater opportunities for quality volunteering, work experience and apprenticeships.
- We will tie in adverse childhood experience (ACE) trauma informed training when appropriate.

How will we know that we are making progress?

Links to the 5 Ways of Working:

Links to the 7 Wellbeing Goals:

Well-being Objective 3: We want to work together to support our communities to move towards Zero Net Carbon

Ambition:

We will work together locally to support our communities to reduce carbon emissions and try to mitigate the impact of climate change. The Board considers that protecting the natural environment is integral to achieving its priorities and will be a common theme that runs across all the well-being objectives.

What we could do over the course of the five-year plan:

- We will seek to deliver decarbonisation activity within our communities.
- We will support our communities to move towards Zero Net Carbon
- We will use our landscape to store carbon and mitigate the effects of climate change.
- We will promote and action the north Wales Active Travel Charter.
- We will promote green health opportunities through social prescribing.
- We will protect and enhance biodiversity and natural habitats, whilst increasing and encouraging equal access for everyone to our natural environment. This includes access to green countryside spaces, and blue coastal spaces.
- We will maximise the benefits that come with our unique natural assets and grow our sustainable tourism offer.
- We will work with and support communities who want to manage and improve their local environment and empower all, including young people, to improve community spaces.

How will we know that we are making progress?

Links to the 5 Ways of Working:

Links to the 7 Wellbeing Goals:

6. How we developed the proposed Well-being Objectives:

Having considered the main messages highlighted in the Well-being Assessments, a series of workshops were held over the summer of 2022 with the members of the Board. With the support of the Wales Co-production Network, the workshops gave members the opportunity to reflect on the previous Well-being Plan while considering the following questions:

A. Looking back at the Well-being Plan 2017-22:

- How did we do against the two objectives/nine themes in the previous plan?
- What has changed and influenced the well-being of our communities in the last 5 years?

B. Looking forward to the Well-being Plan 2023-28:

- Looking at the updated assessments for 2022 what are the key priorities for the PSB?
- Are there priorities where action is already taking place effectively outside the scope of the PSB?
- What can we do to ensure that the PSB adds value together rather than working separately?
- What would ensure that the new Well-being Plan is a success?

As the Board considered the local objectives for the new plan the recommendations of the Future Generations Commissioner were followed including: *'In setting its local objectives a board must also take into account the latest Future Generations Report as prepared by the Commissioner which will provide an assessment of the improvements public bodies should make in order to set and meet well-being objectives in accordance with the sustainable development principle.'*

The Public Services Board decided that the focus should be on those areas where collaboration is needed in order to make a real difference. Having analysed the main messages that emerged in the Well-being Assessment and considered the conclusions of research and other assessments they have prioritised three specific areas in order to realise this vision. In a period of significant reduction in public sector resources, we believe that these are areas where we can work together better to ensure the best results for the residents of Anglesey and Gwynedd.

7. What are the next steps?

There is now an opportunity for you to give your opinion as part of the development of this Well-being Plan. We are eager to receive comments either supporting what is proposed in this document or raising points that we have not yet considered and we will pay attention to these before finalising the new Well-being Plan.

The formal consultation period will end on **06/03/23**. The results will be analysed and considered by the Members of the Public Services Board and after that we will confirm our well-being objectives, the priority areas and the work programme for the next 5 years. It is important to note that the Well-being Plan will be a living document that will change and develop over time.

The final Well-being Plan for Anglesey and Gwynedd will be published in May 2023.

If you would like to receive more information about the Anglesey and Gwynedd Public Services Board, please visit:

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post@llesiantgwyneddamon.org

Phone number: 01766 771000

Please ask for:

Anglesey and Gwynedd Public Service Board Programme Manager

The Council's Business Support Service
Council Offices
Shirehall Street
Caernarfon
Gwynedd
LL55 1SH

APPENDIX 1 - Main messages from the Well-being Assessment completed in 2022:

The booklets look at well-being in the context of the four main headings in the **Well-being of Future Generations (Wales) Act 2015** - namely Social, Economic, Environmental and Cultural. An additional heading has been added, namely 'Population and Language' as the Board recognises the importance of this specific theme for the area.

Population and Language:

- More over 75s are anticipated in future which means that an ageing population needs to be supported and we must ensure that individuals stay healthy for longer for the benefit of the economy and health and care services.
- Anglesey and Gwynedd are considered strongholds for the Welsh language but there has been a decline in the percentage of speakers over the past decade.
- Our communities are concerned about the impact that migration, tourism, the availability of suitable and affordable housing for young people and families are having on the Welsh language.

Environmental:

- The diverse natural environment of Anglesey and Gwynedd is an important resource. Coastline, lakes and rivers, marshes and forests have a positive impact on social, cultural and economic well-being.
- Climate change is a global challenge that is having an impact on the well-being of our residents. It leads to communities under high flood risk, exceptional weather and landslides and puts our nature and habitats under increasing pressure.
- Protecting nature and biodiversity is important for decarbonisation. In Anglesey and Gwynedd there are diverse habitats and species that store the carbon that contributes to the level of greenhouse gases.
- Agriculture is an important sector in Anglesey and Gwynedd and our farmers need to be supported to develop more sustainable farming to contribute to decarbonisation.
- Maintaining a green future is a priority for the communities of Anglesey and Gwynedd. Residents have highlighted the appetite for eco-friendly areas that maximise our natural resources.

Social:

- There is concern about the level of obesity in 4-5 year olds across the region, with the highest percentage of all North Wales region counties here in our area. Evidence suggests that the percentage is likely to rise as a result of the impact of Covid-19 and lockdown.
- Covid-19 is likely to have a long-term impact on population health. This includes an impact on mental and physical health (for example, Long-covid) and exacerbating a number of existing health inequalities.
- The lack of public transport was highlighted as a huge challenge for rural communities. The frequency of bus services meant that it was difficult for residents to get to facilities and services, and likely to have a worse impact on some groups, for example, disabled people, young people and older people.
- Community spirit is one of the main assets of both counties and this has been highlighted in the willingness of residents to help each other during the Covid-19 period.

- The lack of digital connection is a barrier for the people and businesses in the county. Working and teaching remotely during the Covid-19 period has highlighted the importance of broadband availability.

Economic:

- Changes in work sectors and work pattern are anticipated into the future. There is a need to ensure accessible opportunities for all in occupations such as science and technology.
- A high percentage of people in Anglesey and Gwynedd work in the skilled trades occupations (which include farmers and agri-workers). Brexit and the reduction in grants and financial support has had an impact on this sector.
- Poverty in all its forms is a concern across both counties. We have one of the highest percentages in Wales of fuel poverty. Response to the draft booklets highlighted concern about poverty, at a time when the cost of living in all its forms is rising.
- Low-wage jobs are a major concern and securing high value jobs is a priority for communities and residents of both counties. As well as its impact on the economy, it also makes it difficult to keep young people in the county, thereby affecting the Welsh language.
- House prices and affordability are a key concern of local communities across both counties and have a negative impact on the social, cultural, linguistic and economic well-being of areas. Another concern highlighted by communities is the second house / holiday homes situation. One indicator is the increase in 'hate crime' reported by the Police.
- Tourism contributes to the economies of Anglesey and Gwynedd and is an important work sector, but also an additional challenge for local services and nature. Covid-19 had a negative impact on the country's accommodation and food sector as a result of the restrictions, which has been more pronounced in tourism-dependent areas.
- There is concern about the state of the local economy of 'the high street' or 'town centre'. This has been highlighted in Bangor, Holyhead and several other towns.
- Compared to the all-Wales figure, a high percentage of year 11 school leavers in our area are NEET (known not to be in education, employment or training).
- Childcare provision is important for the economy of our areas. A lack of sustainable provision is affecting communities in some areas of both counties and there is also concern about the availability of Welsh-medium childcare.

Cultural:

- The natural environment is a vital resource that contributes to well-being and health as they enable our residents to be active in the open air.
- A lack of activities for children and young people is a concern for the communities of Anglesey and Gwynedd with a perception that this can lead to anti-social behaviour.
- Green spaces are vital to the wellbeing of our residents, but they need to be made available so they can be used by all.
- World Heritage Sites offer an opportunity to build pride in local areas and history (the Slate Landscape and Castles of Edward I), but there is concern of its impact on tourism and the need to deliver benefits to local communities.
- Residents expressed pride that we have a strong, vibrant culture which is reflected in the many societies, eisteddfodau, Young Farmers Clubs, shows and concerts that are held locally.

Link to the website: www.llesiantgwyneddamon.org

Appendix 2: How we'll work in the future?

The Gwynedd and Anglesey Public Services Board operates in line with seven leading principles. Five of these are the national sustainable development principles (**the five ways of working**) and two have been added by the Board locally. These principles will help us to work together, avoid repeating past mistakes and get to grips with some of the challenges we will face in the future.

The Welsh language	<i>The Welsh language will be a golden thread running through the plan. Indeed, it is a theme that cuts across all the Board's work and we will promote the use of the language in all aspects of our work and will work with communities to develop services and activities through the medium of Welsh.</i>
Tackle inequality	<i>We will continue to target local and national resources to tackle inequality and disadvantage in order to close the gap between the most privileged communities and the most deprived communities.</i>
Thinking long term	We will continue to gather data to ensure a better understanding of how communities look now and how they will look in the future as a result of factors such as demographic changes. We will also look at which national and regional changes are on the horizon and try to analyse the effect on our communities. By doing so, we can work together as partners and residents to plan services for the future.
Preventing problems	We will use trends data to identify the problems which will face our communities in the future and will develop and implement plans to prevent them. We will work with communities to enable them to do more to prevent issues from developing, and support programmes that can make a real difference in the long term.
Better collaboration	We will try to remove the barriers which prevent effective collaboration. We will also share information and good practice between Board members and our residents about what is being done to realise objectives and priorities. We will consider the Board's membership regularly and will ensure that the right partners are included in order to achieve our objectives.
Promoting integration	We will work in a way that will contribute to more than one goal where appropriate and in accordance with Welsh Government's national wellbeing objectives. We will try to integrate services if evidence shows that this gets the best results for our communities. We will consider other local and regional strategies and plans that work towards the same or similar goals and work together in order to achieve them.
Involve our communities	Our residents and our communities have an important role to play when planning services for the future and we will ensure that their perspectives and experiences are central to the process of planning the work of the Board. We will adopt the National Participation Standards for all ages and ensure that the Board works within those standards. We will ensure that people can communicate with us in their preferred language and medium.

Report to	Executive Panel
Date	20 March 2023
Lead Officer	Stewart Forshaw, Deputy Chief Fire Officer (Corporate Policy & Planning)
Contact Officer	Head of Corporate Planning
Subject	Annual Review of the Authority's Corporate Plan 2021-24



PURPOSE OF REPORT

1. To inform Members of the progress being made towards compiling the draft 2023-24 revision of the North Wales Fire and Rescue Authority's (the Authority's) Corporate Plan 2021-24, for approval at the Authority's next meeting in April 2023.

EXECUTIVE SUMMARY

2. In March 2021, the Authority published a 3-year Corporate Plan for 2021-24 in which it set out its seven long-term improvement and well-being objectives and the actions that it proposed to take in the first year 2021-22.
3. In October 2022 Members agreed that the improvement and well-being objectives would remain unchanged for the final year 2023-24.
4. The 2023-24 Corporate Plan has been updated to include actions achieved in 2022-23, along with the priorities against each objective for its final year.

RECOMMENDATION

5. That Members are asked to note:
 - i. the progress being made towards compiling the 2023-24 revision of the Corporate Plan 2021-24 that will be presented for approval to the full Authority in April 2023; and
 - ii. the refreshed appearance of the 2023-24 Corporate Plan annual review in comparison to previous years.

INFORMATION

6. Fire and Rescue Authorities (FRA) in Wales are required to publish improvement objectives in accordance with the Local Government (Wales) Measure 2009, and well-being objectives in compliance with the Well-being of Future Generations (Wales) Act 2015. For the purposes of the Authority's planning processes these are treated as one and the same.

7. Key challenges for the Authority as it moves into the 2023-24 financial year remain. These relate to:
- availability of on-call fire crews;
 - maintenance and development of firefighter skills; and
 - having sufficient corporate capacity to meet current and future demand.
8. The Authority's 2023-24 annual review of its 2021-24 Corporate Plan, will therefore, need to:
- confirm the Authority's long-term improvement and well-being objectives;
 - outline what actions are planned to be achieved or progressed by the North Wales Fire and Rescue Service (the Service) in 2023-24;
 - reflect the key challenges facing the Authority, including the three that were clarified through the Chief Fire Officer's situational assessment;
 - take account of Audit Wales' findings and recommendations;
 - consider the ongoing work of the Public Services Boards, especially where objectives align with the Authority's own plans;
 - ensure preparedness for any future amendments arising from an updated National Framework and any additional recommendations from the Well-being of Future Generations Commissioners office; and
 - align with the Authority's revenue budget, capital plan and medium-term financial plan.

IMPLICATIONS

Well-being Objectives	The Plan confirms the Authority's long-term well-being objectives and explains what it proposes to do towards achieving them.
Budget	The Authority's agreed capital and revenue budgets 2023-24 reflect the steps that will be taken during that year towards achieving the Authority's Well-Being Objectives.
Legal	Supports compliance with improvement planning and well-being legislation.
Staffing	No known impact on staffing levels at this time.
Equalities/Human Rights/Welsh Language	The impact of specific actions on these aspects will be assessed at the appropriate point in their development.
Risks	Reduces the risks of legal non-compliance and of failing to budget and plan appropriately.



North Wales Fire and Rescue Authority



Corporate Plan 2021 – 2024

(Draft Revised Plan March 2023)



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Foreword



Chief Fire Officer
Dawn Docx



Fire Authority Chair
Dylan Rees

Welcome to North Wales Fire and Rescue Authority's latest update on progress being made towards achieving the strategic priorities set out in the Corporate Plan for 2021-24.

The Authority remains committed to investing in the future and consider the impacts of its decisions for years to come, with a great deal already achieved by staff whom continually demonstrate extraordinary adaptability and resilience to maintain service delivery through challenging and uncertain times.

The Authority has undergone a significant period of transformation during the past year following local elections in May 2022. It has also has continued to respond to the impacts of the COVID-19 pandemic, a changing society, the potential of industrial action within the workforce and the financial pressures on the Authorities budget from inflation and other global impacts.

You will see included in the updated Corporate Plan how the Authority will look to address key and emerging risks during 2023-24, whilst proving the communities of North Wales with a fire and rescue service that is committed to its mission of 'Making North Wales a safer place to live, work and visit'.

Considering all emerging risks, the Authority will strive to deliver across its three main priority areas: availability of on-call fire crews, maintain and develop firefighter skills and have sufficient corporate capacity for the future. This in part will be achieved by concluding an emergency response review, adopting recommendations from our retained duty system staff experience review and embedding a new training and development strategy whilst developing plans for a new immersive training centre.

Our priorities align with the well-being goals for Wales outlined in the Well-being of Future Generations Act 2015, and the Authority's dedication to building a sustainable North Wales for generations to come. The Authority's ambitious corporate objectives focus on enhancing the health and well-being of people and communities; contributing to a cleaner environment; and increased climate-consciousness. The development of an Environmental Strategy will underpin our work to achieve this. The plan also focuses on pursuing effective communication and connectivity with people in the community, partners and stakeholders to increase community visibility and resilience.

North Wales Fire Authority

The North Wales Fire and Rescue Authority was established as part of the reorganisation of local government on 1 April 1996. It comprises 28 councillors from the six unitary authorities of North Wales.



The Authority is the publicly accountable body that is responsible for providing a fire and rescue service for the communities of North Wales. The Fire and Rescue Services Act 2004 obliges Fire Authorities to secure the provision of personnel, services and equipment that efficiently meet all normal requirements and secure the provision of training for such personnel in relation to firefighting.

Delivery of these services and professional advice to NWFRA is the responsibility of the Chief Fire Officer. The Fire Authority manages its responsibility through full Fire Authority Meetings and two committees, the Audit Committee and the Executive Panel. They meet regularly to ensure the proper running of NWFRA. You can find out more about NWFRA on our website.



Like all public sector bodies, the Authority is required to operate in accordance with numerous pieces of legislation including:

The Fire and Rescue Services Act 2004;

The Fire and Rescue Services (Emergencies) (Wales) Order 2007 and (Amendment) Order 2017; The Civil Contingencies Act 2004;

The Regulatory Reform (Fire Safety) Order 2005; The Local Government (Wales) Measure 2009; The Equality Act 2010;

The Welsh Language (Wales) Measure 2011;

The Well-being of Future Generations (Wales) Act 2015; The UK Data Protection Act 2018;

The Local Government and Elections (Wales) Act 2021.

The Authority's mission is to make North Wales a safer place to live, work and visit. To support this mission the Authority will continue to work to reduce dwelling fires and fire deaths across the region through a comprehensive prevention strategy, and will investigate and analyse information to reduce the risks associated with all types of fire and other hazards.

The Authority will also continue to promote education and collaboration with people living and working in North Wales. Equality of opportunity is a fundamental priority and the Authority aims to increase the employment prospects of people who might find it difficult to gain employment whilst also promoting fairness and inclusivity in the workplace. Its core values are displayed in the picture below.

More information about the Service and the Authority can be found by visiting the [North Wales Fire and Rescue Service website](#).



About us

North Wales Fire and Rescue Service helps to protect an estimated population of 687,098 people as well as hundreds of thousands of tourists and visitors who come to North Wales every year.

The Service area is approximately 6,150 square kilometres, ranging from sparsely populated rural areas, through to more inhabited urban areas; this includes a road network of 35,119 kilometres and coastline measuring 400 kilometres.

Area (Km ²)	Population	Dwellings	Non-Domestic Properties	Road Length (Km)	Local Authority Areas
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KM²					Anglesey Conwy Denbighshire Flintshire Gwynedd Wrexham
6,150	687,098	329,382	33,606	35,119	42.25%

The Service employs around 898 staff in operational and corporate service roles. There are 44 fire stations based across the North Wales area which house a variety of emergency vehicles and specialised equipment, which help support our operational firefighters at incidents.

Wholetime Firefighters	On-Call Firefighters	Control Staff	Corporate Services Staff	Number of Fire Stations	Emergency Appliances
281	446	30	141	44	54 Fire Engines 3 Aerial Ladder Platforms and 30 Other Operational Appliances
By Headcount	By Headcount	By Headcount	By Headcount		

as at 2nd March 2023

Protecting, Preventing, Responding

As an emergency service we are available 24 hours a day, 7 days a week and 365 days a year to respond to emergency incidents.

Responding

Our Control operators are highly trained to take details of your emergency call



Did you know that during 2022-23 we:

- handled **XX,XXX** emergency calls;
- attended **X,XXX** emergency incidents, of which;
- **XXX** were fire related;
- **XXX** were non-fire emergency, and;
- **XXX** turned out on arrival to be a false alarm;
- attended **XXX** accidental dwelling fires;
- help put out **XXX** wildfires.

Preventing

Our dedicated fire safety teams work in residential communities to promote fire safety



Did you know that during 2022-23 we:

- completed **XX,XXX** Safe and Well Checks, of which;
- **XXX%** were referred from an agency partner;
- **XXX** were classed as high risk;
- provided **X,XXX** talks in schools to children and young people;
- helped look for **XXX** high risk missing people.

Protecting

Our specialised business fire safety staff ensure legal regulations are being met



Did you know that during 2022-23 we:

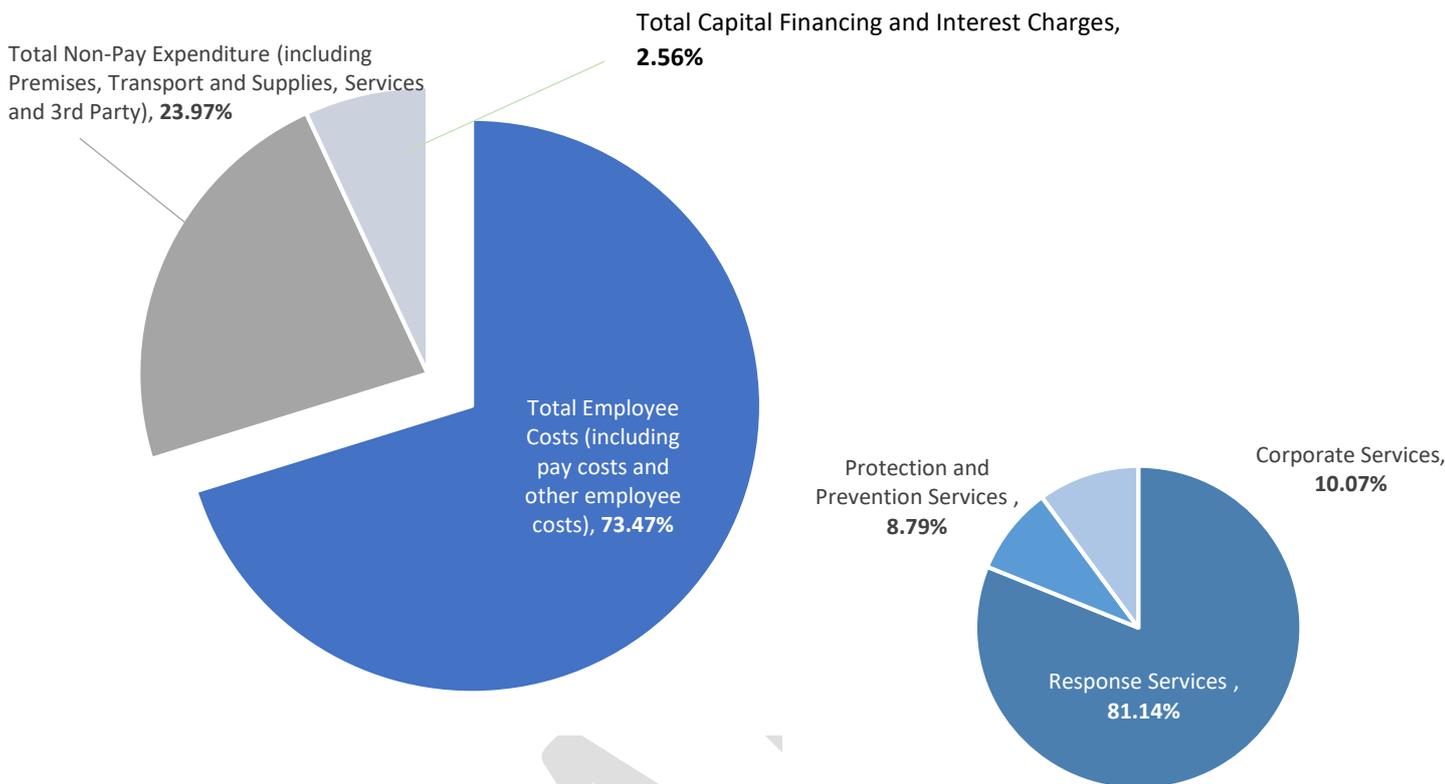
- completed **XX,XXX** fire safety audits on business premises;
- served a total of **XX** enforcement notices, prohibition notices and formal cautions;
- **X** prosecutions were successfully made;
- worked closely with farmers and landowners to manage controlled burning work and reduce calls into Control.

Our Budget for 2023-24

We are committed to delivering value for money across all the services we provide with funding levied from the local authorities we serve: Conwy, Denbighshire, Flintshire, Gwynedd, Wrexham, Anglesey.

The total budget of £**xxxxx** includes an additional income of £**xxxxx** from grants and fees, which has not been taken in consideration for the proposed expenditure shown below.

Nearly three quarters of the budget will be spent on employee pay costs and other employee costs.



The proportion of employee pay costs shown by department (this does not include 'other employee costs').

Costing £xxxxx per year
 (per head of the population)

Well-being of Future Generations/ National Fire Framework

The Well-being of Future Generations (Wales) Act 2015 aims to improve the social, economic, environmental and cultural well-being of future generations of people in Wales. The Act lists seven well-being goals for Wales as a whole which are shown in the figure below. These goals are intended to promote a sense of common purpose, and so encourage people and organisations to work together to help achieve the goals for the benefit of future generations.

Guidance published on the Well-being of Future Generations office website provides information to help public bodies develop their 'journeys' towards improving the well-being of people in Wales. The journey checkers contain practical examples and steps that public bodies can use to help develop their own well-being objectives. The Authority has used these journey checkers to map its seven long-term objectives to Wales' national well-being goals helping to ensure they are aligned and sustainable. In addition, in setting its objectives the Authority has taken into consideration the National Fire Framework, that requires Fire and Rescue and Authorities in Wales to consider:

- Public accountability;
 - Providing a clear explanation of work scope (e.g. firefighting, fire safety etc.) and the relative volume and cost of each;
 - Service objectives, progress made against fulfilling them, and any limitations on further progress.
- Medium to long term planning;
 - Taking account of the messages outlined in the National Fire Framework;
 - Understanding varying risk profiles of communities;
 - Accounting for continued financial challenges;
 - Contributing to the well-being goals;
 - Understanding areas for wider service delivery in communities;
 - Accounting for the view of citizens based on fair and balanced engagement.
- Clear and transparent links to improvement planning;
 - Providing open reporting on performance, including reporting on findings of peer assessments and Chief Fire and Rescue Advisor reports.



Measuring Improvement

The Fire and Rescue Authorities (Performance Indicators) (Wales) Order 2015 introduced three statutory performance indicators.

STATUTORY INDICATORS:	2020-21		2021-22		2022-23	
	Number	Rate	Number	Rate	Number	Rate
Fires attended	1,770	25.34	1,879	26.70	X,XXX	XX.XX
False alarms attended	2,314	33.13	2,517	35.79	X,XXX	XX.XX
Road traffic collisions	105	1.50	207	2.94	X,XXX	XX.XX
Other emergency incidents attended	509	7.29	751	10.68	X,XXX	XX.XX
Where the rate is based on 10,000 population						
Fire deaths and injuries	50	7.11	58	8.25	X,XXX	XX.XX
Deaths and injuries arising from fires started accidentally	47	6.68	50	7.11	X,XXX	XX.XX
Where the rate is based on 100,000 population						
Dwelling fires confined to room of origin	339	87.60	375	87.62	X,XXX	XX.XX
As a percentage of the number of dwelling fires attended						

Using the population figures, we are able to convert the incident number into a 'rate' figure, which allows us to compare our performance against other Fire and Rescue Services.

Comparing with others can help identify areas where we perform particularly well and areas where we might be able to improve. We are careful to use comparisons as a guide only, though, because local factors such as the rural and urban characteristics of an area, its demographic profile and even the weather can affect our activity from year to year.

Well-Being Statement

The Authority must also carry out “sustainable development” in order to help bring about that improvement in the Welsh population for the future. The objectives within this plan have been developed in accordance with the sustainable development principle and devised following a series of meetings with heads of departments and workshops with Members.

The objectives have also been developed in accordance with the recommended “**five ways of working**” as defined in the Well-being of Future Generations (Wales) Act 2015. These involve:



Looking to the long term so that what happens now does not compromise the ability of future generations to meet their own needs. The Authority has considered the long term challenges facing North Wales which include projected demographic changes of an ageing and growing population, and anticipated financial constraints affecting public services.



The Authority has retained prevention at its heart, recognising that preventing fires and other harmful situations occurring makes better sense than response alone and may help the Authority meet their objectives.



Taking an integrated approach, considering how its own well-being objectives might impact on each other and on the achievement of the well-being goals for Wales.



Remembering the rich diversity of people in North Wales and encouraging them to get involved in the decisions that affect them. The Authority has consulted widely and sought the views of the general public and representatives of particular groups whilst determining its objectives



Working collaboratively with others to help the Authority achieve its objectives, and, conversely, to help others to achieve theirs. The Authority has continued to build productive working relationships with communities and a range of organisations including the PSBs, planning and collaborating at different levels and through various forums.

Corporate Objectives

In March 2021 the Authority published a Corporate Plan 2021-24 in which it set out its seven long-term improvement and well-being objectives. In October 2022 the Authority confirmed its intention to continue to pursue those same objectives in 2023-24.

In developing the plan for 2023-24, we again considered the impact of other influences such as climate change, national infrastructure, population and demography and how we can work with our partners to deliver our plans. We considered the objectives of the Public Service Boards (PSBs), where we are statutory members and with whom we work to jointly deliver improvements in respect of the social, cultural, economic and environmental prospects of future generations.

The demands and expectations on Fire and Rescue Services evolve so we have also looked to encompass recommendations arising from Public Inquiries into events such as Grenfell Tower Fire 2017, Manchester Arena Bombing 2017 and COVID-19 and have resilience for other unforeseen events that might impact the delivery of our plans. This plan sets out what we have achieved so far and what we will be doing to achieve progress in 2023- 2024 against these objectives.



Objective 1: To work towards making improvements to the health, safety and well-being of people in North Wales.

 A Healthier Wales	 A Wales of cohesive communities	 A prosperous Wales	 A more equal Wales
 A globally responsible Wales	 A Wales of vibrant culture and thriving Welsh Language	 Working Collaboratively	 Long Term

We will provide prevention of, and protection from, emergencies in order to keep our communities safe. Evidence suggests that our preventative activities have been extremely influential in the reduction of emergencies in recent years, a trend we are keen to maintain and improve. One of the key drivers for our preventative campaigns programme is the information we obtain from and share with other organisations, which allows us to develop specific campaigns based on statistical evidence.

Some of the things we have achieved:

- delivery of **xx** safe and well checks with **xx** of those being delivered to households referred to the Service by another agency;
- embedded safeguarding practices into day-to-day activities ensuring these are aligned with national policy and guidance;
- continued to develop and deliver interventions and engagement with children and young people through targeted activities;
- worked with organisations that support vulnerable people;
- implemented the latest technological advancements and upgrades to enhance efficiency, accuracy and safety.

During 2023-2024 we will:

- deliver 17,500 safe and well checks with at least 25% of those being delivered to households referred to the Service by another agency;
- meet the increasing demand for provision and support of digital communications including Cyber Security Standards and Accreditation;
- progress our plans for a new immersive training and development centre to offer a wider range of training scenarios and deliver improvements in training;
- continue to deliver fire safety audits based on the risk-based inspection programme;
- continue to create an inclusive workplace that enable all staff to perform to the best of their ability and meet the diverse needs of our communities;
- improve the health, fitness and wellbeing of staff through the provision of advice and information, active monitoring and education.



Objective 2: To continue to work collaboratively to help communities improve their resilience.

 A Healthier Wales	 A Wales of cohesive communities	 A prosperous Wales	 A more equal Wales
 A globally responsible Wales	 A Wales of vibrant culture and thriving Welsh Language	 Working Collaboratively	

The Authority's approach to prevention and delivering fire safety advice, education and interventions has contributed to a reduction in the number and severity of emergency incidents attended across North Wales. This approach involves working with a range of partners across the public and third sector to ensure that the best possible outcomes are achieved. Preventing fires and responding swiftly to emergencies helps to avoid or reduce the human cost, insured and uninsured losses, the cost of repairs and lost productivity, and the reduced attractiveness of an area to inward investment.

Improving resident and business safety through awareness, education and intervention, as well as identifying opportunities to reduce crime, such as, deliberate fire setting can bring economic benefits to individuals, communities and businesses.

Some of the things we have already achieved:

- worked with partners and stakeholders such as Natural Resources Wales and farmers/graziers, to identify locations in North Wales which are at greater risk of wildfires and help to develop emergency response plans;
- carried out a review of our response to wildfires, including the welfare of crews;
- continued to build relationships with partners such as Natural Resources Wales, Local Resilience Forums, the Joint Emergency Services Group (JESG) and inland flood and water rescue groups to improve the joint capabilities of agencies to help those affected by flooding;
- worked collaboratively with communities in respect of the recruitment of retained firefighters to enhance resilience of emergency incident cover in their areas.

During 2023-2024 we will:

- rollout Microsoft 365 as a means of further improving communication and integration with partners;
- continue to comply with Welsh Language Standards, including promotion of activities and learning;
- work collaboratively with our partners and communities to develop plans to reduce and respond to wildfires and climate related emergencies;
- implement recommendations from our wildfire review.



Objective 3: To operate as effectively and efficiently as possible, making the best use of the resources available.

 A Healthier Wales	 A Wales of cohesive communities	 A prosperous Wales	 A more equal Wales
 A globally responsible Wales	 A Wales of vibrant culture and thriving Welsh Language		 A Resilient Wales
 Working Collaboratively		 Long Term	 Integrated Approach

Given the backdrop of financial uncertainty and the potential increase in demand for services across the public sector, it is inevitable that the Authority will be faced with challenges to being able to sustain its services over the coming decades.

The pressure on fire and rescue services is therefore likely to come from several areas including, recruitment and retention of operational firefighters and the potential of broadening the role of a firefighter. Rationalising the Authority's costs and managing a balanced budget over the next few years will help sustain fire and rescue services into the future, making the area more resilient to demographic and other changes.

Some of the things we have already achieved:

- reintegration of financial services previously outsourced to Conwy County Borough Council;
- developed an effective asset management system that promotes optimal resource allocation;
- built on existing measures to monitor operational performance by fire crews before, during and after incidents;
- conducted the retained duty system staff experience review;
- carried out a review of the delivery of training and development including providing training more locally to support the needs of retained firefighters.

During 2023-2024 we will:

- conclude the emergency response review and consult the outcomes with relevant stakeholders prior to implementing recommendations;
- adopt National Operational Guidance for Control rooms as part of a review of our Control Room staffing arrangements and workforce skills aimed at improving our resilience;
- support the delivery of outcomes from the retained duty system staff experience review;
- refine pensions and payroll processes and implement budget modules.



Objective 4: To continue to identify opportunities to encourage greater engagement with people, communities, staff and stakeholders.

 A Healthier Wales	 A Wales of cohesive communities	 A prosperous Wales	 A more equal Wales
 A globally responsible Wales	 A Wales of vibrant culture and thriving Welsh Language		 A Resilient Wales
 Prevention	 Working Collaboratively	 Long Term	 Integrated Approach

The Authority is committed to improving the way it communicates and engages with people about the services it delivers and although its reach is widening, it acknowledges that this can always be improved.

Understanding, listening to and representing communities is a crucial part of the Authority's role. Society is changing and therefore there is a need to change how people are able to communicate with us to ensure that the Authority's messages reach everyone, including under-represented groups and communities.

Some of the things we have already achieved:

- engaged with local employers, communities and those directly affected by fire and other emergencies to develop prevention activities and campaigns;
- promoted national and local safety campaigns, ensuring that areas of greatest risks are prioritised, for example, fires caused by cooking;
- maintained the currency of existing information-sharing agreements, and sought to establish new agreements where appropriate;
- continued to report progress on findings from a health and well-being survey of all staff and promoting activities throughout the Service;
- improved reporting on energy usage to reduce carbon production, including the development of an 'Invest to Save' fund for future carbon reduction projects.

During 2023-2024 we will:

- procure and install stowage equipment to reduce the spread of fire contaminants;
- implement the all Wales People and Organisational Development Strategy;
- continue to support the delivery and review of the fire family staff survey;
- continue our delivery of Children and Young People programmes/activities and interventions;
- introduce the Serious Violence Duty adopted in January 2023 by all strategic partners on the Safer North Wales Partnership Board.



Objective 5: To maintain a suitably resilient, skilled, professional and flexible workforce.

 A Healthier Wales	 A Wales of cohesive communities	 A prosperous Wales	 A more equal Wales
 A globally responsible Wales	 A Wales of vibrant culture and thriving Welsh Language		 A Resilient Wales
 Prevention	 Working Collaboratively	 Long Term	 Integrated Approach

The Authority recognises the importance of attracting, developing and retaining a workforce that is reflective of the diversity within the communities it serves. This cannot be overstated and therefore equality and diversity lie at the heart of the Authority's culture and core values: a commitment to diversity and inclusion; a desire to strive for excellence; the protection of communities and recognition of the value of its people.

Through an All Wales People and Organisational Strategy, the Authority will support new ways of working to utilise the skills and professionalism of the workforce.

Some of the things we have already achieved:

- developed employment practices to increase the employment prospects of people who might otherwise find it difficult to gain access to work and prioritise action to promote gender equality;
- adopted agile and flexible working models which will contribute to a low carbon society though reducing emissions associated with travel for work purposes;
- continuing to seek out new opportunities to develop apprenticeship schemes within the Service;
- contributed to the All-Wales 'People and Organisational Development Strategy';
- improved ways of supporting staff to become future leaders;
- introduced a new structure to increase the number of members of staff in our community areas.

During 2023-2024 we will:

- continue our focus on recruiting, developing and retaining a highly skilled, motivated and bilingual workforce;
- continue to work towards revalidation of the Platinum Corporate Health Award;
- develop a talent identification and management process to replace the existing professional development programme.



Objective 6: To develop ways of becoming more environmentally conscious in order to minimise the impact of our activity on the environment.

 A Healthier Wales	 A Wales of cohesive communities	 A prosperous Wales	 A more equal Wales
 A globally responsible Wales	 A Wales of vibrant culture and thriving Welsh Language		 A Resilient Wales
 Prevention	 Working Collaboratively	 Long Term	 Integrated Approach

In 2017 the Welsh Government set out its ambition of achieving a carbon-neutral public sector by 2030. In March 2019 it published Prosperity for All: A Low Carbon Wales, which aims to support the public sector to set baseline, monitor and report progress towards carbon neutrality.

The Authority recognises that it has an important role to play in protecting and in reducing its impact on the environment. It is committed to improving environmental performance and considering it in all areas of its work from fire prevention to environmentally friendly technology.

The Authority is also mindful of its role in helping the people of North Wales understand the impact of weather and climate change and the challenges that these present. The Authority also recognises its own leadership role in this regard, in terms of its own operations and its use of resources, whilst it delivers its activities in a manner that helps sustain the planet for our future generations.

Some of the things we have already achieved:

- established a Strategic Board with responsibility for developing an Environmental Strategy for the Authority;
- identified and implemented ways to increase biodiversity on premises;
- worked with Public Services Boards across North Wales to understand climate change from a regional perspective;
- worked with landowners to reduce incidences of wildfires and encourage notification of controlled burning.

During 2023-2024 we will:

- support the delivery of the Environmental Strategy 2022-2030;
- continue to develop our monitoring and reporting of energy consumption and carbon emissions;
- develop reporting of greenhouse gasses in line with Welsh Government carbon reporting.



Objective 7: To ensure that social value and sustainability are considered, including during procurement processes.

 A Healthier Wales	 A Wales of cohesive communities	 A prosperous Wales	 A more equal Wales
 A globally responsible Wales	 A Wales of vibrant culture and thriving Welsh Language		 A Resilient Wales
 Prevention	 Working Collaboratively	 Long Term	 Integrated Approach

Social value is a term used when describing the relative benefits for people and communities of taking certain courses of action or of introducing changes. Adding social value is about considering whether what is being proposed could be done differently in order to enhance and improve people's lives.

The Authority already undertakes a number of activities that do more than simply deliver what its statutory duties require of it.

Adding social value comes in many forms. It is also about ensuring that when procuring goods and services the Authority considers more than cost alone. The social, economic and environmental aspects need to be considered alongside value for money considerations during tendering processes. By embedding social value into its procurement processes the Authority can also bring about a social return from the money that it spends.

Some of the things we have already achieved:

- ensured that the procurement of new operational equipment includes consideration of 'total end of life' disposal;
- ensured procurement frameworks and contracts measure social value;
- promoted social value and sustainability within the Service.

During 2023-2024 we will:

- carry out a procurement review following the appointment of a new procurement manager;
- continue with our build programme to replace training towers with new steel tower installations;
- continue to deliver Safe and Well Checks to the communities of North Wales;
- review our health and attendance management arrangements.



Have your say:

We are always looking for ways to improve our service and to present information that is meaningful. In order to help us to do this we want to ensure your views are considered when delivering our activities and keeping you informed.

Write to us:

North Wales Fire and Rescue Service
Fire and Rescue Service Headquarters
Ffordd Salesbury
St Asaph Business Park St Asaph
Denbighshire
LL17 0JJ

Call us:

01745 535250

Send us an email:

corporateplanning.Helpdesk@northwalesfire.gov.wales

via our website:

www.northwalesfire.gov.wales

Or follow us on:



Twitter

[@northwalesfire](https://twitter.com/northwalesfire)



Facebook

www.facebook.com/northwalesfireservice

We welcome correspondence in Welsh and English – we will respond equally to both and will reply in your language of choice without delay.

Report to	Executive Panel
Date	20 March 2023
Lead Officer	Helen MacArthur, Assistant Chief Fire Officer
Contact Officer	Helen MacArthur
Subject	Pay Policy Statement 2023/24



PURPOSE OF REPORT

- 1 To inform Members of the Fire and Rescue Authority's responsibilities arising from the Localism Act 2011 (the Act).
- 2 The Act requires the Fire and Rescue Authority (the Authority) to prepare an annual Pay Policy Statement for approval before the commencement of the financial year to which it relates.
- 3 This paper sets out the proposed Pay Policy Statement for 2023/24.

EXECUTIVE SUMMARY

- 4 The Authority is required to prepare and approve a Pay Policy Statement on an annual basis in accordance with the Localism Act 2011. The statement must also comply with the Welsh Government guidance issued in 2017, "Pay Accountability in Local Government in Wales"

OBSERVATIONS FROM THE EXECUTIVE PANEL OR AUDIT COMMITTEE

- 5 This report has not previously been considered.

RECOMMENDATION

- 6 Members are requested to
 - i. note the requirements of the Localism Act 2011; and
 - ii. approve the Pay Policy Statement for the 2023/24 financial year.

BACKGROUND

- 7 A Pay Policy Statement must be prepared in accordance with Part 1; Chapter 8 (Sections 38 – 43) of the Localism Act 2011. The guidance issued by the Welsh Government summarises the key elements of the Pay Policy Statement which includes:

- (a) Information relating to the remuneration of its chief officers;
- (b) the remuneration of its lowest paid employees; and
- (c) the relationship between:
 - (i) the remuneration of its chief officers, and
 - (ii) the remuneration of its employees who are not chief officers.

8 The statement must state:

- (a) the definition of “lowest-paid employees” adopted by the Authority for the purposes of the statement; and
- (b) the Authority’s reasons for adopting that definition.

9 The statement must also include the Authority’s policies relating to:

- (i) the level and elements of remuneration for each chief officer;
- (ii) remuneration of chief officers on recruitment;
- (iii) increases and additions to remuneration for each chief officer;
- (iv) the use of performance-related pay for chief officers;
- (v) the use of bonuses for chief officers;
- (vi) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority; and
- (vii) the publication of and access to information relating to remuneration of chief officers.

INFORMATION

10 The purpose of this Pay Policy Statement is to provide transparency with regard to the Authority’s approach to setting the pay of its employees, in particular, that of chief officers and employees on the lowest pay scale, by identifying the methods by which salaries are determined.

IMPLICATIONS

Wellbeing Objectives	The Pay Policy Statement provides a framework for decision making on pay and in particular decision making on senior pay, contributing to securing the Authority's financial sustainability and to being able to demonstrate the fair and equitable allocation of pay.
Budget	Pay awards agreed and published by the National Joint Councils are taken into consideration when setting the Authority's annual budget.
Legal	Under section 38(1) of the Localism Act 2011 the Fire and Rescue Authority has a legal duty to produce an annual Pay Policy Statement by 31 March preceding the year of the statement.
Staffing	The Pay Policy Statement supports the principles of transparency, equal pay and support for staff.
Equalities/Human Rights/ Welsh Language	Equal treatment in respect of pay is an important part of the FRA Equality objectives.
Risks	Non-compliance with legislation leads to legal and reputational risk.

North Wales Fire and Rescue Authority Pay Policy Statement 2023/24

1.0 Introduction

1.1 North Wales Fire and Rescue Authority's (the Authority) primary role is to:

- perform all the duties and responsibilities of a Fire and Rescue Authority in accordance with appropriate legislation and regulations, in particular the [Fire and Rescue Services Act 2004](#), and the [Regulatory Reform \(Fire Safety\) Order 2005](#) (which came into force on 1 October 2006), and the [1995 Combination Scheme](#);
- agree the annual service plans the revenue and capital budgets and the contribution for the constituent councils; and
- monitor the revenue and capital budgets and deal with any significant variations, including decisions on any supplementary contributions.

1.2 In order to fulfil its role, the Authority appoints staff to undertake duties on its behalf and in doing so must follow all relevant employment legislation. The Authority also follows a number of key principles which ensure affordability, equal pay, transparency and support for low pay.

1.3 The purpose of this document is to meet the Authority's legal obligations under the Localism Act 2011 and to provide information regarding the Authority's approach to setting the pay of its employees. It provides information on the remuneration of Chief Officers and employees on the lowest pay scale. It also provides information on the methods by which salaries are determined for all staff.

1.4 The document covers the period 1 April 2023 - 31 March 2024 and provides a framework for decision making on pay and in particular decision making on senior pay.

1.5 The Pay Policy Statement is an annual document prepared and approved by the Authority prior to the commencement of the financial year to which it relates.

2.0 Legislative framework

2.1 Section 38 (1) of the Localism Act 2011 requires English and Welsh Local Authorities to produce a Pay Policy Statement from 2012/13 and for each financial year after that. The Act also requires the Authority to have due regard for any guidance issued by Welsh Ministers. The Welsh Government updated the guidance in November 2021, "Pay Accountability within Local Government in Wales".

- 2.2 The Act defines remuneration widely and includes pay, allowances, benefits in kind, increases in/enhancements of pension entitlements and termination payments.
- 2.3 In determining the pay and remuneration of all its employees, the Authority is required to comply with all relevant legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, Agency Workers Regulations 2010 and, where relevant, the Transfer of Undertakings (Protection of Employment) Regulations 2006.
- 2.4 The Authority ensures that there is no pay discrimination within its pay structures to meet its obligations under the equal pay requirements of the Equality Act 2010. Job evaluation processes are embedded across the organisation to ensure that pay differentials between employees can be objectively justified and salaries directly relate to the requirements, demands and responsibilities of the role.

3.0 Decision making including consideration of value for money

- 3.1 This policy applies to all North Wales Fire and Rescue Authority employees.
- 3.2 The Authority advocates collective bargaining arrangements and supports existing national level provisions that govern pay and conditions of service for the following employee groups:
- National Joint Council (NJC) for Brigade Managers of Fire and Rescue Services, Constitution and Scheme of Conditions of Service (Gold Book)
 - Joint Negotiating Committee for Chief Officers of Local Authorities; Constitution, Conditions of Service, Salaries (Blue Book)
 - National Joint Council for Local Authorities' Fire and Rescue Services, Scheme of Conditions of Service (Grey Book)
 - National Joint Council (NJC) for Local Government Services (Green Book).
- 3.3 Pay levels are reviewed annually through these collective bargaining arrangements and any “cost of living” award associated with contractual conditions is implemented upon receipt of notification from the relevant negotiating body.
- 3.4 The Authority will consider any contractual ‘cost of living’ award for its chief officers in the context of similar decisions on lower paid employees and in accordance with the outcome of collective bargaining outlined above.
- 3.5 All roles conditioned to the NJC for Local Government Services are subject to the Authority’s job evaluation scheme which objectively assesses each role on creation of a new post, changes to existing posts or at periodic intervals to determine a fair remuneration pay grade comparable across this group of staff. On voluntary cessation of their duties no additional payments will be made.

3.6 In accordance with the constitution, the Authority is responsible for approving the annual financial budget including the affordability of employee costs.

4.0 Role of the Chief Fire Officer

4.1 The Chief Fire Officer is the Head of Paid Service and is responsible for the Service. The role is a full-time appointment and the post holder is appointed on merit and against objective criteria following an open competitive process. The selection process is overseen by an Appointment Panel comprising of members of the Authority.

4.2 The Chief Fire Officer works closely with elected members to deliver the strategic aims of the Authority. The organisation has an annual revenue budget of approximately £43 million and a capital budget of £3 million and is responsible for a wide range of services under the Fire and Rescue Services Act 2004, employing some 900 staff.

5.0 Chief Officers' Pay

5.1 The Authority's pay policy for the remuneration of chief officers, including the Chief Fire Officer, is aligned to the National Joint Council arrangements. Under these arrangements, Brigade Manager pay is reviewed annually at national level which provides the minimum salary for chief fire officers.

5.2 Remuneration of chief officers on appointment will be to the market-related base pay prevailing at the time of appointment and approved by the full Authority. In addition, a car will be provided in order to carry out the roles.

5.3 The remuneration of chief officers is also subject to a pay review undertaken on a periodical basis. This process benchmarks the chief officer salary levels against relevant comparators in other fire and rescue authorities. The pay review was undertaken by the Monitoring Officer during 2021 and the following principles were approved by the Authority:

- i. pay scales will be linked to the average basic pay rates collated and published by the National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services in order to give appropriate sector-specific comparisons;
- ii. each seniority level will be employed on a three-point scale with progression up the scale to be subject to satisfactory annual appraisal. Each increment in scale will be based upon £1,500 for the CFO; and a relative proportion for the other posts;
- iii. the Authority will pay, at the bottom of the three-point scale, the average basic pay for an authority in Population Band 2, which will be inclusive of all duties;

- iv. the nationally negotiated and agreed annual pay awards will be automatically applied, as currently happens in the case of “grey book” and “green book” employees (subject to an employee choosing to forego any part of it);
- v. the pay relativities between the roles of CFO, DCFO, ACFO and ACO will be restored. The salary of each seniority level will be calculated as a proportion of the Chief Fire Officer’s salary as follows:

	Salary relative to CFO
Chief Fire Officer	
Deputy Chief Fire Officer	80%
Assistant Chief Fire Officer	75%
Assistant Chief Officer	60%

- vi. posts will be sized appropriately, relative to their seniority level, and will be of equal size across all at that level in order to ensure that officers receive equal pay for work of equal value; and
- vii. pay will be reviewed at regular intervals in line with the requirements under the ‘two- track’ approach for determining levels of pay for Brigade Managers as prescribed by the National Joint Council. Three years is the accepted interval.

- 5.4 The Authority does not pay any bonuses or additional enhancements such as performance related pay. On voluntary cessation of their duties no additional payments will be made to chief officers.
- 5.5 Following resignation or retirement from their duties no additional payments will be made other than those due for salary purposes or payments made to an individual in line with the appropriate pension scheme on retirement. Such payments may include salary paid in lieu of notice, pension benefit entitlements and holiday pay.
- 5.6 In circumstances where a severance package is being considered upon an agreed cessation of duties other than for the reasons outlined above, the full Authority will be offered the opportunity to vote before any severance package is approved for chief officers.
- 5.7 Information on the remuneration of chief officers is published as part of North Wales Fire and Rescue Authority’s annual Statement of Accounts. These are published on the Authority’s website.
- 5.8 Business expenses such as for train, car mileage, overnight accommodation and parking are claimed back in accordance with the organisation’s travel and subsistence policy which is applicable to all employees.

5.9 Chief officers are members of the relevant pension scheme. The Authority does not permit increases or enhancements to the pension outside of standard arrangements.

5.10 The notice period for chief officer roles is 3 months.

6.0 Senior Staff

6.1 For the purposes of this Pay Policy Statement the term “chief officer” is not limited to Head of Paid Service and includes those who report directly to the Chief Fire Officer. This includes the Monitoring Officer, the Section 151 Officer, Deputy Chief Fire Officer, Assistant Chief Fire Officers and Assistant Chief Officers.

6.2 These posts are covered by a range of terms and conditions:

Employee Group	Terms and Conditions	Other benefits	Pension arrangements
Chief Fire Officer	Gold Book	Car provided	Local Government Pension Scheme
Monitoring Officer	Provided by a named officer from Flintshire County Council under a contracted out arrangement		
Treasurer (section 151 officer)	Part time contract negotiated outside of national terms and conditions.		
Deputy Chief Fire Officer	Gold Book	Car provided	Local Government Pension Scheme or Firefighters' Pension Scheme
Assistant Chief Fire Officer	Gold Book	Car provided	Local Government Pension Scheme or Firefighters' Pension Scheme
Assistant Chief Officer	Blue Book	Car provided	Local Government Pension Scheme

7.0 Talent management

7.1 The Authority's strategic focus is on supporting and developing the quality of leadership in the Service. This includes increasing the capacity of existing management teams, planning the development of future leaders, championing leadership values throughout the organisation and attracting effective leaders, where appropriate, from other sectors.

8.0 Performance related pay

8.1 There is currently no performance related pay scheme in operation for any role across the Service.

9.0 Remuneration of other staff other than chief officers

- 9.1 The Authority's pay policy for the remuneration of employees who are not chief officers is aligned to nationally agreed salary rates negotiated through the National Joint Council comprising of national employer and employee representatives.

Employee Group	Terms and Conditions	Other benefits	Pension Arrangements
Officers (Station Managers, Group Managers and Area Managers)	Grey Book	A lease car is provided for staff on the flexi duty rota	Firefighters' Pension Scheme
Head of Corporate Departments	Blue Book	NONE	Local Government Pension Scheme
Firefighters	Grey Book	NONE	Firefighters' Pension Scheme
Apprentice Firefighters	Grey Book	NONE	Firefighters' Pension Scheme
Control Staff	Grey Book	NONE	Local Government Pension Scheme
Fire Safety and Prevention	Green Book	NONE	Local Government Pension Scheme
Corporate Services	Green Book	NONE*	Local Government Pension Scheme
Apprentices	Green Book	NONE	Local Government Pension Scheme
* A lease car is provided on an optional basis for a small number of posts where significant or frequent travel is undertaken			

- 9.2 The lowest paid employee is engaged on the National Joint Council (NJC) for Local Government Services (Green Book) spinal column point 4 which equates to £21,189 per annum from 1 April 2022. The Authority occasionally employs apprentices who are not included within the definition of 'lowest paid employees' as they are not employed under contracts of employment.
- 9.3 The statutory guidance under the Localism Act 2011 recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010).
- 9.4 The 2022/23 pay levels within the Authority define the multiple between the lowest paid (full time equivalent basic pay) employee scale and the Chief Fire Officer as 1:6.59 and between the lowest paid employee.

- 9.5 The Hutton report on fair pay in the public sector was asked to explore the case for a fixed limit on pay dispersion in the public sector, through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median salary of the whole of the Authority's workforce. The multiple between the median full time basic equivalent earnings and the Chief Fire Officer is 1:4.33 (excluding RDS). Please note this figure includes full time salaries only and excludes allowances.
- 9.6 The Authority publishes information on the remuneration of Chief Officers, the median earnings of the organisation's workforce, and the ratio between these two figures in their annual financial statement to demonstrate the relationship between the two.

10.0 Support for lower paid staff

- 10.1 All employees of the Fire and Rescue Service are paid above the living wage. A range of further support measures are offered including a cycle to work scheme, Employee Assistance Programme, counselling, Occupational Health services and childcare vouchers.
- 10.2 A physiotherapy scheme is also offered to all employees. Employees receive financial assistance to refer themselves for therapy arising from muscular-skeletal injury or other ailments.
- 10.3 A range of flexible benefits have also been introduced including corporate discounts. Non-pay benefits and rewards assist with the development of an effective employment package and utilise reward systems whereby employees are able to flex the rewards they receive so they get more of whatever element is important to them at different stages of their careers.

11.0 Additions to Salary of Other Employees

- 11.1 Where appropriate, and in line with national conditions of service or local agreement, individuals may receive an allowance in addition to their salary. Examples include, but are not restricted to:
- on-call or out of hours provision
 - continuous availability
 - additional responsibility
 - rent, fuel and light allowance
 - telephone allowance
 - pension employer contributions
 - mileage allowances.

12.0 Honoraria

- 12.1 A member of staff who performs duties outside the scope of his or her post over an extended period may be granted a one-off additional payment of an amount dependent upon the circumstances of each case. Examples include:
- where an employee temporarily carries out significant additional work over and above their usual responsibilities; or
 - where an employee carries out a significant amount of work over their normal contracted hours, but is not eligible for overtime payments because of their placing on a salary scale.
- 12.2 Any determination relating to a proposed honoraria for chief officers would require approval by the Authority.
- 12.3 Decisions relating to all other staff will be considered by the appropriate Head of Department in consultation with the Assistant Chief Fire Officer (Finance and Resources).

13.0 Exit policy

- 13.1 On voluntary cessation of their duties no additional payments will be made other than those due for salary purposes or payments made to an individual in line with the appropriate pension scheme on retirement. Such payments may include salary paid in lieu of notice, pension benefit entitlements, holiday pay and any fees or allowances paid.
- 13.2 Employees conditioned to the NJC for Local Government Services may, at the Authority's discretion be entitled to added pension and/or redundancy payments upon authority initiated early termination of employment under the Authority's discretions in relation to the Local Government Pension Scheme Regulations 1997 (as amended) and the Local Government (Early Termination of Employment) (England and Wales) Regulations 2006 (as amended) – generally referred to as the Discretionary Compensation Regulations.
- 13.3 The Service has a policy for severance or exit arrangements.
- 13.4 Former employees are, on occasion, re-employed by the Fire and Rescue Service. Where the combined earnings and pension exceed the inflation adjusted final salary in the original employment the pension is subject to abatement in accordance with the scheme regulations.

14.0 Off payroll arrangements

- 14.1 The Authority does not routinely engage with individuals using off payroll arrangements. These are only considered on an exceptional basis for specialist pieces of work for which there is no internal capacity or expertise. The Authority has arrangements in place to ensure that the employment status indicator tool published by HMRC is completed for each supplier before payments are made.

15.0 Appendices

Appendix 1 Chief Officers' salary matrix

Appendix 2 NJC salary rates

2.1 Firefighter Roles

2.2 Retained Duty System

2.3 Control Roles

Appendix 3 NJC for local government services, salary matrix

**North Wales Fire and Rescue Service
Chief Officers Pay Rates (as at Jan 2021, pay negotiations outstanding)**

Post	Salary	Salary	Salary	% of CFO
	Year 1	Year 2	Year 3	
CFO*	£138,060	£139,560	£141,060	
DCFO*	£110,448	£111,648	£112,848	80%
ACFO*	£103,545	£104,670	£105,795	75%
ACO	£82,836	£83,736	£84,636	60%

* includes remuneration for continuous duty arrangements

External provision of service	Value (per annum)
Monitoring Officer	£16,878 (excluding VAT)
Section 151 Officer	£7,812

FIREFIGHTING ROLES - PAY RATES FROM 1 JULY 2023

	Basic annual £	Basic hourly rate £	Overtime rate £
Firefighter			
Trainee	27,178	12.41	18.62
Development	28,310	12.93	19.40
Competent	36,226	16.54	24.81
Crew Manager			
Development	38,501	17.58	26.37
Competent	40,161	18.34	27.51
Watch Manager			
Development	41,031	18.74	28.11
Competent A	42,170	19.26	28.89
Competent B	44,911	20.51	30.77
Station Manager			
Development	46,712	21.33	32.00
Competent A	48,116	21.97	32.96
Competent B	51,525	23.53	35.30
Group Manager			
Development	53,801	24.57	Not applicable
Competent A	55,415	25.30	Not applicable
Competent B	59,642	27.23	Not applicable
Area Manager			
Development	63,163	28.84	Not applicable
Competent A	65,056	29.71	Not applicable
Competent B	69,283	31.64	Not applicable

FIREFIGHTING ROLES – PAY RATES FROM 1 JULY 2023 (RETAINED DUTY SYSTEM)

	(1) £ per Annum	(2) £ per annum	(3) £ per Hour	(4) £ per occasion
Firefighter				
Trainee	2,718	1,359	12.41	4.77
Development	2,831	1,416	12.93	4.77
Competent	3,623	1,811	16.54	4.77
Crew Manager				
Development	3,850	1,925	17.58	4.77
Competent	4,016	2,008	18.34	4.77
Watch Manager				
Development	4,103	2,052	18.74	4.77
Competent A	4,217	2,109	19.26	4.77
Competent B	4,491	2,246	20.51	4.77
Station Manager				
Development	4,671	2,336	21.33	4.77
Competent A	4,812	2,406	21.97	4.77
Competent B	5,153	2,576	23.53	4.77
Group Manager				
Development	5,380	2,690	24.57	4.77
Competent A	5,542	2,771	25.30	4.77
Competent B	5,964	2,982	27.23	4.77
Area Manager				
Development	6,316	3,158	28.84	4.77
Competent A	6,506	3,253	29.71	4.77
Competent B	6,928	3,464	31.64	4.77

Column 1 shows the full annual retainer (10% of the full-time basic annual salary, as set out in Appendix A)

Column 2 shows the retainer for employees on the day crewing duty system (5% of the full-time basic annual salary, as set out in Appendix A)

Column 3 shows the hourly rate for work undertaken

Column 4 shows the disturbance payment per call-out

CONTROL SPECIFIC ROLES - PAY RATES FROM 1 JULY 2023

	Basic annual* £	Basic hourly rate £	Overtime rate £
Firefighter (Control)			
Trainee	25,819	11.79	17.69
Development	26,895	12.28	18.42
Competent	34,415	15.71	23.57
Crew Manager (Control)			
Development	36,576	16.70	25.05
Competent	38,153	17.42	26.13
Watch Manager (Control)			
Development	38,979	17.80	26.70
Competent A	40,062	18.29	27.44
Competent B	42,665	19.48	29.22
Station Manager (Control)			
Development	44,376	20.26	30.39
Competent A	45,710	20.87	31.31
Competent B	48,949	22.35	33.53
Group Manager (Control)			
Development	51,111	23.34	Not applicable
Competent A	52,644	24.04	Not applicable
Competent B	56,660	25.87	Not applicable

*(95% of the respective firefighting role basic annual salary, as set out in AppendixA)

PAY RATES FROM 1 APRIL 2022 FOR STAFF EMPLOYED ON GREEN BOOK TERMS AND CONDITIONS (pay negotiations for 23/24 ongoing)

SCP	01-Apr-22	
	per annum	per hour*
1	£20,258	£10.50
2	£20,441	£10.60
3	£20,812	£10.79
4	£21,189	£10.98
5	£21,575	£11.18
6	£21,968	£11.39
7	£22,369	£11.59
8	£22,777	£11.81
9	£23,194	£12.02
10	£23,620	£12.24
11	£24,054	£12.47
12	£24,496	£12.70
13	£24,948	£12.93
14	£25,409	£13.17
15	£25,878	£13.41
16	£26,357	£13.66
17	£26,845	£13.91
18	£27,344	£14.17
19	£27,852	£14.44
20	£28,371	£14.71
21	£28,900	£14.98
22	£29,439	£15.26
23	£30,151	£15.63
24	£31,099	£16.12
25	£32,020	£16.60
26	£32,909	£17.06
27	£33,820	£17.53
28	£34,723	£18.00
29	£35,411	£18.35
30	£36,298	£18.81
31	£37,261	£19.31
32	£38,296	£19.85
33	£39,493	£20.47
34	£40,478	£20.98
35	£41,496	£21.51
36	£42,503	£22.03
37	£43,516	£22.56
38	£44,539	£23.09
39	£45,495	£23.58
40	£46,549	£24.13
41	£47,573	£24.66
42	£48,587	£25.18
43	£49,590	£25.70

*hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week in the National Agreement 'Green Book')

**PAY RATES FROM 1 APRIL 2022 FOR STAFF EMPLOYED ON
BLUE BOOK TERMS AND CONDITIONS
(pay negotiations for 23/24 ongoing)**

SCP	01-Apr-22	
	per annum	per hour
48	£54,382	£28.19
49	£56,356	£29.21
50	£57,341	£29.72
51	£58,327	£30.23

Report to	Executive Panel	
Date	20 March 2023	
Lead Officer	Stewart Forshaw, Deputy Chief Fire Officer, (Corporate Policy and Planning)	
Subject	Performance Monitoring: April – December 2022	

Purpose of Report

- 1 To provide information about incident activity during the first nine months of the 2022/23 financial year; performance in relation to the Authority's improvement and well-being objectives; and other notable incident activity.

Executive Summary

- 2 During the first nine months of 2022/23, North Wales Fire and Rescue Service (the Service) attended 4,656 emergency incidents. This is an increase of 16.7% compared with the same period in 2021/22 (3,991).
- 3 There has been a 37.1% increase in attendances at non-fire emergencies (960) which are classified as Special Service Incidents (SSIs). This follows a change in policy during the previous reporting year around attendance at SSIs, to provide more assistance to the public and partner agencies whilst at the same time increasing the visibility of the Service in the community.
- 4 It is pleasing to report that the number of accidental fires in the home (ADF's) have continued to reduce with 258 incidents attended by fire crews during the past nine months, compared to 314 during the same period of 2021/22. It is also pleasing to report that no fire deaths have occurred during the past nine months, and there has also been a reduction of the number of serious injuries at ADF's, from 4 to 2, compared to the same period of 2021/22. Conscious that this could change, the Service continues to deliver fire prevention interventions and initiatives to support fire safety in the homes and communities of North Wales.
- 5 Wildfires continue to be an area of focus for the Service, which can be a result of extreme weather events linked to climate change and is an area of growth in the UK in comparison to the reduction of house fires during the past decade. Wildfires can be particularly challenging incidents for the Service to deal with because of their erratic nature, potential size, scale and intensity, and because of the rural and rural-urban interface environments in which they tend to occur.

- 6 As defined by the National Fire Chiefs Council (NFCC) a wildfire is a grassland, woodland or crop fire that:
- involves a geographical area of at least one hectare (10,000 square metres or 100m x 100m);
 - has a sustained flame length of more than 1.5 metres;
 - requires a committed resource of at least four fire and rescue appliances/resources;
 - requires resources to be committed for at least 6 hours; and
 - presents a serious threat to life, environment, property and infrastructure.
- 7 During the first nine months of this financial year there were 55 wildfires in North Wales (an increase of 1 from Q2 2022/23), which were attended by a combined total of 359 vehicles for over 1,108 hours.
- 8 The changes of our attendance at incidents at HMP Berwyn implemented during the pandemic, and the fire safety advice delivered during this period, has resulted in a reduction of fires attended at the prison from 22 to 13 compared with the same period in 2021/22.
- 9 Fire crews' availability performance in accordance with the 20 stations availability target continues to be on an upward trend, with 15.6% increase to 260 days (94.5%) compared with 225 days (81.8%) during the first nine months of the year.

Recommendation

- 10 That Members note the content of the performance monitoring report.

Information

- 11 **All Incidents**
The upward trend in the number of incidents attended has continued, with 16.7% more incidents attended in the first nine months of 2022/23 (4,656) than in the same period in 2021/22 (3,991). Although there have been increased attendances across all categories, the main contributor was a 37.1% increase in SSIs.
- 12 **Fires**
Fires attended during the reporting period increased 16.4% to 1,632 compared with 1,402 in the same period of 2021/22.

- 13 **Grassland, Woodland and Crop Fires**
Grassland, Woodland and Crop fires increased 69.5% (256 to 434). Secondary Accidental Grassland, Woodland and Crop fires increased to 285 from 162, with 'Heathland or Moorland' fires being the main contributor to the increase (40 to 101). Increases were also recorded in 'Grassland, Pasture, Grazing etc.' (50 to 90); 'Tree Scrub - includes single trees not in garden' (15 to 28) and 'Hedge' (14 to 27).
- 14 Secondary Deliberate Grassland, woodland and crop fires increased 47.1% (87 to 128) with the main contributors to this increase being 'Grassland, Pasture, Grazing etc.' (34 to 59); 'Tree Scrub - includes single trees not in garden' (12 to 21) and 'Hedge' (5 to 10).
- 15 **Wildfires**
There were 55 wildfires which were attended by 359 vehicles for over 1,108 hours during the reporting period.
- 16 **Primary Fires**
Primary fires decreased slightly (3.8%) compared with the same quarters of 2021/22 (680 to 654), and were 3.8% below the three-year average of 680. Accidental primary fires decreased 4.8% from 567 to 540 with the main contributor to the decrease being a reduction in 'Dwelling' fires (314 to 258). Despite the decrease in primary fires, 'Car' and 'Grassland, Woodland and Crop' fires however increased from 58 to 77 and 5 to 18 respectively.
- 17 **Secondary Fires**
Secondary fires increased 40.3% from 647 to 908, primarily due to a 44.7% increase in Accidental Secondary fires (405 to 586) with the main contributors to the increase being 'Grassland, woodland and crop' (162 to 285) and 'Other outdoors (including land)' (117 to 179). Deliberate Secondary fires increased 33.1% (242 to 322), wherein 'Grassland, woodland and crops' and 'Other outdoors (including land)' increased 47.1% (87 to 128) and 36.6% (93 to 127) respectively.
- 18 **Chimney Fires**
Chimney fires, which have been on a downward trend since 2019/20 (93), decreased further compared with the same period in 2021/22 (75 to 70).
- 19 **Accidental Dwelling Fires (ADFs)**
The Service attended 17.8% fewer ADFs - 258 compared with 314 during the same period of 2021/22. ADF's in 'House of Single Occupancy' and 'Bungalow of Single Occupancy' decreased from 179 to 152 and from 51 to 31 respectively, with the largest reductions in fire cause being 'Cooking – Other Cooking' (68 to 60), 'Combustible Articles too Close to Heat Source (or fire)' (67 to 50), and 'Cooking – Chip Pan/Deep Pan Fryer' (25 to 7). An increase was however recorded in 'Overheating, Unknown Cause' (10 to 16).

- 20 **Fatalities/Casualties in ADFs**
There were no fatalities in ADFs compared with 3 during the same period in 2021/22. There was also a reduction in casualties from 96 to 61, with 2 people sustaining serious injuries and 22 sustaining slight injuries.
- 21 **Smoke Detectors – ADF's**
Smoke/heat detectors were present at the majority of accidental fires in dwellings in 2022/23 (87.6%). ADF's where a smoke/heat detector was fitted, operated and raised the alarm, reduced from 155 to 129 compared with the same period in the previous financial year.
- 22 ADF's where a smoke detector was fitted but did not raise the alarm decreased from 56 to 31, with the most likely reason for non-operation being the detector correctly installed on an escape route (hall, landing) and not in a room most likely to be the origin of a fire (kitchen, living room).
- 23 ADF's where no detector was fitted decreased from 40 to 32, and where a detector was fitted and did not operate, incidents increased slightly to 66 from 63.
- 24 **Deliberate Primary Fires in Non-Residential Buildings**
Deliberate primary fires in non-residential buildings declined from 45 to 37, with 13 occurring at HMP Berwyn.
- 25 **False Alarms**
The upward trend in False Alarms continued with the Service attending 2,064 false alarms - 175 (9.3%) more than in the same period of 2021/22 (1,197), and 256 (14.2%) more than the three-year average of 1,808. Those originating from AFA systems increased 13.0% (138) from 1,059 to 1,197 and represented 58.0% of false alarm attendances.
- 26 **Non-Residential Automatic Fire Alarms (AFA)**
Non-Residential AFAs increased 39.4%, from 142 to 198 mainly due to increases in 'Hospitals and Medical Care' (92 to 142) and 'Education' (26 to 32). The main causes of activation in Non-Residential AFAs were 'Faulty' (63 to 79); 'Accidentally/ carelessly set off' (19 to 31); 'Other' (6 to 15); 'Chemicals/aerosols' (9 to 15) and 'Steam' (6 to 12).

- 27 **Other-Residential AFAs**
 There was a 9.6% increase in 'Other-Residential' AFAs from 83 to 91, with 'Nurses'/Doctors' Accommodation' and 'Hotel/motel' increasing from 8 to 23 and 11 to 18 respectively. However, 'Student Hall of Residence' and 'Residential Home' decreased from 27 to 12 and 22 to 10 respectively. Although the main causes of activation in 'Other-Residential' was 'Cooking/burnt toast', with a slight increase from 24 to 25, 'Dust' and 'Smoking' increased from 6 to 9 and from 1 to 6 respectively. There was however a decrease in 'Fault' from 30 to 20.
- 28 **Dwelling AFAs**
 AFAs in Dwellings showed a continued upward trend, increasing 8.9% from 833 to 907, with 'House – Single Occupancy' being the lead contributor to the increase, rising from 214 to 269, followed by 'Bungalow – single occupancy' increasing from 235 to 263 and 'Converted Flat/Maisonette – multiple occupancy' increasing from 17 to 33. Decreases were recorded in 'Purpose Built Flat/Maisonette – multiple occupancy' from 290 to 275 and 'Self-contained Sheltered Housing' from 68 to 60.
- 29 Of the 907 Dwelling AFAs, 'Cooking/Burnt Toast' was the main cause of activation, increasing from 433 to 454. Slight increases were also recorded in 'Fault' (198 to 210); 'Other' (43 to 53); 'Accidentally/ Carelessly Set Off' (40 to 49); 'Steam (19 to 26) and 'Water intrusion' (2 to 10). There was however, a decrease in 'Smoking' from 26 to 17.
- 30 **Good Intent False Alarms**
 Good intent false alarms increased 3.6% from 800 to 829, with increased attendances at 'Dwelling' from 306 to 311, where the fire cause of 'Other Cooking' increased from 43 to 61.
- 31 'Other Outdoors (including land)' false alarms made with good intent decreased from 221 to 186 on the back of a decrease in 'Controlled Burning' from 195 to 170.
- 32 'Non-Residential' false alarms made with good intent increased from 56 to 68 on the back of an increase in 'Other' from 19 to 24, and 'Overheating Appliance' from 0 to 9, although 'Fumes/heat Haze' decreased from 10 to 3.
- 33 Good intent false alarms in 'Grassland, Woodland and Crops' increased from 81 to 92, with 'Controlled Burning' being the main contributor to the increase (55 to 72), however, 'Reported Incident/Location not found' decreased from 21 to 9.
- 34 **Malicious False Alarms**
 There was a slight increase in Malicious False Alarms (30 to 38), with the main contributor to the increase being 'Dwelling' (11 to 29), where 'Activation of Fire Call Point/Alarm' increased from 8 to 23. 'Non-Residential' malicious false alarms decreased from 11 to 1.

35 **Special Service Incidents**

There was a 37.1% increase in SSIs (700 to 960) which can be attributed to the change in policy aimed at increasing the presence of the fire service in the community when needed.

36 'Other than RTC' increased 43.7% (545 to 783). The largest increase was in 'Assist Other Agencies' increasing 82.2% from 152 to 277, wherein increases were recorded in 'Missing from Home' (2 to 28); 'Gaining Entry' (77 to 170); 'Effecting Entry or Exit' (65 to 77); 'Lift Release' (54 to 67); 'Other Rescue/Release of Persons' (43 to 80); Separating People from Objects (53 to 64), 'Animal Assistance Incidents' (from 0 to 36) and 'No Action (not false alarm)' (39 to 67). There were however decreases in 'Flooding' and 'Make Safe (not RTC)' from 50 to 46 and 41 to 16 respectively.

37 **Road Traffic Collisions (RTC) Incidents**

The Service attended 14.2% more RTCs (177), where 54 (30.5%) involved the extrication or release of persons. Where the Service was called upon to make a vehicle or scene safe, attendance increased 54.2% (76 to 96). Although the Service attended more RTCs, the percentage of RTCs which involved the release or extrication of persons (30.5%) was lower than: 1) the same period of 2020/21 (32.9%); 2) 2018/19 (40.5%); and 3) the three-year average of 35.2%.

38 **Safe and Well Checks (SAWCs)**

The Service completed 13,487 SAWCs of which 4,682 (34.7%) were High Priority SAWCs with 2,633 (56.2%) of the High Priority SAWCs being referrals from a partner agency.

39 **Station Performance**

Planned 20 station availability was achieved on 260 days (94.5%) out of 275 days, compared with 225 (81.8%) in the same period of the last financial year. However, this is still lower than the 273 days (99.3%) achieved in the same period of 2018/19.

IMPLICATIONS

Well-being Objectives	Helps the Authority to monitor its performance against the improvement and well-being objectives in the Corporate Plan 2021-24.
Budget	Helps to highlight any potential impacts on budget due to unanticipated incident activity.
Legal	Assists the Authority with ensuring that there are sufficient resources to meet demand.
Staffing	No implication identified.
Equalities/Human Rights/ Welsh Language	No implication identified.
Risks	Not satisfying legal requirements to report on and monitor performance that may impact on the ability to ensure that there are sufficient resources to meet demand.

NORTH WALES FIRE AND RESCUE SERVICE



**Gwasanaeth Tân ac Achub
Fire and Rescue Service**

PERFORMANCE MONITORING REPORT

Nine Months

April – December 2022

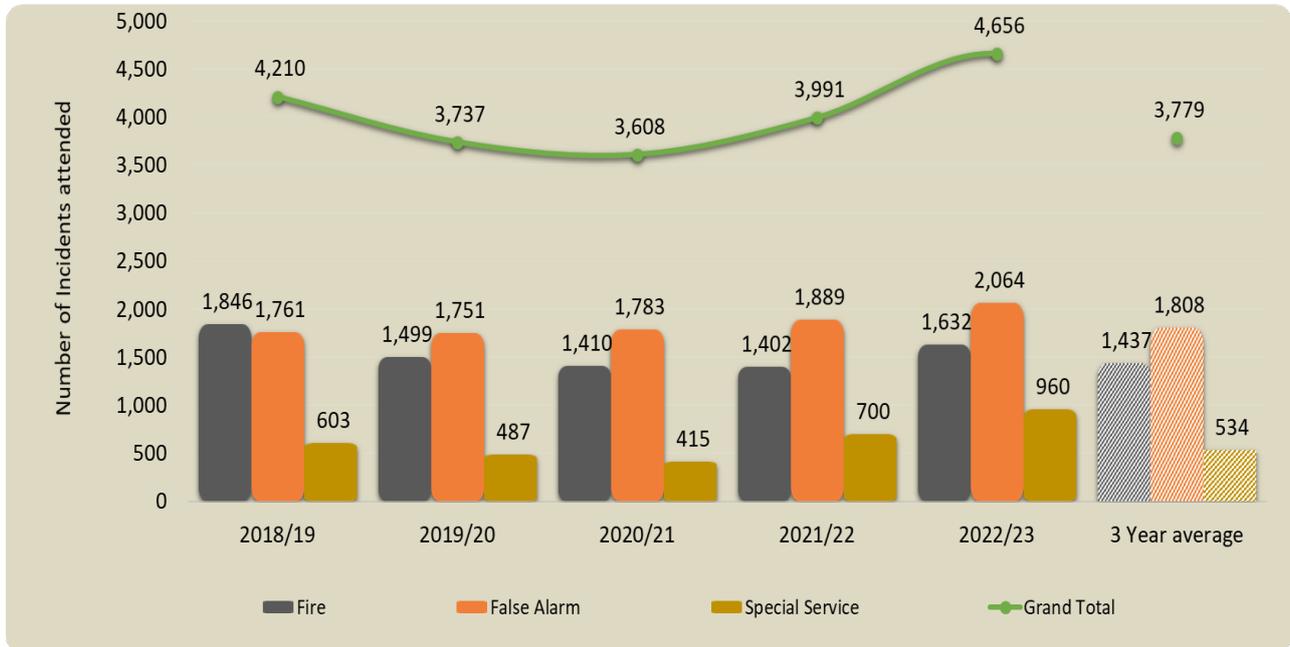
Figures are provisional and may be subject to minor amendment.

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1. All Incidents

1.1 During the first nine of the 2022/23 financial year, the Service attended 4,656 emergency incidents and false alarms, an 16.7% increase on the same period in 2021/22.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total incidents attended	2022-23	1,575	1,876	1,205		4,656	↑ 16.7%	3,779	↑ 23.2%
	2021-22	1,322	1,415	1,254		3,991			
Total fires	2022-23	577	718	337		1,632	↑ 16.4%	1,437	↑ 13.6%
	2021-22	575	480	347		1,402			
Total special service incidents	2022-23	327	371	262		960	↑ 37.1%	534	↑ 79.8%
	2021-22	152	233	315		700			
Total false alarms	2022-23	671	787	606		2,064	↑ 9.3%	1,808	↑ 14.2%
	2021-22	595	702	592		1,889			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Narrative

Fires increase – It is pleasing to see a reduction in Q3 in comparison to Q1 and Q2. The significant increase in fire incidents is attributed to the exceptionally hot summer, thus showing an increase of 195 incidents (13.6%) compared with the previous three-year average.

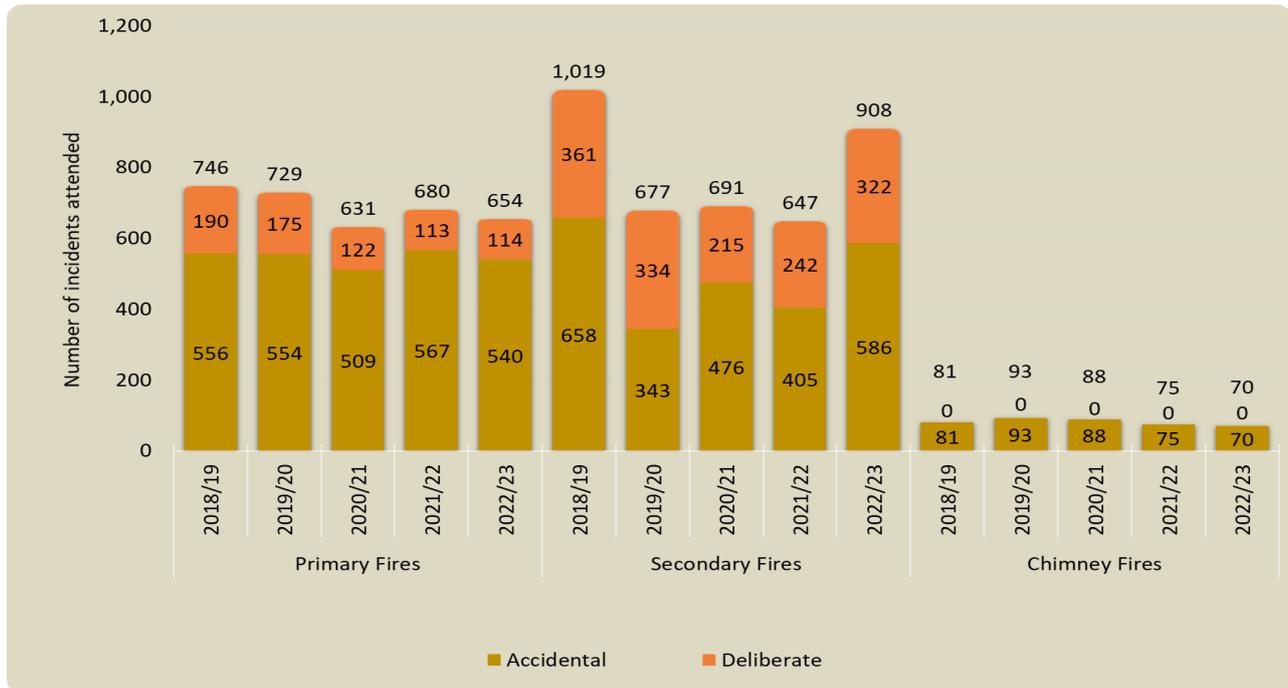
AFA's (non-domestic) increase – We are aware of the increase in AFA's in non-domestic settings. These calls are predominately from BCUHB (numerous activation reasons). We continue to work with BCUHB in reducing these AFA activations. There is also an increase in domestic (dwelling) attendance to AFA's and this is referred to later in this report.

SSIs increase – Significant reduction during Q3 compared with Q2. The overall increase is due to a change in organisational policy in relation to attending SSIs; making crew more visible in the community.



2 Fires, by Category and Motive

- 2.1 A total of 1,632 fires have been attended; a 16.4% increase from 1,402 in 2021/22.
- 2.2 **Primary fires** – There was a 3.8% decrease in primary fires, from 680 to 654 compared with the first nine months of 2021/22.
- 2.3 **Secondary fires** – There was a 40.3% increase in secondary fires, from 647 to 908.
- 2.4 **Chimney fires** – There was a 6.7% decrease in chimney fires, from 75 to 70, compared with the same period in 2021/22.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Primary fires	2022-23	226	235	193		654	↓	680	↓ 3.8%
	2021-22	251	229	200		680			
Secondary fires	2022-23	332	476	100		908	↑	672	↑ 35.1%
	2021-22	293	244	110		647			
Chimney fires	2022-23	19	7	44		70	↓	85	↓ 17.6%
	2021-22	31	7	37		75			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Narrative

Primary fires are now below the three-year average. The increase in both secondary accidental and secondary deliberate fires is attributed to the exceptionally hot summer. In comparison, 2018/19 was also a very hot and dry summer in North Wales.

Chimney Fires increased by 7 in Q3 compared with the same period in 2021/22. This is not unexpected following increases in utility fuel prices and the increased use of open and wood burning fires. NWFRS has been working with Scottish Power (SP) and other agencies regarding the provision of 'winter packs' to residents.

Actions to support communities and reduce fire events:

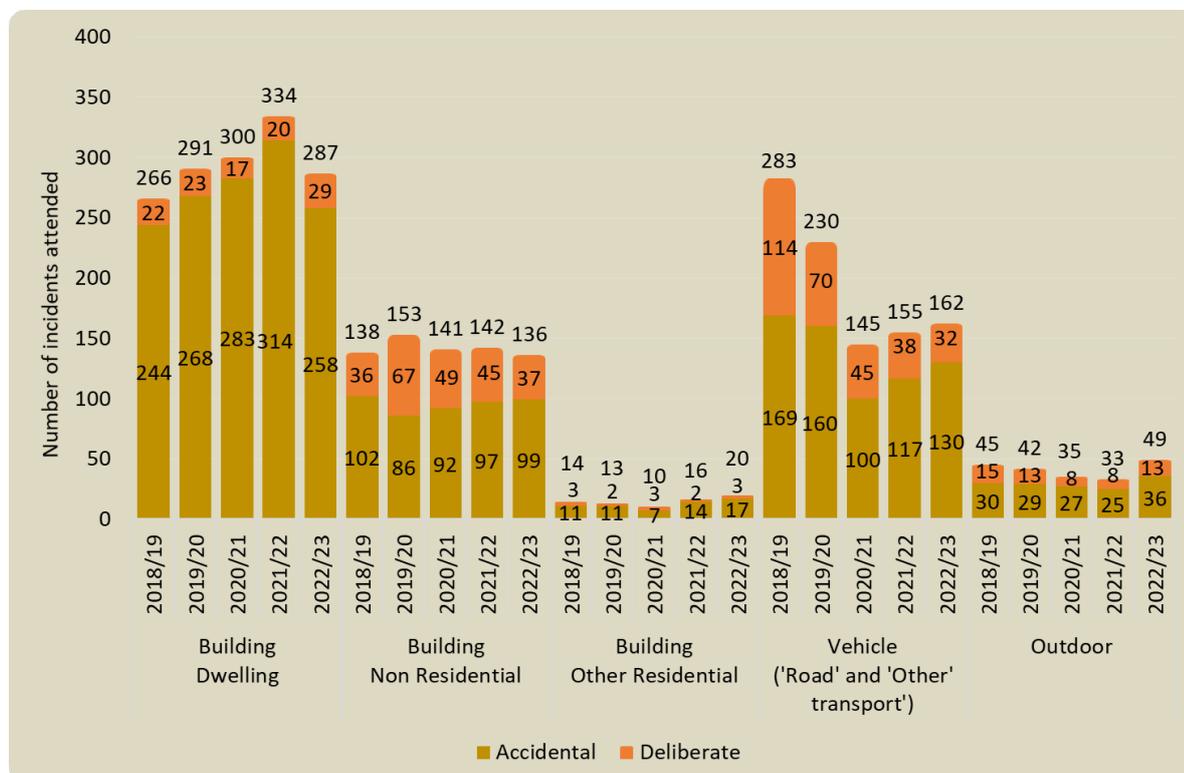
- Continue to deliver SAWCs across North Wales in line with our current strategy;
- Continue to work with strategic partners to identify potential risk to reduce deliberate fire incidents;
- Deliberate fire setting intervention schemes facilitated in-house and by Danger Point;
- New Wales Wildfire Board established and All Wales Wildfire Charter drafted to support the reduction in accidental and deliberate secondary fires;
- Prevention teams proactively attended agricultural shows including RWAS in July 2022 to raise the profile of impacts of Wildfires in North Wales;
- Campaign Steering Group (CSG) working with Corporate Communications continue to proactively promote safety and Wildfire messaging across all media platforms;
- Significant involvement with community Bonfire and Fireworks events across the service area.



3 Primary Fires, by Property Type and Motive

3.1 During the reporting period, 37 primary fires were started deliberately at non-residential buildings, compared with 45 during the same period of 2021/22.

3.2 At HMP Berwyn, 13 deliberate fires occurred, compared with 22 in the same period of 2021/22.

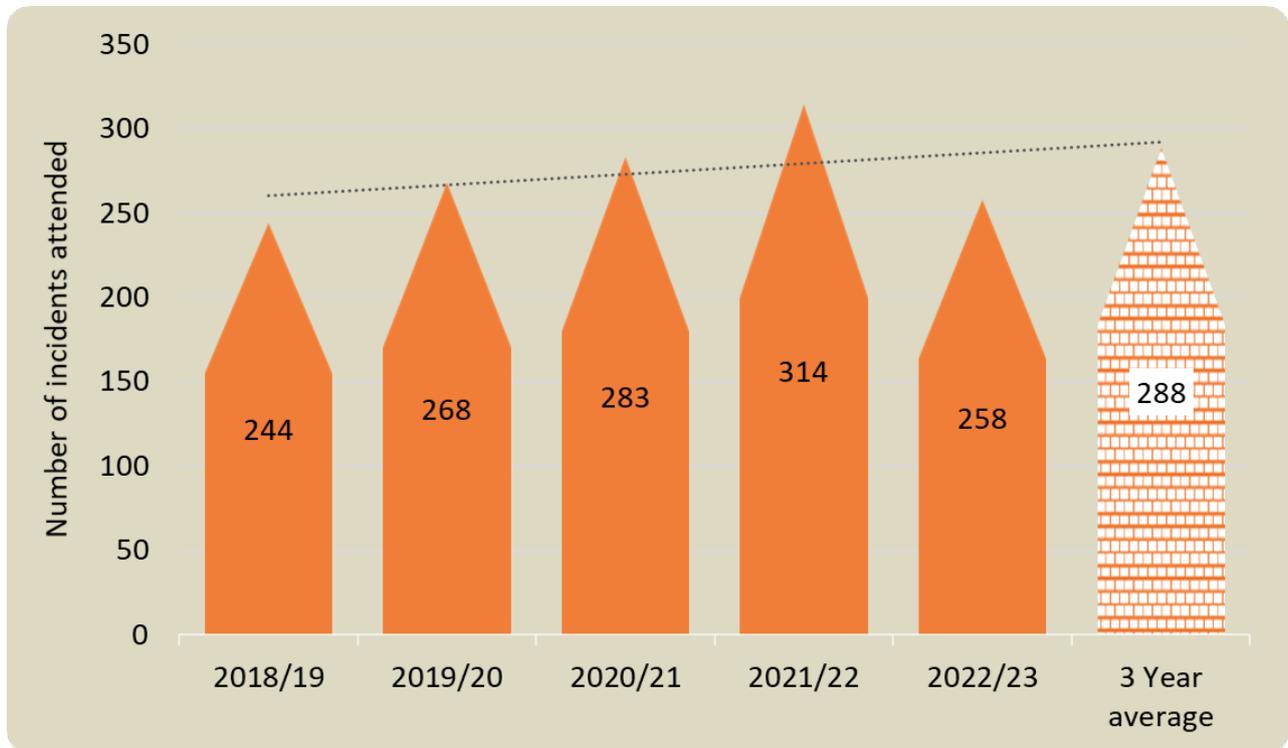


Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
All deliberate primary fires	2022-23	41	49	24		114	↑ 0.9%	137	↓ 16.6%
	2021-22	40	42	31		113			
All accidental primary fires	2022-23	185	186	169		540	↓ 4.8%	543	↓ 0.6%
	2021-22	211	187	169		567			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

4 Accidental fires in dwellings

4.1 The Service attended 258 accidental dwelling fires during the reporting period, 56 (17.8%) less than during the same period in 2021/22 (314), and 10.4% below the three-year average of 288.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Accidental fires in dwellings	2022-23	81	80	97		258	↓ 17.8%	288	↓ 10.4%
	2021-22	113	95	106		314			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Narrative

Despite the number of ADFs in Q3 being less than Q3 in the previous financial year (106 to 97), the main contributors to the increase during Q3, compared with Q2 of the reporting period, were:

- Combustible articles too close to heat source (or fire) from 12 in Q2 to 17 in Q3;
- Fault in equipment or appliance from five in Q2 to 13 in Q3.

Actions to support communities and reduce ADFs:

- Ongoing work with regional hoarding groups to identify people at risk;
- Continue to receive high priority referrals from partner agencies;
- Joint venture between NWFRS and Bangor University to fit stove guards in student accommodation to reduce cooker fires;
- Continue to support Station Open days (generating SAWCs & providing safety advice);
- Support ongoing local and national (Wales & NFCC) campaigns in line with our own Campaign Steering Group (CSG) calendar;
- Locally run and targeted outreach days supported by external agencies. Areas are leafleted by Prevention teams and returned to provide SAWCs (Crews and HSSWs);
- Recent Cost of Living 'drop in' campaign in Rhyl provided Prevention teams the opportunity to give further safety advice;
- Proactive hot spotting campaigns following significant incidents producing SAWC referrals and community reassurance following incidents;
- Partnership between NWFRS and Cartrefi Conwy and Care & Repair continues to identify high priority referrals – we engage with vulnerable people who are discharged from hospital/care settings to provide interventions where required;
- Christmas safety activity included supporting local foodbanks and delivering safety talks to Ukrainian refugees.

5 Fatalities and casualties from accidental fires in dwellings

5.1 There were no ADF fatalities during the first nine months of 2022/23, compared with 3 during the same period of the previous financial year. There were 2 serious and 22 slight injuries in accidental dwelling fires, compared with 4 and 30 respectively during the same period of 2021/22. The number of precautionary checks decreased from 27 to 16, whilst the number of people requiring first aid at the scene also decreased from 35 to 21.

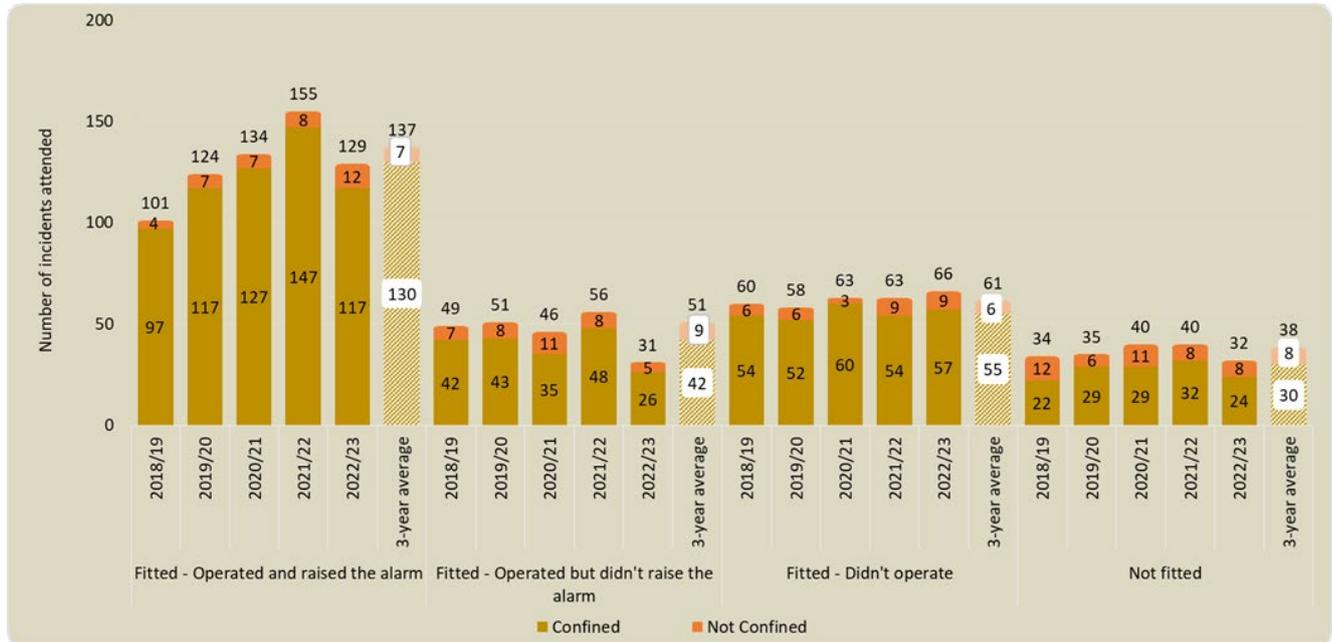
Severity of injury	2018/19	2019/20	2020/21	2021/22	2022/23
Precautionary Check	10	14	23	27	16
First Aid	17	32	21	35	21
Injuries - Slight	11	20	19	30	22
Injuries - Serious	2	3	2	4	2
Fatality	5	3	4	3	0
Total	45	72	69	99	61

Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	Change YTD	Average of 3 previous years	Change YTD / Average of 3 previous years
Injuries from accidental fires in dwellings	2022-23	10	37	14		61	↓ 35	77	↓ 16
	2021-22	43	23	30		96			
Deaths from accidental fires in dwellings	2022-23	0	0	0		0	↓ 3		
	2021-22	3	0	0		3			



6 Smoke Detectors – Accidental Dwelling Fires (ADFs)

- 6.1 Smoke/heat detectors were present at the majority of ADFs, although not all went on to operate. At 32 of the ADFs, no detector was fitted.
- 6.2 Of the 258 ADFs, 224 were confined to the room of origin, the item first ignited, or there was heat/smoke damage only.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Smoke detector fitted which operated and raised alarm	2022-23	36	44	49		129	↓	138	↓ 6.5%
	2021-22	54	46	55		155	16.8%		
Smoke detector fitted which operated but didn't raise the alarm	2022-23	17	4	10		31	↓	51	↓ 39.2%
	2021-22	20	20	16		56	44.6%		
Smoke detector didn't operate	2022-23	22	19	25		66	↑	61	↑ 8.2%
	2021-22	26	16	21		63	4.8%		
Smoke detector not fitted	2022-23	6	13	13		32	↓	38	↓ 15.8%
	2021-22	13	13	14		40	20.0%		

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

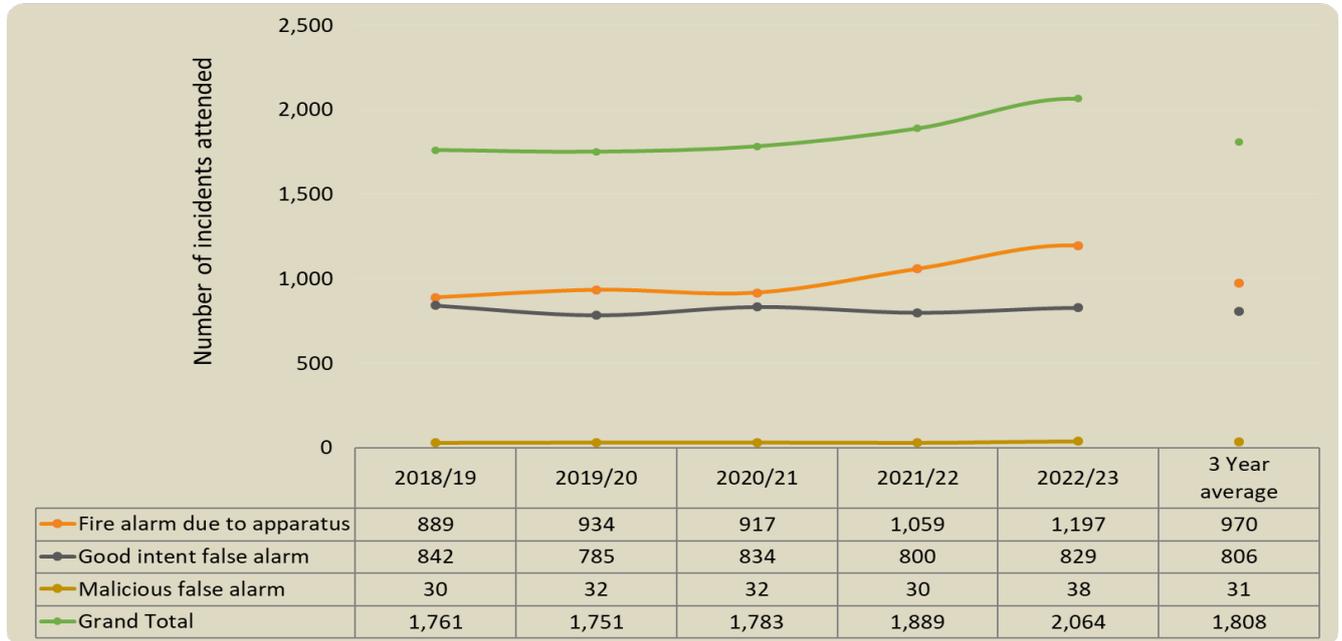
Actions to support communities by increasing smoke alarm ownership and safety education:

- The Service continues with the aim to deliver approximately 20,000 SAWCs this year;
- Continue to work with partners to identify the most vulnerable people in our communities and provide them with suitable advice and interventions;
- Continue the education and awareness of the correct sighting and fitting of smoke alarms in people's homes to prevent unnecessary activations and false alarms;
- Continue to promote regular testing of smoke alarms using all media platforms;
- Ensuring our advice provides details and actions to be taken if a fire starts or a smoke alarm activates in the home;
- Educationalists continue to promote smoke alarm ownership and testing as part of the delivery across North Wales schools.

7 False Alarms



7.1 In the first nine months of 2022/23 there were 2,064 false alarms; a 9.3% increase from 1,889 in the same period of 2021/22. There was a 13.0% increase in AFAs from 1,059 to 1,197. False alarms made with good intent increased 3.6% from 800 to 829. False alarms made with malicious intent increased 26.7% from 30 to 38.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total false alarm	2022-23	671	787	606		2,064	↑ 9.3%	1,808	↑ 14.2%
	2021-22	595	702	592		1,889			
AFA	2022-23	417	420	360		1,197	↑ 13.0%	970	↑ 23.4%
	2021-22	311	403	345		1,059			
False alarms made with good intent	2022-23	240	352	237		829	↑ 3.6%	806	↑ 2.9%
	2021-22	278	287	235		800			
Malicious	2022-23	14	15	9		38	↑ 26.7%	31	↑ 22.6%
	2021-22	6	12	12		30			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Narrative

- **2,064** Total False Alarms attended (increase of 9.3%);
- **1,197** Total Fire alarm due to apparatus (AFA) (increase of 13.0%);
- Fire alarm due to 'apparatus' represented 58% of total False Alarms.

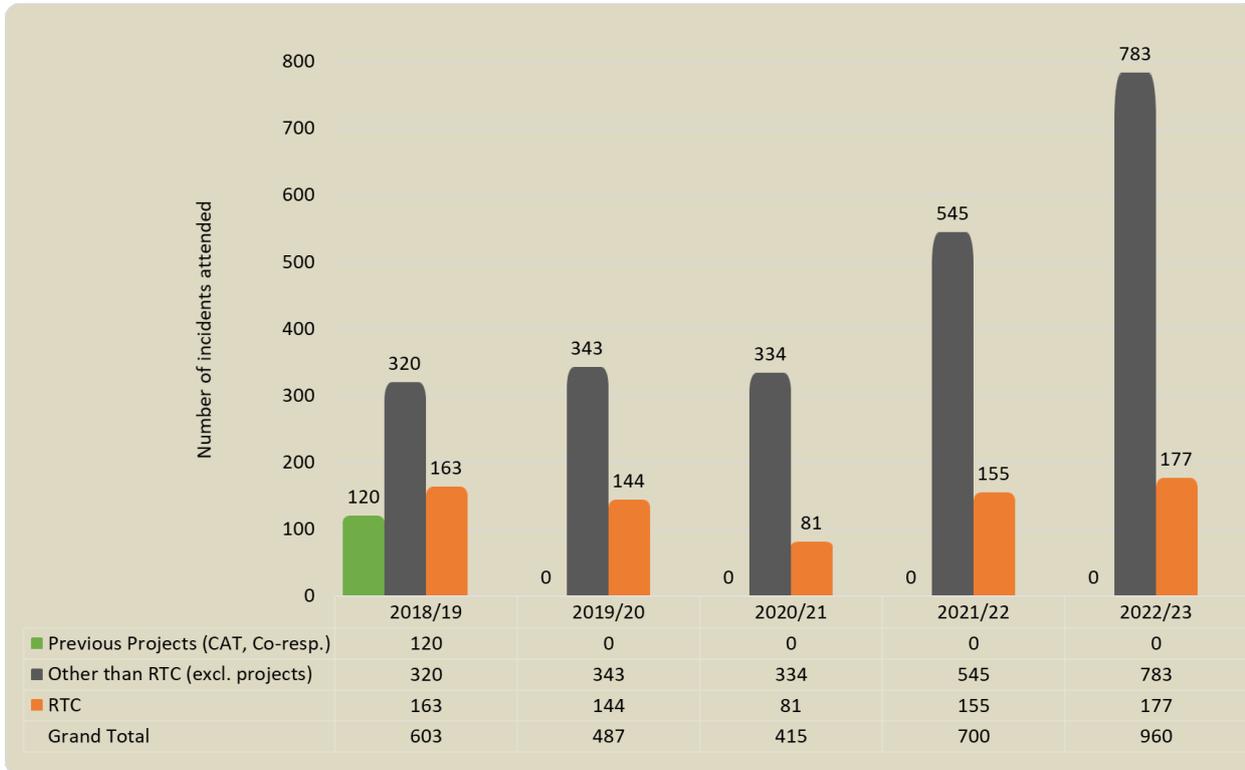
What we are doing:

- **AFA in dwellings** - Continue working to keep the most vulnerable safe in communities through targeted Prevention campaigns and working with care providers by installing care line systems. We need to accept this may increase the number of AFAs we attend in dwellings, but each attendance will give us an opportunity to provide further, often bespoke safety advice. We will continue to monitor AFAs in dwellings by:
 - Continue to review the daily incident log by Partnership Managers in the areas to spot any emerging trends and or repeat calls to the same premises;
 - Continue to work with care line providers ensuring call monitoring staff have the appropriate training and review if required e.g. new starters;
 - Continue to provide safety advice when NWFRS attend AFAs in dwellings;
 - Continue to make referrals to external agencies when further specialist support is identified and needed.
- **AFA in non-residential** - We continue to work with BCUHB to reduce these actuations, and BCUHB have a plan in place to reduce AFAs which we are monitoring;
- **AFA in 'other residential'** - As above, work is ongoing to support BCUHB to reduce AFA activations in care settings. We are also working with higher education establishments to reduce AFAs through targeted Prevention campaigns.

8 Special Service Incidents



- 8.1** Special service incidents increased 37.1% to 960 during the first nine months of 2022/23, compared with 700 in the same period of 2021/22. Road traffic collisions increased 14.2% from 155 to 177, whilst 'Other than RTC' incidents increased 43.7%, from 545 to 783.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total special service incidents	2022-23	327	371	262		960	↑ 37.1%	534	↑ 79.8%
	2021-22	152	233	315		700			
Road traffic collisions (RTC)	2022-23	53	65	59		177	↑ 14.2%	127	↑ 39.4%
	2021-22	31	56	68		155			
Other than RTC	2022-23	274	306	203		783	↑ 43.7%	407	↑ 92.4%
	2021-22	121	177	247		545			

*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Narrative

960 special service incidents attended (37.1% increase);

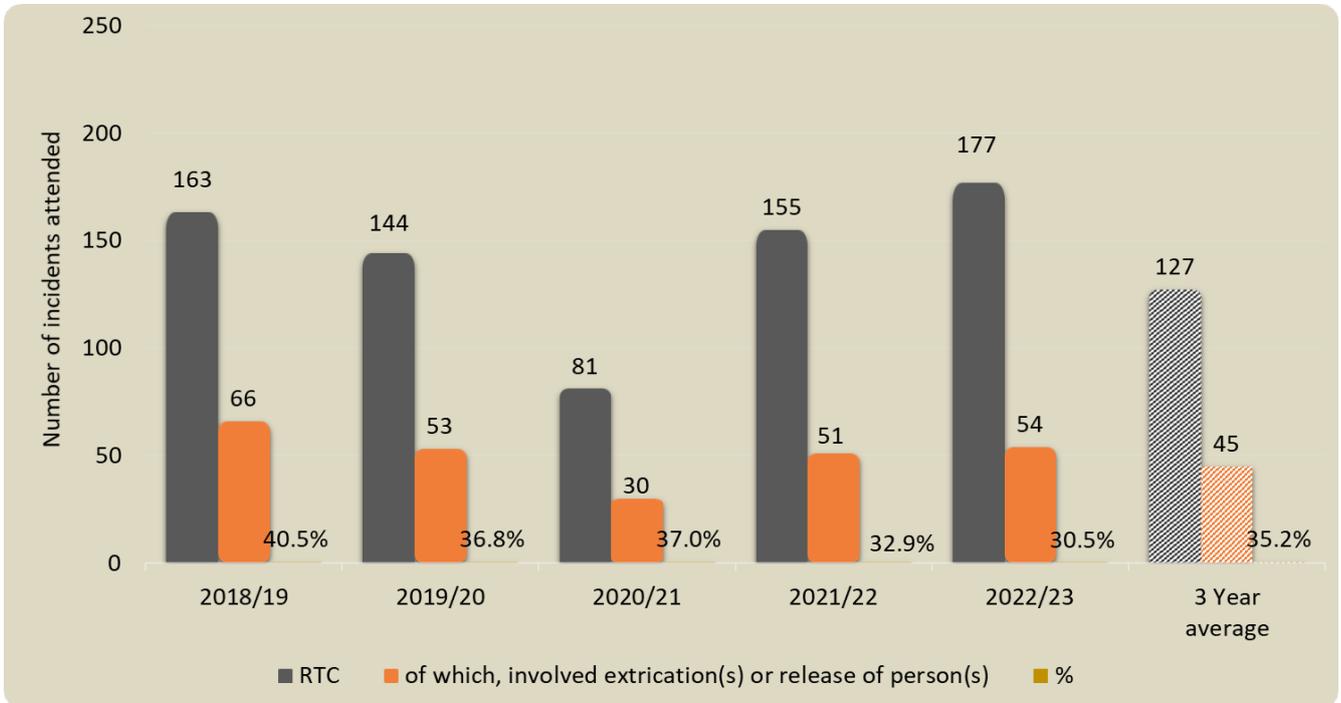
783 Other than RTC (excl. projects) (increase of 43.7%).

- The reason for NWFRS's increased attendance to SSIs is a result of a conscious decision taken by the organisation to change the approach and be more proactive in responding to requests for assistance which would not typically require a Fire and Rescue Service response. This has resulted in being more visible in the community.
- The number of RTCs attended have increased and are higher than the three-year average. It should be noted that the number of visitors to the area, especially during the summer months, was significant during 2022 (release from all Covid-19 restrictions).
- 'Olivia's Story' continues to be delivered in collaboration with NWP. Over 2,500 young people have now been given the presentation.
- NWFRS is a stakeholder and key participant of the North Wales Road Safety Group, supporting the delivery of interventions where required.

9 Road Traffic Collisions and Extrications/Release



9.1 Out of the 177 road traffic collisions attended in the reporting period, 54 (30.5%) involved the Service using equipment to extricate at least 1 casualty from the vehicle. Whilst 97 incidents resulted in injuries, the majority of casualties sustained only slight injuries.



177	RTC incidents attended
97	incidents where people sustained injury
54	incidents involved extrication / release

Severity of Injury *	Number of people
Precautionary check	24
First Aid	17
Injuries - Slight	70
Injuries - Serious	47
Fatalities	8
*RTC injuries - where available are recorded in the IRS in the same categorisation as fire injuries	

Narrative

177 RTCs attended, a 14.2% increase from 155;
54 (30.5%) involved extrication / release of persons.

Despite the increase in RTCs attended, there is a reduction in the percentage of extrications required by NWFRS crews. The increase in visitor numbers (road traffic) in North Wales during the summer of 2022 is the likely reason for the increase of RTCs.

Action taken to reduce the number of road traffic collision:

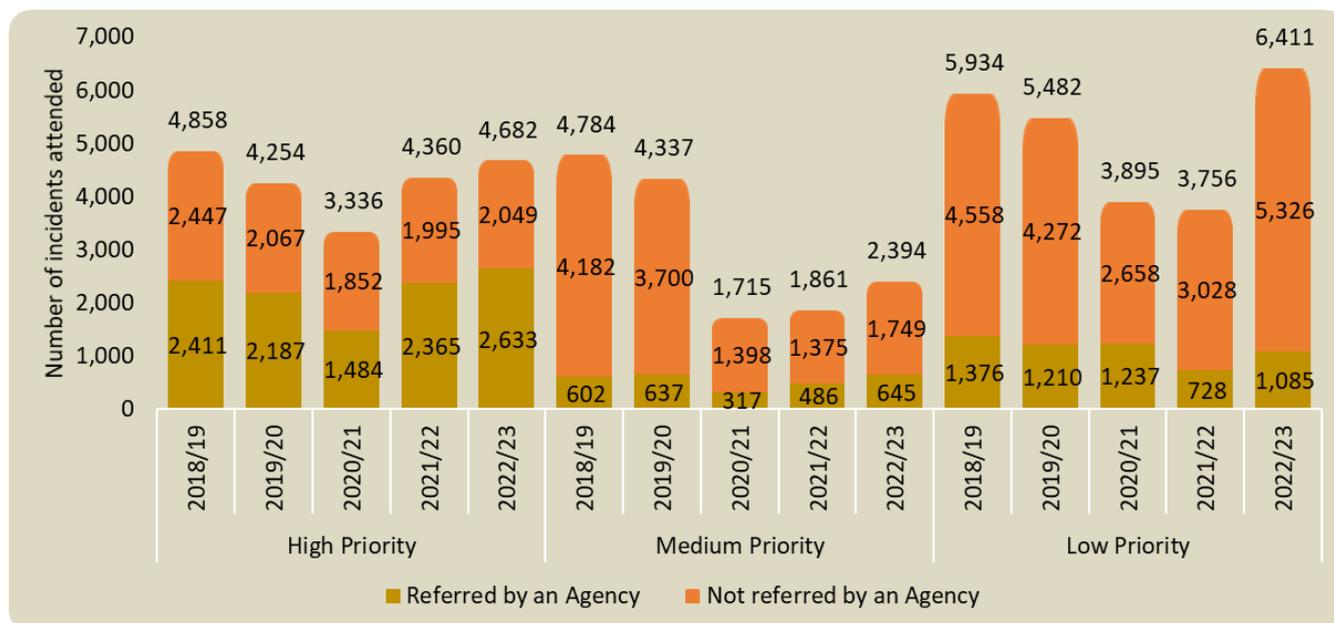
- 'Olivia's Story' continues to be delivered in collaboration with NWP. Over 2,500 young people have now been given the presentation;
- NWFRS Prevention staff continue to attend the North Wales Road Safety Group;
- NWFRS, in partnership with WAST and NWP, is part of 'Deadly Impacts' intervention that details the consequences of a road traffic collision (RTC) (death and serious injuries).



10 Monitoring against Improvement and Well-being objective 1:
 1.1 To support people to prevent accidental dwelling fires and stay safe if they do occur.

10.1 Safe and Well Checks

The Service completed 13,487 Safe and Well Checks, of which 4,363 (32.3%) were undertaken in response to a referral from a partner agency.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	Change YTD	Average of 3 previous years	Change YTD / Average of 3 previous years
% of all Safe and Well Checks undertaken that originated from a referral from a partner organisation	2022-23	35%	30%	32%		32%	↓ 4	32%	→ 0
	2021-22	40%	35%	35%		36%			
*The columns in grey show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.									

Narrative

13,487 SAWCs completed of which: -

4,682 (34.7%) referrals were high priority, with 2,633 coming from a partner agency;

2,394 (17.7%) were Medium Priority SAWCs;

6,411 (47.6%) were Low Priority SAWCs.

Action taken to improve performance & comments:

- Return to pre Covid-19 SAWC activity following positive re-engagement work with our partner agencies;
- Continue to deliver SAWCs as previously referred to in the report, including via telephone, where appropriate;
- Continue to deliver Prevention campaigns and safety advice in line with our CSG and Corporate Communications campaign calendar;
- Re-engagement of the previous high priority members of the community continues and involves all WT, DC, and WDSR crews;
- Continue to provide bespoke interventions to the most vulnerable in the community;
- The array of interventions issued to occupiers continues to grow, including innovative equipment such as Stove guards.

11 Planned 20 Stations Availability

11.1 From 275 days of the reporting period, the 20-station availability Service standard was achieved on 260 days (94.5%) – a 15.6% increase from the same period in 2021/22 (225 days – 81.8%).



Glossary

Fires	All fires fall into one of three categories – primary, secondary or chimney.
Primary Fires	<p>These are fires that are not chimney fires, and which are in any type of building (except if derelict), vehicles, caravans and trailers, outdoor storage, plant and machinery, agricultural and forestry property, and other outdoor structures such as bridges, post boxes, tunnels, etc.</p> <p>Fires in any location are categorised as primary fires if they involved casualties, rescues or escapes, as are fires in any location that were attended by five or more fire appliances.</p>
Secondary Fires	<p>Secondary fires are fires that are neither chimney fires nor primary fires.</p> <p>Secondary fires do not involve casualties, rescues or escapes, and will have been attended by four or fewer fire appliances.</p> <p>Secondary fires are those that would normally occur in locations such as open land, in single trees, fences, telegraph poles, refuse and refuse containers (but not paper banks, which would be considered - in the same way as agricultural and forestry property - to be primary fires), outdoor furniture, traffic lights, etc.</p>
Chimney Fires	<p>These are fires in occupied buildings where the fire is confined within the chimney structure, even if heat or smoke damage extends beyond the chimney itself.</p> <p>Chimney fires do not involve casualties, rescues or escapes, and will have been attended by four or fewer fire appliances.</p>
Special Service Incidents	<p>These are non-fire incidents which require the attendance of an appliance or officer and include:</p> <ul style="list-style-type: none"> a) Local emergencies e.g. flooding, road traffic incidents, rescue of persons, 'making safe' etc; b) Major disasters; c) Domestic incidents e.g. water leaks, persons locked in or out etc; d) Prior arrangements to attend incidents, which may include some provision of advice and inspections.
False Alarm (general guidance)	<p>Where the FRS attends a location believing there to be an incident, but on arrival discovers that no such incident exists, or existed.</p> <p>Note: if the appliance is 'turned around' by Control before arriving at the incident it is not classed as having been attended and does not need to be reported.</p>
False Alarms - Malicious	These are calls made with the intention of getting the FRS to attend a non-existent incident, including deliberate and suspected malicious intentions.
False Alarms – Good Intent	These are calls made in good faith in the belief that the FRS really would attend a fire or special service incident.

False Alarms - AFA	These are calls initiated by fire alarm and fire-fighting equipment. They include accidental initiation of alarm apparatus or where an alarm operates and a person then routinely calls the FRS as part of a standing arrangement, i.e. with no 'judgement' involved, for example from a security call centre or a nominated person in an organisation.
Building - Dwellings	A property that is a place of residence, i.e. occupied by households, excluding hotels, hostel and residential non-permanent structures.
Building - Non-Residential	Properties such as hospitals, offices, shops, factories, warehouses, restaurants, cinemas, public buildings, religious buildings, agricultural buildings, railway stations, sheds, prisons.
Building - Other Residential	Properties such as hotels, hotels and residential institutions B&Bs, Nursing/care homes, student halls of residence.
Vehicle (Road and Other Transport)	Road vehicle, rail vehicle, aircraft, boat.
Outdoor	Fields, grassland, woodland, refuse containers, post boxes.
Wildfires	A grassland, woodland and crop fire where the incident was attended by 4 or more vehicles, or the Service was in attendance for 6 hours or more, or where there was an estimated fire damage area of over 10,000 square meters.

Report to	Executive Panel
Date	20 March 2023
Lead Officer	Richard Fairhead, Assistant Chief Fire Officer
Contact Officer	Richard Fairhead
Subject	Overview of Emergency Cover Review



PURPOSE OF REPORT

- 1 A working group for North Wales Fire and Rescue Authority (the Authority) Members took place on 14 March 2023. During this meeting, Members were given a presentation by Assistant Chief Fire Officer Richard Fairhead and ORH . This was to introduce the purpose of undertaking an Emergency Cover Review and the methodology to be used. This report outlines the information presented to the Working Group.

RECOMMENDATION

- 2 That Members note the contents of this report.

BACKGROUND

- 3 In the Chief Fire Officer's (CFO) situational assessment presented to the Authority on 20 September 2021, a number of key risks facing the Authority were highlighted. In summary, these were associated with maintaining sufficient availability of on-call fire crews; ensuring sufficient resources to maintain and develop firefighter skills; and having enough corporate capacity to meet current and future demand.
- 4 In response to this paper the Authority agreed to request the CFO to initiate a programme of reviews into key critical areas, notably of on-call crew availability, training, corporate capacity, and emergency response cover.
- 5 They also agreed that, in the first instance, the cost of scoping out and planning these reviews should be met from reserves.
- 6 In addition; Audit Wales undertook a review of "Corporate Resilience in North Wales Fire and Rescue Authority" in April 2021 and made the following Proposals for improvement – "To support resilience the authority should review station locations to identify opportunities to optimise emergency response arrangements."

INFORMATION

- 7 As a predominantly on-call (retained) service, North Wales Fire and Rescue Service (the Service) places a heavy reliance on having sufficient on-call firefighters available to crew fire appliances throughout the day and night. Only eight of the Service's forty-four fire stations have wholetime crews, so over 80% of the Service's fire engines are crewed by on-call firefighters.
- 8 As Members are aware, there are many challenges and vulnerabilities associated with the on-call (retained) duty system nationally, primarily around the recruitment and retention of on-call firefighters, resulting in a continuous strain on the Service to address the deficit.
- 9 In 2016, following a public consultation, the Authority considered how it wanted to rebalance resources to match risk, and adopted a model that included ensuring that there would be a minimum of 20 strategically located fire crews available in North Wales.
- 10 The Service continues to maintain the minimum 20 fire crews model by focusing on 20 key locations in order to maximise fire cover across North Wales. By a number of means, 20 fire engines are crewed within those locations on most days but it is becoming increasingly difficult to do so. In 2023/24 the Service will pilot a target of 18 fire engines in response to the budget agreed for the forthcoming year.
- 11 When faced with an emergency incident of any significance, the Service has in the past had to request cover from a neighbouring Service in England. This is particularly concerning and it is worsened when much of the Service's emergency response time is taken up responding to weather-related incidents. With the effects of climate change, the impact on the Service is likely to increase in coming years as it is called to more frequent and more protracted incidents such as large outdoor fires and widespread flooding events.
- 12 It is therefore prudent for the Authority to commission work to develop a medium-term emergency response cover proposal in order to generate options for the Authority as to how best to ensure more sustainable fire and rescue cover across North Wales.

- 13 The independent company of ORH has been commissioned to work in partnership with the Service to provide Members with options for consideration.
- 14 Potential options for change and their implications are to be provided to the next Members working group on 04 April 2023.

IMPLICATIONS

Well-being Objectives	Any options must meet the Authority's obligations under the Well-being of Future Generations (Wales) Act 2015
Budget	No budgetary implications at this stage, however any proposed changes to Emergency cover will have implications for both capital and operational budgets in future years
Legal	Any options must meet the Authority's obligations under the Fire and Rescue Services Act 2004
Staffing	No known impact on staffing levels
Equalities/Human Rights/ Welsh Language	The impact of these aspects will be assessed at the appropriate point in the development of the Emergency cover proposals
Risks	Reduces the risks of not being able to set a balanced budget and plan appropriately in future years

Report to	Executive Panel
Date	20 March 2023
Lead Officer	Stuart Millington, Assistant Chief Fire Officer (Environment)
Contact Officer	Tim Christensen, Environment and Climate Change Manager
Subject	Development of the Environmental Strategy 2023-2030



PURPOSE OF REPORT

- 1 A working group for North Wales Fire and Rescue Authority (the Authority) Members took place on 14 March 2023. During this meeting, Members were given a presentation by the Environment and Climate Change Manager introducing the concept of an Environmental Strategy, and discussing some of the decisions which will need to be made in order to develop one. This report outlines the information presented to the Working Group.

RECOMMENDATION

- 2 That Members note the contents of this report.

BACKGROUND

- 3 The Well-being of Future Generations (Wales) Act 2015 requires public bodies to consider the long-term impacts of decisions in a number of ways. The relevant duties to the preparation of an environmental strategy for the Service fall under the heading 'A Resilient Wales':
 - 1) **Biodiversity and Soil** Maintain and enhance the natural environment through managing land appropriately to create healthy functioning ecosystems
 - 2) **Natural Green Space** Support social resilience and community well-being
 - 3) **Knowledge of Nature** Increase awareness of the importance of a biodiverse natural environment with healthy functioning ecosystems
 - 4) **Water and Air Quality** Support ecological resilience, making the environment healthier for wildlife and people

The Environment (Wales) Act 2016 sets out an ambition for the Welsh Government (WG) to reduce emissions of greenhouse gases in Wales to net zero by the year 2050.

In accordance with this duty, the WG has prepared a series of interim carbon budgets, including under Carbon Budget 3 (CB3) an ambition for the Welsh public sector to be net zero carbon by 2030. This is binding on the WG as a whole, and not specific public bodies.

The Service is a signatory to the Emergency Services Environment and Sustainability Group (EESG) Sustainability Charter, which sets out the following relevant commitments:

- 1) Work towards net zero carbon emissions through improving the energy efficiency of our estate and sustainable business and personal travel.
- 2) Improve resource efficiency and adopt circular economy approaches to reducing waste and save money.
- 3) Restore and enhance local biodiversity through considered management of our estates.
- 4) Adapt to inevitable climate change through proactively managing our ability to respond to extreme weather events and changes to service demand.
- 5) Take action to avoid or mitigate pollution of water courses.
- 6) Minimise our reliance on fossil fuels by actively seeking to generate renewable energy at our sites, and through the adoption of greener technologies and fuels for our fleet.

INFORMATION

- 4 As a Fire and Rescue Service, it is important that we recognise the importance of protecting and preserving our natural environment for future generations. Our actions have a direct impact on the environment and we have a duty to reduce our environmental footprint and promote sustainability in all areas of our operations.

The proposed Environmental Strategy will outline our commitment to reducing our environmental impact. This will include implementing sustainable practices in our daily operations, reducing our carbon emissions, and promoting environmental awareness amongst our staff and members of the community.

The Strategy will set out a number of detailed plans to be developed over the coming financial year, detailing specific measures and timescales for implementation in a number of areas, including procurement, fleet, and our station estate.

Specific proposals are to be made to a subsequent Members working group on 04 April 2023.

IMPLICATIONS

Well-being Objectives	Direct implication for agreeing the steps towards meeting one of the Authority's long-term improvement and well-being objectives
Budget	No budgetary implications at this stage, however the proposed Environmental Strategy will have implications for both capital and operational budgets within each financial year to calendar year 2030.
Legal	Supports compliance with improvement planning, well-being and environment legislation
Staffing	No known impact on staffing levels
Equalities/Human Rights/ Welsh Language	The impact of specific actions on these aspects will be assessed at the appropriate point in their development
Risks	Reduces the risks of legal non-compliance and of failing to budget and plan appropriately