

AWDURDOD TÂN AC ACHUB GOGLEDD CYMRU



NORTH WALES FIRE AND RESCUE AUTHORITY

A meeting of the **EXECUTIVE PANEL** will be held **MONDAY 18 MARCH 2024** virtually **via Zoom** commencing at **14:00 hrs.**

Yours faithfully,
Gareth Owens
Clerk

AGENDA

- 1. Apologies**
- 2. Declaration of Interests**
- 3. Notice of Urgent Matters**
Notice of items which, in the opinion of the Chair, should be considered at the meeting as a matter of urgency pursuant to Section 100B (4) of the Local Government Act, 1972.
- 4. Minutes of the Meeting held on 18 December 2023**
- 5. Matters Arising**
- 6. Community Risk Management Plan 2024-29 and Community Risk Management Implementation Plan 2024-25**
- 7. Performance Monitoring Report Q3 23/24**
- 8. Draft Equality, Diversity and Inclusion Strategy 2024-29**
- 9. Pay Policy Statement**
- 10. Urgent Matters**
To consider any items which the Chair has decided are urgent (pursuant to Section 100B (4) of the Local Government Act, 1972) and of which substance has been declared under item 3 above.

PART II

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

None.

NORTH WALES FIRE AND RESCUE AUTHORITY
EXECUTIVE PANEL

Minutes of the **Executive Panel** of the North Wales Fire and Rescue Authority held on Monday 18 December 2023 at St Asaph Fire and Rescue Headquarters and virtually via Zoom. Meeting commenced at 14.30hrs.

Councillor

Cllr Dylan Rees (Chair)
Cllr Paul Cunningham (Deputy Chair)
Cllr Carol Beard
Cllr Alan Hughes
Cllr John Ifan Jones (left 15:39)
Cllr Gareth A Roberts
Cllr Rondo Roberts
Cllr Paul Rogers (left 15:12)
Cllr Gareth Sandilands
Cllr Dale Selvester
Cllr Rob Triggs

Representing

Ynys Môn County Council
Flintshire County Council
Conwy County Borough Council
Denbighshire County Council
Anglesey County Council
Gwynedd County Council
Wrexham County Council
Wrexham County Council
Denbighshire County Council
Flintshire County Council
Gwynedd Council

Also present:

Dawn Docx
Stuart Millington
Helen MacArthur
Dafydd Edwards
Tracey Williams
Gareth Owens
George Jones
Lisa Allington

Chief Fire Officer
Assistant Chief Fire Officer
Assistant Chief Fire Officer
Treasurer
Head of Corporate Communications
Clerk and Monitoring Officer
Atebol - Translator
Executive Assistant

1 APOLOGIES

Councillor

Cllr Chrissy Gee

Representing

Flintshire County Borough Council

ABSENT

Councillor

Cllr Chris Hughes

Representing

Conwy County Borough Council

2 DECLARATIONS OF INTEREST

2.1 There were no declarations of interest to record.

3 NOTICE OF URGENT MATTERS

3.1 There was no notice of urgent matters.

4 MINUTES OF THE MEETING HELD ON 18 SEPTEMBER 2023

4.1 The minutes of the meeting held on 18 September 2023 were submitted for approval.

4.2 It was proposed and seconded, and therefore resolved to:

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

5 MATTERS ARISING

5.1 With regards to item 8.5 (ii) of the minutes in relation to the Service's intention to publish a simple summary version of the key elements of the Annual Performance Assessment (APA), the Chair enquired, whether this had been done and Officers confirmed that it had.

5.2 With regards to item 9.8 in relation to the audit of the sickness absence review, ACFO MacArthur advised those present that MIAA, the Authority's external auditors, had carried out a Payroll and Attendance Management review and the arising report had been discussed in the Audit Committee meeting which had taken place this morning.

6. BUDGET SETTING 24/25

6.1 ACFO MacArthur presented the Budget Setting 24/25 paper to Members, the purpose of which was to provide an update on the current financial planning assessment to set a balanced budget for 2024/25, and to seek endorsement to confirm the indicative levy with constituent local authorities. The key areas were highlighted.

6.2 The Chair and the Treasurer gave thanks to ACFO MacArthur and the Members of the Budget Scrutiny Working Group for all of their work to date.

6.3 The Treasurer noted that there were a number of unavoidable costs which had been accounted for such as the rise in interest rates and general inflation, and that as a result of the work of the Budget Scrutiny Working Group, and the savings that they had identified, the levy had been reduced to 10.8% from the original figure of over 15%.

6.4 The Treasurer also noted that a further saving of £500,000 would be required should it be necessary to bring this down to below 10%.

6.5 ACFO MacArthur confirmed that the assumptions made with regards to the SCAPE grant from the Welsh Government for National Insurance contributions was reasonable.

- 6.6 A Member noted that the constituent councils were in a difficult financial position currently, and asked whether discussions had taken place with financial leaders at constituent councils to make them aware of the amount of the levy. The Member further asked whether the need to invest in capital had also been considered.
- 6.7 The CFO responded that the Leaders and Chief Executives of each council had been met with as part of the Emergency Cover Review (ECR) consultation, and had been advised what the ECR meant for each of them alongside the budget setting process.
- 6.8 The CFO further noted that the Service would need to invest in capital in the future in order to fund a new Training Centre, something which was vital and required for health and safety reasons.
- 6.9 It was proposed and seconded, and therefore resolved to:**
- i) Note the findings of the Budget Scrutiny Working Group, including the planning assumptions being used to develop the revenue budget for 2024/25;**
 - ii) Note the current financial planning assessment of a budget requirement of £49.194m for 2024/25;**
 - iii) Note the proposal to seek further work to identify opportunities for the further reductions in expenditure for the 2024/25 financial year and/or utilisation of reserves; and**
 - iv) endorse the communication of the draft financial levy to each constituent local authority.**

7. PERFORMANCE MONITORING REPORT Q2 23-24

- 7.1 Area Manager Anthony Jones presented the Performance Monitoring Report for Quarter 2, 23/24 which provided information about incident activity during the first half (Q1 and Q2) of the 2023/24 financial year; performance in relation to the North Wales Fire and Rescue Authority's (the Authority) improvement and well-being objectives; and other notable incident activity.
- 7.2 It was highlighted to Members that there had been three accidental dwelling fire deaths during the first half of 2023/24 and the causes of these were noted.
- 7.3 Members noted that the Service's level of sickness absence did not compare favourably to public sector workers in general, and it was asked that a mechanism for comparing to other similar fire and rescue services be looked into.

- 7.4 A Member asked if there was a process in place for revisiting vulnerable occupants to check whether the smoke detectors fitted by the Service were still working. ACFO Millington confirmed that there were a variety of reasons for a smoke alarm not to be activated in the event of a fire; however, a reinspection programme was in place to revisit occupants who had had a device fitted to ensure that they were still operating effectively. Furthermore, the devices fitted by the Service were now sealed units meaning that the entire device would have to be replaced once the battery had expired.
- 7.5 AM Anthony Jones confirmed that, following the Audit Wales report on attendance at Automatic Fire Alarms, steps had been taken to address the recommendations of the report with an action plan being developed. Methods of analysing data more effectively in this area were also being looked into.
- 7.6 A Member asked whether there were any trends relating to the increase in fires at HMP Berwyn, and AM Anthony Jones responded that not all incidents at the prison were attended, but those that were were thoroughly investigated. Prisoners who deliberately set fires were also subject to an extended sentence as a result. The prevention and protection team were also working closely with the prison to educate inmates.
- 7.7 It was further asked if work with other partnership agencies remained ongoing in relation to the issues around the Pontcysyllte Viaduct and the recent increase in people taking their own lives at that location.
- 7.7 ACFO Millington confirmed that work remained ongoing with partner agencies in this area, and that of similar issues at the Menai Bridge.

7.8 It was proposed and seconded and therefore resolved to:

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

8. STRATEGIC RISK MANAGEMENT

- 8.1 AM Anthony Jones presented the Strategic Risk Management paper which provided Members with a mid-year update on the content of the Authority's strategic risk register in accordance with the Strategic Risk Management Policy.

8.2 The Chair confirmed that a meeting had recently taken place between himself and AM Anthony Jones to review the Risk Register. It was highlighted to Members that the Service had now achieved the Cyber Essentials (CE) qualification and that work remained ongoing towards the Cyber Essentials Plus (CE+) qualification; however, there were indications that the CE+ qualification may be replaced at some stage in the future.

8.3 It was proposed and seconded and therefore resolved to:

i) note the identified strategic risks that are facing the Authority following mid-year review.

9. HEALTHY TRAVEL CHARTER

9.1 ACFO Millington presented the Healthy Travel Charter paper which set out for Members of the Authority the obligations as prescribed in the North Wales Healthy Travel Charter, and the practical considerations of implementing them.

9.2 It was proposed and seconded and therefore resolved to:

i) endorse the ratification of the North Wales Healthy Travel Charter, for consideration at a future meeting of the Authority, under the following terms:

- The Chief Fire Officer (CFO) be delegated to sign the Charter on behalf of the Authority;**
- The Environment and Climate Change Manager be designated the Single Point of Contact (SPoC) for the scheme; and**
- Compliance reporting to the Flintshire and Wrexham Public Service Board to be made by ACFO Stuart Millington.**

10 CHANGES TO THE CONSTITUTION - DELEGATION OF POWERS

10.1 Gareth Owens, Clerk and Monitoring Officer, presented the proposed changes to the constitution which sought to include within the Constitution a standing delegation of powers from the end of office of the present Members of the Authority to the first meeting of the Authority following elections.

10.2 The Clerk provided Members with the rationale behind these changes, this being to ensure that during the short period between the elections and the Annual Meeting of the Authority where there will be no office holders, and if during which time the Authority needs to act, that powers be delegated to the Chief Fire Officer (CFO) in respect of a decision which cannot be delayed.

10.3 It was proposed and seconded and therefore resolved to:

- i) delegate all the powers of the Authority, its committees and its office holders to the CFO, in consultation with the Clerk and Treasurer, for the period between ordinary elections and the first meeting of the Authority thereafter;**
- ii) these delegations shall apply only so far as such powers relate to decisions that cannot reasonably be delayed until the date of that first meeting; and**
- iii) that this delegation be recorded in the Authority's constitution.**

11 URGENT MATTERS

11.1 There were no urgent matters to raise.

Meeting closed: 15:45 hrs

Report to	Executive Panel	
Date	18 March 2024	
Lead Officer	Stewart Forshaw, Deputy Chief Fire Officer	
Contact Officer	Anthony Jones – Head of Planning, Performance and Transformation	
Subject	Community Risk Management Plan 2024-29 and Community Risk Management Implementation Plan 2024-25	

PURPOSE OF REPORT

- 1 This report is to present to Members of the North Wales Fire and Rescue Authority (the Authority);
 - i) the Community Risk Management Plan for the five-year period 2024 to 2029;
 - ii) the Community Risk Management Implementation Plan for 2024-25; and
 - iii) to seek approval to consult with the public on our proposed five year and one-year plans.

EXECUTIVE SUMMARY

- 2 Under the Welsh Government Fire and Rescue National Framework 2016, one of the key objectives for Fire and Rescue Services in Wales is to continually and sustainably reduce risk and enhance the safety of citizens and communities.
- 3 The Authority is required by The Local Government (Wales) Measure 2009 to make arrangements for continuous improvement in the exercise of its functions, by setting itself improvement objectives in each financial year against at least one of seven functions. The public must be consulted on these objectives.
- 4 It is a statutory requirement of the Well-being of Future Generations (Wales) Act 2015 for Public Bodies to publish annual well-being objectives and to report annually on their progress towards meeting their well-being objectives.
- 5 The Authority previously outlined its improvement and well-being objectives, in its 2021-2024 Corporate Plan. This has now expired and will be reported upon in the Annual Performance Assessment later this year.

- 6 In place of a new corporate plan, a Community Risk Management Plan (CRMP) has been developed. The CRMP aims to identify risks facing the community and describes how the Authority will manage those risks, and continue to prevent and respond to fires and other emergencies. The objectives have been written to take account of the requirements of both afore-mentioned pieces of legislation.

RECOMMENDATION

- 7 It is recommended that Members:
- i) **Note the content of the report; and**
 - ii) **Approve the draft Community Risk Management Plan 2024-29 and the Community Risk Management Implementation Plan (CRMIP) 2024-25 for consultation with Authority Members, staff, relevant stakeholders and the public prior to approval at a full meeting of the Authority in July 2024.**

BACKGROUND

- 8 In defining the scope of the CRMP, we have consulted with our staff at all levels of our organisation utilising a variety of consultation methods, including our Fire Family Survey, the Emergency Cover Review consultation, Service Leadership Team and Middle Manager workshops. We have also consulted with representative bodies.
- 9 Based on this consultation, we have developed five principles, which will assist the Authority to mitigate the risks to our communities and help focus on improvement within our Service over the next five years.
- 10 In line with the National Fire Chiefs Council development of the Community Risk Management Planning Strategic Framework and reflecting community risk, what we have previously referred to as corporate objectives have been replaced by five principles through which, the Authority will continue to discharge its statutory obligations under the aforementioned Acts and the Welsh Government Fire and Rescue National Framework 2016.
- 11 The objectives contained within the 2024-25 CRMIP will, along with subsequent annual objectives, support the delivery of the five-year CRMP.

INFORMATION

- 12 Consultation will be hosted on the 'Your Voice' platform and will be run between the 25 March and 16 June 2024.
- 13 It will be supported by internal and external communications including the use of social media.
- 14 It is intended that the draft CRMP 2024-29 and the CRMIP 2024-25 will follow the Service internal and external consultation process and include Members of the Authority, public, staff and other relevant stakeholders to provide feedback, prior to publishing it following a full meeting of the Authority in July 2024.
- 15 English and Welsh versions will be available as well as an accessible, easy read format.
- 16 An Equality and Socio-economic Impact Assessment has been prepared and will be published alongside the consultation documents.
- 17 Once the consultation has closed the feedback will be assessed and any necessary changes made to the CRMP 2024-29 and CRMIP 2024-25 before results of the consultation are presented to the Executive Panel on the 17 June 2024, and circulated to the Members of the Audit Committee.
- 18 The final version will be presented to the full Authority for approval and publishing on the 15 July 2024.
- 19 Once published, progress against the 2024-25 CRMIP will be monitored through the Service Leadership Teams' Performance Board.

IMPLICATIONS

Wellbeing Objectives	The Community Risk Management Plan 2024-29 and the Community Risk Management Implementation Plan 2024-25 contain a Well-being statement as required by the Act.
Budget	Not applicable
Legal	The Community Risk Management Plan 2024-29 and the Community Risk Management Implementation Plan 2024-25 have been prepared in accordance with the relevant legislation.
Staffing	None
Equalities/ Human Rights/ Welsh Language	An Equality Impact Assessment has been prepared and will be published at the time of consultation and publication.
Risks	The Community Risk Management Plan supports the Authority's risk management arrangements.

2024 - 2029

**NORTH WALES FIRE AUTHORITY
COMMUNITY RISK MANAGEMENT
PLAN 2024 - 2029**



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FOREWORD



The National Fire Chiefs Council has developed a Strategic Framework which is intended to deliver a more consistent and standardised approach to community risk management planning (CRMP) across the UK. It is intended to assist in transparent and justifiable decision-making and help Fire and Rescue Services identify collaborative opportunities with partner organisations more easily.

This draft CRMP replaces our 2021-2024 Corporate Plan and articulates the risks facing our communities and describes how we will address those risks, and continue to prevent and respond to fires and other emergencies. This CRMP will be produced in consultation with the public, fire and rescue staff, local partners and representative bodies.

Once approved, this plan will cover the five years between 2024 and 2029 and will be supported by annual action plans that will set out what we aim to achieve each year, as well as annual assessments of our progress against those plans.



Maintaining our ability, through our dedicated firefighters, to provide an effective emergency response, requires a range of different staffing models or 'duty systems', which are explained in more detail on page 7.

Currently we have guaranteed emergency cover at only eight of our fire stations, located predominantly along the A55 dual carriageway corridor in our region. Elsewhere in North Wales we rely on part time or on-call firefighters, but their availability during the day time is challenging.

We are working hard to recruit and retain these firefighters but we need to have guaranteed emergency cover in inland areas, to ensure that we can be certain of being able to provide a response crew within the optimum response times across the whole of North Wales. In an emergency, time is of the essence.

Through our Emergency Cover Review, we have been exploring scenarios for providing emergency cover in the future, with a view to improving existing cover. More details of the Emergency Cover Review can be found on page 34.

We continually strive to achieve the best culture within our organisation in accordance with our core values but recognise that no public service can afford to be complacent when it comes to ensuring the highest possible standards expected by our staff and members of the public. It is only right that we are held to account in this regard and importantly that we take on board any recommendations from others who have undergone culture reviews. The commitment to an open, inclusive and welcoming culture relates to us all.

North Wales Fire and Rescue Service is your fire and rescue service. We therefore want to hear your views about our proposals. Further details on the ways in which you can take part in our consultation are detailed at the end of this draft plan.

WHAT IS A COMMUNITY RISK MANAGEMENT PLAN (CRMP)?

Under the Welsh Government Fire and Rescue National Framework, one of the key objectives for Fire and Rescue Services in Wales is to continually and sustainably reduce risk and enhance the safety of citizens and communities.

A Community Risk Management Plan (CRMP) aims to identify risks facing the community and describes how the Fire and Rescue Authority will manage those risks, and continue to prevent and respond to fires and other emergencies.

The Authority previously outlined its improvement and well-being objectives, as required by the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015, in its 2021-2024 Corporate Plan.

In line with National Fire Chiefs Council development of the Community Risk Management Planning Strategic Framework and reflecting community risk, what we have previously referred to as corporate objectives have been replaced by a set of five Principles, through which, the Authority will continue to discharge its statutory obligations under the aforementioned Acts and the Welsh Government Fire and Rescue National Framework 2016.

Our Principles are explained on page 24.

Details of our consultation are set out at the end of this document. Once public feedback has been considered and the final draft is approved, the CRMP will cover the financial years between 2024 and 2029.

This draft document has been produced in consultation with the Fire and Rescue Authority, Fire and Rescue Service staff, representative bodies and local partners.

MONITORING THE COMMUNITY RISK MANAGEMENT PLAN

The CRMP 2024-2029 is our long-term plan to help us deliver an effective and efficient Service. It will be monitored and reviewed annually against an updated Hazard Assessment to ensure each principle and the associated objectives remain fit for purpose, are on schedule for delivery and align with the Service priorities at the time.

We will produce and publish annual plans to demonstrate our progress.

ABOUT NORTH WALES

Covering an area of 6,172 square kilometres and with a population of 687,000, North Wales encompasses a diverse landscape, including the mountainous Eryri National Park, coastal areas, rural communities and major urban areas. North Wales comprises six counties, Isle of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham. The A55 runs through five of the six counties and is part of one of the longest European routes, running between Holyhead and eastern Europe.

Isle of Anglesey

With much of the coastline declared an Area of Outstanding Natural Beauty Isle of Anglesey is a popular tourist destination as well as a gateway to and from the Republic of Ireland through the Port of Holyhead. The economy of the county is mostly based on agriculture, energy, and tourism.

Gwynedd

Home to Eryri National Park and the Llŷn Peninsula, another Area of Outstanding Natural Beauty, Gwynedd borders the Isle of Anglesey across the Menai Strait and Ceredigion over the Dyfi estuary to the south. The county has the highest percentage of Welsh speakers in Wales, and contains several of Wales' largest lakes and reservoirs, including the largest, Llyn Tegid in Bala.

Conwy

The coastal towns of Colwyn Bay, Llandudno with its pier and the Great and Little Ormes, and Conwy with its quay and castle are popular year-round tourist destinations. Inland the towns of Llanrwst and Betws-y-Coed offer year-round outdoor activities to residents and visitors. The geography is shaped by the River Conwy, which forms a wide valley down the western half of the county.

Denbighshire

Denbighshire's geography is defined by the broad valley of the River Clwyd, with the towns of Denbigh and Ruthin surrounded by rolling hills on all sides except the north, where it reaches the coast, and the towns of Rhyl and Prestatyn. The hills form part of the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty and the economy is based on agriculture, predominantly sheep rearing and dairy farming, and year-round tourism.


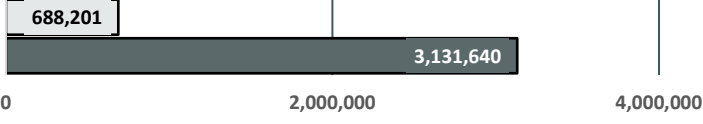
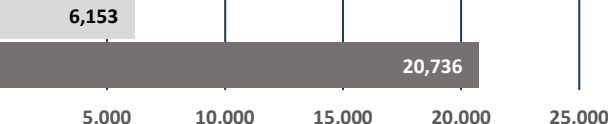

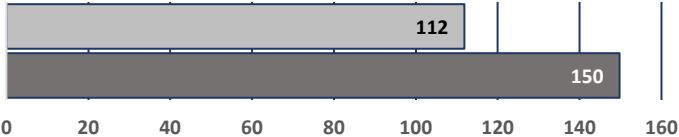

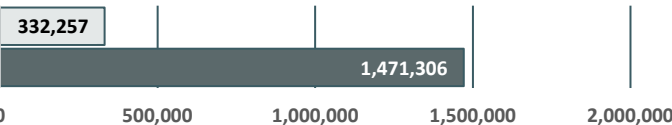



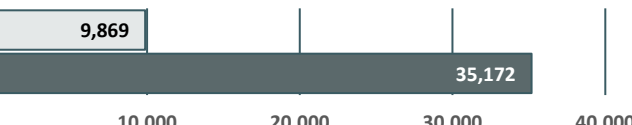

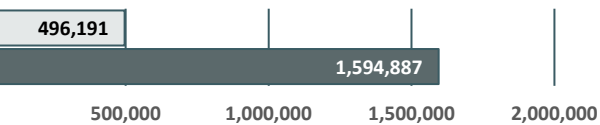


Flintshire

Mold is Flintshire's administrative centre and the Welsh speaking stronghold of the county. The coast along the Dee estuary is heavily developed by industry and the North coast much developed for tourism. Major manufacturing industries include a Toyota engine plant, UPM papermill and Airbus UK at Broughton. Shotwick Solar Park, Deeside is currently the largest photovoltaic solar array in the UK.

Wrexham

Wrexham is the only landlocked county in North Wales and is home to, Wrexham Industrial Estate, the well-known Wrexham Football Club and the UK's largest prison, HMP Berwyn. The county is part of the Clwydian Range and Dee Valley Area of Outstanding Natural Beauty. The Pontcysyllte Aqueduct near Cefn Mawr is an important surviving piece of early industrial infrastructure and has been designated a UNESCO World Heritage Site. The Berwyn mountains and the Ruabon Mountains are designated Sites of Special Scientific Interest (SSSI) and Special Areas of Conservation (SAC).

Knowing about North Wales today helps the Authority plan to make positive changes for the future.

POPULATION		22.0% of Wales	Source: Welsh Government
	<p>NORTH WALES 688,201</p> <p>WALES 3,131,640</p>		
AREA KM²		29.7% of Wales	Source: Welsh Government
KM²	<p>NORTH WALES 6,153</p> <p>WALES 20,736</p>		
POPULATION DENSITY		112. The Welsh average is 150	Source: Welsh Government
	<p>NORTH WALES 112</p> <p>WALES 150</p>		
DWELLINGS		22.6% of Wales	Source: Welsh Government
	<p>NORTH WALES 332,257</p> <p>WALES 1,471,306</p>		
NON-DOMESTIC PROPERTIES		26.7% of Wales	Source: Welsh Government
	<p>NORTH WALES 34,110</p> <p>WALES 127,646</p>		
ROAD LENGTH KM		28.1% of Wales	Source: Welsh Government
	<p>NORTH WALES 9,869</p> <p>WALES 35,172</p>		
AGRICULTURAL AREA KM²		31.1% of Wales	Source: Welsh Government
	<p>NORTH WALES 496,191</p> <p>WALES 1,594,887</p>		
WELSH SPEAKERS		31.2% of Wales	Source: Welsh Government
	<p>NORTH WALES 278,600</p> <p>WALES 891,800</p>		

YOUR FIRE AND RESCUE SERVICE

MAKING NORTH WALES A SAFER PLACE TO LIVE, WORK AND VISIT

The Authority comprises 28 elected councillors from the six unitary authorities of North Wales, with the number of representatives determined by the population of the area. More information about the Authority, its members and responsibilities can be found [here](#).

North Wales Fire and Rescue Service is led by a Chief Fire Officer and Chief Executive and a Service Leadership Team. This comprises Senior Officers and Managers who are responsible for departments looking after our Service's key operational and corporate functions.

Response - Our firefighters respond to fires, road traffic collisions and other emergencies from 44 fire stations across North Wales. In total we have 54 fire engines. Some of our fire stations have two fire engines. Other stations have specialist vehicles like aerial ladder platforms, incident support vehicles or boats, depending on the risk in their area.

In total we have 54 fire engines, but they are not all available at the same time. This may be because:

- crews are undertaking mandatory training,
- large incidents that require multiple fire engines, or
- because on-call fire engines have insufficient crew.

For that reason, we constantly move our firefighters around North Wales to ensure that we can get to incidents as quickly as possible regardless of where they happen. In the event of a significant or long-running incident we can also call on the support of neighbouring fire and rescue services if we need to.

We have four duty systems so we can crew our fire engines based on local risks and needs. How we currently deploy our firefighters is subject to the Emergency Cover Review, see page 34.

Wholetime Fire Engines

Firefighters operating the wholetime duty system are located at Wrexham, Deeside and Rhyl. Crews at these stations work shifts from the station at night and during the day so as to provide a 24-hour immediate response. In addition, there are also on-call firefighters based at these fire stations.

Day Crewing Fire Engines

Firefighters located at Colwyn Bay, Llandudno, Bangor, Caernarfon and Holyhead work the day crewing duty system. This shift system requires our crews to work a combination of hours on station during the day and to remain on-call from a location within five minutes of the fire station overnight in order to provide a 24-hour response. There are also on-call firefighters based at these fire stations.

Wholetime Duty Rural Firefighters

Firefighters operating the wholetime duty rural system, work 12-hour day shifts covering the region on a dynamic basis, depending on demand.

On-call Fire Engines

Our on-call firefighters operating the retained duty system operate across all of our fire stations but the majority are based in rural fire stations located in the region. They are required to live or work within five minutes of their fire station in order to respond to emergencies. They also attend drill nights once a week for training sessions and other pre-arranged duties.

Control Room Staff

When anyone in North Wales dials 999 / 112 and asks for the fire and rescue service, they will be put through to control staff at the Joint Communications Centre in St. Asaph.

The Joint Communications Centre is a collaborative facility where North Wales Fire and Rescue Service shares an operational floor with North Wales Police. Opened in 2008, the major drivers for this collaboration was to save lives and reduce serious injuries. It represents an innovative approach to joint emergency service working, placing North Wales at the very forefront of 999 operations.

Control staff are responsible for the immediate despatch of our firefighters across North Wales along with any specialist equipment that is required. They deal with thousands of emergency calls each year, many of which are life threatening, and are trained to deal with callers who are trapped and offer fire survival assistance.

The following are the teams that are essential to ensuring that our firefighters have the ability to respond to emergencies and deliver our community safety initiatives, as well as ensuring the Service operates within budget, and discharges its legal obligations and statutory reporting responsibilities:

Human Resources and Business Support manages, recruitment, onboarding, and welfare and provides advice on employee relations, discipline, grievances, job evaluation, and legal compliance.

Corporate Planning, Performance and Transformation publishes statutory long-term plans, performance assessments and monitoring reports on behalf of the Fire Authority. The team also oversees Business Continuity, Strategic Risk, and Project Management and leads strategic transformational projects such as the Emergency Cover Review.

Training and Development is responsible for training operational personnel in risk critical skills areas. It is also responsible for maintaining accreditation for awarding qualifications, Health, Fitness & Wellbeing, Equalities, Diversity & Inclusion, Development to Competent, Leadership and Management and the professional development for all staff.

Corporate Communications ensures that the Service's messages are seen, heard, and understood. The team maintains the Service's reputation with the aim of earning understanding, influencing opinion and behaviour and ensures the English and Welsh languages are treated equally, to be able to offer language choice to the public and our staff, and compliance with the Welsh Language Standards.

Information and Communication Technology ensure that the Service's vital ICT infrastructure is protected from cyber-attacks and facilitates the best use of the digital tools available to Service staff.

Prevention and Protection focuses on household and community safety, and non-residential fire safety. Prevention staff deliver fire safety and health & wellbeing advice to households, road and water safety education, arson reduction initiatives, engaging with young people and managing volunteers. Protection staff ensure businesses meet their statutory fire safety obligations, through site visits, engagement and, where necessary, enforcement.

Finance and Procurement is responsible for the payment of our staff, payment of supplier invoices, the operation of the main Stores, assisting in the purchasing of goods and services, and the production of statutory information including the Statement of Accounts.

Fleet and Engineering design, purchase, maintain and repair the fleet of emergency appliances, vehicles and equipment and provide a 24-hour emergency call out service to ensure the continued availability of frontline fire appliances and equipment to respond to incidents.

Technical Operations ensure the Health and Safety of firefighters through the development, and adoption of operational policies and procedures, including National Operational Guidance, Joint Organisational Learning and Fire Standards.

OUR GOVERNANCE and LEGISLATION

Like all public-sector bodies, North Wales Fire and Rescue 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;

The Health and Safety at Work Act 1974;

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 Welsh Government Fire and Rescue National Framework 2016;

The Fire and Rescue Services (Emergencies) (Wales) (Amendment) Order 2017;

The UK Data Protection Act 2018;

The Serious Violence Duty 2022;

The Social Partnership and Public Procurement (Wales) Act 2023.

Well-being of Future Generations (Wales) Act 2015 Statement

The sustainable development principle of the Well-being of Future Generations Act (Wales) 2015 states “All Public Services should act in a manner which seeks to ensure that the needs of the present are met, without compromising the ability of future generations to meet their own needs.”








We are committed to meeting our duties under the Well-being of Future Generations (Wales) Act 2015.

Throughout the development of our Community Risk Management Plan, the Well-being of Future Generations (Wales) Act 2015 goals were considered to ensure we contribute to their achievement.

Our Improvement and Well-being Objectives (defined under the *What do we intend to do during the life of this plan?* Section of Our Principles, pages 24 to 36) will help us achieve the seven well-being goals in several ways. We have ensured that the actions for our Improvement and Well-being Objectives have been developed in accordance with the sustainable development principle.

The following explains how North Wales Fire and Rescue Authority has set well-being objectives in accordance with this principle.



	<p>Through our Prevention and Protection Principles we will contribute towards a Prosperous Wales by working innovatively to keep people safer in their homes and businesses. By reducing the costs associated with fire death, injury, damage and disruption we will enhance our support to the local economies of North Wales. Through our People Principle we will recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve and we will adopt eco-friendly practices in our daily operations to cut down on carbon emissions as part of our Environment Principle.</p>
	<p>Our Environment Principle and underpinning objectives contribute towards a Resilient Wales through by adopting eco-friendly practices in our daily operations to cut down on carbon emissions and other environmental impacts and by raising environmental awareness amongst our staff and our communities.</p>
	<p>We will contribute to a Healthier Wales through our Prevention Principle by delivering safe and well checks to our most vulnerable citizens and making every contact count by sharing any health and wellbeing concerns identified with relevant partners. Through our People Principle we will support our workforce to be physically fit and mentally resilient and through our Response Principle we will improve emergency cover in our more rural, less densely populated areas.</p>
	<p>Through our People Principle we will identify and maximise staff potential through effective people management and development, leading to a high-performance culture, where people value and respect each other, thereby contributing to a More Equal Wales.</p>
	<p>Through our Prevention, Protection, Response and Environment Principles we will contribute to a Wales of Cohesive Communities ensuring fires in homes, businesses or on open land are either prevented or the impact is minimised as far as possible.</p>
	<p>We will contribute to a Wales of vibrant culture and thriving Welsh language, through our People Principle by offering access to our services and the ability to communicate with us in Welsh and supporting our staff to speak their preferred language in the workplace and to offer opportunities to staff who wish to learn Welsh. Through our Protection Principle we will work with local partners to keep heritage sites and buildings safe from fire.</p>
	<p>We will play our part in a Globally Responsible Wales through our Environment and Protection Principles. We will reduce our own carbon emissions by switching our fleet of diesel Fire Engines to run on Hydrotreated Vegetable Oil, purchasing only zero or ultra-low emissions cars and vans and phasing out gas and LPG heating from our estate. Through our Protection work we will seek to avoid or limit the emission of harmful gases into the atmosphere as a result of industrial or environmental waste fires.</p>

The Well-being of Future Generations (Wales) Act 2015 also identifies the following five ways of working which we must consider and act in accordance with when planning and making decisions:



Balancing short term needs with long-term needs

Taking a longer-term view in our 2024-29 Plan allows us to consider how future trends and changes will impact the public and our services, including climate change, projected demographics of an ageing population and financial constraints affecting public services;



Putting resources into preventing problems

Our preventative activity ranges from working with businesses and building owners to make premises safe to working with individuals and groups to change behaviour, all with the aim of preventing the need for an emergency response;



Using an integrated approach, balancing social, economic, and environmental needs

Our planning process is undertaken collectively by involving various stakeholders including our staff, our partners and members of the public to ensure the impact of proposals are fully explored;



Collaborating with others to help meet well-being objectives

We work with a wide range of partners at a strategic and local level, including the Local Resilience Forum and Public Service Boards, to develop and deliver risk mitigation approaches;



Involving others to reflect the diversity of an area

Our consultation and engagement activities ensure there are opportunities for the public, locally elected politicians, partnership agencies and our staff to contribute views and ideas. We also work closely with representatives from vulnerable and under-represented groups to ensure inclusive engagement by reaching diverse audiences.

Our Socio-Economic Duty Statement

Since March 2021, public bodies in Wales have had to consider how strategic decisions affect those who live in less favourable social and economic circumstances, for example, experiencing poverty or unequal access to services such as transport. Such disadvantage can result in inequalities of outcome including poorer health, lower educational attainment, and less favourable work opportunities.

We therefore give due regard to socio-economic disadvantage in making strategic decisions, which contributes to the Well-being of Future Generations (Wales) Act 2015 goals.

This plan has been subject to an Equality Impact Assessment to ensure that it is fair and does not present barriers to participation or disadvantage any protected groups from participation during consultation and implementation.

Future Trends Report Wales 2021

The Well-being of Future Generations (Wales) Act 2015 places a duty on Welsh Ministers to prepare a Future Trends Report every five years. The Report provides an overview of four big drivers of change:

- People and Population,
- Inequalities,
- Planetary Health and Limits,
- Technology

These drivers of change are likely to affect Wales' achievement of the seven well-being goals, and has been referenced during the development of this plan.

The Local Government (Wales) Measure 2009

Fire and Rescue Authorities in Wales must make arrangements for continuous improvement in the exercise of its functions, by setting itself objectives in each financial year against at least one of seven functions.

Below, we have identified which of our improvement and well-being objectives, outlined under the *What do we intend to do during the life of this plan?* section of Our Principles, will support delivery against these functions;

Strategic Effectiveness	All of Our Principles
Service Quality	Our Prevention, Protection and Response Principles
Service Availability	Our Response Principle
Fairness	Our Prevention, Protection and Response Principles
Sustainability	Our Environment Principle
Efficiency	All of Our Principles
Innovation	All of Our Principles

The Welsh Government Fire and Rescue National Framework 2016

This Framework outlines that the overriding aim of Fire and Rescue Authorities should be to keep people, communities, businesses and the environment in Wales safe from fires and other hazards as effectively and efficiently as possible.

To support that aim the Framework specifies the following key objectives for Fire and Rescue Authorities;

- Continually and sustainably reducing risk and enhancing the safety of citizens and communities – Our Prevention and Protection Principles support the delivery of this objective.
- Responding swiftly and effectively to incidents - Our Response Principle supports the delivery of this objective.

- Being clearly and publicly accountable for delivery and funding, manifesting the highest standards of governance - Our Annual Governance Statement, Annual Performance Assessment and Publication of Authorities Statement of Accounts supports the delivery of this objective.
- Maintaining downward pressure on costs and taking all opportunities to realise efficiencies - Our Annual Governance Statement, Annual Performance Assessment and Publication of Authorities Statement of Accounts supports the delivery of this objective.
- Working effectively with partners to improve efficiency and citizen and community well-being - Our Prevention and Protection Principles support the delivery of this objective.
- Valuing and developing the workforce to the highest standards - Our People Principle supports the delivery of this objective.

The Welsh Language (Wales) Measure 2011

The Welsh Language (Wales) Measure 2011 requires that the Welsh and English languages should be treated equally in the conduct of public business in Wales.

North Wales Fire and Rescue Service recognises and values the rich diversity of our communities and the significance of our cultural heritage and we are committed to ensuring that in conducting public business in Wales, the Welsh and English languages are treated based on equality.

The Welsh Language Commissioner issued the Fire and Rescue Authority with their Compliance Notices on 30 September 2016. This document lists which of the Welsh Language Standards that apply to the Authority and gives details about what services citizens can expect to receive in Welsh.

North Wales Fire and Rescue Authority publishes an annual report which demonstrates how we maintain compliance with the Welsh Language Standards.

The Equality Act 2010

The Equality Act 2010 includes a public sector equality duty that requires public sector bodies, in the exercise of their functions to have due regard for the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Act requires public authorities to publish equality objectives, to enable the authority to better perform the general duty and must review its equality objectives every four years. North Wales Fire and Rescue Authority meets this requirement by publishing progress against its equality objectives annually.

Public Service Boards (PSBs)

In addition to the duties placed on individual public bodies, the Well-being of Future Generations (Wales) Act 2015 also requires each local authority area to form a Public Services Board (PSB).

With regard to the area covered by North Wales Fire and Rescue Authority, three Public Services Boards have been established:

- Anglesey and Gwynedd.
- Conwy and Denbighshire.
- Flintshire and Wrexham.

Each Public Services Board has published a 'Well-being Plan' to identify its priorities and how it is working to achieve those priorities in its area.

Gwynedd and Isle of Anglesey Objectives

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

Conwy and Denbighshire Objectives

- To make Conwy and Denbighshire a more equal place with less deprivation. We have also identified four key themes to support our main objective, these include;
- 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.
- Economy – There is a flourishing economy, supported by a skilled workforce fit for the future.
- Equality – Those with protected characteristics face fewer barriers.
- Housing – There is improved access to good quality housing.

Wrexham and Flintshire Objectives

- 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.

We continue to work with and support the PSBs in our area. This will include benchmarking our activities against each of the above to have a better understanding of how we can be effective members of our PSBs, collaborating and taking an integrated approach to delivering services, to help people feel safe and well in their daily lives.

Our work with the PSBs demonstrates our commitment to the sustainable development principle, the seven goals and the five ways of working of the Well-being of Future Generations (Wales) Act 2015. More information about the PSBs can be found by following the links below;

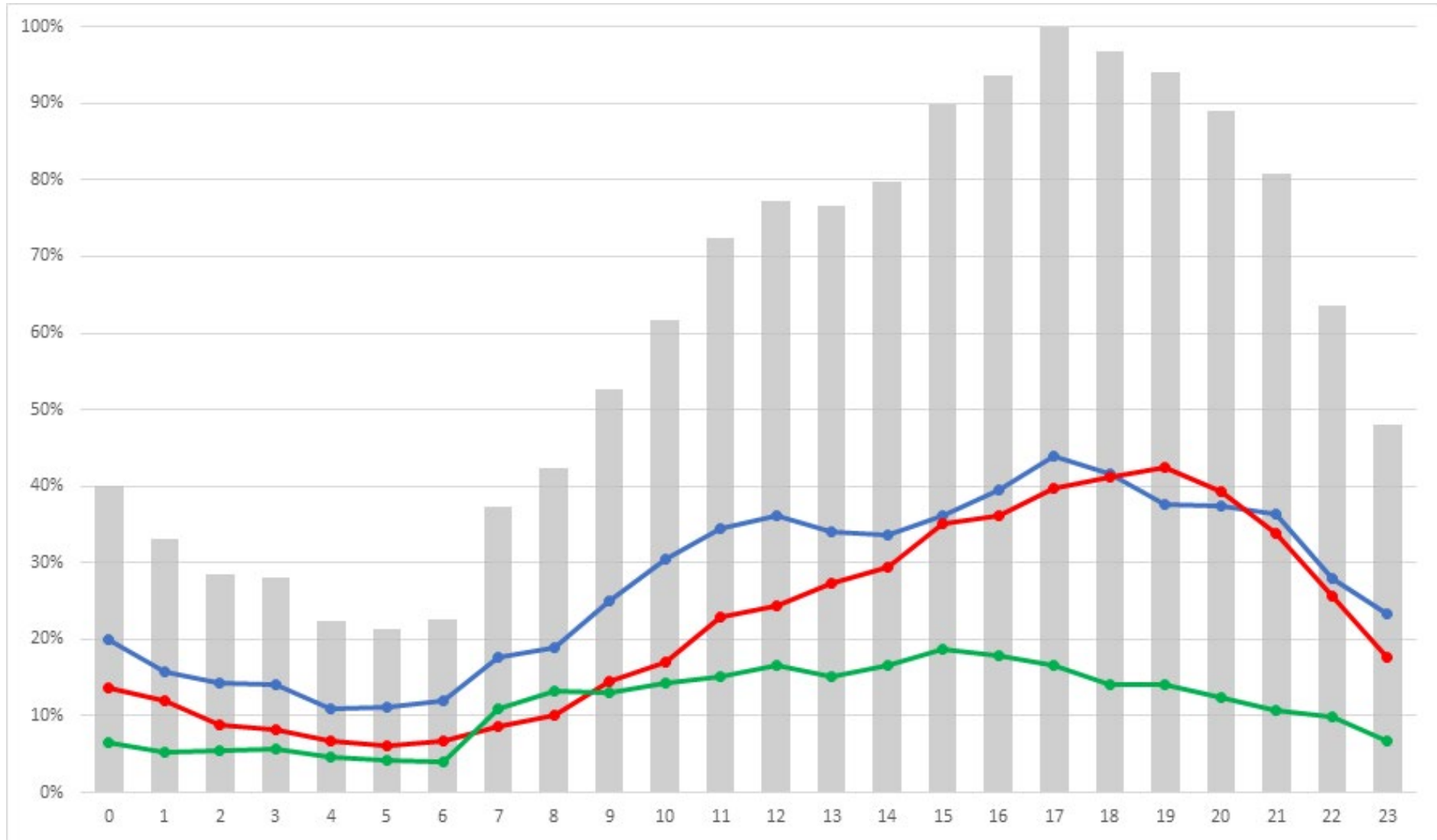
Gwynedd and Anglesey Public Services Board; click [here](#)
Conwy and Denbighshire Public Services Board; click [here](#)
Flintshire and Wrexham Public Services Board; click [here](#)

OUR DEMAND FORECAST

Forecasting is a technique that uses historical data as inputs to make informed estimates that are predictive in determining the direction of future trends. This methodology has been applied to the following activities to predict the level of demand we may face over the life time of this plan. This can also assist us to formulate our 10-year capital investment and 3-year revenue plans.

Current Average Annual Operational Demand <small>*Based on data from 2019-20 to 2022-23</small>	Category	Predicted Average Annual Operational Demand <small>2024-25 to 2028-29</small>
5,161	Incidents Attended	5,702
1,806	Fires	1,299
349	Accidental Dwelling Fires	247
200	Non-domestic Property Fires	156
498	Deliberate Fires	412
2,441	False Alarms	2,678
2,399	False Alarms by Apparatus	2,642
727	Other Emergency Incidents	1,593
188	Road Traffic Collisions	356
521	Vehicle Fires	667
87	Flooding	Unable to predict
24	Wild Fires	22
15,537	Safe and Well Checks Completed	16,081

OUR DEMAND PROFILE



Average hourly incidents/ Incident Category

False Alarm Fire Special Service

OUR PERFORMANCE INDICATORS

The Local Government (Wales) Measure 2009 outlines the duty of Fire and Rescue Authorities to collect information relating to performance and to use that information to compare their performance in previous years and with similar organisations.

Fire and Rescue Authorities are under a legal duty to collect and report data for the statutory indicators set out below.

	2022-23		2023-24	
	Total	Per 10,000	Total	Per 10,000
1.				
The total number of fires attended per 10,000 population.	2,011	29.27		
The total number of false alarms attended per 10,000 population.	2,674	38.92		
The total number of road traffic collisions attended per 10,000 population.	234	3.41		
The total number of other incidents attended per 10,000 population.	977	14.22		
2.				
	Total	Per 100,000	Total	Per 100,000
The total number of deaths and injuries from all fires per 100,000 population.	40	5.82		
The total number of deaths and injuries from accidental fires per 100,000 population.	35	5.09		
3.				
The percentage of dwelling fires which were contained in the room in which they originated.	86.84%			

HOW WE ASSESS RISK AND DEMAND

In preparing our Community Risk Management Plan we reviewed a wide range of Wales and United Kingdom level information sources, such as the UK National Risk Register, the Future Trends Report Wales and the North Wales Community Risk Register.

We have reviewed our own and partnership data relating to historical reported incidents, to identify the hazards likely to have an impact upon the future delivery of Fire and Rescue services in North Wales.

This takes into account when and where incidents occur, the socio-demographic profile of people affected as well as, the nature of the buildings, vehicles or environments involved. Emerging threats, such as technology, and the evolving challenges of climate change were also considered.

We have consulted with our staff, staff representative bodies and key partners, as well as a review of our strategic risk register to determine the most significant risks in the preparation of this consultation document.

We then analysed all of this information and applied professional judgement to identify the greatest risks to our communities, staff and places. Having identified the risks, we then reviewed our existing strategies to consider how effectively they mitigated against those risks. Where there are gaps we are developing specific approaches to further mitigate those risks. This approach, closely follows the National Fire Chiefs Council Strategic Framework for Community Risk Management Planning.

Effective response to some of the risks means working in partnership with other emergency services, local authorities, health providers and partner agencies. These partners are brought together through the North Wales Local Resilience Forum to prepare and respond to a range of emergencies. We regularly test these plans in joint training exercises.

Local Resilience Forums produce a Community Risk Register (CRR), which highlights potential risks facing the area. The risks outlined in this draft plan include some of those identified in the CRR and the government's updated National Risk Register, as well as some more specific fire and rescue risks.



In addition to the statutory requirement for reporting of performance indicators to Welsh Government, a suite of measures has been developed to monitor the effectiveness of our tactics against those risks and these are regularly reviewed by the Service Leadership Team and the Fire and Rescue Authority. Sustainable reduction in risk related incidents can only successfully be achieved by working in partnership with our communities, local businesses and other public service partners. We are members of the Local Resilience Forum, Partnership Service Boards and the Strategic Partnership Casualty Reduction Group.

OUR RISKS

Tourism

The tourism and hospitality sector is a key part of the economic infrastructure of North Wales. With visitors from the rest of the UK and abroad the overall population, and therefore the risk of fires, road traffic collisions and other emergencies significantly increases during the tourist season.

Accidental Dwelling Fires

Analysis of our incident data consistently concludes that the older you get the more likely you are to suffer a serious injury or die if you have a fire in your home. Over 40% of all fires in the home start in the kitchen and being distracted is the biggest human factor responsible, resulting in a smoke logged kitchen, damaged equipment or in the worst cases, serious injury or death.

This risk increases over the age of 65 and increases further if the occupant lives alone.

Other contributory factors which exponentially increase the risk of fire or accidents amongst this cohort are health conditions, such as dementia and poor mobility.

According to census data North Wales has an ageing population. The proportion of households made up of only pensioners (people aged 66 years and over) increased to 27%, which is high compared to the all Wales figure of 24.8% in 2021.

47,676 or 15.8% of all households were pensioners living alone. This has increased from 43,932 in 2011, even though the pension age was lower in 2011.

Non-Domestic Premises Fires

North Wales is home to a diverse array of industry, business and service providers. From our universities in Bangor and Wrexham, hospitals, hotels and heritage sites, to COMAH (Control of Major Accident Hazards Regulations 2015) regulated industry and the UK's largest hydroelectric facility, in Dinorwig Power Station.

Fire in any type of business premises can have a devastating impact on lives and livelihoods. We undertake a risk-based inspection programme to ensure businesses are complying with fire safety legislation and to help them become more fire resilient, prioritising those buildings with a history of fire incidents or known fire safety concerns, or those escalated to us by partner agencies or the community. We encourage and assist businesses to comply with fire safety laws or face potential enforcement action.

Many of these premises have automatic fire alarms (AFA) as mitigation measures. The growth of AFAs and the frequency of false alarms, has placed increasing resource demands on the Fire and Rescue Service, which can compromise its ability to respond to other emergencies.

Wildfires

Home to Wales' largest National park, Eryri, thousands of acres of moorland and three of the five Welsh Areas of Outstanding Natural Beauty, North Wales' landscape is steeped with culture, history and heritage.

Climate change is here and threatening our landscape. There has been a marked increase in severe weather events and an increase in the demand to respond to wildfires across our region.

The impact of wildfires can be devastating. Every year in Wales, fire is responsible for damaging thousands of hectares of countryside, damaging land and property, harming our wildlife and our environment, releasing carbon dioxide and pollutants into the atmosphere and water courses, affecting local communities and businesses.

Extinguishing a wildfire is very difficult and costly, requiring specialist equipment as our firefighters often face working in dangerous and difficult conditions.

The costs following a wildfire including restoration, land lost to farmers and businesses and disruption to communities is immense.

Wildfires tie up our resources which could be needed at another emergency – and due to the rural and rural-urban interface environments in which they tend to occur we've seen how wildfires put lives at risk, the lives of our communities as well as those of our firefighters.

The summer of 2022 saw record-breaking high temperatures, and a dramatic increase in the number and severity of wildfires attended in North Wales, rising from four in March and April 2021 to 20 in March and April 2022. The picture was similar across the whole of Wales.

Drowning

With a three-year average of 11 drowning deaths per annum across North Wales there is a duty on fire and rescue services in Wales to respond to flooding and inland water emergencies.

The locations of drowning incidents are diverse – from entering the sea, rivers, streams, ports and harbours to baths and hot tubs. Whilst most people enter water intentionally, up to 40% do not. Of those intending to enter it may be for recreation, commercial or everyday reasons.

Some people may be under the influence of drugs and/or alcohol, which can seriously impede a person's ability to survive in water.

There is a significant gender split in relation to victims, with 88% being male.

Road Traffic Collisions

From our major trunk roads, vital to the economy, to the winding minor roads connecting communities and traversing our varied landscapes, North Wales' roads carry cars, HGV's, alternative fuelled vehicles, agricultural and recreational vehicles and more, each with its own unique risk.

North Wales Fire and Rescue Service works in partnership with other organisations to promote road safety and raise awareness of the main causes of fatal road traffic collisions. The 'Fatal Five' message focuses on 'Don't drink and drive, Kill your speed, Don't get careless, Belt up, and Switch off your mobile phone'.

We attend serious road traffic collisions to assist other emergency services and work tirelessly with partner agencies to help educate drivers about the potentially fatal consequences of speeding or not paying attention while driving.

This is particularly important for younger drivers - it is well documented that drivers aged 16-24 are disproportionately likely to be casualties in road traffic collisions. In Wales, this age group makes up 11 % of the population but 22% of all casualties.

Flooding

Climate change has also seen an increase in demand to respond to flooding incidents in North Wales. Severe weather events are becoming more frequent across the UK, and with hundreds of miles of North Wales coastline and over 400 miles of rivers in Eryri alone, the threat posed by coastal, surface and waterway flooding, is very real and increasing.

By 2120 there are predicted to be over 38,000 properties at risk of flooding from the sea, up from 29,000 in 2020, and over 22,500 properties at risk of flooding from rivers, up from 18,000 in 2020.

Storm surges which raise high tide levels can affect many coastal communities and lead to overtopping of existing sea defences. This results in the flooding of residential and commercial properties. There is also a risk of river flooding caused by excess rainfall.

This has led to an increase in the demand to respond to flooding incidents in North Wales. Significant storms are becoming more frequent across Wales, requiring a multi-agency emergency response.

Floods can devastate entire communities and the effects are felt long after the water has subsided. During such incidents firefighters work around the clock saving lives, helping communities and providing humanitarian support.

As the planet continues to warm the frequency and magnitude of flooding events is projected to increase. The number of people in the UK significantly at risk of flooding is projected to increase 61% by 2050, under a modest warming scenario (2°C).

Flood Risk Management Plan for North West Wales [here](#)

Flood Risk Management Plan for North East Wales [here](#)

Emerging Technologies

The North Wales Energy Strategy sees an ambitious and significant shift towards newer, more sustainable energy solutions. Increased reliance on photovoltaic energy production, both at a domestic and commercial level, and the associated energy storage systems, pose new risks and challenges for fire and rescue services.

Alternative fuelled vehicles, such as electric cars, gas and hybrid HGVs, driverless or autonomous vehicles, Artificial Intelligence (AI) systems, and modern methods of construction, all present emergent, and as yet undefined risks, which will need us to adapt our response.

The proliferation of lithium-ion batteries in electric vehicles, including e-bikes and e-scooter batteries, has led to a number of serious fires. Data obtained by the insurer Zurich revealed that such fires surged 149% across the UK between 2020 and 2021. These types of fires are increasing, they are difficult to extinguish and when they do occur, they escalate quickly, generate intense heat and produce harmful smoke and vapours.

Modern methods of construction

The construction of properties using timber frames rather than brick, block and steel is increasingly being seen as a preferred method by developers due to the potential savings in time, materials and labour. It is also regarded as a more sustainable method of construction.

However, if built outside recognised standards, or subsequently modified after construction, timber framed buildings can suffer rapid and major failings of their protection measures in the event of a fire. This can present significant risk to occupants of the building as well as to firefighters.

OUR FIVE PRINCIPLES

In defining the scope of the Community Risk Management Plan, we have consulted with the Fire and Rescue Authority and our staff at all levels of our organisation utilising a variety of consultation methods, including our Fire Family Staff Survey, the Emergency Cover Review consultation, Service Leadership Team and Middle Manager workshops. Based on this consultation, we have developed five principles, which will assist us to mitigate the risks to our communities and help us to focus on improvement within our Service over the next five years.



Our People Principle

Being in the right place, at the right time, with the right skills.

Ensuring a highly skilled workforce by recruiting, developing and retaining a motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

Our Prevention Principle

Working with partners to help make communities safer.

Reducing risks to our communities, especially for those people who may be more vulnerable, through our established intervention programmes such as Safe and Well Checks and the Phoenix Project.

Our Protection Principle

Making businesses safer together.

Providing businesses with expert guidance on fire protection to help ensure the safety of buildings, employees, and customers, thereby supporting businesses to grow. High-risk buildings are prioritised for inspections, contributing to overall public safety.

Our Response Principle

Providing an effective emergency response.

Being ready to respond when you need us: to protect what matters to you, to save lives, reduce harm, and protect homes and businesses.

Our Environment Principle

Protecting and preserving our natural environment for future generations.

Adopting eco-friendly practices in our daily operations to cut down on carbon emissions and other environmental impacts and raise environmental awareness amongst our staff and our communities.

OUR PEOPLE PRINCIPLE

Being in the right place, at the right time, with the right skills.

Ensuring a highly skilled workforce by recruiting, developing and retaining a motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

Why is this important?

- Our workforce is fundamental to all that our fire and rescue service does. Providing both emergency response and preventative services relies wholly on the skills, commitment and dedication of firefighters, control room staff and corporate services staff.
- The incidence of fire is in long-term decline therefore to maintain operational effectiveness, firefighters have to train more rather than rely on experience gained at actual incidents.
- In recent times, fire services across the UK have been scrutinised and criticised for their cultural failings. The public quite rightly, expect, and deserve, the very highest standards and behaviour from public bodies.

What have we done to date?

- Conducted comprehensive training programmes to enhance the skills and readiness of our employees.
- Actively recruited from diverse backgrounds to better reflect the communities we serve.
- Implemented ongoing assessments to ensure our workforce aligns with evolving professional standards.
- Implemented the All Wales Fire and Rescue Service People and Organisational Development 2021-2024 strategy to ensure there is consistency in the approach to people development and support across the three Fire and Rescue Services in Wales.
- Conducted two Fire Family Staff Surveys to provide staff with a platform to voice their opinions and concerns and use the results to identify areas for improving culture and to promote a more inclusive and supportive workplace.

What do we intend to do during the life of this plan?

- Implement the recommendations identified from the 2023 Fire Family Staff Survey.
- Undertake two further Fire Family staff surveys in 2025-26 and 2027-28.
- Continuously review and enhance recruitment strategies to maintain a diverse and skilled workforce.

- Aim to identify and maximise potential through effective people management and development, leading to a high-performance culture, where people value and respect each other.
- Adopt the new All Wales Fire and Rescue Service People and Organisational Development Strategy for 2024-2028 that will provide a framework for innovative thinking and working to support continued collaboration and partnership.
- Develop and complete the construction of a new fire and rescue service training centre, ensuring it meets high standards for efficiency, safety, and technology.
- Prevention staff will receive training and awareness in Equality, Diversity and Inclusion, Modern Slavery, Child Exploitation and Domestic Violence to provide a more effective service to the communities we serve.
- Business Fire Safety staff and Operational Firefighters will be trained in accordance with the National Fire Chiefs Council Competency Framework for Fire Safety Regulators working towards registration within the Contextualised Auditor’s Register.
- Operational staff will receive relevant training and qualification to enable them to undertake business safety checks in line with nationally agreed guidelines.

These actions will contribute to the following well-being goals



A resilient
Wales



A Wales of
cohesive
communities



A
healthier
Wales



A Wales
of vibrant
culture and
thriving
Welsh
language



A more
equal
Wales



A prosperous
Wales

We will monitor our progress through the following Governance Committees:

- Equality, Diversity and Inclusion Steering Committee
- Health Safety and Well-being Committee
- Attendance, Grievance and Discipline Committee
- Operational Learning and Preparedness Committee

Service Culture

Public sector leadership across the United Kingdom is very much in the spotlight at present, with some high-profile examples of scrutiny finding significant cultural failings.

There are valuable lessons in these findings, in particular those relating to fire and rescue services, and we take full cognisance of them.

We have a set of organisational values that are published and displayed across all of our premises and these can be found on page 41.

However, our Core Values are not just for posters, to be displayed and perhaps forgotten, they are the foundation of our identity and behaviour, guiding decision-making, shaping our culture, directing strategy, and providing a clear sense of purpose for our people. They are a set of guiding principles for staff, at all levels of North Wales Fire and Rescue Service.

Our Core Values have guided us towards adopting five principles, through which we will deliver innovative and high-quality services to our communities and the people who visit and work in North Wales. It was a conscious choice to make *Our People Principle* the first of those principles.

The actions outlined under *Our People Principle* have been designed in an effort to continually improve our Service. These objectives aim to make North Wales Fire and Rescue Service an attractive place to work, by improving staff engagement, staff recognition and staff wellbeing, improving leadership skills, strengthen human resources and workforce planning processes so that we recruit, retain, develop and promote the best people and providing ongoing training, development support and career progression opportunities to all staff.

We have recently undertaken our second Fire Family Staff Survey, which provided staff with a platform to voice their opinions and concerns. We are currently working through the findings and will use the results to identify areas for improving culture and to promote a more inclusive and supportive workplace.

We will repeat this exercise in 2025-26 and 2027-28 to ensure that that platform for sharing opinions and concerns becomes part of business as usual.

We also have strong governance arrangements through the Equality Diversity and Inclusion Steering Committee, supported by the Staff Network Groups, a Positive Action Group and Welsh Language Group. We are in the process of appointing a Member of the Fire and Rescue Authority as a Member Champion to the Steering Committee. The Joint Consultation Negotiation Committee is a forum for senior leadership to meet with trade unions and other representative bodies.

We will work alongside Welsh Government to provide ongoing assurance that we have robust governance arrangements in place to ensure the workplace is safe and enables our people to bring their best self to work.

OUR PREVENTION PRINCIPLE

Working with partners to help make communities safer.

Reducing risks to our communities, especially for those people who may be more vulnerable, through our established intervention programmes such as Safe and Well Checks and the Phoenix Project.

Why is this important?

Ensuring our communities are safe is at the heart of everything we do. Collaborating with partners and implementing targeted intervention programs is crucial to mitigating risks, particularly for vulnerable individuals. By actively engaging with our communities, we build resilience, promote well-being, and create a safer environment for everyone.

What have we done to date?

- Established strong partnerships with local organisations, agencies, and community leaders to enhance our collective impact.
- Implemented effective intervention programmes like Safe and Well Checks and the Phoenix Project, reaching vulnerable populations and addressing potential risks.
- Conducted outreach initiatives to raise awareness about fire prevention and safety measures within communities.
- Implemented and evaluated impactful awareness campaigns to assist our residents in ensuring their safety.
- Employed a diverse range of communication channels to enhance engagement and ensure effective outreach to individuals who find communication more challenging.
- To ensure we provide language choice for Welsh and English speakers in our communities and to recognise any other language requirements.

What do we intend to do during the life of this plan?

- Utilise partnership data to refine our risk-based approach to Self and Well Checks to target those over the age of 65 who are most vulnerable from fire in the home.
- Deliver 17,500 Safe and Well Checks per annum, for the duration of this plan, to those most vulnerable to fire in the home.
- Proactively promote road safety education, engaging with partners and carrying out campaigns within the local community, to reduce the number of people killed or seriously injured on our roads.

- Work closely with external stakeholders to prevent accidental drowning in North Wales, providing consistent guidance for the safe enjoyment and management of activities in, on and around water.
- Our youth education programmes will continue to engage with Children and Young People. Fire Cadets, Phoenix and our new youth initiative are each designed to move a younger person’s life forward, unlock their potential and for them to be inspired to make positive life choices. This will deliver against responsibilities under the Serious Violence Duty.
- Promote the safeguarding of our communities. We will be active members of the Local Safeguarding Adults Boards and Local Safeguarding Children’s Board and work proactively to reduce the risk of abuse, harm and neglect.

These actions will contribute to the following well-being goals



A resilient
Wales



A Wales of
cohesive
communities



A
healthier
Wales



A globally
responsible
Wales

We will monitor our progress through the following Governance Committee:

- Prevention and Protection Performance Committee

OUR PROTECTION PRINCIPLE

Making businesses safer together.

Providing businesses with expert guidance on fire protection to help ensure the safety of buildings, employees, and customers, thereby supporting businesses to grow. High-risk buildings are prioritised for inspections, contributing to overall public safety.

Why is this important?

Ensuring the safety of businesses is integral to the well-being of the community. By offering specialised guidance on fire protection, we not only protect the assets and personnel of businesses but also contribute to the economic vitality of the region. Proactive inspection of high-risk buildings enhances public safety by preventing potential hazards.

What have we done to date?

- Conducted comprehensive fire protection workshops and training sessions for businesses to enhance their preparedness.
- Collaborated closely with local businesses to understand their unique needs and challenges in terms of safety.
- Implemented targeted inspections of high-risk buildings, identifying and mitigating potential fire hazards.

What do we intend to do during the life of this plan?

- Review our current Risk Based Inspection Programme and ensure we have an informed and rationalised regime that is intelligence driven to identify the relevant risk classification for all our premises across North Wales.
- Continue to deliver an intelligence led Risk Based Inspection Programme to reduce injury and death from fires in non-domestic premises.
- Scope the impact of automatic fire alarms on the use of our resources and their impact in a non-domestic environment.
- We will work in partnership with external stakeholders, land owners and land users to reduce the number of wildfire incidents.
- Working closely with multi-agency partners and the communities we serve we will tackle arson using the 4Ps approach, Prepare, Pursue, Prevent and Protect.

These actions will contribute to the following well-being goals



A resilient
Wales



A Wales of
cohesive
communities



A
healthier
Wales



A globally
responsible
Wales



A prosperous
Wales

We will monitor our progress through the following Governance Committee:

- Prevention and Protection Performance Committee

OUR RESPONSE PRINCIPLE

Providing an effective emergency response.

Being ready to respond when you need us: to protect what matters to you, to save lives, reduce harm, and protect homes and businesses.

Why is this important?

We want to provide the fairest possible service to the public of North Wales. No matter where you live or who you are, we aim to be there for you when you need us. This means being able to provide an equitable service across our diverse communities – diverse in terms of location and geography, in terms of the types of incidents we respond to, and also in terms of the people we serve. We aim to achieve this by managing our resources, our budget and our people as effectively as possible.

What we have done to date?

- Conducted an Emergency Cover Review, with the aim of improving rural emergency cover.
- Completed a staff led Retained Duty System (RDS) Staff Experience Review, developing a robust action plan, with 85 recommendations, to support the improvement of the experience of our staff working the RDS.
- Restructured the service to prioritise local teams working in the local area.
- Through targeted recruitment and retention activities for the second year on the run we have seen a net increase in our numbers of retained staff across North Wales.
- Ensured that we have a full establishment of trained and competent wholetime firefighters and targeted recruitment to enhance the availability of suitably trained on-call firefighters.
- Invested in three new Welfare Vehicles to support our staff at incidents.
- Prioritised the safety of our firefighters by expanding our investment in state-of-the-art Personal Protective Equipment (PPE) to support the management of contaminants from fires and dedicated PPE for wildfires.
- Established a representative contamination working group to jointly prioritise the safety of firefighters in relation to fire contaminants.

What do we intend to do during the life of this plan?

- Ensure levels of wholetime recruitment and progression matches closely the need to maintain a fully crewed wholetime staffing cohort.
- Work to ensure that the recruitment and retention of on-call firefighters is maximised to increase the number of properties across the region that will receive an effective response as quickly as possible.
- Ensure that emergency calls continue to be handled in an effective manner through the replacement of the relevant computer system in Fire Control.
- Develop and introduce the Emergency Services Network into North Wales to ensure that we have a robust and modern communication system across the region.
- Implement the outcomes of the Emergency Cover Review, developed by a representative working group, to improve our operational response in our rural areas.
- Conduct a review of our specialist vehicles, other than fire engines, that respond to emergencies.
- Continue to prioritise firefighter safety through training, development, supplying best in class PPE and equipment and the management of contaminants.
- Develop with our staff, a new management framework to support the efficient and effective running of our fire stations to ensure we are as prepared as possible for emergencies.
- Work with staff and representative bodies to explore opportunities of broadening the role of firefighters to support the work of our partners and welfare of our communities.
- We will continue to invest in our fire engine fleet by introducing new state of the art fire engines each year as part of our vehicle replacement programme.

These support the following Wellbeing goals



A resilient
Wales



A Wales of
cohesive
communities



A
healthier
Wales



A more
equal
Wales

We will monitor our progress through the following Governance Committees:

- Organisational Resourcing Committee
- Operational Learning and Preparedness Committee
- Health Safety and Well-being Committee

EMERGENCY COVER REVIEW

A review of Corporate Resilience in North Wales Fire and Rescue Authority conducted by Audit Wales in April 2021, recommended that the Authority should review fire station locations to identify opportunities to optimise emergency response arrangements.

Later that year, the Chief Fire Officer presented a situational assessment to Fire and Rescue Authority Members, highlighting a number of risks in relation to maintaining sufficient day time availability of on-call firefighters working on the 36 retained duty system (RDS) stations.

In response, the Authority commissioned an Emergency Cover Review to identify options for the provision of a fair, sustainable and equitable response across the whole of North Wales.



An independent company, ORH, was commissioned to work with the Corporate Planning, Performance and Transformation Team, providing technical support in relation to data analysis and modelling, to critique current emergency cover arrangements and to identify the optimum solutions for improvement. The Service also utilised National Fire Chiefs

Council risk profiling, which highlighted that there were locations of higher risk in more rural areas that reinforced the need for improved equity of cover.

We worked closely with The Consultation Institute and attained a Consultation Quality Assurance Certification in November 2023. During the pre-consultation stage, meetings with stakeholders including staff, local and national politicians, equality, diversity and inclusion groups, the public and other agencies were held, which enabled the development of three options which went to full public consultation between July and September 2023. This was our largest public consultation exercise in our history and we received an unprecedented 1,726 responses.



The feedback from the consultation was independently collated, analysed and reported to the Fire and Rescue Authority in October 2023. In their December 2023 meeting the Fire Authority decided not to progress any of the options presented during consultation, but instead directed officers to continue with the current level of emergency cover and to work with all stakeholders to develop a new permanent option taking into consideration the limits of the agreed budget.

We have already established a task and finish working group, made up of a broad range of staff from across the Service and representative bodies to work with officers in reviewing the evidence and modelling provided by ORH to develop other proposals. Should these differ significantly from those in the last consultation, further public consultation may be required during 2024-25. Once agreed the preferred option will be implemented during the life of this CRMP.

If you want to read more about the Emergency Cover Review you can access the consultation document [here](#).

OUR ENVIRONMENT PRINCIPLE

Protecting and preserving our natural environment for future generations.

Adopting eco-friendly practices in our daily operations to cut down on carbon emissions and other environmental impacts and raise environmental awareness amongst our staff and our communities.

Why is this important?

In April 2019, the Welsh Government became the first parliament in the world to declare a climate emergency at a national level.

North Wales Fire and Rescue Service is on the front line of many of the challenges made far more frequent by a changing climate, many of which are already having profound effects on the communities we serve. Therefore, we have a responsibility to lead by example and promote responsible stewardship of our region and our world for the generations yet to come.

The Well-being of Future Generations Act (Wales) 2015 requires that we and all other public bodies in Wales consider the interests of future generations in all our strategic decisions.

The Environment (Wales) Act 2016 sets out a series of carbon budgets, detailing how Wales can be net zero carbon emissions by 2050. Under Carbon Budget 2, the Welsh public sector must be net zero emissions by 2030.

What have we done to date?

- Appointed an Environment and Climate Change Manager, with a responsibility for leading and managing our shift towards sustainability and responsible environmental stewardship.
- The Fire and Rescue Authority has developed and adopted an Environmental Strategy which sets out detailed and robust performance targets in reduction of our carbon emissions and other significant environmental impacts, without compromising the essential services we provide to the communities of North Wales.
- Established a carbon emissions baseline, against which we can measure our performance and the success of our carbon mitigation plans.
- Established an Environment and Sustainability Working Group, with representation from across the Service, which meets on a six-weekly basis to monitor our environmental performance and oversee improvement projects.

What do we intend to do during the life of this plan?

- Switch our fleet of diesel vehicles to run on Hydrotreated Vegetable Oil, a sustainable alternative with zero Scope 1 carbon emissions.
- Where feasible, purchase only zero or ultra-low emissions cars and vans from 2025.
- Expand the existing Electric Vehicle Charging Points network on North Wales Fire and Rescue sites.
- Retrofit our estate to improve energy efficiency.
- Begin phasing out gas and Liquid Petroleum Gas from our station heating systems from 2025.

These actions will contribute to the following Well-being goals



A resilient
Wales



A Wales of
cohesive
communities



A
healthier
Wales



A globally
responsible
Wales

We will monitor our progress through the following Governance Committee:

- Land and Property Committee, supported by the Environment and Sustainability Group

OUR OBJECTIVES – SUMMARY

People

- Implement the recommendations identified from the 2023 Fire Family Staff Survey.
- Undertake two further Fire Family Staff Surveys in 2025-26 and 2027-28.
- Continuously review and enhance recruitment strategies to maintain a diverse and skilled workforce.
- Aim to identify and maximise potential through effective people management and development, leading to a high-performance culture, where people value and respect each other.
- Adopt the new All Wales Fire and Rescue Service People and Organisational Development Strategy for 2024-2028 that will provide a framework for innovative thinking and working to support continued collaboration and partnership.
- Develop and complete the construction of a new fire and rescue service training centre, ensuring it meets high standards for efficiency, safety, and technology.
- Prevention staff will receive training and awareness in Equality, Diversity and Inclusion, Modern Slavery, Child Exploitation and Domestic Violence to provide a more effective service to the communities we serve.
- Train Business Fire Safety staff and Operational Firefighters in accordance with the NFCC Competency Framework for Fire Safety Regulators working towards registration within the Contextualised Auditor's Register.
- Operational staff will receive relevant training and qualification to enable them to undertake business safety checks in line with nationally agreed guidelines.

Prevention

- Utilise partnership data to refine our risk-based approach to Self and Well Checks to target those over the age of 65 who are most vulnerable from fire in the home.
- Deliver 17,500 Safe and Well Checks per annum, for the duration of this CRMP, to those most vulnerable from fire in the home.
- Proactively promote road safety education, engaging with partners and carrying out campaigns within the local community, to reduce the number of people killed or seriously injured on our roads.
- Work closely with external stakeholders to prevent accidental drowning in North Wales, providing consistent guidance for the safe enjoyment and management of activities in, on and around water.
- Our Youth Education programmes will continue to engage with Children & Young People. Fire Cadets, Phoenix and our new youth initiative are each designed to move a younger person's life forward, unlock their potential and for them to be inspired to make positive life choices. This will deliver against responsibilities under the Serious Violence Duty.
- Promote the safeguarding of our communities. We will be active members of the Public Services Boards, Local Safeguarding Adults Boards and Local Safeguarding Children's Board and work proactively to reduce the risk of abuse, harm and neglect.

Protection

- Review our current Risk Based Inspection Programme and ensure we have an informed and rationalised regime that is intelligence driven to identify the relevant risk classification for all our premises across North Wales.
- Continue to deliver an intelligence led Risk Based Inspection Programme to reduce injury and death from fires in non-domestic premises.
- Scope the impact of automatic fire alarms on the use of our resources and their impact in a non-domestic environment.
- We will work in partnership with external stakeholders, land owners and land users to reduce the number of Wildfire incidents.
- Working closely with Multi-agency partners and the communities we serve we will tackle arson using the 4Ps approach, Prepare, Pursue, Prevent and Protect.

Response

- Ensure levels of wholetime recruitment and progression matches closely the need to maintain a fully crewed wholetime staffing cohort.
- Work to ensure that the recruitment and retention of on-call firefighters is maximised to increase the number of properties across the region that will receive an effective response as quickly as possible.
- Ensure that emergency calls continue to be handled in an effective manner through the replacement of the relevant computer system in Fire Control.
- Develop and introduce the Emergency Services Network into North Wales to ensure that we have a robust and modern communication system across the region.
- Implement the outcomes of the Emergency Cover Review, developed by a representative working group, to improve our operational response in our rural areas.
- Conduct a review of our specialist vehicles, other than fire engines, that respond to emergencies.
- Continue to prioritise firefighter safety through training, development, supplying best in class PPE and equipment and the management of contaminants.
- Develop with our staff, a new management framework to support the efficient and effective running of our fire stations to ensure we are as prepared as possible for emergencies.
- Work with staff and representative bodies to explore opportunities of broadening the role of firefighters to support the work of our partners and welfare of our communities.
- We will continue to invest in our fire engine fleet by introducing new state of the art fire engines each year as part of our vehicle replacement programme.

Environment

- Switch our fleet of diesel vehicles to run on Hydrotreated Vegetable Oil, a sustainable alternative with zero Scope 1 carbon emissions.
- Purchase only zero or ultra-low emissions cars and vans from 2025.
- Expand the existing Electric Vehicle Charging Points network on North Wales Fire and Rescue sites.
- Retrofit our estate to improve energy efficiency.
- Begin phasing out gas and Liquid Petroleum Gas from our station heating systems from 2025.

OUR FINANCES

The majority of funding for the Fire and Rescue Service is received by way of a levy from the six constituent authorities, within North Wales, in proportion to population for each authority. The population for each local authority is set by the Welsh Government’s Distribution Sub-Group on an annual basis. In addition, funding is also received from the Welsh Government by way of grants. The value of the grants has reduced significantly in recent years.

For the current financial year, 2024-25, the Authority has a revenue budget of £48.32m and a capital programme of £5.67m.

The medium-term resource strategy (MTRS) has also been approved by the Fire and Rescue Authority, which includes a 10-year capital plan. You can read more [here](#).

Our funding (£m)				
2020-21	2021-22	2022-23	2023-24	2024-25
£35.9	£37.1	£39.4	£44.4	£48.3

What we spent it on 2022-2023

(2023-24 figures will be published following Fire and Rescue Authority approval of the Authorities’ Statement of Accounts).

People	Premises	Transport
£30.35m	£2.99m	£1.25m

Supplies and Services	Capital Finances	Income*
£4.95m	£2.42m	£2.94m

*Predominantly Welsh Government grants

OUR VALUES

Our mission statement is:

MAKING NORTH WALES A SAFER PLACE TO LIVE, WORK AND VISIT

Our Core Values



To support this mission, the Authority will continue to work to reduce dwelling fires 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.

We will be looking to align to the National Fire Chiefs Council Core Code of Ethics for Fire and Rescue Services, which has been developed to support a consistent approach to ethics, including behaviours, by Fire and Rescue Services.

It will help to improve the organisational culture and workforce diversity of Fire and Rescue Services, ensuring that communities are supported in the best way.

The Core Code sets out five ethical principles, which provides a basis for promoting good behaviour and challenging inappropriate behaviour.

- Putting our communities first
- Integrity
- Dignity and respect
- Leadership
- Equality, diversity, and inclusion (EDI)



Further information on the Core Code of Ethics can be found [here](#)

HOW TO PROVIDE FEEDBACK

We are undertaking a comprehensive consultation to seek views on the proposals set out in this draft CRMP before we make any final decisions. We would like you to get involved and have your say.

There are a number of ways in which you can do this. The main way is through an online survey, which you can access [here](#).

Scan the QR code to go straight to the questionnaire. INSERT QR CODE HERE

Alternative versions

If you do not have access to the internet: call or text us on 07787 578386; or E-mail us at Our5principles@northwalesfire.gov.wales - we can send you a paper copy of the questionnaire, which you can return to us free of charge.

An easy read format is available on our website - which also offers information in English and Welsh and provides a user-friendly assistive toolbar, including a read aloud function, larger text and the ability to view the information in a wide range of additional languages.

We welcome your comments or suggestions. Our consultation runs from 25th March 2024 to 16th June 2024.

Alternatively, you can provide your feedback, by contacting us via our website www.northwalesfire.gov.uk, telephone us on 01745 535250 or write to us at;

Fire and Rescue Service Headquarters
Ffordd Salesbury,
St Asaph Business Park
St Asaph
Denbighshire
LL 17 0JJ

Following the consultation, a report containing all feedback received will be presented to members of North Wales Fire and Rescue Authority for consideration at the meeting scheduled on 15th July 2024. All feedback received will be considered and subject to approval of the Fire and Rescue Authority, the Community Risk Management Plan 2024-2029 will then take immediate effect and be published on our website.

REQUEST A SAFE AND WELL CHECK

You can request A safe and well check for yourself or on behalf of someone else by contacting the Service on 0800 169 1234.

FOLLOW US



North Wales Fire and Rescue Service



Gwasanaeth Tân ac Achub Fire and Rescue Service

Community Risk Management Implementation Plan

Well-being and Improvement Objectives

2024/25

Introduction

One of the key objectives for fire and rescue services in Wales is to continually and sustainably reduce risk and enhance the safety of citizens and communities.

A Community Risk Management Plan aims to identify risks facing the community and describes how the Fire and Rescue Authority will manage those risks, and continue to prevent and respond to fires and other emergencies.

Our Community Risk Management Plan for 2024-2029 is currently out for public consultation. You can contribute to the consultation [here](#).

You can read about the purpose of our five-year plan [here](#). Our 2024-25 objectives will deliver progress against our long-term objectives.

Our Service

The Fire and Rescue Authority comprises 28 elected councillors from the six unitary authorities of North Wales, with the number of representatives determined by the population of the area. Our mission is Making North Wales a safer place to live, work and visit. You can read more about our structure and governance arrangements, including the role of the Fire and Rescue Authority [here](#).

North Wales Fire and Rescue Service is led by a Chief Fire Officer and Chief Executive and a Service Leadership Team. This comprises senior officers and managers who are responsible for departments looking after our Service's key operational and corporate functions.

Our Staff

Our firefighters respond to fires, road traffic collisions and other emergencies from 44 fire stations across North Wales. In total we have 54 fire engines. Some of our fire stations have two fire engines. Other stations have specialist vehicles like aerial ladder platforms, incident support vehicles or boats, depending on the risk in their area.

From firefighters to business area specialists, you can read more about the roles of the people that respond to emergencies and the people who keep the Service running [here](#).

Our Service area

Covering an area of 6,172 square kilometres and with a population of 687,000, North Wales encompasses a diverse landscape, including the mountains of Eryri National Park, coastal areas, rural communities and major urban areas.

North Wales comprises six counties, Isle of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham. The A55 runs through five of the six counties and is part of one of the longest European routes, running between Holyhead and eastern Europe. You can read more about our geography and demography [here](#).

Our Governance and Legislation

Like all public-sector bodies, North Wales Fire and Rescue Authority is required to operate in accordance with numerous pieces of legislation. You can read more about the legislation that governs our Service [here](#).

In line with the requirements of the Local Government (Wales) Measure 2009 North Wales Fire and Rescue Authority must make arrangements for continuous improvement in the exercise of its functions, by setting itself improvement objectives in each financial year against at least one of seven functions.

Furthermore, North Wales Fire and Rescue Authority must consult with the public on its proposed improvement objectives. Details of how you can provide feedback on our proposed objectives can be found [here](#).

Well-being of Future Generations (Wales) Act 2015 Statement

Our 2024-25 objectives have also been developed in line with the sustainable development principle of the Well-being of Future Generations (Wales) Act 2015.

Through our Prevention and Protection Principles we will contribute towards *a Prosperous Wales* by working innovatively to keep people safer in their homes and businesses. By reducing the costs associated with fire death, injury damage and disruption we will enhance our support to the local economies of North Wales.

Through our People Principle we will recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve and we will adopt eco-friendly practices in our daily operations to cut down on carbon emissions as part of our Environment Principle

Our Environment Principle and underpinning objectives contribute towards *a Resilient Wales* by adopting eco-friendly practices in our daily operations to cut down on carbon emissions and other environmental impacts and by raising environmental awareness amongst our staff and our communities.

We will contribute to *a Healthier Wales* through our Prevention Principle by delivering safe and well checks to our most vulnerable citizens and making every contact count by sharing any health and wellbeing concerns identified with relevant partners.

Through our People Principle we will support our workforce to be physically fit and mentally resilient and through our Response Principle we will improve emergency cover in our more rural, less densely populated areas.

Through our People Principle we will also identify and maximise staff potential through effective people management and development, leading to a high-performance culture, where people value and respect each other, thereby contributing to *a More Equal Wales*.

Through our Prevention, Protection, Response and Environment Principles we will contribute to *a Wales of Cohesive Communities* ensuring fires in homes, businesses or on open land are either prevented or the impact is minimised as far as possible.

We will contribute to *a Wales of vibrant culture and thriving Welsh language*, through our People Principle by offering access to our services and the ability to communicate with us in Welsh and supporting our staff to speak their preferred language in the workplace and to offer opportunities to staff who wish to learn Welsh. Through our Protection Principle we will work with local partners to keep heritage sites and buildings safe from fire.

We will play our part in *a Globally Responsible Wales* through our Environment and Protection Principles. We will reduce our own carbon emissions by switching our fleet of diesel Fire Engines to run on Hydrotreated Vegetable Oil, purchasing only zero or ultra-low emissions cars and vans and phasing out gas and Liquid Petroleum Gas heating from our estate. Through our Protection work we will seek to avoid or limit the emission of harmful gases into the atmosphere as a result of industrial or environmental waste fires.

Our Risks and Demand

The delivery of our one-year objectives are designed to mitigate some of the risks identified as part of the development of our Community Risk Management Plan. You can read about how we assess risk and demand here.

Our Principles

Our Core Values have guided us towards adopting five Principles, through which we will deliver innovative and high-quality services to our communities and the people who visit and work in North Wales. Our Principles were developed following internal consultation and they will assist us to mitigate the risks to our communities and help us to focus on improvement within our Service over the next five years. You can read more about our Principles here.

Our 2024-25 Community Risk Management Implementation Plan objectives

<p>OUR PEOPLE PRINCIPLE <i>Being in the right place, at the right time, with the right skills.</i> Ensuring a highly skilled workforce by recruiting, developing and retaining a motivated and bilingual workforce that represents and champions the diversity of the communities we serve.</p>	
<p>What do we intend to do during 2024-25?</p>	
<p>Implement the recommendations for improvement following the 2023 Fire Family Staff Survey.</p>	
<p>Adopt the new All Wales Fire and Rescue Service People and Organisational Development Strategy for 2024-2028 that will provide a framework for innovative thinking and working to support continued collaboration and partnership.</p>	
<p>Introduce a new 'Staff Culture Engagement Forum: Empowering Culture in our Service' – to continually evolve and develop our cultural journey.</p>	
<p>Provide excellent occupational health and welfare support to ensure that Attendance Management within the Service is a positive and supportive process in order to improve attendance.</p>	
<p>Ensure a safe and competent workforce through efficient and effective development, maintenance and circulation of operational policies and procedures.</p>	
<p>Ensure that all relevant operational risk information is collated, recorded, impact assessed and communicated to operational personnel.</p>	
<p>Provide opportunities for learning Welsh and promote activities in line with our commitment to being a bilingual organisation.</p>	
<p>Consult with key stakeholders to develop a design proposal for the new Training and Development Centre resulting in a final plan being submitted to the Fire Authority for approval.</p>	
<p>Deliver the second year of a three-year operational training strategy to all operational staff.</p>	
<p>Cultivate a workplace environment that embraces equality, diversity and inclusion. This will strengthen our ability to deliver a high-quality service and support to the public during emergencies.</p>	
<p>Improve the health, fitness and well-being of staff through the provision of advice and information, active monitoring and education.</p>	
<p>Review the career progression promotion gateways and implement a comprehensive appraisal process integrating 360 degree feedback</p>	
<p>Prevention staff will receive training and awareness in Equality, Diversity and Inclusion, Modern Slavery, Child Exploitation and Domestic Violence to provide a more effective service to the communities we serve.</p>	
<p>Business Fire Safety Staff and Operational Firefighters will be trained in accordance with the National Fire Chief's Council Competency Framework for Fire Safety Regulators working towards registration within the Contextualised Auditor's Register.</p>	
<p>Operational staff will receive relevant training and qualifications to enable them to undertake business safety checks in line with nationally agreed guidelines.</p>	
<p>Identify and maximise potential through effective people management and development, leading to a high-performance culture, where people value and respect each other.</p>	

These actions will contribute to the following well-being goals;



A resilient Wales



A Wales of cohesive communities



A healthier Wales



A Wales of vibrant culture and thriving Welsh language




A more equal Wales



A prosperous Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

Strategic Effectiveness, Fairness, Efficiency and Innovation

<p>OUR PREVENTION PRINCIPLE <i>Working with partners to help make communities safer.</i> Reducing risks to our communities, especially for those people who may be more vulnerable, through our established intervention programmes such as Safe and Well Checks and the Phoenix Project.</p>	
<p>What do we intend to do during 2024-25?</p>	
<p>Deliver 17,500 Safe and Well Checks across North Wales to those identified as being most vulnerable to fire in the home, keeping people alive and safe from fire.</p>	
<p>Utilise partnership data to refine our risk-based approach to Safe and Well Checks, targeting those over the age of 65 who are most vulnerable from fire in the home.</p>	
<p>Work with our partners to deliver effective Community safety interventions targeting our most vulnerable people in our most challenging areas.</p>	
<p>Develop a new youth initiative to deliver early interventions with effective outcomes, focussing on personal resilience and protective factors amongst children and young people of North Wales.</p>	
<p>Proactively promote road safety education, engaging with partners and carrying out campaigns within the local community, to reduce the number of people killed or seriously injured on our roads.</p>	
<p>Work closely with external stakeholders to prevent accidental drowning in North Wales, providing consistent guidance for the safe enjoyment and management of activities in, on and around water.</p>	
<p>Review activity monitoring reports products and develop self-service dashboards to support delivery of our prevention, protection and response activities.</p>	

These actions will contribute to the following Well-being goals



A resilient Wales



A Wales of cohesive communities



A healthier Wales



A globally responsible Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

Strategic Effectiveness, Service Quality, Fairness, Efficiency and Innovation.

OUR PROTECTION PRINCIPLE

Making businesses safer together.

Providing businesses with expert guidance on fire protection to help ensure the safety of buildings, employees, and customers, thereby supporting businesses to grow. High-risk buildings are prioritised for inspections, contributing to overall public safety.



What do we intend to do during 2024-25?

Review our current Risk Based Inspection Programme and ensure we have an informed and rationalised regime that is intelligence driven to identify the relevant risk classification for all our premises across North Wales.

Continue to deliver an intelligence led Risk Based Inspection Programme to reduce injury and death from fires in domestic and non-domestic premises.

Develop Business engagement through training our staff and share industry advice to reduce incidents of fire.

Analyse the impact of automatic fire alarms on the use of our resources and their impact in a non-domestic environment.

Work with local communities across North Wales to reduce the number of Wildfire incidents.

Adopt the 4Ps approach, Prepare, Pursue, Prevent and Protect,- when tackling arson, working closely with Multi-agency partners and the communities we serve.

These actions will contribute to the following Well-being goals



A resilient Wales



A Wales of cohesive communities



A healthier Wales



A globally responsible Wales



A prosperous Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

Strategic Effectiveness, Service Quality, Fairness, Efficiency and Innovation

OUR RESPONSE PRINCIPLE

Providing an effective emergency response.

Being ready to respond when you need us: to protect what matters to you, to save lives, reduce harm, and protect homes and businesses.



What do we intend to do during 2024-25?

Continue to develop an option with staff, stakeholders and the Fire Authority, that delivers the aims and objectives of the Emergency Cover Review for implementation during 2024-25.

Support our Firefighters to deliver an effective operational response, through the research and development of modern equipment, risk assessments and guidance.

Cascade the benefits of Microsoft 365 to all of our people in the Service. .

Continue to develop and introduce the Emergency Services Network into North Wales to ensure that we have a secure, robust, interoperable and modern communication system across the region.

Conduct a review of our specialist vehicles, other than fire engines, that respond to emergencies.

Develop a new station management framework to support our Managers to deliver an efficient and effective emergency service.

Embed and enhance the Operational Quality Assurance Process.

Introduce the National Fire Chiefs Council National Fire Control Guidance in our Joint Control Centre, to ensure strong and resilient fire control arrangements.

These support the following Well-being goals;



A resilient Wales



A Wales of cohesive communities



A healthier Wales



A more equal Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency and Innovation

OUR ENVIRONMENT PRINCIPLE

Protecting and preserving our natural environment for future generations.

Adopting eco-friendly practices in our daily operations to cut down on carbon emissions and other environmental impacts and raise environmental awareness amongst our staff and our communities.



What do we intend to do during 2024-25?

Review stock items and develop working practices to minimise waste.

Develop the Social Values and Sustainable Procurement Strategy.

Introduce necessary infrastructure for our diesel vehicles to run on Hydrotreated Vegetable Oil, a sustainable alternative with zero Scope 1 carbon emissions.

Expand the existing Electric Vehicle Charging Points network across our estate.

Continue to retrofit insulation to our building estate.

Develop plans and explore funding opportunities to reduce carbon emissions from our buildings to meet Welsh Government's 2030 Zero Carbon Emissions ambition.

Monitor and report to Welsh Government our carbon output on Greenhouse gas in respect of energy, water and waste.

These actions will contribute to the following Well-being goals;



A resilient
Wales



A Wales of
cohesive
communities



A
healthier
Wales



A globally
responsible
Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

Strategic Effectiveness, Sustainability, Efficiency and Innovation

How to Provide Feedback

We are undertaking a public consultation to seek views on the objectives set out in this draft Community Risk Management Implementation Plan before we make any final decisions. We would like you to get involved and have your say.

There are a number of ways in which you can do this. The main way is through an online survey, which you can access here.

Scan the QR code to go straight to the questionnaire. INSERT QR CODE HERE

Alternative versions

If you do not have access to the internet: Call or text us on 07787 578386; or E-mail us at Our5principles@northwalesfire.gov.wales - we can send you a paper copy of the questionnaire, which you can return to us free of charge.

An easy read format is available on our website - which also offers information in English and Welsh and provides a user-friendly assistive toolbar, including a read aloud function, larger text and the ability to view the information in a wide range of additional languages.

We welcome your comments or suggestions. Our consultation runs from 25th March 2024 to 16th June 2024.

Alternatively, you can provide your feedback, by contacting us via our website www.northwalesfire.gov.uk telephone us on 01745 535250 or write to us at;

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

Following the consultation, a report containing all feedback received will be presented to members of North Wales Fire and Rescue Authority for consideration at the meeting scheduled on 15th July 2024. All feedback received will be considered and subject to approval of the Fire and Rescue Authority, the Community Risk Management Implementation Plan 2024-2025 will then take immediate effect and be published on our website.

Request a Safe and Well Check

You can request A safe and well check for yourself or on behalf of someone else by contacting the 0800 169 1234.

Follow us



@northwalesfire



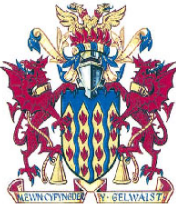
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Report to	Executive Panel	
Date	18/03/2024	
Lead Officer	Stewart Forshaw, Deputy Chief Fire Officer	
Contact Officer	Anthony Jones, Head of Planning, Performance and Transformation	
Subject	Performance Monitoring: April – December 2023	

Purpose of Report

- 1 To provide information about incident activity during the first three quarters of the 2023/24 financial year; performance in relation to the North Wales Fire and Rescue Authority's (the Authority) improvement and well-being objectives; and other notable incident activity.

Executive Summary

- 2 During the first three quarters of the 2023/24 financial year, North Wales Fire and Rescue Service (the Service) attended **4,644** emergency incidents. This is a decrease of 0.4% compared with the same period of the 2022/23 financial year (4,664).
- 3 The number of accidental fires in the home (Accidental Dwelling Fires-ADFSs) attended during the reporting period slightly increased to **264**, compared to 259 during 2022/23. There were four accidental fatalities in dwelling fires in the first three quarters of 2023/24.
- 4 There was also an increase in the number of serious injuries, from two to seven compared to 2022/23. There have been four fire fatalities in this reporting period, which are described in detail at section 19 below. The Service continued to deliver fire prevention interventions and initiatives to support fire safety in the homes and communities of North Wales.
- 5 During the reporting period, there was a decrease to 13 in the number of wildfires that were attended by a combined total of 54 vehicles for over 476 hours.
- 6 There were **2,256** false alarms attended during the reporting period, an increase of 9.2% from the first three quarters in the previous year. This was due to a 15.8% increase in attendances at fire alarms due to apparatus from 1,196 to **1,385**. The Service received **1,186** calls to AFAs at commercial premises, of which 7 (0.6%) were attended and **1,179** (99.4%) were not attended in line with our policy.

- 7 The Authority has an embedded policy that determines its attendance to automatic fire alarms. NWFRS will not send an emergency response to automatic fire alarm actuations in a non-domestic premises unless a back up 999 call is received confirming that there is a fire.
- 8 In addition, 400 hospital AFA calls were received, of which 173 (43.2%) were attended and 227 (56.8%) were not attended.
- 9 There was an increase in the number of fires attended at HMP Berwyn from 13 during the first three quarters of 2022/23, to 20 during the first three quarters of this year.
- 10 Pump availability in accordance with the 18 pump availability target was met 100% during the reporting period.

Recommendation

- 11 It is recommended that:
 - i. Members note the content of the performance monitoring report.

Information

- 12 **All Incidents**
4,644 incidents were attended compared with 4,664 during the same period of the previous year.
- 13 **Fires**
Fires attended during the reporting period decreased 19.7% to 1,335 compared with 1,663 during the same period of 2022/23.
- 14 **Grassland, Woodland and Crop Fires**
Grassland, woodland and crop fires decreased 52.5% (434 to 206) during the same period last year. Secondary accidental grassland, woodland and crop fires decreased (285 to 134), with 'grassland, pasture, grazing etc.' (90 to 32), and 'heathland or moorland' (101 to 44) being the main contributors. Decreases were also recorded in 'hedge' (27 to 19), and 'tree scrub (includes single trees not in garden' (28 to 10), although there was an increase in 'Railway trackside vegetation' (Zero to four).
- 15 **Primary Fires**
Primary fires decreased 4.4% (655 to 626) compared with the same period of 2022/23, and were 4.7% below the three-year average of 657. Accidental primary fires decreased 4.1% (541 to 519), and were 3.7% below the three-year average of 539. The number of deliberate primary fires decreased (114 to 107) compared to the previous financial year, and were 7.8% below the three-year average of 116.

16 **Secondary Fires**

Secondary fires, which were 14.2% below the three-year average of 752, decreased 26.8% (908 to 665), primarily due to a 35.8% decrease in accidental secondary fires (586 to 391). Decreases were recorded in secondary accidental 'grassland, woodland and crops' fires (285 to 134) and 'other outdoors (including land)' (179 to 142).

Deliberate secondary fires decreased 15.0% (322 to 274), primarily due to a 50.8% reduction in 'grassland, woodland and crops' (128 to 63). However an increase in 'Outdoor structures' fires (37 to 56) was recorded.

17 **Chimney Fires**

Chimney fires decreased 37.1% compared with the same period of 2022/23 (70 to 44). This is 42.9% below the three-year average of 77.

18 **Accidental Dwelling Fires (ADFs)**

The Service attended 1.9% more ADFs (259 to 264) during the first three quarters of 2022/23.

The main contributors to ADFs included both increases and decreases. There were increases in 'Combustible articles too close to heat source (or fire)', (51 to 59). 'Fault in equipment or appliance', (27 to 35). 'Cooking – chip pan/deep fat fryer (4 to 14)'. Decreases were recorded in 'Cooking – other cooking' (60 to 48), and 'Faulty fuel supply – electricity' (28 to 20), compared with the same period of 2022/23.

An increase was recorded in ADFs within 'Bungalow – single occupancy', (31 to 46), and 'Converted Flat/Maisonette - multiple occupancy', (12 to 14). Decreases were recorded in 'House – single occupancy', (153 to 145), and 'Purpose Built Flat/Maisonette – multiple occupancy', (53 to 49), compared with the same period of 2022/23. ADFs remain 7.4% below the three-year average of 285

19 **Fatalities/Casualties in ADFs**

There were four fatalities in ADFs during first three quarters of 2023/24, three in Q2 and one in Q3, compared to zero over the same period of 2022/23. The number of casualties in ADFs increased from 61 to 62, with seven people sustaining serious injuries compared to 2 during 2022/23.

Fatalities overview

Case 1: Flintshire, 09/07/2023

The deceased was a 72-year-old man who lived alone. The property involved was a low rise self-contained flat. The time of call was 16:10 and first appliance was in attendance at 16:20 Fire detection was fully hard wired, and the system was monitored. The incident involved a smouldering fire caused by discarded cigarettes in two separate locations.

Following the incident, a Level Four Hot Spotting campaign was carried out on the 18/07/2023:

- 28 Safe and Well Checks completed
- 105 properties leafleted
- One hard of hearing alarm fitted

Case 2: Gwynedd, 03/09/2023

The deceased was an 87-year-old woman who lived alone. The property involved was a detached bungalow. NWFRS had no previous engagement with the resident. Smoke alarms were fitted and linked to Galw Gofal (monitoring company) who called NWFRS.

The time of call was 14:24 and the first appliance was in attendance at 14:43.

Following the incident, a Level Four Hot Spotting campaign was carried out on the 06/09/2023:

- 66 Safe and Well Checks completed
- 27 Smoke alarms fitted
- One Carbon Monoxide detector fitted
- One Hoarder identified

Case 3: Conwy, 24/09/2023

The deceased was an 80-year-old man who lived alone. The property involved was a semi-detached residence. The time of call was 23:04 and first appliance was in attendance at 23:14 smoke alarms were fitted and linked to Galw Gofal (monitoring company) who called NWFRS. The incident involved a fully developed fire in the kitchen.

Following the incident, a Level Four Hot Spotting campaign was carried out on the 29/09/23:

- 110 Safe and Well Checks completed
- 65 Smoke alarms fitted
- 27 Carbon Monoxide detectors fitted
- Seven other interventions fitted

Case 4: Conwy. 06/12/2023.

The deceased was an 80-year-old male who lived alone. Detached bungalow, no detection, very poor housekeeping with no previous FRS engagement. The time of call was 08:35 with the first appliance in attendance at 08:54. Call received from NWP who had attended the property following a welfare concern.

Following on from the incident a Level Four Hot Spotting was carried out on the 12/12/23

- 65 Safe and Well Checks completed
- 37 Smoke alarms fitted
- 13 Carbon Monoxide detectors fitted

20 **Smoke Detectors – ADFs**

Smoke/heat detectors were present at 230 out of the 264 accidental fires in dwellings during the reporting period (87.1%). ADFs where a smoke/heat detector was fitted, operated and raised the alarm, increased from 130 to 145.

21 Where a smoke/heat detector was fitted - operated but did not raise the alarm, the number of incidents decreased from 31 to 29.

22 ADF's where no detector was fitted increased from 32 to 38, and where a detector was fitted and did not operate, the number of incidents decreased to 66 from 56.

23 **Deliberate Primary Fires in Non-Residential Buildings**

Deliberate primary fires in non-residential buildings increased from 37 to 38 with 20 primary fires attended at HMP Berwyn.

24 **False Alarms**

The upward trend in false alarms continued with the Service attending **2,256** false alarms – 9.2% more than in the same period of 2022/23 (2,066), and 18% more than the three-year average of 1,913. Those originating from AFA systems increased 15.8% (1,196 to **1,385**) and represented 61.4% of false alarm attendances.

25 **Non-Residential Automatic Fire Alarms (AFA)**

Non-Residential AFAs increased 14.6% (198 to 227). The main causes of activation in non-residential AFAs were 'faulty' (79 to 111); 'dust' (12 to 23). However, a reduction was recorded in 'accidentally/carelessly set off' (31 to 21).

26 **Other-Residential Automatic Fire Alarms**

There was a 17.6% decrease in 'other-residential' AFAs (91 to 75), with 'nurses'/doctors' accommodation' showing a significant decrease (23 to 12). 'Residential home' however, increased (10 to 18).

Although the main cause of activation in 'other-residential' was 'faulty', which had a slight increase (20 to 21), 'cooking/burnt toast' saw a reduction compared with the same period last year, dropping (25 to 20).

'Dust' and 'accidentally/carelessly set off' also reported reductions from nine to four, and 11 to five respectively.

27 **Dwelling Automatic Fire Alarms**

AFA's in dwellings continued on an upward trend, increasing by 19.2% (907 to 1,081), with 'purpose built flat/maisonette – multiple occupancy' being the lead contributor to the total number of incidents, rising (275 to 381), followed by 'bungalow – single occupancy' which rose (263 to 332).

'House – single occupancy' increased (269 to 290), and 'Converted flat/maisonette – multiple occupancy' also saw an increase (33 to 35). Decreases were recorded however in 'self-contained sheltered housing', (60 to 35).

Of the 1,081 dwelling AFA's, 'cooking/burnt toast' was the main cause of activation, increasing (454 to 588). Slight increases were also recorded in 'faulty (210 to 233), and 'dust' (24 to 35), and 'smoking (17 to 24) 'Accidentally/carelessly set off' and 'steam' saw slight reductions (49 to 44 & 26 to 24) respectively.

28 **Good Intent False Alarms**

Good intent false alarms increased by 0.7% (832 to 838). Increases were recorded in 'Dwelling' by 24.4% (311 to 387). This is as a result of increases in 'house – single occupancy' (139 to 149). As well as 'purpose built flat/maisonette - multiple occupancy' (107 to 138).

Decreases were recorded in Grassland, woodland and crops' by 35.9% (92 to 59) due to decreases in 'grassland, pasture, grazing etc' (27 to 13), and 'healthland or moorland' from (nine to three). 'Other outdoors (including land) also reduced (189 to 173). This is as a result of decreases in 'loose refuse (including in garden)' (175 to 159). Furthermore, 'false alarm – property not found' (69 to 59).

29 **Malicious False Alarms**

The number of malicious false alarms decreased from 38 to 33 compared to the same period last year.

Adverse Weather Incidents

30 **Wildfires**

During the reporting period, there was a decrease in attendance at wildfires (34 to 13) compared to the same period of 2022/23, where 54 were attended compared to 47. The time spent at scene decreased to 476 hours, compared to 628 hours during the same period of the previous year.

31 **Flooding**

There was a significant increase of 'flooding' attended by 119.2% (47 to 103).

Special Service Calls

- 32 Special service calls increased by 9.1% from 965 to 1,053 during the same period of the previous financial year, and were 51.9% above the three-year average of 693. This can be attributed to the change in policy aimed at increasing the presence of the fire and rescue service in the community when needed.
- 33 Road Traffic Collisions (RTC) Incidents. The Service attended 9.6% more RTCs (178 to 195), where 50 (25.6%) involved the extrication or release of persons. Where the Service was called upon to make a vehicle safe, attendance increased 16.7% (72 to 84). Although the Service attended more RTCs, the percentage of RTCs which involved the release or extrication of persons decreased (30.9% to 25.6%), which is below the three-year average of 32.9%.
- 34 SSC 'Other than RTC' increased 9.0% (787 to 858). The main contributor to the increase was 'Assist other agencies' which increased 23.5% (277 to 342).
- 35 Decreases were recorded in 'no action (not false alarm)' (67 to 54), 'lift release' (67 to 36), and 'Other rescue/ release of persons' (80 to 50).

Safe and Well Checks (SAWCs)

- 36 The Service completed 14,464 Safe and Well Checks, of which **4,525** (31.2%) were high priority. Of the high priority Safe and Well Checks completed, **2,491** (55%) were referrals from a partner agency.

Station Performance

- 37 Planned 18 pump availability was achieved on all 274 days (100%) of the first three quarters of 2023/24.

Sickness Absence

- 38 **458** cases of sickness absence were reported during the first three quarters. This equates to 5.13% of lost time.

IMPLICATIONS

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

**NORTH WALES
FIRE AND RESCUE SERVICE**



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

Performance Monitoring Report

For the first three quarters

April – December 2023

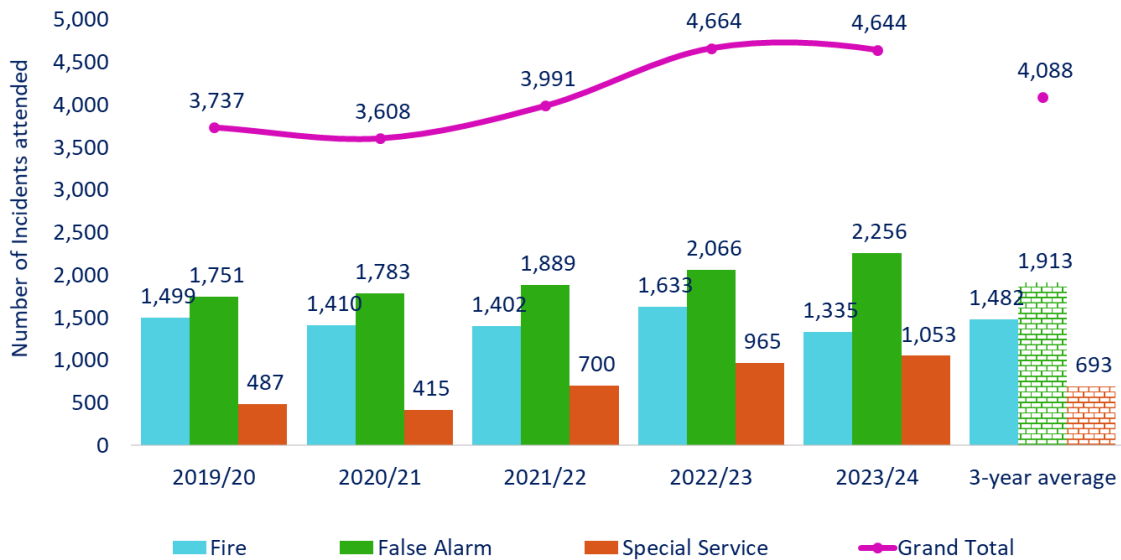
Figures are provisional and may be subject to minor amendment.

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1 All Incidents

1.1 During the first three quarters of the 2023/24 financial year, the Service attended 4,644 emergency incidents and false alarms, this is a 0.4% change compared to the previous first three quarters (4,664).



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total incidents attended	2023-24	1,638	1,552	1,454		4,644	↓ 0.4%	4,088	↑ 13.6%
	2022-23	1,575	1,878	1,211		4,664			
Total fires	2023-24	604	409	322		1,335	↓ 18.2%	1,482	↓ 9.9%
	2022-23	577	719	337		1,633			
Total special service incidents	2023-24	332	331	390		1,053	↑ 9.1%	693	↑ 51.9%
	2022-23	327	371	267		965			
Total false alarms	2023-24	702	812	742		2,256	↑ 9.2%	1,913	↑ 17.9%
	2022-23	671	788	607		2,066			

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

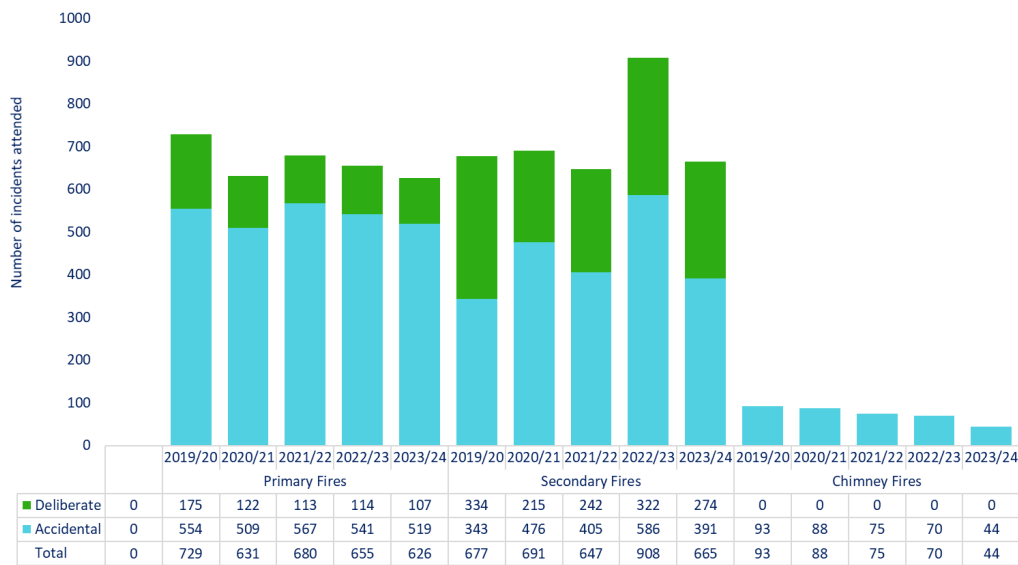
2 Fires, by Category and Motive

2.1 A total of 1,335 fires were attended; a 18.2% decrease from 1,663 in 2022/23.

2.2 Primary fires – There was a 5.9% decrease in primary fires (665 to 626) compared with the same period in the previous financial year, which was 4.4% below the three-year average of 655.

2.3 Secondary fires – There was a 27.9% decrease in secondary fires (908 to 655), which was 12.6% below the three-year average of 749.

2.4 Chimney fires – The number of chimney fires decreased (70 to 44) during the same period in the previous financial year, which was 43.6% below the three-year average of 78.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Primary fires	2023-24	235	205	186		626	↓ 5.9%	655	↓ 4.4%
	2022-23	226	236	193		665			
Secondary fires	2023-24	356	200	109		655	↓ 27.9%	749	↓ 12.6%
	2022-23	332	476	100		908			
Chimney fires	2023-24	13	4	27		44	↓ 37.1%	78	↓ 43.6%
	2022-23	19	7	44		70			

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

Actions taken to support the reduction of fire events during the previous quarter:

- 14,464 Safe and Well Checks (31% classified as High priority) were completed by the end of Quarter three, we remain above both targets of completing:-
 - 17,500 Safe and Well Checks;
 - more than 25% from external referrals.
- Following a trial at Rhyl and Holyhead fire stations, all Wholetime and Day Crewed stations are now 'live' using the Exeter data. Each Watch is now completing door to door activity for a minimum of one hour a day. They are utilising the provided data to help ensure a more targetted approach towards the over 65 yr old.
- During Quarter three a comprehensive video was produced to refresh the knowledge of all crews regarding how to complete a SAWC. This gave the prevention team the opportunity to remind all users of recent changes to RMS, the SAWC form, new interventions and a reminder of the hotspotting expectation. After watching the video, all staff were instructed to complete a Learn Pro assessment; completion rates are being monitored and will be fed back during Quarter four.
- The annual student kitchen talks at Bangor University resumed during Quarter three. There is an identified increase in accommodation in use this year, and the addition of non-university halls of residence also being targeted. Fire Safety staff engaged with students during a two-day event during Freshers Week in both Bangor and Wrexham.
- Partnership Managers continued to foster relationships with external agencies to encourage high quality referrals.
- This year's Christmas Fire Safety campaign was launched at a multi-agency event at the RGC rugby stadium. Christmas Fire Safety activity included the production of a "12 days of Christmas" video, Santa to a Senior (delivering gifts to identified vulnerable people) and support and attendance at foodbanks across the Service.
- Campaign Steering Group (CSG) continued to work with Corporate Communications to proactively promote safety and Wildfire messaging across all media platforms.
- Deliberate fire setting intervention schemes continued to be facilitated in-house and by Danger Point; during Quarter three, four FACE sessions and one adult intervention delivered by the Arson Reduction Team and four Firesafe courses delivered by Danger Point.
- Arson Reduction Team completed 26 audits including 21 at void properties.

- Three youth clubs were attended and 73 school visits were conducted in Quarter three engaging with 6,003 young people.
- Olivia's Story continued to be delivered by the Fire Safety Watch Manager's and continues to be very impactful.
- The Phoenix team have run six courses with 46 participants.

3 Primary Fires, by Property Type and Motive

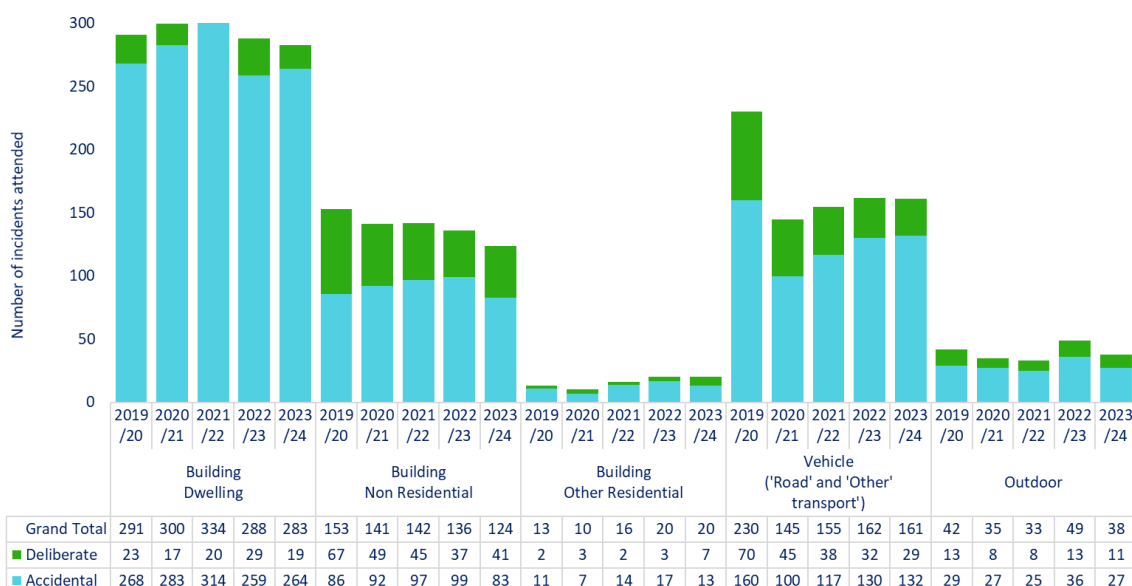
3.1 During the first three quarters of 2023/24, 107 primary fires were started deliberately, compared with 114 during 2022/23.

3.2 There were 49 deliberate fires at HMP Berwyn, compared with 35 over the same period of the previous financial year. The Service attended 20 of the 49 deliberate fires to help extinguish fires or assist prison staff.

3.3 Action taken to understand the rise and bring about reduction

3.4 The capacity of HMP Berwyn has increased and is approaching its capacity of 2200.

3.5 The Service has made contact with the new Senior Health, Safety and Fire Advisor at HMP Berwyn. Meetings will now be undertaken on a regular occurrence to discuss the number of incidents we attend. Site visits are still being conducted with Wrexham Fire Station with the last being undertaken on the 15th November.

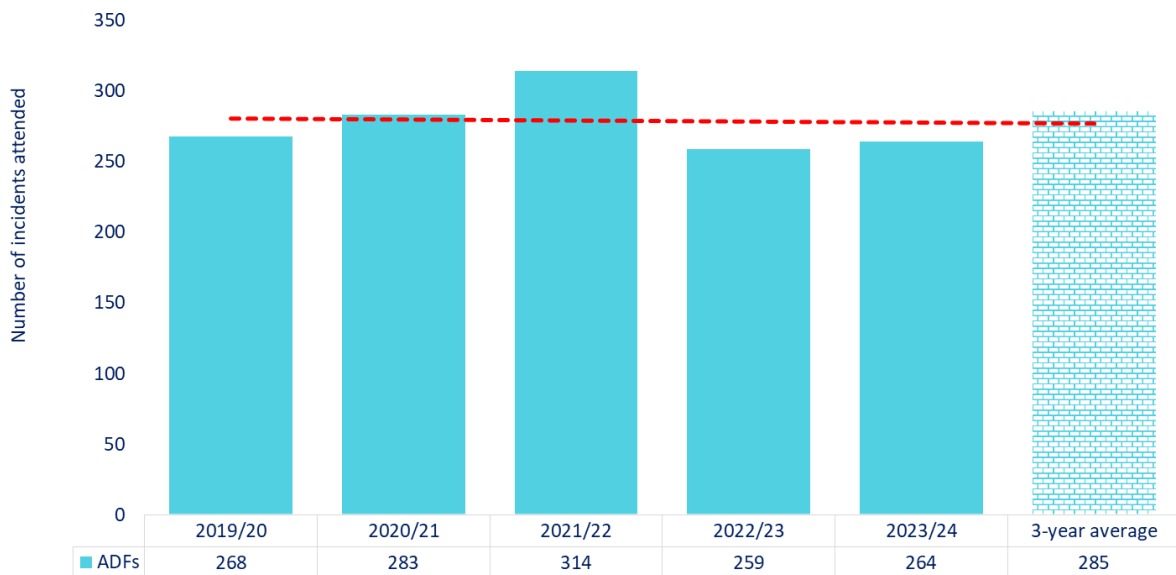


Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
All deliberate primary fires	2023-24	40	36	31		107	↓ 6%	116	↓ 7.7%
	2022-23	41	49	24		114			
All accidental primary fires	2023-24	195	169	155		519	↓ 2.4%	539	↓ 3.7%
	2022-23	185	187	169		541			

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

4 Accidental Fires in Dwellings

4.1 The Service attended 264 accidental dwelling fires during the reporting period; 8 (1.9%) more than the same period of the previous year (259). Accidental dwelling fires (ADFs) this period remained 7.4% below the three-year average of 285.



Category	Year	Q1	Q2	Q3	Q4	Year- to- Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Accidental fires in dwellings	2023-24	91	70	103		264	↑ 1.9%	285	↓ 7.4%
	2022-23	81	81	97		259			
*The final two columns show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.									

Action taken to further understand our community demographic and risk during the previous quarter:

- Exeter data: following a trial at Rhyl and Holyhead, all Whole Time and Day Crewing Stations are now 'live' using the NHS Exeter data. Each Watch is now completing door to door activity for a minimum of 1 hour a day. They are utilising the provided data to help ensure a more targetted approach towards engagement with the over 65 yr old`s. The data will be broken down further during Quarter four to highlight the over 70`s and 75 year olds.
- Partnership Managers continue to explore new relationships with external partners to identify those persons most vulnerable to fire and provide them with suitable advice and interventions.
- Ongoing work with regional hoarding groups to identify people at risk.
- Local and National (Wales & NFCC) campaigns have been supported in line with our own Campaign Steering Group (CSG) calendar.
- Partnership between the Service and Cartrefi Conwy (due for renewal April 2024) and Care & Repair continued to identify high priority referrals – we engage with vulnerable people who are discharged from hospital/care settings to provide interventions where required.
- Arson Reduction Team continued to attend vulnerable adult and safeguarding multi-agency meetings on a regular basis to help identify persons vulnerable to fire. Arson Reduction Team continued to attend various strategy meetings, such as the Child Protection Case Conference and the North Wales Adult /Children`s Safeguarding Board.

5 Fatalities and Casualties from Accidental Fires in Dwellings (ADF)

5.1 There were four ADF fatalities during the first three quarters of the 2023/24 year, compared to no human life lost during the same period of the previous year. There were seven serious, and 17 slight injuries, compared with two and 22 respectively. The number of precautionary checks increased (16 to 17), and the number of people requiring first aid at the scene decreased (21 to 17).

5.2 Work is being completed on an Interactive dashboard enabling crews to view:

- Type Of Incident
- Type of Property
- Cause of Incident
- Location of Incident
- Time of Day
- Ignition source

Crews can now also access a map detailing the location of our most vulnerable residents based on age and incident activity. 24/25 will now see a targeted approach based on the Person and location. Intelligence from the dashboard will enable Operational crews to deliver tailored safety advice to residents who live in certain property types, e.g Bungalows.

Severity of injury	2019/20	2020/21	2021/22	2022/23	2023/24
Precautionary Check	14	23	27	16	17
First Aid	32	21	35	21	17
Injuries - Slight	20	19	30	22	17
Injuries - Serious	3	2	4	2	7
Fatality	3	4	3	0	4
Total	72	69	99	61	62

Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	Change YTD / Average of 3 previous years
Injuries from accidental fires in dwellings	2023-24	29	9	20		58	↓ 4.9%	74	↓ 21.6%
	2022-23	10	37	14		61			
Deaths from accidental fires in dwellings	2023-24	0	3	1		4	↑ 400%	2	↑ 100%
	2022-23	0	0	0		0			

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

6 Smoke Detectors – Accidental Dwelling Fires (ADFs)

- 6.1 Smoke/heat detectors were present at the majority of ADFs, although not all went on to operate. At 38 of the ADFs, no detector was fitted.
- 6.2 Of the 264 ADFs, 245 were confined to the room of origin, the item first ignited, or there was heat/smoke damage only.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Smoke detector fitted which operated and raised alarm	2023-24	48	37	60		145	↑ 11.5%	140	↑ 3.6%
	2022-23	36	45	49		130			
Smoke detector fitted which operated but didn't raise the alarm	2023-24	16	4	9		29	↓ 6.5%	44	↓ 34.1%
	2022-23	17	4	10		31			
Smoke detector didn't operate	2023-24	17	16	23		56	↓ 15.2%	64	↓ 12.5%
	2022-23	22	19	25		66			
Smoke detector not fitted	2023-24	10	13	15		38	↑ 18.8%	37	↑ 2.7%
	2022-23	6	13	13		32			

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

Actions taken to support communities by increasing smoke alarm ownership and safety education during the previous quarter:

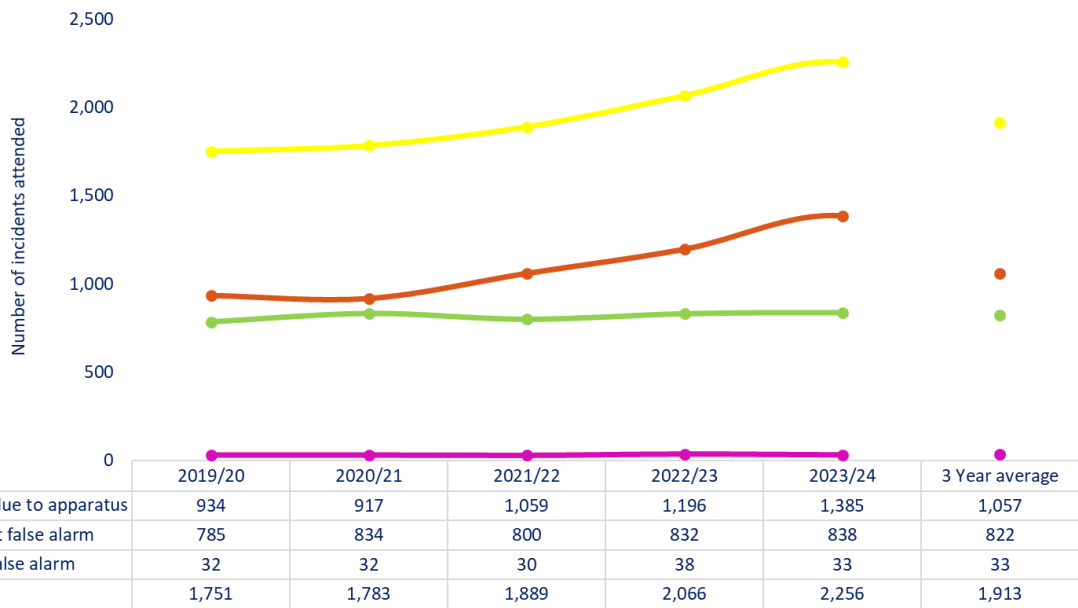
- With 14,464 Safe and Well Checks completed by the end of Quarter three, we remain above both targets of completing:-
 - 17,500 Safe and Well Checks in 2023/24.
 - and more than 25% from external referrals.
- Following a trial at Rhyl and Holyhead, all Whole Time and Day Crewing Stations are now 'live' using the Exeter data. Each Watch is now completing door to door activity for a minimum of 1 hour a day. They are utilising the the provided data to help ensure a more targetted approach towards the over 65 yr old.

- During Quarter three a comprehensive video was produced to refresh all crews regarding how to complete a Safe and Well Checks. This gave the prevention team the opportunity to remind all users of recent changes to the RMS, the Safe and Well Check form, different/new interventions and a reminder of the hotspotting expectation. After watching the video, all staff were instructed to complete a Learn Pro assessment, completion rates are being monitored and will be fed back during Quarter four .
- Social media is continually utilised by the Comms Department to promote smoke alarm ownership; continue to promote regular testing of smoke alarms using all media platforms.
- Continue to work with partners to identify the most vulnerable people in our communities and provide them with suitable advice and interventions.
- Educationalists continue to promote smoke alarm ownership and testing as part of the delivery across North Wales schools.
 - 73 schools' visits conducted in Quarter three engaging with 6,003 young people.
- School visits took place at Stations as well as visits by Fire Safety Watch Manager`s to Special Education Schools across the Service area.
- Deliberate fire setting intervention schemes continue to be facilitated in-house and by Danger Point; four FACE delivered by the Arson Reduction and Team, four Firesafe delivered by Danger Point and one adult intervention.
- Phoenix team have completed six courses with 46 participants.

The Service continued to support DangerPoint who have had approximately 7,500 Children and Young People visit the centre since the start of the financial year.

7 False Alarms

- 7.1** In the first three quarters of the year false alarms increased by 9.2% (2,066 to 2,256). There was a 15.8% increase in AFAs (1,196 to 1,385). False alarms made with good intent increased by 0.7% (832 to 838).



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total false alarm	2023-24	702	812	742		2,256	↑ 9.2%	1,913	↑ 17.9%
	2022-23	671	788	607		2,066			
AFA	2023-24	407	520	458		1,385	↑ 15.8%	1,057	↑ 31.0%
	2022-23	416	420	360		1,196			
False alarms made with good intent	2023-24	281	280	277		838	↑ 0.7%	822	↑ 1.9%
	2022-23	241	353	238		832			
Malicious false alarm	2023-24	14	12	7		33	↓ 7	33	- 0.0%
	2022-23	14	15	9		38			

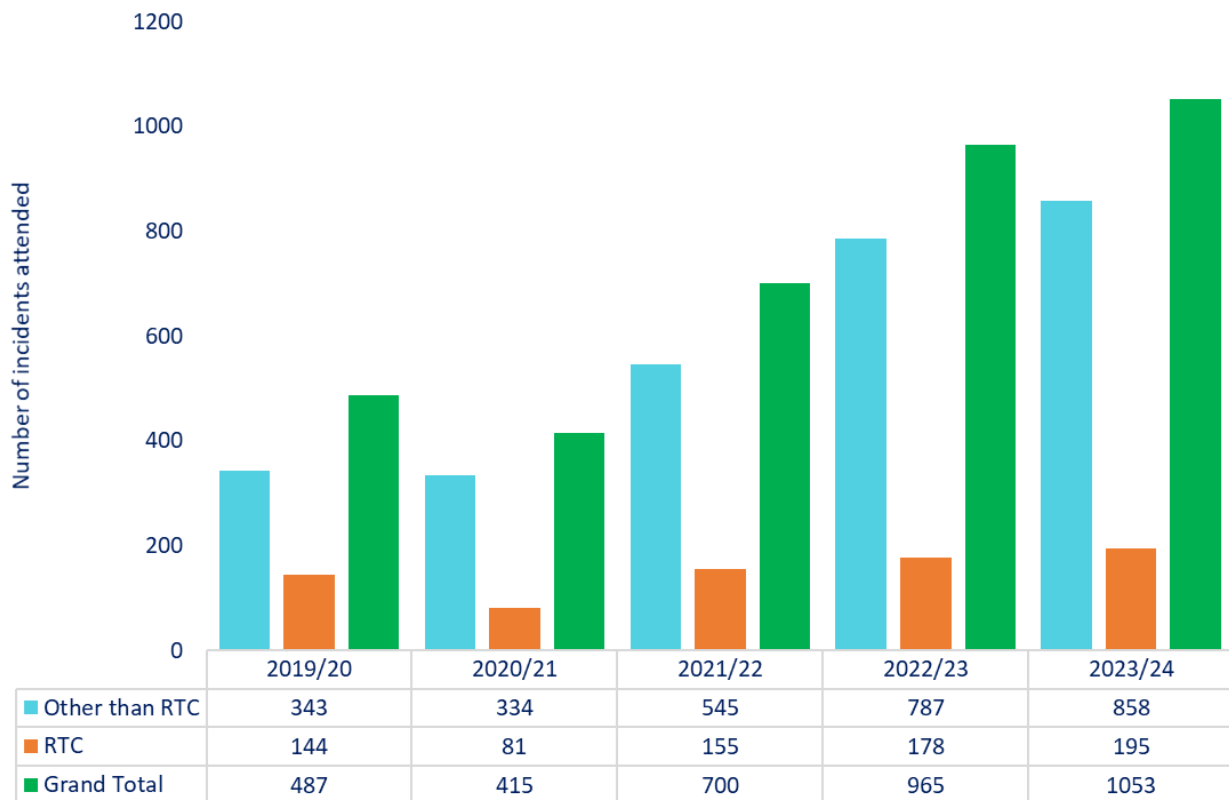
*The final two columns show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Actions taken to reduce Hospital AFAs during the previous quarter:

- Meetings are scheduled in Quarter four with Betsi Cadwaladr University Health Board. This meeting is with the facilities management team to ensure open communication about the amount of AFA's at all their hospitals across North Wales.

8 Special Service Calls

8.1 Special service calls (SSCs) decreased 9.1% (1,053 to 965), compared with the same period of the previous year. Road traffic collisions increased 9.6% (178 to 195), whilst 'other than RTC' incidents decreased 9.0%, (787 to 858). The rise in SSCs attended was expected following the Service's decision to increase visibility in the community.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total special service calls	2023-24	332	331	390		1,053	↑ 9.1%	693	↑ 51.2%
	2022-23	327	371	267		965			
Road traffic collisions (RTC)	2023-24	77	63	55		195	↑ 9.6%	138	↑ 41.3%
	2022-23	53	65	60		178			
Other than RTC	2023-24	255	268	335		858	↑ 9.0%	555	↑ 54.6%
	2022-23	274	306	207		787			

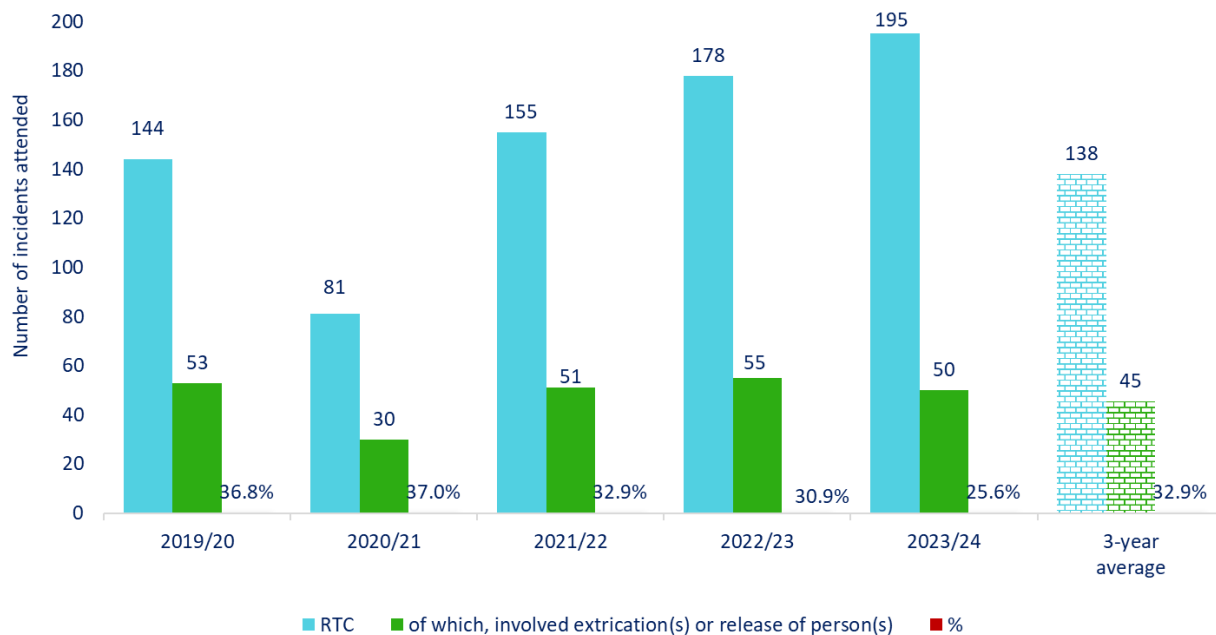
*The final two columns show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Actions taken to reduce Special Service Calls during the previous quarter:

- Along with the RNLI, FS WM`s promoted the 'Drink Drowning' initiative throughout the Christmads period utilising the #BeAMate tagline

9 Traffic Collisions and Extrications/Release

9.1 Of the 195 road traffic collisions attended in the first three quarters, 50 (25.6%) involved the Service using equipment to extricate at least one casualty from the vehicle. Whilst 181 incidents resulted in injuries, the majority of casualties sustained serious injuries.



195	RTC incidents attended
181	incidents where people sustained injury
50	incidents involved extrication / release

Severity of Injury *	Number of people
Precautionary check	31
First Aid	34
Injuries - Slight	36
Injuries - Serious	80
Fatalities	14

**RTC injuries - where available are recorded in the IRS in the same categorisation as fire injuries*

Actions taken to reduce RTCs during the previous quarter:

- The Service continued to deliver the Road Safety educational advice, including sessions delivered during the Phoenix course.
- Olivia's story was delivered to over 500 students across the LLandrillo Colleges. A very successful initiative that will be continued on a monthly basis from now on. Sessions also deliver to Airbus apprentices in Broughton and Welsh Water Manager with view to deliver to all their white van staff.

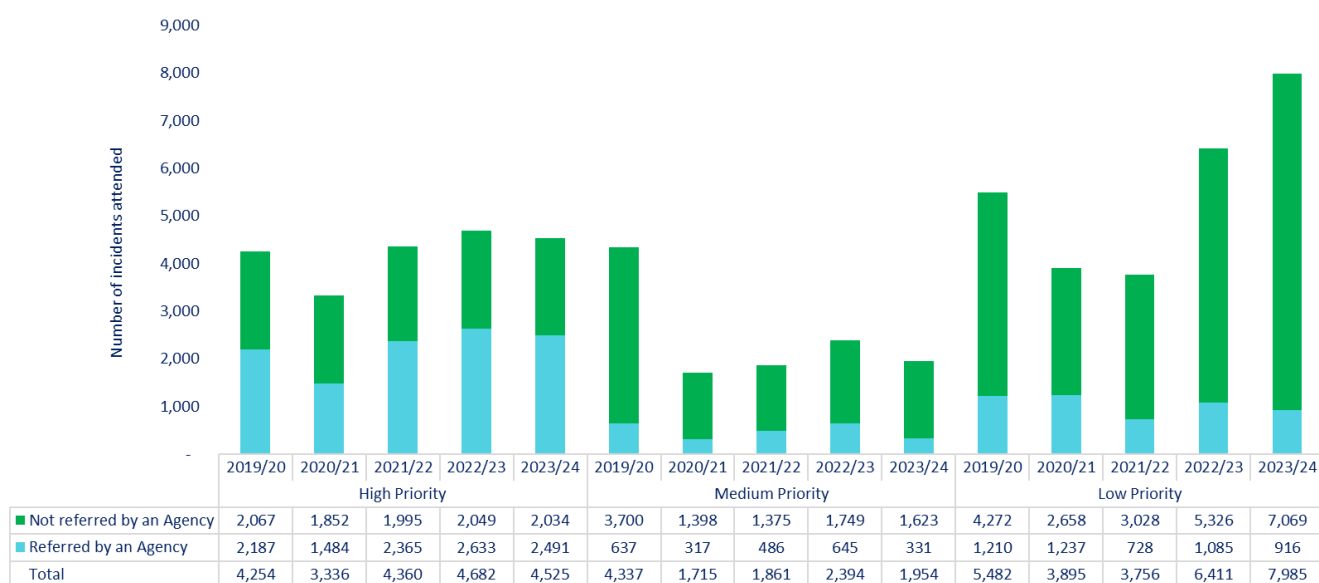
- Three sessions of 'Biker Down' was delivered during Quarter three to 65 attendees. A further nine sessions are already in the diary for 24/25 with places already being booked.
- 30:20 options, selection process completed, DBS checks sourced, training provided. Going live date 18/01/2024.
- Fire Service staff continued to attend local and regional road safety groups including a National conference in Cardiff.
- RTC Steering group has been instigated to monitor RTC stats and develop campaigns aligned to the NFCC Road Safety calendar.

10 Monitoring against Improvement and Well-being Objective One

To support people to prevent accidental dwelling fires and stay safe if they do occur.

10.1 Safe and Well Checks

The Service completed 14,464 Safe and Well Checks during the first three quarters, of which 3,738 (25.8%) were undertaken in response to a referral from a partner agency.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% Change YTD / Average of 3 previous years
% of all Safe and Well Checks undertaken that originated from a referral from a partner organisation	2023-24	30.5%	23.9%	30.9%		25.8%	↓ 46.0%	51.2%	↓ 49.6%
	2022-23	35.2%	30.2%	47.6%		47.8%			
*The final two columns show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.									

Actions taken to improve Safe and Well Check performance during the previous quarter:

- With 14,464 Safe and Well Checks completed by the end of Quarter three, we remain above both targets of completing:-
 - 17,500 Safe and Well Checks and more than 25% from external referrals.
- Following a trial at Rhyl and Holyhead, all Whole Time and Day Crewing Stations are now 'live' using the Exeter data. Each Watch is now completing door to door activity for a minimum of one hour a day. They are utilising the provided data to help ensure a more targeted approach towards the over 65 yr old.
- During Quarter three a comprehensive video was produced to remind all crews how to complete a Safe and Well Checks. This gave the prevention team the opportunity to remind all users of recent changes to RMS, the Safe and Well Chek form, different interventions and a reminder of the hotspotting expectation. After watching the video, all staff were instructed to complete a Learn Pro assessment, completion rates are being monitored and will be fed back during Quarter four.

- Reduction in high priority Safe and Well Checks in comparison to 2022/23 corresponds to a reduction in Safe and Well Checks (2.5 post reduction).
- Social media is continually utilised by the Comms. Department to promote smoke detector ownership. The Service continued to promote regular testing of smoke alarms using all media platforms.
- Renewal of, and promotion of the hot spotting activity ensures that occupiers receive home fire safety advice following every domestic AFA and ADF.
- Continued to work with partners to identify the most vulnerable people in our communities and provide them with suitable advice and interventions.
- Educationalists continued to promote smoke alarm ownership and testing as part of the delivery across North Wales schools.

11 Planned 18 Pump Availability

- 11.1 The Service has 44 fire stations with 54 response appliances, as eight stations have two pumps and Wrexham has three. Pre-planning takes place each day to deploy resources to ensure 18 appliances are made available between 06:00 and 18:00. Short notice changes can sometimes result in a reduction that cannot be immediately rectified.
- 11.2 During the first three quarters of the 2023/24 financial year, the threshold of 18 pumps was achieved on all 183 days. As this is the first year that the threshold has been lowered to 18 pumps, no comparable data is available.
- 11.3 Planning for 18 Pump availability for the next day has to be completed every afternoon. Time taken to complete this task depends upon the number of gaps that need to be covered and the available resources. This planning can take between three and six hours to complete initially.

Planning consists of;

Checking where the gaps are, and how many individuals are required to cover, and which skills through checking each station page on Gartan and filling in the availability form;

Opening each Whole Time Duty System roster to see whether there are any additional Fire Fighters on stations that can be utilised;

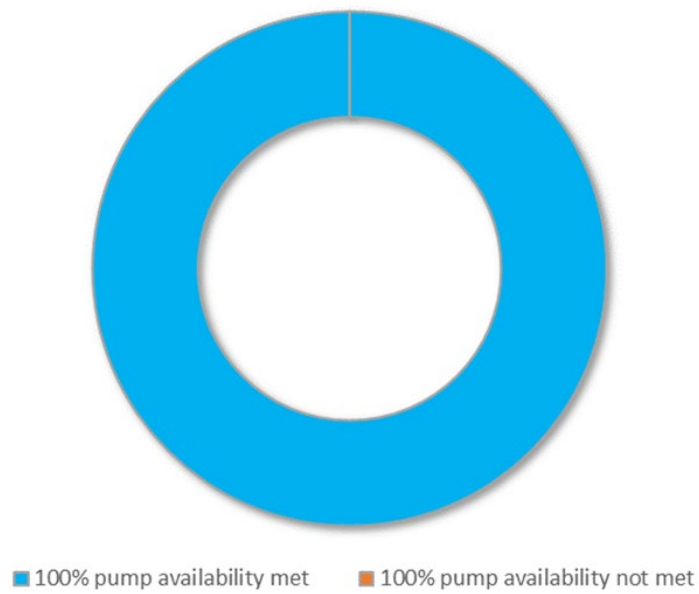
Checking which Whole Time Duty System Rural are available;

Checking the Operational Resource Support spreadsheet to see who is available for Whole Time Duty System overtime cover;

Checking the Operational Resource Support availability on Gartan to see who is available for Rural Duty System overtime cover;

Checking the Operational Day Staffing page on Gartan to see who is available from the Whole Time Duty System Daytime Watch Managers for cover.

18 Planned Pump Availability April - December 2023/24



12 Sickness Absences

The Service aims to encourage all its employees to maximise their attendance at work while recognising that employees will, from time to time, be unable to come to work because of ill health.

There are several key challenges that all emergency services face in terms of managing attendance and keeping employees in work. These include emotional and physical demands that are unique, whereby operational staff may have to remain off work longer due to physically related injuries compared with those in non-operational roles. Also, operational staff need to be physically fit and meet the national fitness standard to enable them to carry out their role safely and effectively. There is also the impact of an ageing workforce whereby people are living longer and more likely to suffer from health problems involving increased periods of absence.

The Service offers health and wellbeing interventions to support employees as a preventative measure, during a period of absence and to assist with returning to work such as the Attendance Management Policy, Occupational Health, Physiotherapy, Employee Assistance Programme (new provider Vivup with effect from 1st October, 2023) and the Firefighters Charity programmes for example.

A focus on employee wellbeing and health promotion benefits employees and their employers. It can help prevent ill health, and support individuals to balance work whilst minimising the impact of any ill health symptoms, where possible. The Service is committed to providing welfare support to staff and as well as the interventions above we have support networks including Blue Lights Champions, Colleague Supporters, Critical Incident De-briefers, and various Staff Networks.

During the first half of the 2023/24 financial year, a total of 916 individuals were employed by NWFRS. Absences due to sickness during first half of the 2023/24 financial year equates to a total of 5.06%. During Quarter three, the number of individuals employed by NWFRS reduced to 910 individuals and absences due to sickness equates to 5.21% of lost time.

According to the National Fire and Rescue Service Sickness Absence Report for April 2023 – September 2023, the average sickness absence per staff member equates to 5.82%. NWFRS reported slightly lower than this for Quarter one & Quarter two (5.06%) and for Quarter three it was 5.21%.

Please note that throughout the report, the number of cases in the year to date (YTD) will not be a sum of the quarters as some individuals' absences will span across quarters.

	Q1 Cases	Q1 Lost time %	Q2 Cases	Q2 Lost time %	Q3 Cases	Q3 Lost time %	YTD Cases	YTD Lost Time %
Long Term Sickness	64	4.43%	66	4.21%	63	4.27%	118	4.30%
Short Term Sickness	88	0.59%	123	0.93%	143	0.95%	340	0.82%
Total	152	5.03%	189	5.14%	206	5.21%	458	5.13%

Some duty systems may see a higher percentage of lost time despite fewer cases of absence being recorded. This is caused by there being fewer staff within that duty system. The sickness absence percentage calculation is proportionate to the number of staff within that duty system.

Long Term & Short-Term Sickness	Q1 Cases	Q1 Lost time %	Q2 Cases	Q2 Lost time %	Q3 Cases	Q3 Lost time %	YTD Cases	YTD Lost Time %
WDS Stations	29	3.94%	44	4.87%	50	3.99%	110	4.27%
RDS /On-Call	80	6.19%	92	5.68%	100	6.00%	218	5.96%
Rural	2	4.30%	4	4.35%	2	4.25%	8	4.30%
Control	9	8.09%	12	9.14%	12	8.37%	29	8.55%
Flexi Duty System Managers	6	5.11%	6	2.91%	8	2.48%	15	3.49%
Operational Departments	3	1.10%	2	2.45%	7	8.26%	10	4.05%
Service Leadership Team	1	0.22%	0	0.00%	2	0.29%	3	0.17%
Corporate Departments	22	3.32%	30	4.73%	25	4.33%	66	4.14%
Total	152	5.03%	189	5.14%	206	5.21%	458	5.13%

Short Term Sickness

Short Term Sickness equates to an average of 0.82% of lost time during Quarter one to Quarter three of financial year 2023/24.

	Q1 Cases	Q1 Lost time %	Q2 Cases	Q2 Lost time %	Q3 Cases	Q3 Lost time %	YTD Cases	YTD Lost Time %
WDS Stations	17	0.59%	34	1.31%	43	1.36%	90	1.09 %
RDS /On-Call	44	0.62%	57	0.81%	62	0.80%	154	0.74 %
Rural	1	0.20%	4	4.35%	1	0.79%	6	1.79 %
Control	7	1.49%	9	1.49%	9	1.81%	25	1.60 %
Flexi Duty System Managers	3	0.26%	1	0.08%	6	0.96%	10	0.43 %
Operational Departments	2	0.20%	0	0.00%	3	0.76%	5	0.33 %
Service Leadership Team	1	0.22%	0	0.00%	2	0.29%	3	0.17 %
Corporate Departments	13	0.62%	18	1.00%	17	0.83%	47	0.82 %
Total	88	0.59%	123	0.93%	143	0.95%	340	0.82 %

Top 3 Short Term Sickness Absence Reasons (Cases)

	Absence Reason	Cases
1	Cold, Flu	64
2	Covid-19	35
3	Musculoskeletal - Lower Limb	26

Top 3 Short Term Sickness Absence Reasons (Time lost)

	Absence Reason	Lost Time %
1	Cold, Flu	0.11%
2	Covid-19	0.08%
3	Musculoskeletal - Lower Limb	0.07%

Long Term Sickness

Long Term Sickness equates to an average of 4.30% of lost time during Quarter one to Quarter three of financial year 2023/24.

Long Term & Short-Term Sickness	Q1 Cases	Q1 Lost time %	Q2 Cases	Q2 Lost time %	Q3 Cases	Q3 Lost time %	YTD Cases	YTD Lost Time %
WDS Stations	12	3.35%	10	3.55%	7	2.63%	20	3.18%
RDS /On-Call	36	5.53%	35	4.87%	38	5.20%	64	5.90%
Rural	1	4.10%	0	0.00%	1	3.46%	2	2.51%
Control	2	6.81%	3	7.65%	3	6.56%	4	6.94%
Flexi Duty System Managers	3	4.86%	5	2.83%	2	1.52%	5	3.06%
Operational Departments	1	0.90%	2	2.45%	4	7.50%	5	3.72%
Service Leadership Team	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Corporate Departments	9	2.70%	12	3.73%	8	3.50%	19	3.32%
Total	64	4.42%	66	4.21%	63	4.27%	118	4.30%

Top 3 Long Term Sickness Absence Reasons (Cases)

	Absence Reason	Cases
1	Musculoskeletal - Lower Limb	25
2	Failed Medical/Fitness Test	13
3	Musculoskeletal - Back and spinal disorders	11

Top 3 Long Term Sickness Absence Reasons (Time lost)

	Absence Reason	Lost Time %
1	Musculoskeletal - Lower Limb	0.95%
2	Failed Medical/Fitness Test	0.55%
3	Musculoskeletal - Back and spinal disorders	0.51%

Glossary

Fires	All fires fall into one of three categories – primary, secondary or chimney.
Primary Fires	<p>These are fires that are not chimney fires, and which are in any type of building (except if derelict), vehicles, caravans and trailers, outdoor storage, plant and machinery, agricultural and forestry property, and other outdoor structures such as bridges, post boxes, tunnels, etc.</p> <p>Fires in any location are categorised as primary fires if they involved casualties, rescues or escapes, as are fires in any location that were attended by five or more fire appliances.</p>
Secondary Fires	<p>Secondary fires are fires that are neither chimney fires nor primary fires. Secondary fires do not involve casualties, rescues or escapes, and will have been attended by four or fewer fire appliances.</p> <p>Secondary fires are those that would normally occur in locations such as open land, in single trees, fences, telegraph poles, refuse and refuse containers (but not paper banks, which would be considered - in the same way as agricultural and forestry property - to be primary fires), outdoor furniture, traffic lights, etc.</p>
Chimney Fires	<p>These are fires in occupied buildings where the fire is confined within the chimney structure, even if heat or smoke damage extends beyond the chimney itself.</p> <p>Chimney fires do not involve casualties, rescues or escapes, and will have been attended by four or fewer fire appliances.</p>

Special Service Incidents	<p>These are non-fire incidents which require the attendance of an appliance or officer and include:</p> <ul style="list-style-type: none"> a) Local emergencies e.g., flooding, road traffic incidents, rescue of persons, 'making safe' etc; b) Major disasters; c) Domestic incidents e.g., water leaks, persons locked in or out etc; d) Prior arrangements to attend incidents, which may include some provision of advice and inspections.
False Alarm (general guidance)	<p>Where the FRS attends a location believing there to be an incident, but on arrival discovers that no such incident exists, or existed.</p> <p>Note: if the appliance is 'turned around' by Control before arriving at the incident it is not classed as having been attended and does not need to be reported.</p>
False Alarms - Malicious	<p>These are calls made with the intention of getting the FRS to attend a non-existent incident, including deliberate and suspected malicious intentions.</p>
False Alarms – Good Intent	<p>These are calls made in good faith in the belief that the FRS really would attend a fire or special service incident.</p>
False Alarms - AFA	<p>These are calls initiated by fire alarm and fire-fighting equipment. They include accidental initiation of alarm apparatus or where an alarm operates and a person then routinely calls the FRS as part of a standing arrangement, i.e., with no 'judgement' involved, for example from a security call centre or a nominated person in an organisation.</p>
Building - Dwellings	<p>A property that is a place of residence, i.e., occupied by households, excluding hotels, hostel and residential non-permanent structures.</p>
Building - Non-Residential	<p>Properties such as hospitals, offices, shops, factories, warehouses, restaurants, cinemas, public buildings, religious buildings, agricultural buildings, railway stations, sheds, prisons.</p>
Building - Other Residential	<p>Properties such as hotels, hotels and residential institutions B&Bs, Nursing/care homes, student halls of residence.</p>
Vehicle (Road and Other Transport)	<p>Road vehicle, rail vehicle, aircraft, boat.</p>

Outdoor	Fields, grassland, woodland, refuse containers, post boxes.
Wildfires	A grassland, woodland and crop fire where the incident was attended by four or more vehicles, or the Service was in attendance for six hours or more, or where there was an estimated fire damage area of over 10,000 square meters.
Short Term Sickness (STS)	Absences 27 calendar days and under.
Long Term Sickness (LTS)	Absences 28 calendar days and over.

Report to	Executive Panel
Date	18 March 2024
Lead Officer	Stewart Forshaw, Deputy Chief Fire Officer (EDI Committee Chair)
Contact Officer	Justin Evans, Assistant Chief Fire Officer
Subject	Equality, Diversity and Inclusion Strategy 2024-2029



PURPOSE OF REPORT

- 1 This paper presents to Members of the North Wales Fire and Rescue Authority (the Authority) the draft 2024-2029 Equality, Diversity and Inclusion Strategy (the EDI strategy). It presents our commitments relating to equality, diversity and inclusion (EDI), and sets out how we propose to meet them.

EXECUTIVE SUMMARY

- 2 The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people who share a protected characteristic and those who do not.
- 3 Public bodies are required to publish information demonstrating their compliance with this general duty, as well as equality objectives they have set, and progress made toward achieving those objectives.
- 4 This EDI Strategy sets out how the Authority will meet its legal duty to promote equality and outlines its goals for achieving fairness and inclusion.

RECOMMENDATIONS

- 5 It is recommended that Members:
 - i) **note the content of the report; and**
 - ii) **Approve the draft EDI Strategy for consultation with Fire Authority Members, staff and relevant stakeholders prior to approval at the meeting of the Fire Authority in April 2024.**

BACKGROUND

- 6 The development of this EDI strategy has been supported by staff representatives and staff network leads within North Wales Fire and Rescue Service's (the Service) EDI Committee.
- 7 The EDI strategy sets out the resources, and key responsibilities that will lead to successful implementation. The strategy identifies four key themes that will form the cornerstones of our future EDI action plans. The strategy identifies key deliverables (objectives) for each theme.
- 8 The EDI strategy sets out a commitment to creating an inclusive workplace and providing high-quality services that are accessible and relevant to everyone in our communities. It lays out a comprehensive framework for action, setting out our commitment to embedding EDI within our practices and processes.
- 9 It is essential that public services are representative of the communities they serve, with staff and leadership that understand and can respond to the needs of diverse populations.
- 10 Effective public services rely on trust, and this is formed with every action and interaction that impact upon people's lives. Public services play a critical role in promoting social cohesion and addressing the inequalities that exist within society.
- 11 Shifts in society, such as changing demographics, have raised awareness about the vital role of diversity and inclusion. As we recognise more of the advantages diversity brings, there has been a stronger focus on EDI across the public sector.
- 12 By recognising the challenges within the sector, as well as incorporating government policies and societal drivers into our EDI Strategy, we are demonstrating our commitment to fulfilling our legal obligations and responding to the evolving needs of our communities. This supports our goal of delivering high-quality public services and will also position us as a leader in promoting equality, diversity and inclusion within the fire sector.

INFORMATION

- 13 In Wales, the legal framework for equality, diversity, and inclusion is primarily governed by the Equality Act 2010. This legislation sets out the public sector equality duty (PSED), which requires public bodies, including Fire and Rescue Services, to consider the needs of individuals with protected characteristics in the development and delivery of policies, services, and employment practices.
- 14 Under the duty, public bodies must have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between people who share a protected characteristic and those who do not. They are required to publish information demonstrating their compliance with the general duty, as well as equality objectives they have set, and progress made toward achieving those objectives.
- 15 The Well-being of Future Generations (Wales) Act 2015 requires public bodies in Wales to consider the long-term impact of their decisions on the well-being of current and future generations, including promoting equality, tackling poverty, and fostering cohesive communities.
- 16 The Welsh Language Standards were established under the Welsh Language (Wales) Measure 2011 and later refined under the Welsh Language (Wales) Act 2017. These standards aim to ensure that the Welsh language is treated no less favourably than the English language in the provision of services by public bodies in Wales. The standards apply to various aspects of service delivery, including communication, promotion, and interaction with the public.
- 17 It is intended that the draft EDI Strategy will follow the Service internal consultation process and include Members of the Fire Authority, staff and other relevant stakeholders to provide feedback, prior to publishing it following the meeting of the Fire Authority in April 2024.
- 18 The publication of an EDI strategy aligns with the Nolan Principles by promoting openness, accountability, and leadership in addressing diversity, inclusion, and equality within public services.

IMPLICATIONS

Well-being Objectives	Direct implications towards meeting the Authority's long-term improvement and well-being objectives.
Budget	No known additional budgetary implications from the introduction of this strategy. Equality impacts are already considered within routine planning arrangements.
Legal	Supports compliance with equality, well-being and Welsh Language legislation.
Staffing	The strategy seeks a more diverse, and inclusive workforce, reflecting a commitment to equity and fairness in staffing practices.
Equalities/Human Rights/ Welsh Language	Underscores our commitment to fostering equality, respecting human rights, and promoting linguistic diversity.
Risks	Reduces the risk of legal non-compliance. Addressing EDI concerns proactively mitigates risks associated with discrimination, exclusion, and reputational damage.

Equality, Diversity & Inclusion Strategy 2024-2029



Gwasanaeth Tân ac Achub
Fire and Rescue Service

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Equality, Diversity & Inclusion Strategy 2024-2029

Foreword

The Fire and Rescue Service holds a unique place in the community, serving not only as a first responder in emergencies, but also as a support network for those most at risk. To effectively fulfil this role, it is important that we acknowledge and respond to the diverse needs of the communities we serve. This requires not only a workforce that reflects their identities, but also one that understands their needs and has earned their trust.

Through the development and application of our Service's core values, we have aimed to promote equality, celebrate diversity, and foster inclusiveness in our day-to-day business. Our commitment to these values has allowed us to engage with individuals at risk in a more effective and targeted manner, leading to historically low levels of deaths, injuries, and damage from fire. Our inclusive approach to staffing has resulted in teams that represent a range of backgrounds and identities, but in order to earn a reputation as an open, compassionate, and inclusive organisation we must do more.

This Equality, Diversity, and Inclusion (EDI) Strategy 2024-2029 builds on our previous progress, providing with a clear framework for fostering ever-closer relationships with all members of our community and consolidating our standing as an employer of choice.

The importance of EDI has never been more evident than it is today. As a society, we are facing a range of challenges, from rising inflation and political uncertainty to the residual impacts of the COVID-19 pandemic, which has underscored the importance of creating a more inclusive and equitable world. Existing social disparities and health inequalities, and the Grenfell Tower fire serves as a reminder of the disproportionate impact that such tragedies can have upon low-income and ethnically-diverse communities. At the same time, the global focus on diversity, equity and inclusion has never been greater. It is imperative that we continue to drive change and build a culture that embraces diversity, respects differences and supports everyone to reach their full potential.

To continue our mission of improving the lives of those we serve, we must reflect on the role we can play in protecting underrepresented communities and serving as visible allies. The priorities outlined in this EDI Strategy will help us achieve these goals, but we cannot do it alone. We are grateful for the support and commitment of our colleagues, Fire Authority members, and partners, and look forward to working together to make meaningful progress towards our vision.

As a Fire and Rescue Service, we are committed to creating an inclusive workplace and providing high-quality services that are accessible and relevant to everyone in our communities. Our EDI Strategy lays out a comprehensive framework for action, and sets out our commitment to embedding EDI within our practices and processes. We are dedicated to working with our communities, partners and people to create a Service that is open, inclusive and reflective of the diversity of North Wales. I am proud to be a part of this effort and look forward to our continued progress towards a more inclusive future.

Dawn Docx

Chief Fire Officer and Chief Executive



Dawn Docx
Chief Fire Officer and Chief Executive



Dylan Rees
Chair of the Authority and Executive Panel



National Picture

The United Kingdom's (UK) commitment to promoting equality, diversity, and inclusiveness (EDI) within public services is driven by a number of government policies, regulations, and societal drivers.

The Wellbeing of Future Generations (Wales) Act 2015 and the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 set out the legal framework for promoting equality of opportunity and protecting individuals from discrimination in the workplace. The Public Sector Equality Duty, as outlined in the Equality Act requires public authorities to advance equality of opportunity, eliminate discrimination and foster good relations amongst their employees and the communities that they serve.

Societal drivers such as demographic changes, increasing awareness of the importance of diversity and inclusiveness, and a growing recognition of the business case for diversity are driving a heightened focus on EDI in the public sector.

The sector itself presently faces significant challenges, with a number of fire and rescue services having been subject to serious allegations of bullying and harassment. The National Fire Chiefs Council (NFCC) have created a culture action plan which includes key recommendations to assist UK fire and rescue services to bring about positive organisational change. In other Public Sector organisations, it is reported that public trust and confidence is at an all-time low. Similar reviews across Policing and Health have found widespread issues with equality of access, racism, homophobia and sexism.

Effective public services rely on trust, and this is formed with every action and interaction that impact upon people's lives. Public services play a critical role in promoting social cohesion and addressing the inequalities that exist within society. To achieve this, it is essential that public services are representative of the communities they serve, with staff and leadership that understand and respond to the needs of diverse populations.

In line with this vision, the UK government and devolved administrations have established a number of policies and initiatives aimed at promoting EDI within public services, including promoting diversity in the recruitment and retention

of staff, increasing representation of underrepresented groups in all leadership positions, and addressing barriers to equal opportunities.

The Anti-Racist Wales Action Plan sets out the Welsh Government's plan to make Wales an anti-racist nation. Adopting an anti-racist approach requires all public bodies to look at the ways that racism is built into policies, formal and informal rules and regulations and generally the ways in which we work. This action plan is a real opportunity to make a difference as a catalyst to improving life chances to current and future generations of ethnic minority people. With intersectionality in mind, this plan also sets out to tackle poverty across all protected groups.

In its LGBTQ+ Action plan for Wales, the Welsh Government has set out its vision of sustainable long-term change towards improving the lives of LGBTQ+ people in Wales. It is recognised that disadvantage, inequality, and discrimination remain a reality for many LGBTQ+ people living in Wales. While this is the first policy framework to focus on the specific needs and vulnerabilities of LGBTQ+ people, it forms part of a wider approach to mainstream equality and strengthen human rights protections for everyone. The Service will also adopt relevant recommendations that emerge from the Government's Disability Action Plan in 2024.

By recognising the challenges within the sector, as well as incorporating government policies and societal drivers into our EDI Strategy, we are demonstrating our commitment to fulfilling our legal obligations and responding to the evolving needs of our communities. This will not only support our overall mission of delivering high-quality public services, but will also position us as a leader in promoting EDI within the public sector.

The fire & rescue sector has experienced substantial shifts in its approach to equality, diversity, and inclusiveness in recent years, however, despite this it is apparent that there remains a significant amount of work to be done. The success of fire and rescue services nationally in promoting EDI, has been mixed, and as a service we recognise the need to increase representation of diverse groups, improve cultural competence, promote inclusiveness in recruitment and training, and eliminate discrimination to ensure equality of opportunity.

The NFCC has developed a suite of templates, guidance documents and toolkits to support fire and rescue services to recruit and retain talented people from different backgrounds.

The UK government, through the Equality Act 2010 and the Public Sector Equality Duty, has set out the legal framework for promoting equality and inclusion in the public sector. NWFRS share the strong commitment of the Equality and Human Rights Commission in Wales to meet objectives within key documents set by the European Convention on Human Rights.

Advocacy groups, such as those representing LGBTQ+, disabled people, women, ethnic minority ethnic individuals, and low-income communities, are also making a crucial contribution to this effort by raising awareness of the importance of diversity and inclusiveness in the Fire and Rescue sector.

In light of these shifts and stakeholder efforts, this EDI Strategy aims to build on the progress made thus far and drive further advancements in EDI within the fire and rescue sector over the next four years.

The local picture

North Wales is a region with a rich cultural heritage and a diverse population. While there is significant socioeconomic and demographic variation within the region, some communities face specific challenges that impact their well-being and safety.

The local demographic includes individuals from different ethnicities, ages, and backgrounds, with a higher proportion of Welsh speakers compared to the national average. There are also significant numbers of elderly residents, individuals with disabilities, and individuals from low-income households.

Some areas within North Wales have higher levels of deprivation and lower life expectancy compared to the national average, with parts of north-east Wales being amongst the most deprived in Wales. In some of these areas 70% of households are affected by deprivation, which ranks them amongst the poorest in Wales. These communities are more likely to face challenges such as poor health, low income, and social exclusion.

To meet the diverse needs of these communities, North Wales Fire and Rescue Service (NWFRS) must understand and address the specific challenges they face. This requires a proactive approach to engagement, a culturally competent workforce, and targeted support to help these individuals stay safe and well.

Attracting and retaining a diverse workforce can be a challenge in the North Wales region. We may face competition for talent from other sectors, and may struggle to overcome traditional gender, cultural and social stereotypes associated with firefighting as a profession.

To address these challenges, we must take a proactive approach to outreach and recruitment, working to build relationships with underrepresented communities, and promoting the fire service as an inclusive and supportive employer. By doing so, we can help to ensure that our workforce reflects the diversity of the communities we serve and are equipped to meet the needs of all members of the public.

We must strive to be a trusted and inclusive partner, working with local communities to identify and tackle the challenges they face, and promoting equality and diversity in all that we do. Through this approach, we can help ensure that all members of the community receive the support they need to stay safe and well.

The Profile of North Wales

Area: 6,172 square kilometres

Infrastructure:

North Wales includes the counties of Conwy, Denbighshire, Flintshire, Gwynedd, Ynys Môn, and Wrexham. It encompasses a diverse landscape, including Eryri National Park, mountainous regions, coastal areas, and rural communities. The region is well-connected, with major highways, railways, and ports providing access to the rest of the UK and Europe. The largest city in North Wales is Wrexham, which serves as a hub for commerce and industry, while other major conurbations include Bangor, Caernarfon, Colwyn Bay, Deeside, Llandudno and Rhyl. The region is also home to several universities and colleges, providing a strong talent pool for local businesses. Additionally, the region is a popular tourist destination, attracting visitors from all over the world with its stunning coastline, rich history, and unique culture.

Welsh, as a language for living, remains at the heart of the modern Welsh identity. Enjoying family life, education, work and leisure all through the medium of Welsh is testimony to the importance of the language and culture to the people of Wales.

Population: 687,000

Gender split: Female 51.1%, Male 48.9%

Trans status: It is estimated that 0.3% of people identify as trans and/or non-binary in North Wales.

Age profile: 26.7% (0-24), 28.3% (25-49), 21.5% (50-64) 12.6% (65-74), 10.9% (75+)

People with a disability and/or long-term health condition: 20.7%

Ethnicity

96.8% of North Wales are White British. The percentage varies across the region from 98.1% in Ynys Môn to 96.0% in Wrexham.

Religion and belief

49.8% of people identified as Christians, the second most popular religion was Islam with 0.8% and 41.7% of people state no religion.



Legal Duties

NWFRS is bound by a range of legal and statutory obligations with regards to equality, diversity and inclusion. These duties ensure that the service is proactive in addressing the risk of discrimination, embrace diversity within the workforce and deliver inclusive services in the communities that it serves.

The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011, Public Sector Equality Duties (PSED) and The Well-being of Future Generations (Wales) Act 2015 are key pieces of legislation that places a duty on public bodies, including NWFRS to eliminate discrimination, advance equality of opportunity and foster good relations between people with different protected characteristics. Since 2011, The Act has required public sector bodies in Wales to publish their gender pay gap and record which steps they are taking to address it. The Gender Pay Gap shows the difference in the average pay between men and women, it compares hourly rates of pay staff may receive by gender, seeking to expose any imbalance. The Socio-economic Duty came into force in Wales on 31 March 2021. The Socio-economic Duty gives public bodies an opportunity to do things differently in Wales. It puts tackling inequality at the heart of decision-making, and will build on the good work public sector organisations are already doing.

NWFRS is dedicated to upholding the principles of EDI in all its operations. In addition to being guided by the Equalities and Wellbeing Future Generations legislation, the Service is also accountable to the Human Rights Act 1998, which brings the provisions of the European Convention on Human Rights into UK law. This legislation ensures that everyone is treated with dignity and respect and has the right to freedom from discrimination, regardless of race, religion, gender, or other protected characteristics. Additionally, the Service has a well-established commitment to promoting and encouraging the Welsh language among staff, stakeholders, and the public. From the statutory duty to comply with the Welsh Language Standards, that are in place to ensure the promotion and preservation of the Welsh language, to our commitment from within our governance framework, we take these measures to ensure the Service's commitment to promoting diversity and inclusiveness in all its forms. By acknowledging our moral and legal duties to protect the cultural heritage of the area, which includes the Welsh language, we aim to meet the expectations of the local community and acknowledge the positive service benefits of conducting our public business in both languages.

The Welsh Language (Wales) Measure 2011 requires public bodies, including fire and rescue services, to treat the Welsh language no less favourably than the English language and to take reasonable steps to provide services in Welsh. Our commitment to complying with these standards and promoting the Welsh language can be found on our [website](#).

The Public Sector Equality Duty (PSED) as set out in section 149 of the Equality Act 2010, requires public authorities, including fire and rescue services, to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their functions.

These legal and statutory obligations shape the overall approach to EDI within NWFRS, and inform the development of policies, practices and initiatives designed to create a diverse and inclusive workplace and to serve the diverse needs of the communities in North Wales.

Core Values and Code of Ethics

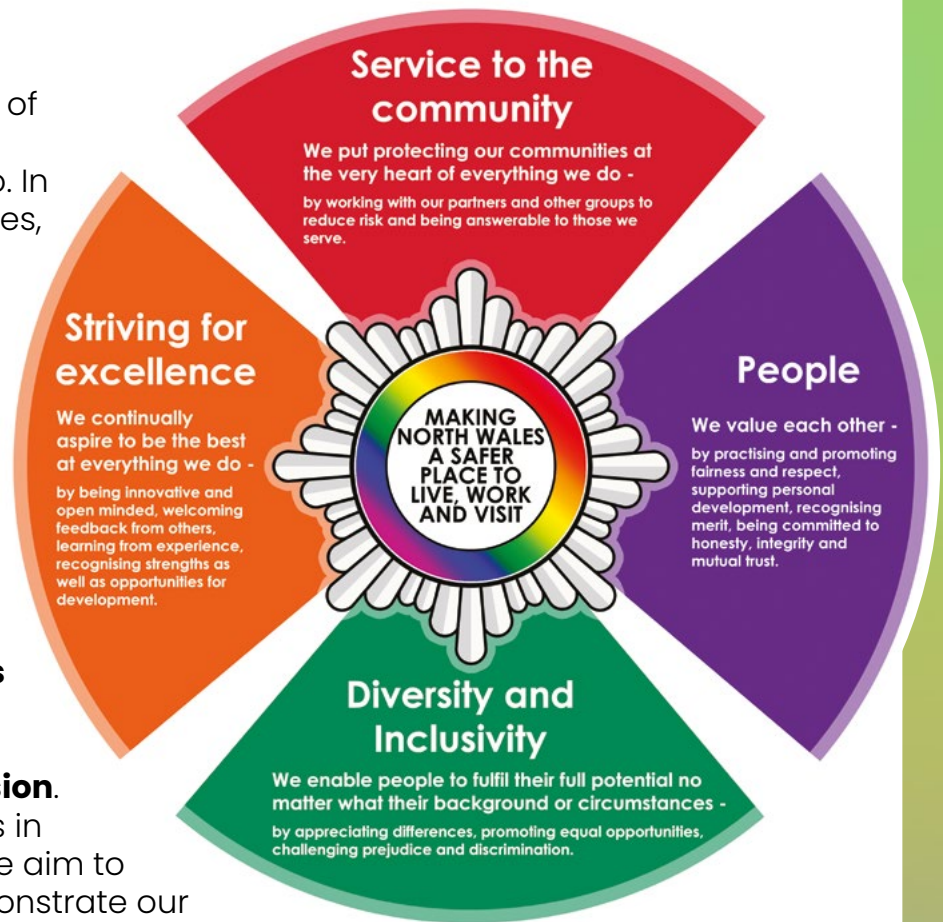
We recognise the importance of upholding the highest ethical standards in everything we do. In addition to our own Core Values, we fully endorse the National Fire Chiefs Council (NFCC) Core Code of Ethics. This code provides a framework of principles to guide our actions and ensure that we foster a culture of inclusion and equality.

The five principles of the NFCC Core Code of Ethics are: **putting our communities first; integrity; dignity and respect; leadership; and equality, diversity and inclusion.** By embracing these principles in our day-to-day operations, we aim to improve our service and demonstrate our commitment to inclusion and diversity.

At the heart of these principles is the belief that everyone should be treated with respect and dignity, regardless of their background or identity. We will work tirelessly to advance equality of opportunity, eliminate discrimination and promote good relations between different people. By doing so, we will help to create a fire and rescue service that is representative of the communities it serves, and that is trusted and respected by all.

Commitment to diversity and inclusivity is a central part of our Core Values, and we strive to enable individuals to reach their full potential regardless of their background or circumstances. This involves appreciating differences, promoting equal opportunities, and combating prejudice and discrimination.

The core values serve as a guide for all members of NWFRS, to ensure that all individuals are treated with dignity, respect, and fairness. By incorporating them into our work and daily practices, we aim to create a more inclusive and diverse workplace and community. It is our hope that by embodying these values, we will become a beacon of excellence in the fire and rescue sector, and it will inspire others to follow our lead.



Roles and Responsibilities

At the heart of our EDI strategy lies a strong commitment to promoting equality, diversity, and inclusion within our organisation. This is reflected in the dedicated time and resources allocated towards ensuring that our efforts in this area are well-coordinated and prioritised.

However, it is not just the responsibility of fire authority members, senior officers, managers or our equality and inclusion lead. Every individual within the organisation plays a crucial role in creating a fair and inclusive work environment. By embracing the principles of EDI, we aim to make diversity and inclusivity a natural part of our daily operations, regardless of our individual position within the organisation

In order to effectively implement this EDI Strategy, our Deputy Chief Fire Officer has been designated as the key leader responsible for overseeing its implementation. This includes ensuring that adequate resources and support is available, chairing the multi-disciplinary Equality, Diversity and Inclusion Committee. This demonstrates our commitment to making EDI a priority and ensuring it is well-coordinated across the organisation.

The Service Leadership Team, with the support of the EDI Officer, are responsible for ensuring the effective implementation and coordination of our EDI Strategy. They play a crucial role in integrating EDI objectives into all levels of corporate, departmental, and individual action plans. Regular monitoring and evaluation processes are established to track progress and assess the impact of our EDI initiatives.

The EDI Committee, which plays a key role in the implementation of our EDI strategy, convenes on a quarterly basis. The committee comprises representation from all departments, shift systems, trade unions, staff network groups, and individuals representing protected characteristics as defined by the Equality Act 2010. The group's primary function is to review progress on EDI workstreams and analyse monitoring data, ensuring the effective integration and implementation of our EDI goals across the Service.

The role of managers and employees in supervisory positions is crucial in the implementation and promotion of our EDI Strategy. They have a responsibility to ensure that their colleagues are adequately informed, trained, and supported in carrying out their duties with EDI as a key consideration. By fostering a workplace culture that prioritises EDI, managers and supervisors play a critical role in fulfilling our commitment to creating a more inclusive and diverse environment.

Our staff, trade unions and staff network groups hold integral roles in realising our EDI objectives and fostering a workplace culture that is not only positive but also inclusive and open. By embracing diversity and treating one another with respect and dignity, our staff collectively create an environment where everyone feels valued, heard, and able to thrive.

Our Strategy 2024–2029

Our Diversity and Inclusivity Core Value plays a central role in guiding the development of our EDI Strategy. The strategy has been created through collaboration with key stakeholders including managers, colleagues, members, and trade union partners. This approach allows us to work together to realise our shared EDI priorities and create a framework that enables everyone to achieve their full potential, regardless of background or circumstances.

The implementation of the strategy is focused on four interdependent themes, each supported by its own set of principles, aimed at promoting equal opportunities, reducing prejudice and discrimination, and advancing the overall goal of creating a more diverse and inclusive workplace.

The cornerstones of our strategy

Theme 1 – Embedding inclusivity into our organisational culture

- Lead inclusively
- Create openness and transparency
- Promote accessibility

Theme 2 – Attracting, recruiting and retaining talented people

- Attract
- Empower
- Educate

Theme 3 – Delivering inclusive services to our community

- Engage
- Build trust and confidence
- Keep safe

Theme 4 – Develop effective partnerships

- Connect
- Collaborate
- Maximise impact



Theme 1: Embedding inclusivity into our organisational culture

In order to create a workplace where inclusivity is second nature, it is important for everyone within the organisation, from senior leaders to front-line staff, to lead by example and actively promote EDI.

To achieve this, we will pursue the following objectives:

- **EDI Leadership Development:** Integrating EDI into our leadership development programs to ensure that all managers have the necessary skills and knowledge to embed inclusivity into their day-to-day work.
- **Visible Commitment:** Encouraging Fire Authority members, senior leaders, managers, and colleagues to be highly visible in their commitment to EDI and to speak openly about EDI issues at internal and external events.
- **Ongoing Dialogue:** Maintaining an ongoing dialogue around EDI and exploring ways to address both historic and emerging challenges.
- **Embedding Equality Impact Assessments:** Ensuring that the Equality Impact Assessment (EqIA) process is embedded across the organisation to consider the needs of all those impacted by policy or service developments.
- **Training and Development:** Promote and monitor the uptake of EDI training and development activities, ensuring that all colleagues are aware of their professional and personal responsibilities.
- **Maintaining a firm stance against discrimination:** Upholding our commitment to combat bullying, prejudice, and all forms of discrimination.
- **Supplier Commitment to EDI:** Continuously monitoring our suppliers' commitment to equality, diversity, and inclusivity throughout the procurement and contract management process.
- **Inclusive Workplaces and Community Facilities:** Designing and adapting our buildings to create accessible and inclusive workplaces, as well as community facilities that are suitable for a modern fire and rescue service.



Theme 2: Attracting, recruiting and retaining talented people

Our goal is to establish our organisation as the employer of choice in our sector, attracting the best talent to both firefighting and corporate services roles. We envision a diverse workforce that reflects our communities and feels supported in reaching their full potential.

To achieve this, we will pursue the following objectives:

- Adopt a creative and innovative approach to positive action, removing any barriers in our recruitment processes and maximising opportunities to reach underrepresented groups.
- Continuously monitor workforce demographic data to identify trends that help us target underrepresented groups in our recruitment efforts and retention of existing staff in our workforce.
- Provide cognitive screening, targeted support and adjustments to individual employees at every stage of the employee lifecycle, including physical adaptations and flexible working arrangements.
- Regularly review our policies and procedures to ensure they foster a safe and inclusive culture where employees feel comfortable to bring their 'whole selves' to work.
- Develop a comprehensive education program to better understanding of EDI issues and encourage all staff and volunteers to participate.
- Raise awareness of EDI issues through internal communications, events, campaigns, and staff networks.
- Encourage mentoring, reverse mentoring, and coaching to develop employees from minority identities and promote senior leaders' understanding of EDI issues.
- Expand our staff networks and equality champions by recruiting more members and broadening the themes covered, including those who identify with multiple protected characteristics.
- We will continue to support the work of the National Fire Chiefs Council (NFCC) to diversify leadership, people and talent in fire and rescue services.
- Promote inclusion amongst an aging workforce with consideration for working arrangements and our ability to train and retrain staff throughout the employment lifecycle.



Theme 3: Delivering inclusive services to our community

Our aim is to provide excellent services that meet the diverse needs of every person we interact with. We will strive to understand their unique circumstances and deliver services that are inclusive, accessible, and targeted to those most in need. Our frontline staff will be equipped to carry out their duties with empathy, compassion, and respect, and our protection teams will consider the impact of Equality, Diversity, and Inclusion (EDI) on their work.

To achieve this, we will pursue the following objectives:

- Engage and consult with our communities in an inclusive manner, seeking diverse perspectives and feedback on our strategic objectives, proposals and plans.
- Communicate in a way that connects with all communities, promoting safety messages, career opportunities, and critical information in the event of a civil emergency.
- Conduct data-led risk and equality analysis to ensure that our services are in line with our social and economic duty to serve all members of society.
- Consider external drivers such as the cost of living crisis, the ongoing impact of the Covid-19 pandemic on our risk profile and EDI considerations related to the Grenfell Tower fire and the national fire reform program.
- Provide department-specific training and guidance to ensure that colleagues understand the importance of EDI in their day-to-day roles.
- Encourage volunteering and provide opportunities for young people to participate in our staff networks and attend relevant events.
- Act as visible EDI champions and role models by participating in community events and festivals, supporting awareness campaigns, and contribute to the shaping of the national EDI agenda.

Through these actions, we will fulfil our social and economic duty to provide inclusive and accessible services that meet the needs of all members of our communities.



Theme 4: Develop effective partnerships

We aim to establish a wide-ranging and impactful network of strategic partnerships with different stakeholders and communities. These partnerships will allow us to reach and serve marginalised groups, enhance our EDI knowledge and expertise, and extend our outreach. By collaborating with other fire and rescue services and public organisations, we aim to share our experiences and adopt best practices in EDI.

To achieve this, we will pursue the following objectives:

- Build relationships with specialised EDI advocacy groups that support the implementation of our EDI Strategy, and which will help us identify new and emerging populations that are vulnerable or at risk.
- Stay engaged with external benchmarking and relevant organisations to maintain our leadership and best practice standards in EDI.
- Host local, regional, and national events that provide learning opportunities for our staff, volunteers, and young people, and foster partnerships with organisations that share our commitment to promoting inclusive workplaces and services.
- Be active members of the National Fire Chiefs Council's (NFCC) EDI networks, and collaborate with our partners to deliver targeted safety messages and promote the fire and rescue service as a desirable employer.
- Comply with the social-economic duty to ensure our EDI strategies and initiatives consider the impact of socio-economic factors on our communities and partner organisations.
- Play an active role in the All-Wales Fire and Rescue EDI group and working in collaboration with the other Fire & Rescue Services across the UK to promote efficiencies and share best practice.
- Explore the possible creation of All-Wales FRS staff networks for specific protected characteristics (e.g. Firepride LGBTQ+ Network).

Implementation of the EDI Strategy 2024–2029

The EDI Strategy for the period of 2024–2029 outlines our vision for promoting equality, diversity, and inclusion within the organisation. To ensure the successful implementation of this strategy, several measures have been put in place.

Annual EDI Action Plan

The implementation of the EDI strategy will be guided by a detailed annual EDI action plan, which will be performance-managed by the Equality, Diversity and Inclusion Committee which meet on a quarterly basis. The Committee will be chaired by the Deputy Chief Fire Officer as the accountable officer responsible for the implementation of the EDI strategy.

EDI Report

An EDI report will be produced every six months by the Equality, Diversity and Inclusion Officer and submitted to the Service's Leadership Team Performance Board. The production of a six-month update report and an annual report at the end of the financial year will outline progress against the services performance equality priorities and future activities related to EDI.

Departmental Planning

Annual departmental plans will be complemented by comprehensive Equality Impact Assessments. Considering our EDI objectives and findings when developing our plans will ensure that the potential impact on underrepresented groups and people protected under the Equality Act 2010 are addressed. Opportunities for positive change will also be captured through the assessments.

Annual Appraisal

Every staff member will undergo an annual appraisal, which will include an assessment of their performance against their objectives, their well-being, their commitment to the Core Values and creating a positive workplace culture.

Embedding EDI within Practices and Procedures

Through these actions, the organisation is committed to embedding its EDI principles within its practices and procedures, ensuring that equality, diversity, and inclusion are at the forefront of everything it does.

Reference to the Social Economic Duty

In addition to promoting equality, diversity, and inclusion, the organisation also recognises its social economic duty to ensure that its practices and policies contribute to the reduction of socio-economic inequality and promote social justice. This consideration will also be reflected in our Service delivery provision.

Staff Networks

Our staff networks play a critical role in advancing our EDI objectives and creating an inclusive workplace culture. These networks serve as forums for employees to share their experiences, perspectives, and ideas on EDI and access educational opportunities that help foster diversity, equity, and inclusion.

To support this, we aim to:

- Foster a culture of inclusivity by encouraging all staff to participate and benefit from our staff networks, regardless of their protected characteristics, individual identity, status or background.
- Provide an annual budget for staff networks to meet, organise events and seminars, develop activities and attend training opportunities that aid personal development, thus enabling members to promote EDI and foster collaboration among other networks and the wider workforce.
- Use staff networks as a platform for listening to the experiences and perspectives of staff members, particularly those from underrepresented groups, and integrating their feedback into our EDI initiatives and programs.
- Encourage and support the creation of new staff networks that represent the diverse backgrounds and experiences of our employees, and promote the exchange of best practices and ideas among staff networks.
- Provide opportunities for staff networks to partner with other departments, stakeholders, and community organisations to advance our EDI goals and create positive social impact.
- In conclusion, our staff networks are integral to our EDI strategy and play a vital role in ensuring that all employees feel valued, respected, and heard, and that our workplace culture promotes equity, equality, diversity, and inclusion for all.





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

Report to	Executive Panel
Date	18 March 2024
Lead Officer	Helen MacArthur, Assistant Chief Fire Officer
Contact Officer	Helen MacArthur
Subject	Pay Policy Statement 2024/25



PURPOSE OF REPORT

- 1 To inform Members of the North Wales Fire and Rescue Authority's (the Authority) of their responsibilities arising from the Localism Act 2011 (the Act).
- 2 The Act requires 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 2024/25. It remains the same as for 2022/23 and 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"

RECOMMENDATION

- 5 Members are asked to:
 - i) **note the requirements of the Localism Act 2011; and**
 - ii) **endorse the Pay Policy Statement for the 2024/25 financial year.**

BACKGROUND

- 6 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.

7 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.

8 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

9 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 2024/25

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 2024 - 31 March 2025 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 £49 million and a capital budget of £6.4 million and is responsible for a wide range of services under the Fire and Rescue Services Act 2004, employing some 903 staff.

5.0 Chief Officers' Pay

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

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

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

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

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

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

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

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

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

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

6.0 Senior Staff

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

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

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

7.0 Talent management

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

8.0 Performance related pay

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

9.0 Remuneration of other staff other than chief officers

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

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

9.2 The lowest paid employee is engaged on the National Joint Council (NJC) for Local Government Services (Green Book) spinal column point 6 which equates to £23,893 per annum from 1 April 2023. 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).

The 2023/24 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 1:5.80.

- 9.4 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 1:4.32 (excluding RDS). Please note this figure includes full time salaries only and excludes allowances.
- 9.5 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 2024)**

Post	Salary	Salary	Salary	% of CFO
	Year 1	Year 2	Year 3	
CFO*	£153,066	£154,729	£156,392	
DCFO*	£122,453	£123,783	£125,114	80%
ACFO*	£114,800	£116,047	£117,294	75%
ACO	£91,840	£92,837	£93,835	60%

* includes remuneration for continuous duty arrangements

External provision of service	Value (per annum)
Monitoring Officer	£ 18,370 (excluding VAT)
Section 151 Officer	£8,180

FIREFIGHTING ROLES - PAY RATES FROM 1 JULY 2023 (pay award for 1 July 2024 onwards is still subject to national negotiation)

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

**FIREFIGHTING ROLES – PAY RATES FROM 1 JULY 2023
(RETAINED DUTY SYSTEM) (pay award for 1 July 2024
onwards is still subject to national negotiation)**

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

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

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

Column 3 shows the hourly rate for work undertaken

Column 4 shows the disturbance payment per call-out

CONTROL SPECIFIC ROLES - PAY RATES FROM 1 JULY 2023
(pay award for 1 July 2024 onwards is still subject to national negotiation)

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

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

PAY RATES FROM 1 APRIL 2023 FOR STAFF EMPLOYED ON GREEN BOOK TERMS AND CONDITIONS (pay negotiations for 24/25 ongoing)

SCP	01-Apr-23	
	per annum	per hour*
1	N/A	N/A
2	£22,366	£11.59
3	£22,737	£11.79
4	£23,114	£11.98
5	£23,500	£12.18
6	£23,893	£12.38
7	£24,294	£12.59
8	£24,702	£12.80
9	£25,119	£13.02
10	£25,545	£13.24
11	£25,979	£13.47
12	£26,421	£13.69
13	£26,873	£13.93
14	£27,334	£14.17
15	£27,803	£14.41
16	£28,282	£14.66
17	£28,770	£14.91
18	£29,269	£15.17
19	£29,777	£15.43
20	£30,296	£15.70
21	£30,825	£15.98
22	£31,364	£16.26
23	£32,076	£16.63
24	£33,024	£17.12
25	£33,945	£17.59
26	£34,834	£18.06
27	£35,745	£18.53
28	£36,648	£19.00
29	£37,336	£19.35
30	£38,223	£19.81
31	£39,186	£20.31
32	£40,221	£20.85
33	£41,418	£21.47
34	£42,403	£21.98
35	£43,421	£22.51
36	£44,428	£23.03
37	£45,441	£23.55
38	£46,464	£24.08
39	£47,420	£24.58
40	£48,474	£25.13
41	£49,498	£25.66
42	£50,512	£26.18
43	£51,515	£26.70

*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 2023 FOR STAFF EMPLOYED ON
BLUE BOOK TERMS AND CONDITIONS
(pay negotiations for 24/25 ongoing)**

SCP	01-Apr-23	
	per annum	per hour
48	£56,285	£29.17
49	£58,328	£30.23
50	£59,348	£30.76
51	£60,368	£31.29