

**AWDURDOD TÂN AC ACHUB GOGLEDD CYMRU**



**NORTH WALES FIRE AND RESCUE AUTHORITY**

A meeting of the **NORTH WALES FIRE AND RESCUE AUTHORITY** will be held **MONDAY 17 APRIL 2023** virtually **via Zoom**.

Yours faithfully,  
Gareth Owens  
Clerk

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**AGENDA**

- 1. Apologies**
- 2. Declarations of Interest**
- 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 meeting held on 16 January 2023**
- 5. Matters Arising**
- 6. Chair's Report**
- 7. Firefighter Pay Awards and Potential Industrial Action**
- 8. Provisional Outturn 2022/23**
- 9. Annual Review of the Authority's Corporate Plan 2021-24**
- 10. Public Service Boards Wellbeing Plans - for approval**
- 11. Pay Policy Statement 2023-24**
- 12. Standards Committee Annual Report**
- 13. Re-appointment of Independent Members**
- 14. Progress Report on Emergency Cover Review**

**15. Environmental Strategy 2023-2030**

**16. New Training Centre Update**

**17. 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 2 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.

**18. None**

## **NORTH WALES FIRE AND RESCUE AUTHORITY**

Minutes of the meeting of **North Wales Fire and Rescue Authority** held on **Monday 16 January 2023** virtually via **Zoom**. Meeting commenced at **09.00hrs**.

### **Councillor**

Dylan Rees (Chair)  
Paul Cunningham (Deputy Chair)  
Bryan Apsley  
Carol Beard  
Michelle Walker  
Tina Claydon  
Adele Davies-Cooke  
Chrissy Gee  
Alan Hughes  
Chris Hughes  
John Brynmor Hughes  
Marc Jones  
Gwynfor Owen  
Beverley Parry-Jones  
Arwyn Herald Roberts  
Austin Roberts (left 11:03)  
Gareth A Roberts  
Rondo Roberts  
Gareth Sandilands  
Dale Selvester  
Nigel Smith  
Ken Taylor  
Rob Triggs  
Mark Young

### **Representing**

Anglesey County Council  
Flintshire County Council  
Wrexham County Borough Council  
Conwy County Borough Council  
Denbighshire County Council  
Flintshire County Council  
Flintshire County Council  
Flintshire County Council  
Denbighshire County Council  
Conwy County Borough Council  
Cyngor Gwynedd  
Wrexham County Borough Council  
Cyngor Gwynedd  
Wrexham County Borough Council  
Cyngor Gwynedd  
Conwy County Borough Council  
Cyngor Gwynedd  
Wrexham County Borough Council  
Denbighshire County Council  
Flintshire County Council  
Conwy County Borough Council  
Anglesey County Council  
Cyngor Gwynedd  
Denbighshire County Council

### **Also present:**

Dawn Docx	Chief Fire Officer
Stewart Forshaw	Deputy Chief Fire Officer
Richard Fairhead	Assistant Chief Fire Officer
Helen MacArthur	Assistant Chief Fire Officer
Stuart Millington	Assistant Chief Fire Officer
Dafydd Edwards	Treasurer
Gareth Owens	Clerk and Monitoring Officer
Lisa Allington	Executive Assistant
Helen Howard	Head of Finance and Procurement
Tracey Williams	Head of Corporate Communications
Pam Bass	Executive Assistant
Louisa Phillips	ICT Technical Manager
Euros Lake	Audit Wales
Nick Selwyn	Audit Wales

## 1 APOLOGIES

### **Councillor**

Neil Coverley  
Marion Bateman  
Paul Rogers  
Jeff Evans

### **Representing**

Conwy County Borough Council  
Flintshire County Council  
Wrexham County Borough Council  
Anglesey County Council

## **ABSENT**

### **Councillor**

### **Representing**

Councillor Michelle Walker was welcomed to the meeting. It was noted that Cllr Walker had been appointed as a replacement to Cllr Brian Blakely, Michelle's father, who sadly passed away recently. A moments silence was held.

## 2 DECLARATIONS OF INTEREST

- 2.1 Cllr Rob Triggs declared an interest in the Part II Industrial Action item as he was an out of trade member of the Fire Brigades Union.

## 3 NOTICE OF URGENT MATTERS

- 3.1 There was no notice of urgent matters.

## 4 MINUTES OF THE MEETING HELD ON 17 OCTOBER 2022

- 4.1 The minutes of the meeting held on 17 October 2022 were submitted for approval.
- 4.2 **RESOLVED to approve the minutes as a true and correct record of the meetings held.**

## 5 MATTERS ARISING

- 5.1 There were no matters arising to record.

## 6 CHAIR'S REPORT

- 6.1 It was noted that a written paper had been supplied for this meeting to provide Members with information on the meetings and events attended by the Chair and Deputy Chair of the North Wales Fire and Rescue Authority (the Authority) in their official capacities between November 2022 and January 2023.

6.2 It was noted that since the paper had been written, the Chief Fire Officer, the Chair, ACFO MacArthur and the Treasurer had met with the Leaders and Chief Executives of the six Counties in North Wales on Friday 13 January 2023 in order to discuss the budget.

6.3 Thanks were given to the Chair, Deputy Chair and relevant officers for the extensive work put in with the North Wales Local Authority Leaders.

6.4 **RESOLVED to note the information provided.**

## **7 FINANCIAL OUTTURN 2022-23**

7.1 ACFO MacArthur presented the Financial Outturn 2022-23 paper which provided members with an update on the revenue and capital expenditure position for 2022/23, as at 30 November 2022.

7.2 It was noted that management information on sickness levels of staff within the North Wales Fire and Rescue Service (the Service) would be provided to Members in the future.

7.3 **RESOLVED to:**

- (i) note the draft revenue and capital outturn projections for the 2022/23 financial year, as detailed within the report;**
- (ii) note the risks associated with inflation and supply chain issues;**
- (iii) note the risks associated with the ongoing pay negotiations; and**
- (iv) approve the use of earmarked and general fund reserves.**

## **8 MEDIUM TERM FINANCIAL STRATEGY 2023/26 AND BUDGET 2023/24**

8.1 ACFO MacArthur presented the Medium-Term Financial Strategy and Budget paper which asked Members to approve the final 2023/24 revenue budget and relevant levies on constituent authorities, to approve the final 2023/24 capital budget, and to note the Medium-Term Financial Strategy (MTFS) 2023/26.

8.2 The report presented three options, further to consultation with Members, and set out the significant risks and uncertainties faced at this time.

8.3 Members were referred to paragraph 15 of the report. It was noted that Members had already confirmed that Option 1 was not affordable.

8.4 Members' attention was drawn to paragraphs 21 to 23 of the report which detailed the actions that needed to be taken in order to achieve the savings detailed in Option 3.

- 8.5 It was noted that a Fire Cover Review was currently being carried out and the results of this would be presented to Members in April 2023.
- 8.6 At this juncture, the Clerk reminded Members of their responsibility to act in the best interests of the Authority, and that the impact on their constituent councils should be secondary to this when making decisions that could affect the ability of the Authority to fulfil its statutory duties. However, Council Tax implications should also be considered.
- 8.7 A Member asked about the necessity of the significant land purchase referred to in the report. It was responded that this was needed in order to replace the hot smokehouse training centre currently utilised for training, and which had reached end of life. It was clarified that Members were not being asked to approve the spend for this land purchase at this time, but merely to acknowledge it, and that a report would be submitted later in the year in order to lay the new training centre proposals before Members in detail.
- 8.8 It was acknowledged that some funding had been withdrawn by the Welsh Government due to their own financial restraints, and that this cost would now have to be absorbed by the Service.
- 8.9 One Member expressed concern with regards to the proposed delay in purchasing Personal Protective Equipment (PPE) for Wildfires and wondered whether there was a possibility of investing in half the required PPE this year and deferring half to next year. It was responded that this remained a priority for the Service and was an option that could be looked at.
- 8.10 A Member asked for it to be noted that by his estimates, contributions by Local Authorities (LAs) had risen by a total of 30% since 2017, even though inflation rates had been relatively low over this period, and that this had already had an impact on Council Tax payers.
- 8.11 The Treasurer thanked the Chair and Vice Chair for their support with regards to having the budget endorsed by LA Leaders. He stated that he wouldn't recommend any lower an increase than 9.9% as this was already taking on a great deal of risk.
- 8.12 The Chief Fire Officer drew Members' attention to the risks associated with budget Option 3 and they were asked to consider these prior to making a decision.
- 8.13 A proposal was made that Members approve budget Option 3 which detailed a 9.9% increase in the levy to the LAs. This proposal was duly seconded with the majority in favour, two abstentions and one objection.

#### **8.14 RESOLVED to:**

- (i) note the planning work undertaken to reduce the budget requirement for 2023/24, including associated risks and uncertainties;**
- (ii) approve the Authority's revenue budget for 2023/24, in accordance with the officers' recommendation with a total budget requirement of £43.31m (Option 3) with service changes bringing the increase down to 9.9% further to consultation with Members;**
- (iii) to approve the levies on billing authorities, based on an average increase in contributions from constituent authorities of £3.9m (+9.9%), in addition to the Pension Grant Contributions to be transferred into Councils' final RSG settlement, as set out in Appendix 4;**
- (iv) to approve the Authority's capital budget for 2023/24, as set out in Appendix 3; and**
- (v) endorse the Medium-Term Financial Strategy.**

### **9 CAPITAL AND TREASURY MANAGEMENT UPDATE**

9.1 ACFO MacArthur presented the Energy Contract Renewal paper, which provide Members with an update on the treasury management activity for 2022/23 and presented to members the proposed Capital Strategy and Treasury Management Strategy (the Strategies) incorporating the Minimum Revenue Statement for the period April 2023 – March 2024.

9.2 Members' attention was specifically drawn to pages 26 to 58 of the pack.

#### **9.3 RESOLVED to note the:**

- (i) note the mid-year position for the treasury management activities for 2022/23;**
- (ii) approve the Capital and Treasury Management Strategies and the Minimum Revenue Provision Statement for 2023/24, subject to any amendments necessary, following approval of the final revenue and capital budgets for 2023/24; and**
- (iii) in the event of amendments to the draft revenue and capital budgets for 2023/24 delegate approval of these Strategies and MRP Statement to the Executive Panel at its meeting of 20 March 2023.**

### **10 INTRODUCTION TO THE ROLE OF AUDIT WALES – EUROS LAKE, AUDIT WALES**

10.1 Euros Lake and Nick Selwyn from Audit Wales were introduced to Members and a short presentation was given on the role of Audit Wales. It was agreed for the presentation to be sent out to Members.

- 10.2 **RESOLVED to:**  
**(i) note the content of the presentation.**

## **11. CARBON EMISSIONS REDUCTION REPORT – AUDIT WALES**

11.1 ACFO Millington presented the Carbon Emissions Reduction Report paper which provided Members with an overview of the Audit Wales Carbon Emissions Reduction Report following their audit of the Authority, as well as to describe the progress made in response to their findings.

- 11.2 **RESOLVED to:**  
**(i) Note the content of the report; and**  
**(ii) support the Service as we continue to strive towards achieving net carbon zero neutrality by 2030.**

## **12. BIODIVERSITY REPORT FOR APPROVAL**

12.1 Tim Christensen, Environment and Climate Change Manager, presented the Biodiversity Report. This report addressed 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.

12.2 It was noted that this report had previously been presented before the Executive Panel.

- 12.3 **RESOLVED to:**  
**(i) approve the contents of the Biodiversity Report and Action Plan 2022.**

## **13 IMPROVEMENT AND WELL-BEING PLAN**

13.1 DCFO Forshaw presented the Improvement and Well-Being Plan which was intended to review the Authority's long-term objectives contained in its Corporate Plan 2021-24.

- 13.2 **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.**

## **14 MANCHESTER ARENA INQUIRY**

14.1 ACFO Millington gave a presentation on the Manchester Arena Inquiry paper which had been compiled in order to provide an overview of the contents and implications of the recently published Manchester Arena Inquiry - Volume 2 report.

**14.2 RESOLVED to note the information contained in the report.**

## **15 CHIEF FIRE ADVISOR'S THEMATIC REVIEW INTO OPERATIONAL TRAINING**

15.1 DCFO Forshaw presented the Chief Fire Advisor's Thematic Review into Operational Training paper which presented an update following the publication of the Chief Fire and Rescue Advisor (CFRA) for Wales' review into training in the Fire and Rescue Service (FRS), entitled 'Fire and Rescue Service Operational Training: Thematic Review'.

15.2 One Member asked if firefighters were now receiving training with regards to electric vehicles, and it was responded that the Service's new training strategy included a road traffic collision refresher course which also encapsulated alternative fuel technologies.

**15.3 RESOLVED to:**

- (i) Note the contents of the report; and**
- (ii) note the action plan that has been put in place, to consider the recommendations of the CFRA's review within reasonable timescales.**

## **16 URGENT MATTERS**

16.1 There were no urgent matters.

At the end of Part I of the agenda, Cllr. Rob Triggs left the meeting due to a declaration of interest and it was then agreed to move into Part II of the meeting.

## **17 INDUSTRIAL ACTION UPDATE**

17.1 CFO Docx presented the report which updated Members of the progress of the ballot regarding the pay offer of 5% for firefighters and control operators. It also alerted Members to the potential for industrial action, and the business continuity arrangements being put in place.

- 16.2 It was confirmed that there would be a total of two resilience appliances available to cover during periods of strike action. These would be crewed by senior managers who had now undertaken refresher training. The Service would be consulting with individual stations nearer the time of any industrial action to ascertain who would not be taking part in strike action, and would therefore also be available.
- 16.3 Since this paper was written, Welsh Government officials had encouraged the Service to put in a Military Aid to Civil Authorities (MACA) request. The army's capacity to help would be unknown until such a time as a request has been submitted.
- 16.4 Members were advised that a revised local two-year pay offer of 6% for 2022 and 5% for 2023 had now been offered to the London Fire Brigade, although there was no indication as yet that this would be agreed. If this offer were to be accepted, it would put the remainder of the country in a difficult position as similar offer was not affordable in other Service areas.

**16.5 RESOLVED to note the content of the report.**

**Meeting closed: 11:45hrs**

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Not applicable</b>
Contact Officer	<b>Members Services</b> ( <a href="mailto:members.services@northwalesfire.gov.wales">members.services@northwalesfire.gov.wales</a> )
Subject	<b>Chair's Report</b>



## PURPOSE OF REPORT

- 1 This report provides Members with information on the meetings and events attended by the Chair and Deputy Chair of the North Wales Fire and Rescue Authority (the Authority) in their official capacities between January 2023 and March 2023.

## EXECUTIVE SUMMARY

- 2 The Chair and/or Deputy Chair have attended several meetings and events, both internally and externally on behalf of the Authority.

## RECOMMENDATION

- 3 That Members:
  - i) note the information provided.

## OBSERVATIONS FROM EXECUTIVE PANEL/AUDIT COMMITTEE

- 4 This report has not previously been considered.

## INFORMATION

- 5 In addition to the Authority-related meetings, the Chair and Deputy Chair have met with the Chief Fire Officer (CFO) on a regular basis. They also met with FBU representatives prior to the Executive Panel meeting held on the 20 March 2023.
- 6 On the 13 January the Chair and the CFO attended a virtual meeting with the Leaders and Chief Executives from the six North Wales Local Authorities to discuss the North Wales Fire and Rescue Service (the Service) budget for 2023-24.
- 7 On 26 January the Chair and the CFO attended the first meeting of the Fire & Rescue Services' 'Social Partnership Forum' chaired by the Deputy Minister, Hannah Blythyn MS.

8. On 27 January, the Chair attended the 'Ceremony of Achievement' at Amlwch Fire Station and presented certificates to the youngsters who had completed the Phoenix course.
9. On 6 February, the Chair and the CFO remotely attended a National Employers pay consultation meeting together with other regional Chairs and CFOs.
10. On 11 February the Deputy Chair attended the 'Ceremony of Achievement' at Ruthin Fire Station and presented certificates to the youngsters who had completed the Phoenix course.
11. On 17 February the Chair and the CFO attended a virtual meeting of the North Wales Regional Partnership Board.
12. On the 20 February, the Chair, Deputy Chair and the CFO attended a virtual meeting of the Fire and Rescue Panel of the WLGA together with the other Welsh Chairs/Deputy Chairs and CFO's.
13. On 7/8 March the Chair and the DCFO attended the LGA 'Fire and Rescue Conference' in Nottingham. Whilst at the conference the Chair also remotely attended the second meeting of the Social Partnership Forum held on 8 March.
14. On 13 March the Chair and the Deputy Chair attended the awards ceremony at Venue Cymru for staff who were receiving their long service medals.
15. On 17 March the Chair attended the 'Ceremony of Achievement' at Llanberis Fire Station and presented certificates to the youngsters who had completed the Phoenix course. Thanks again to Councillor Arwyn Herald Roberts for his support with taking photos.

## IMPLICATIONS

Wellbeing Objectives	Not relevant.
Budget	Any costs associated with meetings and events attended by members are reimbursed from the travel and subsistence budget.
Legal	No specific implications arise from approving the recommendation.
Staffing	No specific implications arise from approving the recommendation.
Equalities/Human Rights/ Welsh Language	No specific implications arise from approving the recommendation.
Risks	No specific risks arise from approving the recommendation.

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Dawn Docx, Chief Fire Officer</b>
Contact Officer	<b>Dawn Docx</b>
Subject	<b>Firefighter Pay Awards and Potential Industrial Action</b>



## PURPOSE OF REPORT

1. To update Members as to the progress of the firefighter pay dispute and the prospect of industrial action.

## EXECUTIVE SUMMARY

2. The Chief Fire Officer (CFO) has regularly briefed Members of North Wales Fire and Rescue Authority (the Authority) as to the progress of national pay negotiations for firefighters, and North Wales Fire and Rescue Service's (the Service) preparation for potential industrial action.
3. During talks on 7 February 2023, The National Joint Council (NJC) on behalf of the fire service employers, put forward a revised offer. This offer included a 7% pay rise backdated to July last year and another 5% from July 2023.
4. The Fire Brigades Union (FBU) then balloted its members with a recommendation to accept the pay offer. The outcome of this ballot was an overwhelming acceptance, with a turn-out of 84% of all eligible members, of which 96% voted to accept.
5. On behalf of the Service, the CFO welcomed the settlement which brings to an end the immediate threat of industrial action. She then officially stood down all preparations for business continuity.
6. It should be noted that there is no additional central funding linked to this pay offer, which means the money will have to be found from the Service's budget. Consequently, the focus this year will be to provide Members with options through the Emergency Cover Review; to find the appropriate balance between the challenges we face as a fire and rescue service to protect the people of North Wales and ensuring that we have a sustainable budget.

## OBSERVATIONS FROM THE EXECUTIVE PANEL OR AUDIT COMMITTEE

7. A verbal update by the CFO was given to Members of the Executive Panel on 20 March 2023, as part of matters arising from the previous set of minutes. On the same day the Deputy Chief Fire Officer (DCFO) updated Members of the Audit Committee in a similar manner.

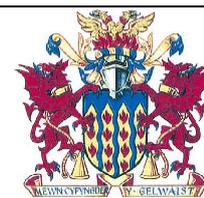
## RECOMMENDATION

8. Members are requested to
- i) note the acceptance of the NJC pay offer to employees on grey book terms and conditions;
  - ii) note the cessation of preparations for industrial action; and
  - iii) note the financial implications.

## IMPLICATIONS

Wellbeing Objectives	The Service can now concentrate on delivering its Well-being objectives, including providing options from an emergency cover review.
Budget	The pay award was greater than budgeted for 2023/24. The £1 million deficit will be met from reserves for this year but will need to be factored into budget negotiations for 2024/25.
Legal	Under the Civil Contingencies Act 2004 (CCA) the Fire and Rescue Authority had the duty to plan for disruption to Service provision, which includes the impact of industrial action.
Staffing	In accordance to national terms and conditions, all employees on grey book terms and conditions from Firefighter to Area Manager level received the new salaries and backdated pay in March 2023
Equalities/Human Rights/ Welsh Language	Nil
Risks	Reduction in the risk of a deterioration in industrial relations. Increase in financial risks.

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Helen MacArthur Assistant Chief Fire Officer (Finance &amp; Resources)</b>
Contact Officer	<b>Helen Howard</b>
Subject	<b>Provisional Outturn 2022/23</b>



## PURPOSE OF REPORT

- 1 To provide Members with an update on the revenue and capital expenditure position for 2022/23, as at 28 February 2023.

## EXECUTIVE SUMMARY

- 2 The net budget requirement was approved by the North Wales Fire and Rescue Authority (the Authority) at its meeting of 20 December 2021. This confirmed a net requirement of £39.41m to be funded by the constituent local authorities.
- 3 Actual expenditure is forecast to be £41.38m which includes projects deferred during the Covid pandemic, national pay settlements above the 2% budget provision, and general inflationary pressures. The use of earmarked reserves, the general fund, and use of provisions will mitigate the additional costs and it is not anticipated that a supplemental levy will be required.
- 4 The Authority approved the 2022/23 capital budget of £2.91m on 20 December 2021. This increased to £3.3m following the rollover of schemes from 2021/22 and grant funded projects. It is anticipated that there will be an underspend of £0.372m due to slippage in the programme although funding of £0.467m is required due to cost pressures in completed schemes.

## RECOMMENDATIONS

- 5 Members are asked to:
  - (i) note the draft revenue and capital outturn projections for the 2022/23 financial year as detailed within the report;
  - (ii) note the risks associated with inflation and supply chain issues;
  - (iii) note the risks associated with the ongoing pay negotiations; and
  - (iv) approve the use of earmarked and general fund reserves.

## **OBSERVATIONS FROM EXECUTIVE PANEL/AUDIT COMMITTEE**

- 6 This report has not previously been considered by Members.

## **BACKGROUND**

- 7 This report provides information on the draft revenue and capital expenditure outturn position for the 2022/23 financial year.

## **INFORMATION**

### **REVENUE BUDGET**

- 8 The net budget for 2022/23 of £39.412m was approved at the Authority meeting on 20 December 2021. Following further planning work, the overall net budget requirement was confirmed at the Authority meeting on the 20 June 2022 and at this time it was also noted that expenditure deferred from 2021/22 would be met from earmarked reserves. In addition, the specific risk associated with pay awards was noted as the national pay awards were outstanding.
- 9 Staff costs represent 76% of gross expenditure. The budget is set on the approved staffing establishment and anticipated activity.
- 10 The budget setting process included an assumption that pay awards would be 2% for all staff. The pay offer for local government staff was finalised and agreed comprising of an uplift of £1,925 across all grades. This equates to approximately 6.6% compared to the planning assumption of 2%.
- 11 A pay award of 7% has been accepted for firefighter and firefighter control roles from July 2022, and a 5% award has been agreed from July 2023. It is proposed that for 2022/23 the reserves should be utilised for nationally agreed pay awards. This is currently estimated at £0.700m, including LGPS staff.
- 12 The non-pay forecasts reflect the known unavoidable cost pressures that are being experienced in relation to utility costs, building maintenance and fuel costs. However, further uncertainty remains due to general inflationary pressures and supply chain issues resulting in expenditure above anticipated budget.
- 13 Whilst the majority of expenditure is funded from the constituent authority levy, income is received from the Welsh Government for grant funded activities, as well as recharges from other bodies in relation to the use of our premises.

- 14 Capital financing costs include the costs of borrowing and revenue charges for using capital assets. When the budget was set, the significant rise in the Bank of England base rates was not anticipated during 2022/23. The subsequent increase has resulted in a detrimental impact on the position which is factored into the forecast.

## REVENUE OUTTURN

- 15 The report is projecting an overall balanced position but given the inflationary pressures it has been necessary to include transfers from earmarked reserves. The breakdown is detailed below.

	<b>Budget (£000)</b>	<b>Forecast (£000)</b>	<b>Variance (£000)</b>	<b>Variance (%)</b>
Employees	30,130	30,936	806	2.68%
Premises	2,901	2,901	0	0.00%
Transport	1,204	1,493	289	24.01%
Supplies	4,919	5,692	773	15.71%
Third Party Payments	451	451	0	0.00%
Capital Finance & Charges	2,263	2,513	250	11.05%
Income	-2,456	-2,604	-148	6.03%
<b>Forecast Outturn</b>	<b>39,412</b>	<b>41,382</b>	<b>1,970</b>	<b>5.00%</b>
Use of Earmarked Reserves		-925	-925	
Use of Provisions		-345	-345	
Use of General Fund		-700	-700	
<b>Use of internal funding</b>		<b>-1,970</b>	<b>-1,970</b>	
<b>Expenditure against levy</b>	<b>39,412</b>	<b>39,412</b>	<b>-</b>	

## EMPLOYEE COSTS

- 16 Employee costs form a significant element of the budget (76%) and include pay, pension costs, cost of recruitment and training and employee services, such as occupational health services.
- 17 A new staffing structure was implemented in April 2022. Significant progress has been made in recruiting to vacancies; however, it remains difficult to recruit to specialist posts. Although, these posts remain critical to achieving the corporate objectives, the vacancy savings have been used to mitigate the increased costs in relation to the pay awards and overtime.
- 18 The in year wholetime recruitment exercise resulted in 24 new recruits being appointed, 12 commenced in September and 12 started in January. These new posts will address known and anticipated retirements although due to the required period of training it has been necessary to exceed the normal establishment levels to ensure continuity of service. Action continues to increase the number of retained duty firefighters and is a significant area of focus to address and maintain availability issues.

- 19 The overtime costs associated with maintaining service availability and to cover sickness are expected to be £0.900m at year end.
- 20 Expenditure of £0.301m has been incurred in respect of backdated holiday pay awards. This was necessary following a national legal case in relation to the elements of pay that should be included in the holiday pay calculation. Changes to apprentices' pension contributions following the transfer from the LGPS to the firefighters' scheme resulted in additional employer contributions totalling £0.044m. These costs will be funded via the provisions established in 2021/22.
- 21 The net overspend in staffing costs amounts to £0.806m and includes the following:
- in-year costs of pay awards;
  - additional overtime to cover sickness and maintain availability;
  - backdated holiday pay;
  - additional holiday pay;
  - additional wholtime firefighter recruitment;
  - temporary posts to deliver specific projects; less
  - reductions arising from current vacancies.

## **NON-PAY COSTS**

- 22 The non-pay budget is experiencing significant pressures. These include fuel and energy costs which remain unpredictable due to price and supply issues. In addition, the availability and costs of other commodities such as building supplies, ICT equipment and fleet parts are also of concern given the complexity of supply chains and global uncertainty.
- 23 A review of non-pay expenditure is undertaken by budget holders to ensure that the projections continue to be reasonable.

## **Premises**

- 24 Premises costs are projecting a balanced budget which has been achieved following receipt of additional refunds following rateable valuation appeals in respect of national non-domestic rates.
- 25 In addition, costs totalling £0.5m have been transferred to capital in relation to works at Rhyl and Dolgellau Fire Stations.

- 26 The outturn figures include the preliminary costs agreed at a previous meeting in relation to the development of the business case for a new training centre (£0.25m).
- 27 The market instability and increased costs of gas and electricity are a major financial challenge for the Authority. The current projected overspend for utilities is £0.15m. This projection includes the UK Government support for businesses including public sector bodies until 31 March 2023. The costs of energy are monitored as part of the service level agreement with North Wales Police.

### **Transport**

- 28 The transport budget is projecting a variance of £0.289m. Increasing costs in relation to fuel and vehicle parts are causing pressures on this budget.

### **Supplies**

- 29 The net supplies budget is £4.919m and current forecast overspend of £0.773m, which includes in-year initiatives that will be funded from earmarked reserves.
- 30 Significant inflationary pressures are being experienced in a number of business-critical areas and action is being taken to contain and mitigate these, where possible.
- 31 The projected outturn position includes costs for new Fire Safety software, the replacement of essential operational equipment and project work in relation to the various reviews that are currently being undertaken throughout the Service. These were planned following the closure of the 2021/22 financial year and will be funded from earmarked reserves.

### **Third Party Payments**

- 32 Third party payments relate to service level agreements with partners, including Conwy County Borough Council, Flintshire County Council and North Wales Police.
- 33 This expenditure is currently projected to budget.

### **CAPITAL FINANCING**

- 34 The capital financing budget sets aside revenue funding to finance capital expenditure.

- 35 The Minimum Revenue Provision (MRP) represents the minimum amount that must be charged to an authority's revenue account each year for financing of capital expenditure, which will have initially been funded by borrowing. It is part of all Authority's accounting practices, and is aimed at ensuring that the Authority can pay off the debts it has from buying capital assets, such as buildings and vehicles.
- 36 Regulations require the Authority to determine each financial year an amount of MRP, which it considers to be prudent by reference to a calculated Capital Financing Requirement (CFR). The MRP for 2022/23 is £1.94m.
- 37 In addition, the budget holds the interest costs in relation to the Authority's loans. Due to the volatile economic position, the cost of borrowing has now increased significantly, which has resulted in a current budget pressure of £0.25m.
- 38 This situation is being monitored carefully, in conjunction with the treasury advisors, in order to take advantage of favourable interest rates, when available.
- 39 Currently, there is a reserve of £0.30m to offset increased interest costs.

## INCOME

- 40 As well as the constituent authority levy, the budget also includes expected income for fees and charges and grants.
- 41 Fees and charges largely relate to the recharges for buildings shared with other bodies.

	<b>Budget £000</b>	<b>Projection £000</b>	<b>Variance £000</b>
Grants	2,179	2,189	10
Fees and charges	277	415	138
<b>Total</b>	<b>2,456</b>	<b>2,604</b>	<b>148</b>

- 42 Other income increased due to the proceeds from apprenticeship training (£118k) and vehicle disposals (£30k).

## Grant Funding

- 43 2022/23 grant funding allocations totals £2.179m (2021/22: £2.397m). A breakdown of grant funding, for 2022/23, is detailed below. All grants are carefully monitored throughout the financial year to identify any variances and to enable remedial action to be taken.

	<b>Allocation £000</b>
Arson Reduction	157
Home Safety Equipment	223
Youth & Young People Engagement	148
All Wales National Resilience	154
Firefighters Pension Contributions	1,081
Firelink Service Fees	416
<b>Total Grant Funding</b>	<b>2,179</b>

## CAPITAL PROGRAMME

- 44 The Authority approved the 2022/23 capital budget of £2.91m on 20 December 2021. This increased to £3.3m following the rollover of schemes from 2021/22 and grant funded projects. It is anticipated that there will be an underspend of £0.372m due to slippage in the programme although funding of £0.467m is required due to cost pressures in completed schemes.
- 45 Grant funding relates to improved facilities to address contamination and health and safety issues at Dolgellau and Rhyl Fire Stations, including the installation of BA washing machines. These works commenced during 2022/23 and additional works were required of £50k. A further budget allocation of £0.466m has been included in 2023/24 for essential works on the hot smoke house at Dolgellau and ongoing remodelling of Rhyl Fire Station to accommodate the BA washing machines.
- 46 The projection previously assumed that 3 training towers would be completed this year. Whilst the tenders have been awarded to contractors and planning permission granted, this work has now slipped into 2023/24.
- 47 Due to ongoing supply chain issues, there have also been delays with the delivery of multi-purpose vans, with receipt now expected in April 2023.

48 Details of the schemes are below:

<b>Scheme</b>	<b>Revised Plan £'000</b>	<b>Forecast £'000</b>	<b>Proposed Rollover £'000</b>
Fire Appliance Replacement	1248	1263	
Multi-Purpose Station Vans	160	-	160
Workshop Equipment	20	13	
Training Tower Replacement	160	-	307
Building - Caernarfon roof	150	166	
Building - Holyhead rewire	95	158	
Fire Appliances (b/f from 2021/22)	923	925	
Training Towers (b/f from 2021/22)	160	-	
Control server	167	136	
Operational Equipment	92	92	
Dolgellau Smokehouse	146	196	
<b>Total Capital Plan</b>	<b>3321</b>	<b>2949</b>	<b>467</b>

49 The financing of the capital plan is as follows:

<b>Funding</b>	<b>Amount £'000</b>
Borrowing	2575
Grant Funding	238
Earmarked Reserves	136
<b>Total</b>	<b>2.949</b>

## **BORROWING**

- 50 Capital expenditure is largely funded via external borrowing. In the short term the Authority utilises surplus revenue cash, known as internal borrowing.
- 51 The Authority continues to utilise internal borrowing. This means that the capital borrowing needed, as calculated by the Capital Financing Requirement (CFR), has not been fully funded with external loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary expedient to fund capital spend and generate revenue savings. However, as reserves are utilised it becomes necessary to replace the internal borrowing with external borrowing.

52 Based on current projection the CFR as at 31 March 2023 will be £28.963m.

53 The Authority's borrowings are projected to be £26.461m at 31 March 2023. This includes £6.0m of temporary short-term loans, from other public sector bodies, and £20.461m of loans from the Public Works Loans Board.

Borrowings	£m
Loans at 1 April 2022	24.435
New Loans	16.000
Repayments	13.974
Balance at 31 March 2023	26.461

### **USE OF EARMARKED RESERVES**

54 The aim of the Authority's financial reserves is to provide funding for investment in future activities and to act as a safety net in case of short-term financial challenges arising from activity demands or unforeseen pressures.

55 The Authority currently has earmarked reserves of £5.57m which have been built up in recent years due to slippage in recruitment and activities due to the Covid pandemic.

56 In 2021/22 earmarked reserves were set aside to fund costs that should have been incurred in 2021/22, but supply chain issues meant that these could not be completed and were delayed. In addition, there are reserves set up to fund interest rate rises, increases in inflation, system improvements and service improvements.

57 The provisional outturn assumes that reserves of £0.925m will be utilised in year. The use of reserves is kept under review as part of the budget monitoring process.

## IMPLICATIONS

Well-being Objectives	This report links to NWFRA's long-term well-being objectives. Funding for the Service benefits the communities of North Wales and ensures there is sufficient investment in infrastructure to enable the service to provide emergency responses and prevention work well in to the future.
Budget	Budget is set annually in accordance with the proposed service delivery which includes emergency response and prevention work.
Legal	It is a legal requirement that the Authority produces the Statement of Accounts in accordance with the prescribed standards.
Staffing	Effective financial management supports the long-term workforce strategy to ensure that the Authority is able to discharge its responsibilities
Equalities/Human Rights/Welsh Language	None
Risks	Income and expenditure are closely monitored to ensure that deviations from the approved budget are properly identified and reported to Members.

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Stewart Forshaw, Deputy Chief Fire Officer (Corporate Policy &amp; Planning)</b>
Contact Officer	<b>Head of Corporate Planning</b>
Subject	<b>Annual Review of the Authority's Corporate Plan 2021-24</b>



## PURPOSE OF REPORT

1. To present North Wales Fire and Rescue Authority (the Authority) Members with the updated Corporate Plan 2021-24 for approval following its annual review.

## 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.
5. The revised draft plan was presented to the Authority's Executive Panel on 20 March 2023, with comments from the meeting included in this final version of the plan.

## RECOMMENDATION

6. Members are asked to:
  - i) note the refreshed appearance of the 2023-24 Corporate Plan annual review in comparison to previous years;
  - ii) note that data contained within it is subject to final audit; and
  - iii) approve the 2023/24 Corporate Plan for publication on the Service website.

## INFORMATION

7. 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.
8. 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.
9. The Authority's 2023-24 annual review of its 2021-24 Corporate Plan, continues 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 recommendations from the Chief Fire and Rescue Advisor for Wales thematic reviews' 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



(Revised March 2023)



Mae'r cyhoeddiad hwn ar gael yn Gymraeg

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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 Fire and Rescue 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**

North Wales Fire and Rescue Authority was established as part of the reorganisation of local government on 1 April 1996. It comprises 28 councilors 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 requirement 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 <sup>2</sup> )	Population	Dwellings	Non-Domestic Properties	Road Length (Km)	Local Authority Areas
<b>KM<sup>2</sup></b>					Anglesey Conwy Denbighshire Flintshire Gwynedd Wrexham
<b>6,150</b>	<b>687,098</b>	<b>329,382</b>	<b>33,606</b>	<b>35,119</b>	<b>42.25%</b>

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
<b>281</b>	<b>446</b>	<b>30</b>	<b>141</b>	<b>44</b>	54 Fire Engines 3 Aerial Ladder Platforms and 30 Other Operational Appliances
By Headcount	By Headcount	By Headcount	By Headcount		

as at 2<sup>nd</sup> 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:

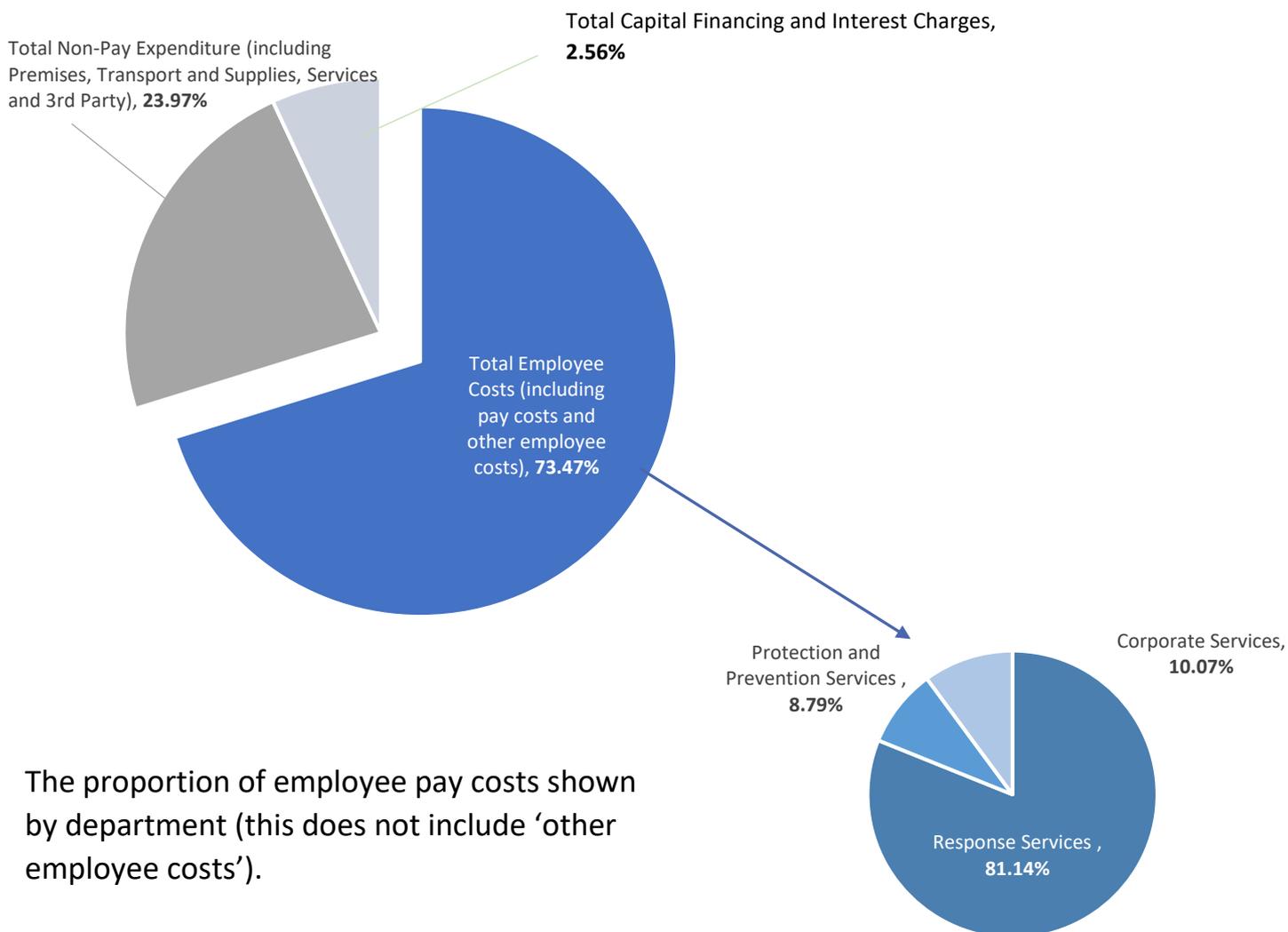
- completed **XX,XXX** fire safety audits on business premises;
- served a total of **XX** enforcement notices, prohibition notices and formal cautions;
- **X** prosecutions were successfully made;
- worked closely with farmers and landowners to manage controlled burning work and reduce calls into Control.

## 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: Anglesey, Conwy, Denbighshire, Flintshire, Gwynedd and Wrexham.

The total budget of £43,314,000, includes an additional income of £2,024,000 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 of employee pay costs and other employee costs.



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

**Costing £63.04 per year**  
(per head of the population)

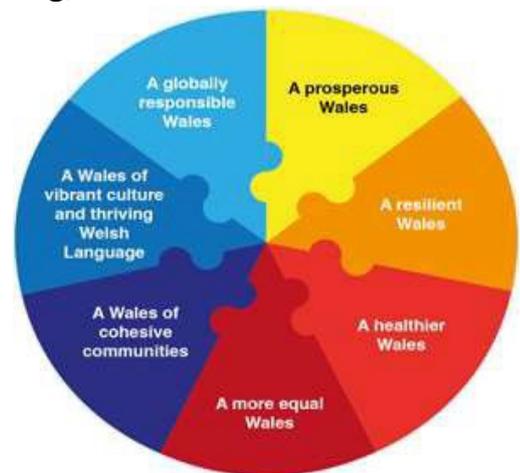
### Well-being of Future Generations/ National Fire Framework

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 of the 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 through 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 staff structure that will help to increase the number 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;
- commence Year 1 of the 3 year Operational Training Strategy;
- review and respond accordingly to the Chief Fire and Rescue Advisor for Wales, Thematic Reviews' recommendations.



## **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](mailto:corporateplanning.Helpdesk@northwalesfire.gov.wales)

via our website: [www.northwalesfire.gov.wales](http://www.northwalesfire.gov.wales)

Or follow us on:  Twitter  
[@northwalesfire](https://twitter.com/northwalesfire)

 Facebook  
[www.facebook.com/northwalesfireservice](https://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	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Helen MacArthur, Assistant Chief Fire Officer</b>
Contact Officer	<b>Helen MacArthur</b>
Subject	<b>Public Service Boards Wellbeing Plans</b>



## PURPOSE OF REPORT

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

## 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 was presented to the Executive Panel on 20 March 2023. Members of the panel noted the similarities of the aspirations of each PSB and recommend that they should be approved.

## 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.



## ANGLESEY AND GWYNEDD WELL-BEING PLAN 2023-2028

### Contents

1	Foreword from the Chair of the Public Services Board
2	Background to the Well-being Plan
3	The local Well-being Assessments
4	Our Proposed Well-Being Objectives
5	How we developed the Well-being Objectives
6	The next steps
Appendix 1:	Main messages from the 2022 Well-being Assessments
Appendix 2:	How we'll work in the future (including the five ways of working)
Appendix 3:	How we'll meet the seven well-being goals (to follow)

### 1. Foreword from the Chair of the Public Services Board (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 people's lives even harder. We will continue to work with our communities in implementing the well-being plan over the next five years.

**Aled Jones-Griffiths**

**Chair of the Gwynedd and Anglesey Public Services Board**

## 2. Background to the Well-being Plan

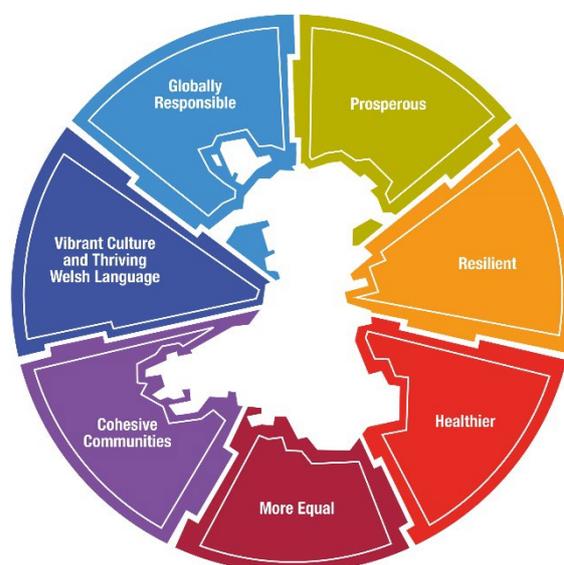
In 2015, the Welsh Government made a new law in Wales called the Wellbeing of Future Generations Act (Wales) 2015. This followed conversations with many thousands of people across Wales about the “Wales we want”.

This law puts the citizens of Wales at 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:



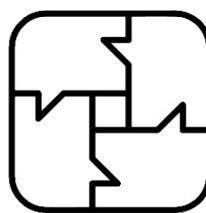
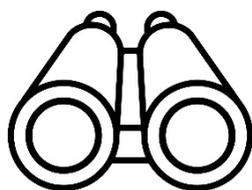
**Prevention**

**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.

### **Anglesey and Gwynedd Public Services 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
- Eryri 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.

## **3. The local Well-being Assessments**

In May 2022, Local Well-being Assessments were 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 brings together local data, key messages from engagement work carried out with communities and national research. Information Booklets for each area are available on our website. [www.llesiantgwyneddamon.org](http://www.llesiantgwyneddamon.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 targets
- 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.

## 4. Our Well-Being Objectives:

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

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

The **Welsh language** is a golden thread running through our plan. We promote the use of the language in all aspects of our work and work with communities to develop services and activities through the medium of Welsh.

The Public Services Board is an opportunity to share good practice, promote the language and ensure that residents of both counties have access to all public services through the medium of Welsh. An example of this is the work completed by the Welsh Language sub-group to encourage and empower customers to use Welsh when accessing public services. We will also explore solutions to encouraging Welsh speakers to seek jobs where Welsh is a key skill. Further actions in relation to the Welsh language are detailed beneath each of the objectives below.

For each of the objectives, the tables below give more information about why they have been chosen, what steps we are considering taking to deliver them and how they contribute to each of the Well-being Goals.

### **Well-being Objective 1: We will 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 will do over the course of the five-year plan:**

- We will work together to optimise the use of available data to gain a detailed understanding of the implications of living in poverty in our communities. This should include:
  - Understanding the groups in the population and geographical areas that are most impacted by poverty and the mechanisms through which this occurs
  - Mapping out support services (what is the offer of support now) to tackle poverty across both counties
  - Undertaking a gap analysis and identify contributors to support universal and targeted approaches
- 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 enact socially responsible public procurement, benefitting the local supply chain and promoting a circular economy locally.

- We will offer diverse, quality, well-paid jobs that are a key part of keeping people in their communities, and consequently have a positive impact on maintaining the Welsh language.
- 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.
- We will increase digital inclusion and promote resilience to cyber-crime by sharing information about online scams.

**How will we know that we are making progress?**

We are working on a suite of measurable indicators to accompany the detailed action plan in August 2023.

**Well-being Objective 2: We will work together to prioritise the well-being and achievement of our children and young people to realise their full potential.**

**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 will do over the course of the five-year plan:**

- We will scope the development of an Early Years Strategy and implement plans to address gaps in service provision and support to ensure every child has the best start in life
- We will promote strategies to support children, young people, and their families to maintain a healthy weight.
- We will act to pass on the Welsh language from one generation to the next by creating opportunities for children, young people, and their families to learn, hear, and use the language beyond the school gates.
- We will look to support opportunities for our young people to develop to be the leaders of the future.
- 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 ensure that children, young people and their families, 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 and Welsh language skills for the future.
- We will ensure that key partners work together to ensure that rural communities are not deprived of social and cultural opportunities in Welsh.
- We will provide greater opportunities for quality volunteering, work experience and apprenticeships for children, young people and their families.
- We will raise awareness in the system about the impacts of Adverse Childhood Experiences (ACEs) and trauma, and the opportunities to prevent exposure, mitigate risks and address harms.
- We commit to being a Trauma Informed Public Service Board (PSB).

- We commit to promoting the Five Ways to Wellbeing framework for children, young people and their families in all that we do.

**How will we know that we are making progress?**

We are working on a suite of measurable indicators to accompany the detailed action plan in August 2023.

**Well-being Objective 3: We will work together to support our services and 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 will do over the course of the five-year plan:**

- We will carry out a Local Climate Change Risk Assessment.
- We will seek to deliver decarbonisation activity within our services and communities.
- We will support the work on identifying our local energy networks.
- We will use our landscape to store carbon and mitigate the effects of climate change.
- We will promote and action the North Wales Healthy 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.
- We will work together on actions arising from the Welsh Government's (draft) Strategy for public engagement to act on climate change.
- We will work together to increase and improve skills to have a trained local workforce that can respond to the needs of a green economy.

**How will we know that we are making progress?**

We are working on a suite of measurable indicators to accompany the detailed action plan in August 2023.

## 5. How we developed the 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 well-being 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.

## 6. The next steps

The Well-being Plan is a live document which will change and develop over time. Although the well-being objectives and what we will do to achieve these objectives have been set out here, this is only an overview of what we intend to do. Further work will be carried out to develop specific work programmes.

The next step will be to draw-up detailed work programmes and identify Short, Medium and Long-Term actions for the well-being objectives. The Board's work will be regularly monitored by the Scrutiny Committees of Cyngor Gwynedd and the Isle of Anglesey County Council. An annual report on the progress of this plan will also be produced.

Members of the public have had the opportunity to share their views throughout the process of developing the Well-being Plan. Many comments and points received have been incorporated into the final plan.

Although the formal consultation period has now ended we are still keen to hear your views. To have your say, or if you would like to receive more information about the Gwynedd and Anglesey Public Services Board, please visit [www.llesiantgwyneddamon.org](http://www.llesiantgwyneddamon.org)

[post@llesiantgwyneddamon.org](mailto:post@llesiantgwyneddamon.org)

Phone number: 01766 771000

Please ask for:

Anglesey and Gwynedd Public Services Board Programme Manager

The Council's Business Support Service  
Council Offices, Shire Hall Street, Caernarfon, Gwynedd, LL55 1SH

## **APPENDIX 1 - Main messages from the 2022 Well-being Assessments :**

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:**

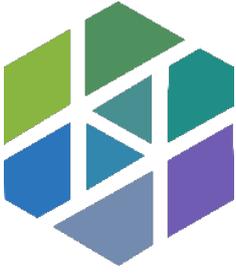
- The natural environment is a vital resource that contributes to well-being and health as they enable our residents to be active in the open air.
- A lack of activities for children and young people is a concern for the communities of Anglesey and Gwynedd with a perception that this can lead to anti-social 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 many societies, eisteddfodau, Young Farmers Clubs, shows and concerts that are held locally.

Link to the website: [www.llesiantgwyneddamon.org](http://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.

<b>The Welsh language</b>	<i>The Welsh language is a golden thread running through the plan. Indeed, it is a theme that underpins all the Board's work and we 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>
<b>Tackle inequality</b>	<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>
<b>Thinking long term</b>	<i>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.</i>
<b>Preventing problems</b>	<i>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.</i>
<b>Better collaboration</b>	<i>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.</i>
<b>Promoting integration</b>	<i>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.</i>
<b>Involve our communities</b>	<i>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.</i>



# **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

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Bodlondeb

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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.

**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.

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## **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?**

<b>Short-term (1 to 5 years)</b>	<b>Medium-Term (5 to 10)</b>	<b>Long-Term (10+ years)</b>
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 4<sup>th</sup> 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 5<sup>th</sup> 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.

<b>Build flourishing communities by reducing inequalities across environment, education, employment, income and housing.</b>	<b>Improve community well-being by enabling people of all ages to live healthy and independent lives.</b>
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 5<sup>th</sup> February 2023.

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Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Helen MacArthur, Assistant Chief Fire Officer</b>
Contact Officer	<b>Helen MacArthur</b>
Subject	<b>Pay Policy Statement 2023/24</b>



## 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 was presented to the Executive Panel on 20 March 2023. Members of the panel endorsed the report and recommended that it should be approved.

## 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:

<b>Employee Group</b>	<b>Terms and Conditions</b>	<b>Other benefits</b>	<b>Pension arrangements</b>
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 <b>or</b> Firefighters' Pension Scheme
Assistant Chief Fire Officer	Gold Book	Car provided	Local Government Pension Scheme <b>or</b> 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)**

<b>Post</b>	Salary	Salary	Salary	% of CFO
	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	
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

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

**FIREFIGHTING ROLES - PAY RATES FROM 1 JULY 2023**

	<b>Basic annual £</b>	<b>Basic hourly rate £</b>	<b>Overtime rate £</b>
<b>Firefighter</b>			
Trainee	27,178	12.41	18.62
Development	28,310	12.93	19.40
Competent	36,226	16.54	24.81
<b>Crew Manager</b>			
Development	38,501	17.58	26.37
Competent	40,161	18.34	27.51
<b>Watch Manager</b>			
Development	41,031	18.74	28.11
Competent A	42,170	19.26	28.89
Competent B	44,911	20.51	30.77
<b>Station Manager</b>			
Development	46,712	21.33	32.00
Competent A	48,116	21.97	32.96
Competent B	51,525	23.53	35.30
<b>Group Manager</b>			
Development	53,801	24.57	Not applicable
Competent A	55,415	25.30	Not applicable
Competent B	59,642	27.23	Not applicable
<b>Area Manager</b>			
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
<b>Firefighter</b>				
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
<b>Crew Manager</b>				
Development	3,850	1,925	17.58	4.77
Competent	4,016	2,008	18.34	4.77
<b>Watch Manager</b>				
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
<b>Station Manager</b>				
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
<b>Group Manager</b>				
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
<b>Area Manager</b>				
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**

	<b>Basic annual* £</b>	<b>Basic hourly rate £</b>	<b>Overtime rate £</b>
<b>Firefighter (Control)</b>			
Trainee	25,819	11.79	17.69
Development	26,895	12.28	18.42
Competent	34,415	15.71	23.57
<b>Crew Manager (Control)</b>			
Development	36,576	16.70	25.05
Competent	38,153	17.42	26.13
<b>Watch Manager (Control)</b>			
Development	38,979	17.80	26.70
Competent A	40,062	18.29	27.44
Competent B	42,665	19.48	29.22
<b>Station Manager (Control)</b>			
Development	44,376	20.26	30.39
Competent A	45,710	20.87	31.31
Competent B	48,949	22.35	33.53
<b>Group Manager (Control)</b>			
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)**

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

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Gareth Owens, Clerk to the Authority</b>
Contact Officer	<b>Matt Georgiou, Deputy Clerk 01745 535286</b>
Subject	<b>The Standards Committee's Annual Report</b>



## PURPOSE OF REPORT

- 1 To present the Standards Committee's Annual Report to the North Wales Fire and Rescue Authority (the Authority) as required by legislation.

## EXECUTIVE SUMMARY

- 1 As a matter of good corporate governance, the Standards Committee provides the Authority with an annual report on its activities during each financial year. It is now a statutory duty for the Standards Committee to do so.
- 2 Consequently, the Committee's eighteenth report is attached for Members' consideration.

## RECOMMENDATIONS

- 3 That Members:
  - i) note the Standards Committee's annual report for 2022/23.

## IMPLICATIONS

Wellbeing Objectives	Not relevant.
Budget	Any costs associated with meetings and events attended by members are reimbursed from the travel and subsistence budget.
Legal	No specific implications arise from approving the recommendation.
Staffing	No specific implications arise from approving the recommendation.
Equalities/Human Rights/ Welsh Language	No specific implications arise from approving the recommendation.
Risks	No specific risks arise from approving the recommendation.

# ANNUAL REPORT OF THE STANDARDS COMMITTEE OF NORTH WALES FIRE AND RESCUE AUTHORITY 2022/23

## Background

This is the Standards Committee's eighteenth annual report to the Fire and Rescue Authority and spans the period from April 2022 to March 2023. Legislation requires that Standards Committees meet at least annually.

The Terms of Reference of the Standards Committee provide a remit to promote and maintain high standards of conduct by Members of the Authority. Also, where statute permits, to receive reports and complaints about Members and to conduct or oversee investigations and make recommendations to the Authority.

## Membership

There has been no change to membership during the year. The Standards Committee's membership is as follows:

### Independent Members

Sally Ellis 01/01/22 – 31/12/25 (second term)  
Julia Hughes 01/01/22 – 31/12/25 (second term)  
Gill Murgatroyd 01/09/19 – 31/08/23 (first term)  
Gareth Pritchard 01/09/19 – 31/08/23 (first term)

### Fire and Rescue Authority Members

Councillor Marion Bateman (09/6/22 until the next council elections)  
Councillor John Brynmor Hughes (07/06/22 until the next council elections)

## Attendance

A meeting was held on the 14 of October 2022 via Zoom and again on 9 February 2023. Julia Hughes, Sally Ellis, Gill Murgatroyd and Gareth Pritchard were in attendance at the meeting on the 14 of October 2022 and all members, with the exception of Gill Murgatroyd, were present at the meeting on the 9 February 2023.

## Issues Discussed

At its meeting on 14 October 2022 the Committee considered and discussed:

- Visits by independent members of the Committee to observe meetings of the Authority and provide feedback to the Committee
- Feedback on the Member inductions to the Authority
- The creation of a national standards forum

- The Annual Report of the Adjudication Panel for Wales for the year 2021/22
- The Public Services Ombudsman for Wales' Annual Report 2021/22
- The Public Services Ombudsman for Wales' "Our findings" publication
- Forward work plan.

Those members of the Committee who had attended the induction found the experience extremely valuable, as it allowed them to gain an insight into how the Service worked and to be able to meet key personnel. Confirmation that all Fire Authority Members had completed their Code of Conduct (the Code) training with their respective Councils was also provided by the Monitoring Officer. The Committee did note that 6 members of the Authority did not attend the inductions.

The Committee welcomed the establishment of a national standards forum for Chairs of standards committees and resolved to provide feedback from those forums to future meetings of the Committee.

The Committee resolved to send a communication to Members of the Authority setting out the key themes arising from the Public Services Ombudsman for Wales' "Our findings" publication. This was sent to all Members of the Authority together with a link to the publication.

The Committee resolved that the Chair and Vice Chair of the Committee should meet with the Chairs and Vice Chairs of the Authority and of the Audit Committee to discuss the role of the Committee and the role of independent members in observing meetings of the Authority.

The Committee met again on 9 February 2023. At this meeting, Members considered the following matters:

- Member attendance at Authority meetings
- Feedback on attendance at meetings by independent members
- Reappointment of independent members
- Forward work programme for reviewing relevant policies and protocols of the Authority's Constitution
- PSOW – 'Our Findings' Publication
- Feedback on Liaison with Chairs/Vice Chairs of Authority meetings
- The Terms of reference for the National Standards Committee Forum
- Feedback on the National Standards Committee Forum
- The Forward Work Plan for 2023/24

## **Issues discussed**

The meeting between the Chair of the Committee and Chairs and Vice Chairs of the Authority and Audit Committee was summarised. In addition to an overview of the remit of the Committee, the Penn Review, Independent Members' visits to observe Authority meetings, Member Attendance and the Standards Committee's Annual Report were all discussed. It was agreed that a further meeting of the Chairs and Deputy Chairs would take place in order to discuss the Standards Committee's Annual Report.

A schedule was set for the Committee to review the following codes and protocols as part of its rolling review of those protocols during the full term of the Authority:

- Members' Code of Conduct
- Protocol on Member/Employee relations
- Local Resolution Procedure on complaints about Members
- Social Media Protocol
- Protocol on Members and Employees' Gifts and Hospitality
- Process for managing Standards complaints

A schedule was agreed for Independent members of the Committee to attend, observe and feed back to the Committee on their observations of Authority meetings.

A verbal report was received in respect of investigations by the PSOW into breaches of the Code by members of Fire Authorities in Wales. This involved a review of the PSOW's Annual Reports dating back to 2006/7. No such matters were investigated, and there had been just three complaints made to the PSOW about Fire Authority members during this time.

The Terms of Reference for the National Standards Committee Forum were received and approved. The Chair provided feedback to the Committee on the first meeting of the forum.

## **Training**

The Committee has agreed that it will undertake training at each of its meetings on matters pertinent to its terms of reference. In this period the Committee received training on when the Code applies and Respect and Equality under the Code. Training will continue to be provided on the constituent parts of the Code.

## **Forward Work Plan**

The Committee has set itself a forward programme to ensure that it fulfils its terms of reference and considers all items that it needs to cover within a year. Forthcoming items include, amongst others: the regular training slot (referred to above); Annual reports and case reports from the PSOW and the Adjudication Panel for Wales; feedback from Independent Members' observations of meetings; and the continued review of member attendance at Authority meetings.

The Committee conducts a rolling review of the codes and protocols within its terms of reference so that each is considered at least once per Authority term. For 2023/24 there will be a review of Gifts and Hospitality and Member/Employee relations Protocols and the Members' Code of Conduct.

## **Complaints against Members of the Fire and Rescue Authority**

There were no complaints about FRA Members during this period.

## **Financial Implications**

The budget for the Standards Committee is managed through a single budget heading for all Authority costs. Since 2012, independent members of the Standards Committee are entitled to claim remuneration based on meetings and events attended. For attending meetings in this financial year, a total of £898.00 has been claimed.

## **Conclusion**

The Standards Committee recommends that the North Wales Fire and Rescue Authority notes its annual report 2022/23.

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Clerk to the Authority</b>
Contact Officer	<b>Gareth Owens (01745 535286)</b>
Subject	<b>Re-appointment of Independent Members to serve on the Authority's Standards Committee</b>



## PURPOSE OF REPORT

- 1 To propose re-appointing two Independent Members to the North Wales Fire and Rescue Authority's (the Authority) Standards Committee.

## EXECUTIVE SUMMARY

- 2 The Authority's Standards Committee comprises four Independent Members and two Members of the Authority. The terms of office of two Members will expire in August 2023; both have confirmed their willingness to be re-appointed for a second term of four years. Members are asked to approve these reappointments.

## RECOMMENDATION

- 3 That Members:
  - i) re-appoint Gill Murgatroyd and Gareth Pritchard for a period of four years from 1 September 2023.

## BACKGROUND

- 4 During 2003, in accordance with legislative requirements, the Authority established a Standards Committee. This committee comprises of six Members, four of whom are Independent Members and two representatives from the Authority.

## INFORMATION

- 5 Following the introduction of the Standards Committees (Wales) (Amendment) Regulations 2006, an Independent Member can be re-appointed for a maximum of one further term of up to four years. There is no legal requirement to advertise a vacancy if it is intended to make a re-appointment.

- 6 The Independent Members whose term of office is due to end are Gill Murgatroyd and Gareth Pritchard. Both members have indicated that they are willing to be reappointed.
- 7 The membership of the Committee and their terms of office will be as follows:

**Independent Members**

Sally Ellis	01/01/22 – 31/12/25
Julia Hughes	01/01/22 – 31/12/25
Gill Murgatroyd	01/09/23 – 31/08/27
Gareth Pritchard	01/09/23 – 31/08/27

**Fire and Rescue Authority representatives until May 2027**

Councillor Marion Bateman  
Councillor John Brynmor Hughes

**IMPLICATIONS**

Wellbeing Objectives	Not relevant.
Budget	Any costs associated with meetings and events attended by members are reimbursed from the travel and subsistence budget.
Legal	No specific implications arise from approving the recommendation.
Staffing	No specific implications arise from approving the recommendation.
Equalities/Human Rights/ Welsh Language	No specific implications arise from approving the recommendation.
Risks	No specific risks arise from approving the recommendation.

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Richard Fairhead, Assistant Chief Fire Officer</b>
Contact Officer	<b>Richard Fairhead</b>
Subject	<b>Progress report on the Emergency Cover Review</b>



## PURPOSE OF REPORT

- 1 To provide members with an overview of the purpose of undertaking the Emergency Cover Review and the methodology which will be used. This report outlines the information presented to the North Wales Fire and Rescue Authority (the Authority) Members working group which met on 14 March 2023 and 04 April 2023.

## RECOMMENDATION

- 2 That Members:
  - i) note the contents of this report.

## BACKGROUND

- 3 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."
- 4 In addition, the Chief Fire Officer's (CFO) situational assessment presented to the Authority on 20 September 2021, highlighted a number of key risks facing the Authority. 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.
- 5 In response to the CFO's assessment the Authority members agreed to initiate a programme of reviews into key critical areas including emergency response cover.
- 6 The Service has engaged with an independent company with vast experience in examining emergency cover to assist in providing the Authority with options to consider for providing fair and sustainable emergency cover across North Wales, considering future demand and future risks.

## 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. This has become more and more difficult to achieve without incurring high costs and in 2023/24 the Service will pilot a target of 18 fire engines in response to the budget agreed for the forthcoming year.
- 10 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.
- 11 The independent company, ORH, have been commissioned to work in partnership with the Service to provide Members with options for consideration. They have collated a large amount of data, including previous incident information, population numbers, demographic data, road network information, current and future risks along with other data sets and used these to model a number of options on how emergency cover could be provided in North Wales which were presented to the next Members working group on the 04 April 2023.
- 12 The suite of options that were presented included:
  - a. A model that maintains our current station profile with an increase of up to 3 additional day staffed stations which would require an increase in costs;

- b. A model which maintains our existing station locations but redistributes staff and allows an increase of 5 day-staffed stations which would be cost neutral;
- c. A model which also keeps our station locations and redistributes staff which allows an increase of 3 day-staffed stations;
- d. A model which keeps our wholetime station locations and includes 1 additional day-staffed station but closes 5 On-call stations.

13 Members were informed of the costs and risks attached to each option and each proposal was discussed at length. The intention is to bring a recommendation which will go out for public consultation to the next Fire and Rescue Authority meeting in July 2023.

14 **IMPLICATIONS**

<b>Well-being Objectives</b>	Any options must meet the Authority's obligations under the Well-being of Future Generations (Wales) Act 2015
<b>Budget</b>	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
<b>Legal</b>	Any options must meet the Authority's obligations under the Fire and Rescue Services Act 2004
<b>Staffing</b>	No known impact on staffing levels
<b>Equalities/Human Rights/ Welsh Language</b>	The impact of these aspects will be assessed at the appropriate point in the development of the Emergency cover proposals
<b>Risks</b>	Reduces the risks of not being able to set a balanced budget and plan appropriately in future years

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Stuart Millington, Assistant Chief Fire Officer (Environment)</b>
Contact Officer	<b>Tim Christensen, Environment and Climate Change Manager</b>
Subject	<b>Environmental Strategy 2023-2030</b>



## PURPOSE OF REPORT

- 1 This report provides an update in relation to the progress made in the Environment and Sustainability working group towards the completion of an overarching Environmental Strategy. Upon completion, the draft strategy will be brought to North Wales Fire and Rescue Authority (the Authority) for approval.

## RECOMMENDATION

- 2 Members are asked to note the progress made towards the completion of a draft Environmental Strategy for the period 2023-2030.

## BACKGROUND

- 3 The areas for inclusion in a draft Environmental Strategy were presented to members at a Working Group on 4 April 2023.
- 4 Upon completion, this strategy will affirm existing legislative and policy commitments under the Well-being of Future Generations (Wales) Act 2015, the Environment (Wales) Act 2016
- 5 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 North Wales Fire and Rescue Service (the Service) fall under the heading 'A Resilient Wales':
  - a) **Biodiversity and Soil** Maintain and enhance the natural environment through managing land appropriately to create healthy functioning ecosystems.
  - b) **Natural Green Space** Support social resilience and community well-being.

- c) **Knowledge of Nature** Increase awareness of the importance of a biodiverse natural environment with healthy functioning ecosystems.
  - d) **Water and Air Quality** Support ecological resilience, making the environment healthier for wildlife and people.
- 6 The Environment (Wales) Act 2016 sets out an ambition for the Welsh Government to reduce emissions of greenhouse gases in Wales to net zero by the year 2050.
- 7 In accordance with this duty, the Welsh Government 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 Welsh Government as a whole, and not specific public bodies.
- 8 The Service is a signatory to the Emergency Services Environment and Sustainability Group (EESG) Sustainability Charter, which sets out the following relevant commitments:
- i. Work towards net zero carbon emissions through improving the energy efficiency of our estate and sustainable business and personal travel.
  - ii. Improve resource efficiency and adopt circular economy approaches to reducing waste and save money.
  - iii. Restore and enhance local biodiversity through considered management of our estates.
  - iv. Adapt to inevitable climate change through proactively managing our ability to respond to extreme weather events and changes to service demand.
  - v. Take action to avoid or mitigate pollution of water courses.
  - vi. 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

- 9 The most pressing environmental issue facing most public services relates to a requirement to reduce carbon emissions, and this is equally applicable to the Service. To do this, it is necessary to quantify emissions, then take appropriate measures to minimise them in the most cost-effective way.

- 10 In accordance with internationally recognised standards, our carbon emissions are reported under three scopes:

**Scope 1: Direct Emissions**

These are our 'exhaust pipe' emissions where we emit greenhouse gases directly by burning hydrocarbon fuels ourselves

**Scope 2: Indirect Emissions**

These are emissions made by others on our behalf, where the supply is under our control and the degree of emissions is largely in direct proportion to the demand – the only thing we currently report under Scope 2 is our electricity supplies.

**Scope 3: Indirect Emissions**

This is principally our supply chain, where the carbon intensity of products or services can be unclear and not always linear in relation to demand.

- 11 The Environmental Strategy will set out how we will quantify our carbon emissions under each of these scopes, and will require the development of an emissions baseline in order to track progress in reducing them.

- 12 It will then mandate the development of an Environmental Key Performance Indicator (KPI) dashboard for internal monitoring purposes. It will also mandate the need for supplier engagement to reduce Scope 3 emissions, the development of a Procurement Awareness training package, and the adoption of a recognised Environmental Management System.

- 13 Finally, it will set out the requirement to develop and implement a number of sub plans or strategies setting out how emissions will be minimised. These include:

- A Social Value and Sustainable Procurement Strategy
- A Fleet Decarbonisation Plan
- A Waste Reduction Strategy
- A Heating Decarbonisation Plan
- A Power Decarbonisation Plan

- 14 The completion of the overarching Environmental Strategy, and the development of these sub documents, will be undertaken in consultation with Authority members in a number of future Working Groups, with dates already diarised for:

Tuesday 2 May 2023 at 14:00hrs

Wednesday 31 May 2023 at 14:00hrs

Thursday 22 June 2023 at 09:00hrs

## IMPLICATIONS

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

Report to	<b>North Wales Fire and Rescue Authority</b>
Date	<b>17 April 2023</b>
Lead Officer	<b>Stewart Forshaw, Deputy Chief Fire Officer</b>
Contact Officer	<b>Stewart Forshaw, Deputy Chief Fire Officer</b>
Subject	<b>New Training Centre Update</b>



## PURPOSE OF REPORT

- 1 This report presents an update on the work undertaken on the production of a detailed business case for a new fire and rescue training and development centre in North Wales.

## EXECUTIVE SUMMARY

- 2 North Wales Fire and Rescue Authority (the Authority) is committed to the provision of essential operational training to its staff to support service delivery and firefighter safety. The Chief Fire Officer's (CFO's) situational assessment undertaken during 2021 identified training as a priority area and Authority approval was given to undertake a full review on the future delivery of operational training and development in the Service.
- 3 This has included a review of current operational training facilities, including those located at Dolgellau and Rhyl fire stations. This review identified the need to invest in new training and development facilities to ensure firefighter operational preparedness and safety. In particular, there is a need to provide practical and immersive training experiences across a range of scenarios.
- 4 The review of operational training facilities in North Wales Fire and Rescue Service (the Service) also supports the findings of the Chief Fire and Rescue Advisor's thematic review of operational training within the Welsh Fire and Rescue Services, which recognises the need for significant capital investment required to replicate real-world conditions for firefighters to develop and refresh their operational skills.
- 5 Following approval by the Authority on the 17 October 2022 to allocate a budget for the development of a detailed business case for a new training and development centre, a number of options have been explored by the project team.
- 6 This work has included the identification of a suitable piece of land to locate the new training and development centre in Denbighshire.

- 7 The Authority has now entered into a six-month exclusivity agreement with the land owner, to enable the relevant surveys, suitability assessments and discussions with local planning officers prior to the submission of an outline planning application.
- 8 A working group consisting of six Authority Members, one from each of the constituent council areas, will also be established with the aim to develop and scrutinise plans for a new training and development centre in North Wales.
- 9 It is anticipated that the next stage of the project will take approximately six months and conclude with the presentation of the business case for the land purchase and options to the Authority on 23 October 2023.
- 10 A budget for land purchase has been included in the Authority's 2023/24 budget, with its use conditional to Members' approval following the production of a robust business case by Officers.

## **RECOMMENDATION**

- 11 It is recommended that Members:
  - (i) note the background to review fire and rescue training facilities in North Wales;
  - (ii) note that the current training provision is reaching its end of life;
  - (iii) note the next stage of the project has commenced to confirm the suitability of the identified land; and
  - (iv) note the timescales set out in this report for the provision of a detailed business case for Members' consideration.

## **BACKGROUND**

- 12 At the meeting of the Fire Authority 20 September 2021, the three main priorities for the Service were identified by the CFO in her situational assessment. They included improving availability, improving training and strengthening the corporate structure. Members endorsed these priorities and allocated initial funding to support these areas.
- 13 Training has been reviewed and improved by developing a new training strategy. Funding has been allocated to pay for more trainers and the operational training facilities at Dolgellau require to be replaced.

- 14 The report presented to the Authority on the 17 October 2022 recommended that an initial budget was allocated to develop the business case for a new training centre.
- 15 The new training centre project team have consulted with staff, building construction professionals, sustainability experts and an architect to develop a high-level design for a new training and development centre in North Wales. This has also included the identification of a piece of land assessed as being suitable because of its geographical location and size.

## **INFORMATION**

- 16 The Service has undertaken a detailed review of its operational training facilities at Rhyl and Dolgellau fire stations and as a result it has become apparent that they do not provide the facilities required to train firefighters operating in a modern-day fire and rescue service.
- 17 Although the fire house training facility at Dolgellau fire station continues to be used for operational training, it requires significant investment to extend its medium-term life span for risk critical breathing apparatus and firefighting tactics training and cannot be considered as a long-term option. It is also located in an area of North Wales which is a considerable distance for the majority of our staff to travel and attend breathing apparatus courses.
- 18 During the past decade the Authority will have noted the number of fires and other emergency incidents have reduced significantly. Although this is a success story for the fire prevention work that has taken place in our communities during this time, it has resulted in the risk of firefighters having less exposure to the wide range of hazards and complex situations they are likely to face when attending such incidents.
- 19 Fire contaminants is also a risk present in the smoke and toxic flammable gases released during fires and may contribute to cancer and other health conditions in firefighters. So, the management of fire contaminants needs to be included in a new training and development centre design. Though interim measures have been put in place, the long-term management of fire contaminants is a health and safety concern at the current breathing apparatus training facilities at Dolgellau.

- 20 To mitigate these risks, operational training and development for our staff in a realistic and immersive training environment which includes adequate health and safety measures, needs to be at the forefront of a training and development centre design. This will provide essential facilities for at least the next 25 years in North Wales.
- 21 At the meeting of the Authority on the 17 October 2022 the recommendation to allocate an initial budget to the project was approved, which included the option to enter into an exclusivity agreement with a landowner of a site assessed as being suitable regarding size and location.
- 22 Since the meeting of the Fire Authority, suitable land for locating a training and development centre has been identified in Denbighshire and following constructive conversations with the land agent and local planning office, the Authority has entered into an exclusivity agreement with the land owner to undertake the necessary surveys and land suitability assessments. This agreement does not bind the Authority to the purchase but allows for all due diligence to be undertaken.
- 23 It is anticipated that the next phase of the project will take approximately six months and include conducting the relevant land surveys and assessments, and further dialogue with the Denbighshire Local Authority planning office to satisfy their requirements prior to submitting a pre-planning application.
- 24 A working group consisting of six Authority Members, one from each of the constituent areas, will also be established to develop and scrutinise ideas for a new training centre in North Wales. This will be achieved through regular meetings with Members and the project team, and visits to other Fire and Rescue Service training and development centres in the United Kingdom.
- 25 The outcomes from the working group, site surveys and a pre-planning application will be reviewed, and recommendations for site purchase may be presented to the Authority at its meeting on the 23 October 2023, depending on the outcomes.
- 26 A budget for land purchase has been included in the Authority's 2023/24 budget, with its use conditional to Members approval following the production of a robust business case by Officers.
- 27 Separate to the purchase of land, the detailed business case for the new training and development centre is scheduled to be completed for July 2023 and will be brought to Members for further scrutiny and approval at that time.

- 28 If approved a timetable will be developed, although it is envisaged that building work could commence during early part of 2025 following a planning application, detailed design brief development and procurement of a main contractor.
- 29 Members will be kept updated and informed on the progress of the project as it develops during the proceeding months.

## IMPLICATIONS

Well-being Objectives	This project is aligned to all of the Well-being and Corporate Objectives 2022/23 and will promote firefighter safety, support operational preparedness and ensure sustainability over the longer term
Budget	Members approved the use of £250,000 from reserves to develop a detailed business case for the options of a new training and development centre in NWFRS. An additional budget will be required for land purchase and building costs, should the business case be approved.
Legal	The Authority has a duty under the Health and Safety legislation to ensure the sufficiency of training of its staff, management of risks such as contaminants. The project also addressed the wider legal obligation to reduce carbon emissions.
Staffing	Project team and stakeholders are included in the Project Initiation Document (PID) for approval at Service Leadership Team. The project supports staff health and safety and wellbeing.
Equalities/Human Rights/ Welsh Language	Implications for the protected characteristics are covered within the PID Integrated Impact Assessment.
Risks	All risks are included in the PID risk register.