

Management response form

Audit Wales use only

| | |
|--------------|--------------------------|
| Audited body | North Wales FRA |
| Audit name | Financial sustainability |
| Issue date | March 2026 |

| Ref | Recommendation | Commentary on planned actions | Completion date for planned actions | Responsible officer (title) | Audit Wales only |
|-----|---|---|-------------------------------------|---------------------------------|------------------|
| R1 | <p>The Authority should update its medium-term resources strategy and develop its longer-term approach to achieve financial sustainability. To do this, the Authority should:</p> <ul style="list-style-type: none">ensure its strategy remains up to date and linked to annual budget setting; | <p>A refreshed Medium-Term Resource Strategy (MTRS) covering the period 2026–2030 has been developed and is scheduled to be presented to the Audit Committee in March.</p> <p>The MTRS will be formally updated at least every other year and refreshed annually where there are material changes in funding, financial risk, or service priorities</p> | March 2026 | Head of Finance and Procurement | |

| Ref | Recommendation | Commentary on planned actions | Completion date for planned actions | Responsible officer (title) | Audit Wales only |
|-----|--|--|-------------------------------------|---------------------------------|------------------|
| | <ul style="list-style-type: none"> • set out how it will respond to financial risks, including, if necessary, through savings planning; and • strategically plan its use of reserves. | | | | |
| R2 | <p>The Authority should strengthen its financial reporting to members to include the impact of financial performance on its:</p> <ul style="list-style-type: none"> • well-being objectives; • delivery of its statutory duties; and | <p>We accept this recommendation. Existing financial reports provided to members will be reviewed and refined to ensure they continue to support effective oversight of financial performance as per the recommendation.</p> | September 2026 | Head of Finance and Procurement | |

| Ref | Recommendation | Commentary on planned actions | Completion date for planned actions | Responsible officer (title) | Audit Wales only |
|-----|---|---|-------------------------------------|-----------------------------|------------------|
| | <ul style="list-style-type: none"> longer-term financial strategy. | | | | |
| R3 | The Authority should clarify which committee has responsibility for oversight of financial strategy and financial monitoring. | The recommendation is accepted; however, Implementation will be aligned to the introduction of Welsh Government secondary legislation on Fire and Rescue Service governance reform. In the interim the FRA will have ultimate responsibility. | Aligned to Governance Reform | Monitoring Officer | |