Mae'r ddogfen hon ar gael yn Gymraeg **Agenda Item 8**

Report to	**North Wales Fire and Rescue Authority**
Date	**20 July 2026**
Lead Officer	**Helen MacArthur, Assistant Chief Fire Officer**
Contact Officer	**Elgan Roberts, Head of Finance and Procurement**
Subject	**Estate Strategy 2026-36**

PURPOSE OF REPORT

1 The purpose of this report is to present Members of the North Wales Fire and Rescue Authority (the Authority) with the Estates Strategy covering 2026–2036 for awareness.

EXECUTIVE SUMMARY

2 The Estates Strategy sets out a ten-year framework to modernise and invest in North Wales Fire and Rescue Service's (the Service) estate to ensure it is safe, inclusive, operationally effective and environmentally responsible.

3 A comprehensive condition survey across 49 properties provides a strong evidence base for targeted investment, identifying opportunities to enhance a significant proportion of the estate, with priority works focused on the areas of greatest impact over the short to medium term.

4 The strategy reflects detailed feedback from staff and directly addresses key priorities, including strengthening contamination control arrangements, improving welfare standards, enhancing inclusivity and supporting operational effectiveness.

5 It establishes a structured and deliverable programme to refurbish stations, reduce the maintenance backlog, decarbonise the estate and develop a modern training facility. It also affirms important strategic decisions, including retaining existing station locations and bringing estates management in-house by 2027 to strengthen control and delivery.

6 Delivery is set out in clearly defined phases through to 2036, supported by measurable objectives to ensure progress is transparently monitored and reported annually to the Authority.

OBSERVATIONS FROM THE AUDIT COMMITTEE / EXECUTIVE PANEL

7 This paper has not previously been considered.

RECOMMENDATIONS

8 It is recommended that Members:

i) Endorse the Estates Strategy for 2026-2036.

IMPLICATIONS

Wellbeing Objectives	The Estates Strategy supports safer, healthier communities, improves workforce wellbeing and aligns with the Well-being of Future Generations (Wales) Act through long-term, sustainable investment decisions.
Budget	The Estates Strategy will require significant capital investment over the ten-year period, alongside funding to address the identified maintenance backlog. Detailed financial implications will be considered through individual business cases and the annual capital programme.
Legal	The Estates Strategy supports compliance with statutory requirements relating to health and safety, building standards and environmental obligations.
Staffing	An in-house Facilities Management function will be established by April 2027 to oversee delivery and ongoing estate management.
Equalities/Human Rights/Welsh Language	The Estates Strategy addresses identified shortcomings in inclusivity by committing to improved facilities, including appropriate changing and welfare arrangements, ensuring dignity and accessibility for all staff.
Risks	Key risks include affordability, delivery capacity and potential delays in securing funding for major projects. These risks will be managed through governance arrangements, phased delivery and ongoing monitoring through annual reporting.