

AWDURDOD TÂN AC ACHUB GOGLEDD CYMRU



NORTH WALES FIRE AND RESCUE AUTHORITY

A meeting of the **EXECUTIVE PANEL** will be held **MONDAY 17 JUNE 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 March 2024**
- 5. Matters Arising**
- 6. Governance Arrangements for Fire and Rescue Services in North Wales**
- 7. Performance Monitoring Report 2023/24**
- 8. Emergency Cover Review Progress Report**
- 9. Charter for Families Bereaved through Public Tragedy**
- 10. Report on 2021-22 decarbonisation review**
- 11. Strategic Risk Management (Risk Register)**
- 12. 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 March 2024, virtually via Zoom. Meeting commenced at 14.00hrs.

Councillor

Clr Dylan Rees (Chair)
Clr Paul Cunningham (Deputy Chair)
Clr Carol Beard
Clr Chrissy Gee
Clr Alan Hughes (left 14:50)
Clr Chris Hughes (from 14:23)
Clr John Ifan Jones
Clr Rondo Roberts
Clr Paul Rogers
Clr Gareth Sandilands (from 14:36)
Clr Rob Triggs

Representing

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

Also present:

Dawn Docx
Stewart Forshaw
Helen MacArthur
Justin Evans
Dafydd Edwards
Tracey Williams
Gareth Owens
George Jones
Lisa Allington

Chief Fire Officer
Deputy 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

Clr Gareth A Roberts
Clr Dale Selvester

Representing

Gwynedd County Council
Flintshire County Council

ABSENT

Councillor

Representing

CFO Docx reported on events which had taken place over the last month in relation to the cultural aspects associated with the sector.

The CFO noted that on 26 February, the Deputy Minister for Social Partnership, Hannah Blythyn, had announced an intervention with South Wales Fire and Rescue Service (SWFRS) in that the Fire Authority had been removed and Commissioners would be put in place by the Welsh Government with terms of reference to improve its culture. It was also necessary to appoint an interim Chief Fire Officer.

Immediately following that announcement, the Chief Fire and Rescue Advisor for Wales, Dan Stephens, had contacted both North Wales Fire and Rescue Service and Mid and West Wales Fire and Rescue Service (MAWWFRS) in order to ascertain whether there were any senior officers who may be interested in assuming the role of Interim Chief Fire Officer at SWFRS, working under the commissioners. ACFO Stuart Millington had expressed an interest in this role and was subsequently appointed. Within NWFRS, Justin Evans has been appointed to the vacant role of Assistant Chief Fire Officer (ACFO) for the duration of the secondment of Stuart Millington.

In March, proposals for independent oversight of the progress of NWFRS and MAWWFRS in the cultural reforms had been jointly developed by the Service and MAWWFRS and provided to the Deputy Minister. This proposal included assessment of the position and progress against the findings of other reviews within the sector including South Wales Fire and Rescue Service, and to ensure that priorities were identified for further action. It is currently proposed that the same reviewer would be used at both NWFRS and MAWWFRS.

The Deputy Minister had subsequently delivered a statement advising that this would take place; however, funding would need to be provided by the services involved and may cost up to £0.5m.

Alongside this, ITV Wales had been running a story regarding alleged complaints within the Service. The CFO confirmed her concern for any member of staff who is experiencing poor behaviours and has reached out to and encouraged colleagues to report any poor behaviours being experienced.

On 11 March, the Chair and the CFO provided evidence to the Equality and Social Partnership Forum at the Senedd in Cardiff.

A Member queried why funding was not being provided by the Welsh Government. The Chair noted that the review was not KC led and so it was likely to cost less than the estimate of £500,000.

2.0 DECLARATIONS OF INTEREST

2.1 There were no declarations of interest to record.

3.0 NOTICE OF URGENT MATTERS

3.1 There was no notice of urgent matters.

4.0 MINUTES OF THE MEETING HELD ON 18 DECEMBER 2023

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

4.2 RESOLVED to:

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

5.0 MATTERS ARISING

5.1 The Treasurer noted that the last meeting had set the budget and at that time, there were uncertainties with regards to funding for the pensions. He had travelled to Cardiff at the weekend and had been advised that the UK Government would be providing funding to the Welsh Government to support with the increased pensions costs, although the amount of funding to be received was as yet unknown.

5.2 The Chair noted paragraph 7.3 Which referred to sickness absence levels and asked if a mechanism had been put in place to monitor these against other Fire and Rescue Services of a similar size. It was advised that this data was now included within the Performance Monitoring Report, but on a National basis. The Chair requested that Audit Wales be asked for their guidance in this area and it be reported to a future meeting.

6.0 COMMUNITY RISK MANAGEMENT PLAN 2024-29 AND COMMUNITY RISK MANAGEMENT IMPLEMENTATION PLAN 2024-25

6.1 DCFO Forshaw presented the Community Risk Management Plan 2024-29 and Community Risk Management Implementation Plan 2024-25 report which aimed to present to Members of the North Wales Fire and Rescue Authority (the Authority) the Community Risk Management Plan for the five-year period 2024 to 2029; the Community Risk Management Implementation Plan for 2024-25; and to seek approval to consult with the public on our proposed five year and one-year plans.

6.2 A Member asked that, once this plan had been approved, it be woven into business as usual practices in order to fully embed it.

6.3 RESOLVED to:

- 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.**

7.0 PERFORMANCE MONITORING REPORT Q3, 23-24

- 7.1 Area Manager Anthony Jones presented the Performance Monitoring Report for Quarter 3, 23/24 which provided information about incident activity during the first three quarters of the 2023/24 financial year, performance in relation to the Authority improvement and well-being objectives, and other notable incident activity.
- 7.2 A Member asked what the increase in HMP Berwyn could be attributed to, and it was responded that they were in relation to deliberate fires. This was likely due to the increase in prison population as the prison was almost at capacity; however, a new Senior Health, Safety and Fire Advisor was now in post within the prison and they were being engaged with in order to enhance prevention work in that area.
- 7.3 A Member asked if there had been any boost in numbers with regards to recruitment of retained firefighters and responded that this information was not immediately available; however, it would be sourced and issued following the meeting. It was confirmed that there had been a net increase across the Service, over and above the replacement of the natural wastage that the Service was already aware of.
- 7.4 The Chair requested that a breakdown of RDS availability across the Service on a daily basis be provided to Members in order that they could assess the effectiveness of the RDS provision. It was confirmed that this would be provided.

7.5 RESOLVED to:

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

8.0 DRAFT EQUALITY, DIVERSITY AND INCLUSION STRATEGY 2024-29

- 8.1 ACFO Justin Evans presented the draft Equality, Diversity and Inclusion Strategy 2024-29 paper which provided Members with details of the Service's commitments relating to equality, diversity and inclusion (EDI), and set out proposals on how to meet them.
- 8.2 It was confirmed that a number of expressions of interest had been received from Members with regards to becoming EDI Champion, and the successful nominee would be announced soon.
- 8.3 A Member asked if the Unions had been involved in the compilation of the strategy and it was confirmed that they had, via the regular EDI Committee meetings.

8.4 RESOLVED to:

- 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.**

9.0 PAY POLICY STATEMENT

9.1 ACFO MacArthur presented the Pay Policy Statement paper which aimed to inform Members of their responsibilities arising from the Localism Act 2011 (the Act).

9.2 Members were advised that this was an annual document which was required to be published each year.


9.3 RESOLVED to:

- i) note the requirements of the Localism Act 2011; and endorse the Pay Policy Statement for the 2024/25 financial year.**

10 URGENT MATTERS

10.1 There were no urgent matters to raise.

Meeting closed: 14:53 hrs

Report to	Executive Panel	
Date	17 June 2024	
Lead Officer	Dawn Docx, Chief Fire Officer	
Contact Officer	Dawn Docx, Chief Fire Officer	
Subject	Governance Arrangements for Fire and Rescue Services in Wales	

PURPOSE OF REPORT

- 1 To bring to Members of the North Wales Fire and Rescue Authority (the Authority) attention the work being undertaken to research and evaluate appropriate governance arrangements around Fire and Rescue Services in Wales.

EXECUTIVE SUMMARY

- 2 Members should be aware of the ongoing debate around appropriate governance arrangements for Fire and Rescue Services in Wales. This report presents to Members the intentions of the Cabinet Secretary for Housing, Local Government and Planning, who is also responsible for Fire and Rescue in Wales, and directs them to the opinions and recommendations of the Equalities and Social Justice Committee published on 6 June 2024.

RECOMMENDATION

- 3 That Members note:
 - i) The work initiated by the Cabinet Secretary for Housing, Local Government and Planning with the South Wales Local Authorities; and
 - ii) The second part of the report published by the Equality and Social Justice Committee's report setting out their opinions for change to the governance arrangements for Fire and Rescue Services in Wales.

INFORMATION

- 4 The existing governance arrangements for Fire and Rescue Services in Wales were established through the three Combination Orders in 1996. These established the current three Fire Authorities and the pooled funding mechanism via a levy from each constituent Local Authorities.

- 5 This is just one model of governance, but is at least consistent across the whole of Wales. Traditionally there have been a number of models of governance for Fire and Rescue Services in the U.K., such as County Council model, Combined Authorities and Metropolitan Authorities. In recent years this has further fragmented with Mayoral models, Police, Crime and Fire Commissioners, Corporate Sole in London and Boards in Scotland and Northern Ireland.
- 6 Over the years there has been some debate as to whether the current model in Wales is suitable for the future and this culminated in a White Paper in 2018. Ultimately it was decided to remain with the current governance model but to undertake further work around funding, which did not progress due to Covid.
- 7 This issue has been resurrected as a result of the Independent review into Culture in South Wales Fire and Rescue Service and the Welsh Government's decision to intervene by replacing the Fire Authority with Commissioners.
- 8 The Cabinet Secretary for Housing, Local Government and Planning has recently written to the Council Leaders in South Wales setting out her desire to work "collectively to develop a new, clearer and more effective governance model" for Fire and Rescue Services. Please see Appendix 1. In her letter she has posed seven questions to prompt the thought process. This letter has also been copied to the Leaders of all the Councils in Wales.
- 9 On the 6 June 2024, the Equality and Social Justice Scrutiny Committee published its report entitled "[Sound the Alarm: The Governance of Fire and Rescue Services](#)". The last twenty pages reflects their opinions around governance arrangements.
- 10 In addition, Audit Wales are in the process of writing a report to reflect their own observations around governance arrangements and this will be shared with Members once it is published.

IMPLICATIONS

Well-being Objectives	Good governance enables delivery of our Well-being Objectives.
Budget	As yet, these are unknown.
Legal	Any change in the Combination Order will require primary legislation.
Staffing	No known staffing considerations.
Equalities/Human Rights/ Welsh Language	No known issues arising.
Risks	Risk of time and resources being redirected to developing and testing alternative models of governance versus failure in good governance



Ein cyf/Our ref JJ/05145/24

Council Leaders
South Wales Local Authorities

naomi.alleyne@wlga.gov.uk

31 May 2024

Dear Council Leaders

Thank you for your letter of 11 April about the Welsh Government's decision to appoint Commissioners to oversee South Wales Fire and Rescue Service (SWFRS). I welcomed the opportunity to meet most of you on 16 May to discuss the issues you raised.

As I said at that meeting your input is vital to resolving the problems in SWFRS and I look forward to working closely with you and the wider local government family to develop that solution. I committed to regular discussions with yourselves, and I expect the Commissioners to do the same.

Many of the problems within SWFRS related to misconduct and poor management by officers and I regret any sense that individual Members felt unfairly criticised by the appointment of Commissioners. Communication around that decision could have been better, and you have my commitment that it will be better in the future. I will also be writing to the Members of SWFRA who were in post at the point of intervention in similar terms.

Nonetheless, the situation also exposed problems within the current system of governance in the sector across Wales. Again, I do not think that represented failings on the part of individual Members so much as systemic weaknesses in the current model. As I said in the meeting those might include: a lack of clarity about the purpose of an FRA in relation to the FRS; too many members; an understandable imbalance of expertise between Members and officers given the technical nature of much of firefighters role; and inadequate support, training and remuneration for Members. The current financial model, relying on the levying of contributions from local authorities, lacks accountability and also needs revisiting. It would also be regrettable if appointments to FRA membership were seen as somehow less important than appointments to Council cabinets or scrutiny committee chairs.

I want to work with local government across Wales collectively to develop a new, clearer and more effective governance model within the sector. I plan to visit all local authorities in the coming months, and I also aim to participate in your regional meetings and to attend meetings of Fire and Rescue Authorities. The requirement for a new model is particularly pressing in South Wales, as it will need to be in place to support the ending of the intervention, which I expect to occur as soon as possible, and by the end of the current

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:
0300 0604400

Bae Caerdydd • Cardiff Bay
Caerdydd • Cardiff
CF99 1SN

Gohebiaeth.Julie.James@llyw.cymru
Correspondence.Julie.James@gov.Wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

Senedd term at the very latest. Some form of shadow operation of the new model might well be necessary to allow for that. However I expect to apply the new approach to the other two FRAs too.

To initiate that work, when we met on 16 May I said I would welcome written observations from yourselves. Those can and should cover any matter which you feel is relevant, but it might be particularly helpful to focus on the following:

- What the overall purpose of an FRA should be (eg leadership of the Service and/or scrutiny of officers)
- The ideal number of Members of an FRA
- How those Members should be appointed (eg nominated by local authorities and/or the Welsh Ministers, and/or co-opted by the FRA)
- The support, training and remuneration that FRA Members should receive
- The internal structures that FRAs should have, eg scrutiny committees
- The accountability relationships that FRAs should have with local authorities, communities and the Welsh Government
- What the funding arrangements should be (eg levies, Welsh Government grants or council tax precepts), and how to ensure accountability for budget and spending decisions

At this very early stage I have not reached a position on any of these issues, and I offer them only to give structure to our discussions. We agreed on 16 May that the WLGA would co-ordinate responses, and I welcome any contribution you are able to make, ideally by the end of June. I will then look to arrange further individual and collective discussions with you.


I am copying this letter to other attendees at our meeting, and to the Commissioners. In light of the implications across Wales, I am also copying it to all other Leaders and to the Chairs of North Wales and Mid and West Wales FRAs.

Yours sincerely



Julie James AS/MS

Ysgrifennydd y Cabinet dros Lywodraeth Leol, Tai a Chynllunio
Cabinet Secretary for Housing, Local Government and Plannin

Report to	Executive Panel	
Date	17 June 2024	
Lead Officer	Stewart Forshaw, Deputy Chief Fire Officer	
Contact Officer	Anthony Jones, Head of Planning, Performance and Transformation	
Subject	Performance Monitoring: 2023/24 Financial Year	

Purpose of Report

- 1 To provide information about incident activity during 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 2023/24 financial year, North Wales Fire and Rescue Service (the Service) attended 5,932 emergency incidents. This is an increase of 0.6% compared with to the previous financial year (5,897).
- 3 The number of accidental fires in the home (ADFs) attended during the reporting period slightly decreased to 337, compared to 344 in 2022/23. However, there were a total of six accidental fatalities in dwelling fires in 2023/24, following on from the zero dwelling fire fatalities in 2022/23.
- 4 There was also an increase in the number of serious injuries, from three to seven. 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 14 from 35 compared to the previous year in the number of wildfires. These were attended by a combined total of 54 vehicles for over 476 hours.
- 6 There were 2,901 false alarms attended during the reporting period, an increase of 8.4% compared to the last financial year. This was due to a 15.8% increase in attendances at fire alarms due to apparatus from 1,532 to 1,774. The Service received 1,587 calls to AFAs at commercial premises, of which eight, were attended and 1,579 were not attended in line with our policy.

- 7 The Authority has a 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, 498 hospital AFA calls were received, of which 208 (41.8%) were attended and 290 (58.2%) were not attended.
- 9 There was an increase in the number of fires attended at HMP Berwyn from 19 to 26.
- 10 Pump availability in accordance with the 18 pump availability target was met 100% during the reporting period.

Recommendation

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

Information

- 12 **All Incidents**
5,932 incidents were attended compared with 5,897 during 2022/23.
- 13 **Fires**
Fires attended during the reporting period decreased 17.8% to 1,654 compared with 2,011 in 2022/23.
- 14 **Grassland, Woodland and Crop Fires**
Grassland, woodland and crop fires decreased 52.3% (472 to 225) compared to the last financial year. Secondary accidental grassland, woodland and crop fires decreased (450 to 215), with 'grassland, pasture, grazing etc.' (94 to 36), and 'heathland or moorland' (107 to 49) being the main contributors. Decreases were also recorded in 'hedge' (29 to 20), and 'tree scrub (includes single trees not in garden' (31 to 10), although there was an increase in 'Railway trackside vegetation' (Zero to four).
- 15 **Wildfires**
During the reporting period, there was a decrease in attendance at wildfires (35 to 14) compared to the same period of 2022/23, where 54 vehicles 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.

16 **Primary Fires**

Primary fires decreased 7.6% (854 to **789**) compared with the same period of 2022/23, and were 6.7% below the three-year average of 846. Accidental primary fires decreased 8.2% (711 to 653), and were 5.9% below the three-year average of 694. The number of deliberate primary fires decreased (143 to 136) compared to the previous financial year, and were 10.5% below the three-year average of 152.

17 **Secondary Fires**

Secondary fires, which were 14.3% below the three-year average of 908, decreased 25.0% (1037 to 778), primarily due to a 32.2% decrease in accidental secondary fires (661 to 448). Decreases were recorded in secondary accidental 'grassland, woodland and crops' fires (306 to 146) and 'other outdoors (including land)' (205 to 164).

Deliberate secondary fires decreased 12.2% (376 to 330), primarily due to a 50.2% reduction in 'grassland, woodland and crops' (144 to 69). However an increase in 'Outdoor structures' fires (155 to 176) was recorded.

18 **Chimney Fires**

Chimney fires decreased 27.5% compared with the same period of 2022/23 (120 to 87). This is 34.1% below the three-year average of 132.

19 **Accidental Dwelling Fires (ADFs)**

The Service attended 2.0% less ADFs (344 to 337) during the 2023/24 Financial year.

The main contributors to ADFs included both increases and decreases. There were increases in 'Combustible articles too close to heat source (or fire)', (64 to 76). 'Fault in equipment or appliance', (27 to 35). 'Cooking – chip pan/deep fat fryer (10 to 15)'. Decreases were recorded in 'Cooking – other cooking' (78 to 61), and 'Faulty fuel supply – electricity' (34 to 29), compared with the previous financial year.

An increase was recorded in ADFs within 'Bungalow – single occupancy', (40 to **58**), and 'Converted Flat/Maisonette - multiple occupancy', (19 to **22**). Decreases were recorded in 'House – single occupancy', (198 to **191**), and 'Purpose Built Flat/Maisonette – multiple occupancy', (74 to **58**), compared to 2022/23. ADFs remain 8.4% below the three-year average of 368.

20 **Fatalities/Casualties in ADFs**

There were six fatalities in ADFs in 2023/24, three in Q2, one in Q3, and two in Q4, compared to zero recorded fatalities last financial year.

Three of the fatalities occurred in Conwy, two in Gwynedd and one in Flintshire.

All of the fatalities were in the most vulnerable category, all being 65 years or older, currently the focus of Safe and Well Checks, The average age of the victims was 78 years old, with three being male (ave. age 77) and three female (ave. age 80).

Three of the victims had previously received Safe and Well Checks, there had been three unsuccessful attempts to make contact with one victim and the other two were not known to NWFRS.

The number of casualties in ADFs increased from 71 to 72, with seven people sustaining serious injuries compared to three during 2022/23.

21 **Smoke Detectors – ADFs**

Smoke/heat detectors were present at 290 out of the 337 accidental fires in dwellings over the financial year (86.1%). ADFs where a smoke/heat detector was fitted, operated and raised the alarm, increased from 176 to 186.

22 Where a smoke/heat detector was fitted - operated but did not raise the alarm, the number of incidents decreased from 43 to 32.

23 ADF's where no detector was fitted increased from 44 to 47, and where a detector was fitted and did not operate, the number of incidents decreased to 72 from 81.

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

Deliberate primary fires attended in non-residential buildings increased from 48 to 50.

25 **False Alarms**

The upward trend in false alarms continued with the Service attending **2,901** false alarms – 8.4% more than the previous financial year (2,675), and 15.9% more than the three-year average of 2,502. Those originating from AFA systems increased 15.8% (1,532 to **1,774**) and represented 61.2% of false alarm attendances.

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

Non-Residential AFAs increased 4.7% (254 to 266). The main causes of activation in non-residential AFAs were 'faulty' (95 to 128); 'dust' (16 to 26). However, a reduction was recorded in 'accidentally/carelessly set off' (40 to 27).

27 **Other-Residential AFAs**

There was a 0.4% increase in 'other-residential' AFAs (113 to **118**), with 'nurses'/doctors' accommodation' showing a significant decrease (25 to 16). 'Residential home' however, increased (15 to 26), and 'Student Hall of Residence' increased (20 to 33).

Although the main cause of activation in 'other-residential' was 'faulty', which had a slight increase (26 to 34), 'cooking/burnt toast' saw a marginal decrease in activation (30 to 29).

'Dust' and 'accidentally/carelessly set off' also reported reductions from (nine to five), and (13 to nine) respectively.

28 **Dwelling AFAs**

AFAs in dwellings continued on an upward trend, increasing by 19.1% (1,165 to 1,387), with 'purpose built flat/maisonette – multiple occupancy' being the lead contributor to the total number of incidents, rising (361 to 492), followed by 'bungalow – single occupancy' which rose (340 to 410).

'House – single occupancy' increased (338 to 377), and 'Converted flat/maisonette – multiple occupancy' remained the same at 42. Decreases were recorded however in 'self-contained sheltered housing', (74 to 56).

Of the 1,387 dwelling AFAs, 'cooking/burnt toast' was the main cause of activation, increasing (600 to 738). Slight increases were also recorded in 'faulty (255 to 290), and 'dust' (37 to 40), and 'Accidentally/carelessly set off (60 to 70). 'smoking' also saw a slight increase (22 to 27).

29 **Good Intent False Alarms**

Good intent false alarms decreased from 1,091 to 1,087. However increases were recorded in 'Dwelling' by 23.2% (431 to 531).

Decreases were recorded in 'Grassland, woodland and crops' by 37.1% (116 to 73) due to decreases in 'controlled burning (88 to 60). 'Other outdoors (including land) also reduced (243 to 206).

30 **Malicious False Alarms**

The number of malicious false alarms decreased 24.5% from 53 to 40 compared to the same period last year.

31 **Special Service Calls**

Special service calls increased by 13.7% from 1,211 to 1,377 during the same period of the previous financial year, and were 84.6% above the three-year average of 746. 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.

32 Road Traffic Collisions (RTC) Incidents
 The Service attended 7.3% more RTCs (234 to 251), where 61 (24.3%) involved the extrication or release of persons. Where the Service was called upon to make a vehicle safe, attendance increased 2.8% (104 to 107).

Although the Service attended more RTCs, the percentage of RTCs which involved the release or extrication of persons decreased (29.5% to 26.3%), which is below the three-year average of 33.3%.

33 SSC 'Other than RTC'
 SSC 'Other than RTC' increased 41.0% (977 to 1,378). The main contributor to the increase was 'Assist other agencies' which increased 35.2% (355 to 480). There was a significant increase of 'flooding' attended by 120.8% (53 to 117).

Decreases were recorded in 'no action (not false alarm)' (80 to 61), 'lift release' (87 to 48), and 'Other rescue/ release of persons' (92 to 72).

34 Safe and Well Checks (SAWCs)
 The Service completed 19,859 SAWCs, of which 6,032 (30.4%) were high priority SAWCs. Of the high priority SAWCs completed, 3,290 (54.5%) were referrals from a partner agency.

35 Station Performance
 Planned 18 pump availability was achieved on all 365 days (100%) of 2023/24.

36 Sickness Absence
 458 cases of sickness absence were reported during the financial year. 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 2023/24 Financial Year

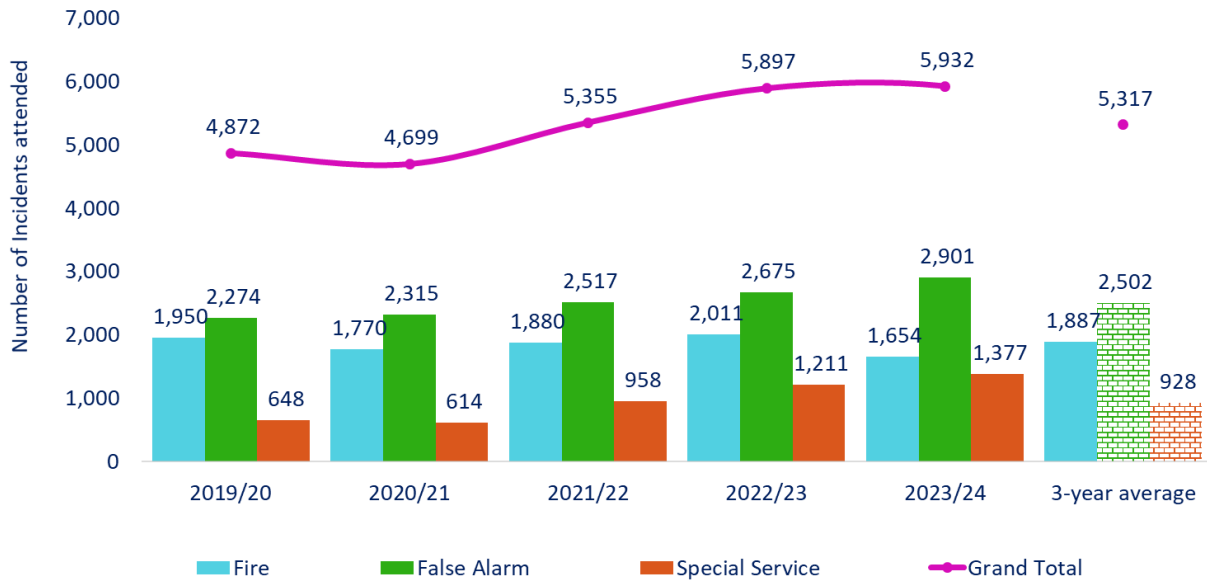
Figures are provisional and may be subject to minor amendment.

Contents

1	All Incidents	1
2	Fires, by Category and Motive	2
3	Primary Fires, by Property Type and Motive	3
4	Accidental Fires in Dwellings	5
5	Fatalities and Casualties from Accidental Fires in Dwellings.....	6
6	Smoke Detectors – Accidental Dwelling Fires (ADFs).....	7
7	False Alarms	9
8	Special Service Calls.....	10
9	Traffic Collisions and Extrications/Release.....	11
10	Monitoring against Improvement and Well-being Objective One.....	12
11	Planned 18 Pump Availability.....	14
12	Sickness Absences	15

1 All Incidents

1.1 During 2023/24 financial year, the Service attended 5,932 emergency incidents and false alarms, this is a 0.6% change compared to the previous year (5,897).



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	1,417	1,285	5,932	↓ 0.6%	5,317	↑ 11.56%
	2022-23	1,575	1,878	1,211	1,233	5,897			
Total fires	2023-24	604	408	326	316	1,654	↓ 17.8%	1,887	↓ 12.3%
	2022-23	577	719	337	378	2,011			
Total special service incidents	2023-24	332	331	390	324	1,377	↑ 13.7%	928	↑ 48.7%
	2022-23	327	371	267	246	1,211			
Total false alarms	2023-24	702	813	741	645	2,901	↑ 8.4%	2,502	↑ 15.9%
	2022-23	671	788	607	609	2,675			

*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 1,654 fires were attended in 2023/24; a 17.8% decrease from 2,011 in the previous financial year.

2.2 Primary fires – There was a 7.9% decrease in primary fires (854 to 789) compared with the same period in the previous financial year, which was 6.7% below the three-year average of 846.

2.3 Secondary fires – There was a 25.0% decrease in secondary fires (1,037 to 778), which was 12.6% below the three-year average of 908.

2.4 Chimney fires – The number of chimney fires decreased (120 to 87) during the same period in the previous financial year, which was 34.1% below the three-year average of 132.



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	190	159	789	↓	846	↓
	2022-23	226	236	193	199	854	7.6%		6.7%
Secondary fires	2023-24	356	200	108	114	778	↓	908	↓
	2022-23	332	476	100	129	1,037	25.0%		14.3%
Chimney fires	2023-24	13	4	27	43	87	↓	132	↓
	2022-23	19	7	44	50	120	28.0%		34.1%

*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 financial year:

- The completed number of SAWCs for the year 2023/24 was above the target at 19,859, with 4,838 referrals from agencies. 12,500 of the checks were completed by operational crews.
- Exeter Data: Each Watch is now completing door to door activity for a minimum of one hour a day, utilising the provided data to help ensure a more targetted approach towards those people over the age of 65. Mid Q4 the data was further enhanced by introducing amber dots to mapping systems to signify those people aged over 70 and red dots for those over the age of 75.
- Partnership Managers continue to foster relationships with external agencies to encourage high quality referrals.
- 3rd "wellbeing event" for FS prevention team (22 attended) took place during Q4, this continues to offer support to our teams and ensure high level activity and output.
- Reviewed and renewed contracts with Catrefi Conwy and Care and Repair, thus continuing to receive high level referrals and receive 50% salary payment.
- Campaign Steering Group (CSG) continued to work with Corporate Communications to proactively promote safety and Wildfire messaging across all media platforms. Significant media attention around fires involving tumble dryers led to social media posts, interviews with BBC involving FRS staff and the occupiers, local campaigns and radio interviews.
- Deliberate fire setting intervention schemes continue to be facilitated in-house and by Danger Point; During 2023/24, 13 FACE sessions and one adult intervention delivered by the Arson Reduction Team and 34 Firesafe courses delivered by Danger Point.

3 Primary Fires, by Property Type and Motive

- 3.1** During the 2023/24 Financial year, 136 primary fires were started deliberately, compared with 143 in 2022/23.
- 3.2** There were 60 deliberate fires at HMP Berwyn, compared with 46 over the same period of the previous financial year. The Service attended 26 of these fires.

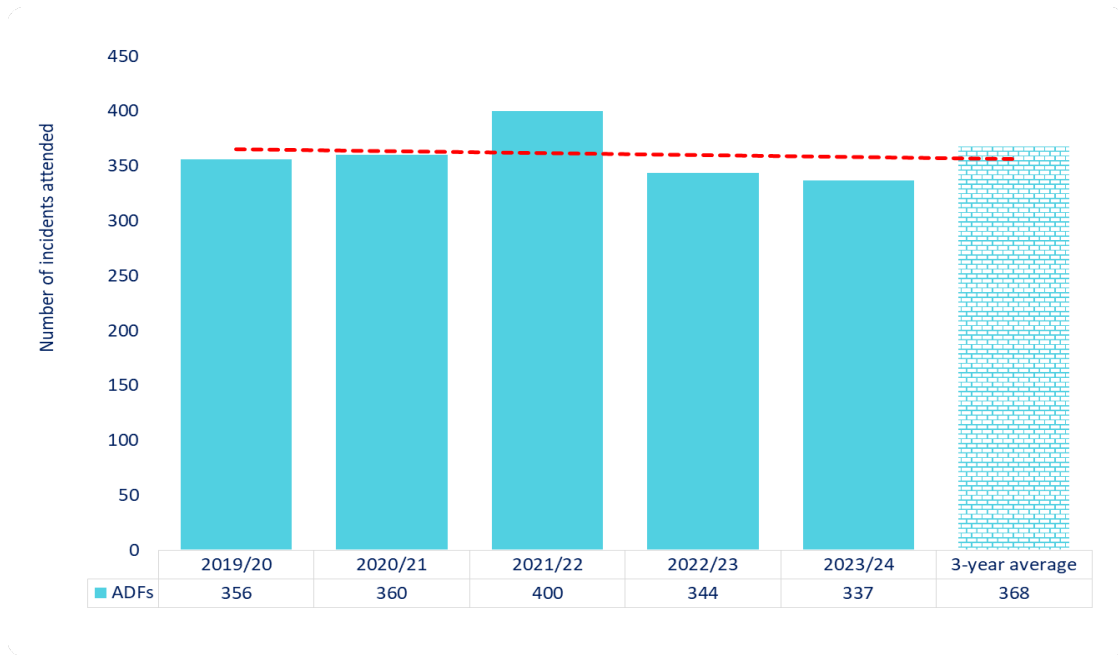


Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
All deliberate primary fires	2023-24	40	36	32	28	136	↓ 4.9%	152	↓ 10.5%
	2022-23	41	49	24	29	143			
All accidental primary fires	2023-24	195	169	158	131	653	↓ 8.2%	694	↓ 5.9%
	2022-23	185	187	169	170	711			

*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 337 accidental dwelling fires in 2023/24; seven (2.0%) less than the previous financial year (344). Accidental dwelling fires (ADFs) this period remained 8.4% below the three-year average of 368.



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	106	70	337	↓ 2.0%	368	↓ 8.4%
	2022-23	81	81	97	85	344			

*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 year:

- The scoring “system” was reviewed and amended during Q4 and now ensures the scoring has greater weighting to age.
- Additional guidance given to administrators to ensure a stricter adherence to scoring to ensure only the most vulnerable are classed as high priority.
- 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.
- Review of guidance documents underway including a new procedure document regarding SAWCs.

5 Fatalities and Casualties from Accidental Fires in Dwellings

5.1 There were six ADF fatalities during the 2023/24 financial year, compared to no human life lost during the same period of the previous year. There were seven serious, and 19 slight injuries, compared with three and 23 respectively. The number of precautionary checks increased (20 to 23), and the number of people requiring first aid at the scene decreased (from 25 to 17).

Three of the fatalities occurred in Conwy, two in Gwynedd and one in Flintshire.

All of the fatalities were in the most vulnerable category, all being 65years or older, currently the focus of Safe and Well Checks,

Severity of injury	2019/20	2020/21	2021/22	2022/23	2023/24
Precautionary Check	19	33	31	20	23
First Aid	41	26	43	25	17
Injuries - Slight	26	29	34	23	19
Injuries - Serious	4	3	5	3	7
Fatality	3	5	5	0	6
Total	93	96	118	71	72

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	22	6	66	↓ 8.2%	92	↓ 10.8%
	2022-23	10	37	14	10	71			
Deaths from accidental fires in dwellings	2023-24	0	3	1	2	6	↑ N/A%	3	↑ 200%
	2022-23	0	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 47 of the ADFs, no detector was fitted.
- 6.2 Of the 337 ADFs, 309 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	59	42	186	↑ 5.7%	177	↑ 5.1%
	2022-23	36	45	49	46	176			
Smoke detector fitted which operated but didn't raise the alarm	2023-24	16	4	9	3	32	↓ 25.6%	62	↓ 48.4%
	2022-23	17	4	10	12	43			
Smoke detector didn't operate	2023-24	22	19	25	16	72	↓ 13.8%	80	↓ 2.5%
	2022-23	17	16	23	16	81			
Smoke detector not fitted	2023-24	10	13	15	9	47	↑ 6.8%	48	↓ 2.1%
	2022-23	6	13	13	12	44			

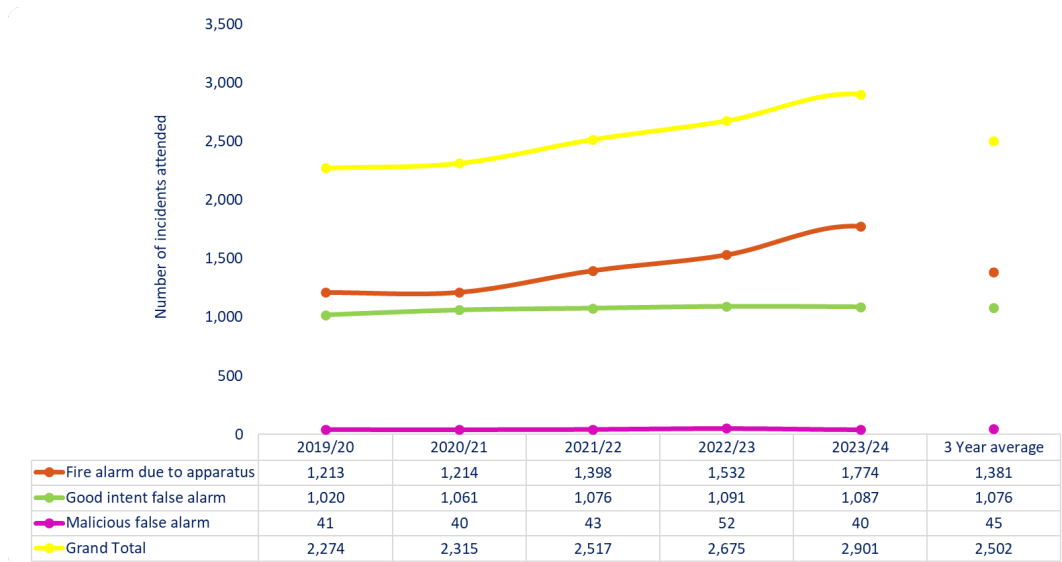
*The final two columns show: the average of the three previous financial years (based on the equivalent reporting period); the percentage change based on the difference between the current financial year and the three-year average.

Actions taken to support communities by increasing smoke alarm ownership and safety education during the financial year, in addition to those previously mentioned:

- Renewed the three year contract with Caterfi Conwy.
- SAWC video which included sign language completed during Q4, will be officially launched by CSG in support of NFCC campaign.
- Partnership Managers continue to foster relationships with external agencies to encourage high quality referrals. Presentations given to various groups during Q4, including at a conference for Dementia carers and at volunteer forums.
- Supported 12 No Smoking Day events across the service alongside other agencies.

7 False Alarms

7.1 During 2023/24 false alarms increased by 8.4% (2,675 to 2,901). There was a 15.8% increase in AFAs (1,532 to 1,774). False alarms made with good intent decreased by 0.4% (1,091 to 1,087).



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	813	741	645	2,901	↑ 8.4%	2,502	↑ 15.9%
	2022-23	671	788	607	609	2,675			
AFA	2023-24	407	520	458	389	1,774	↑ 15.8%	1,381	↑ 28.5%
	2022-23	416	420	360	336	1,532			
False alarms made with good intent	2023-24	281	281	276	249	1,087	↓ 0.4%	1,076	↑ 1.0%
	2022-23	241	353	238	259	1,091			
Malicious false alarm	2023-24	14	12	7	7	40	↓ 23%	45	↓ 11.1%
	2022-23	14	15	9	14	52			

*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 financial year:

- Meeting was held with BCUHB facilities management team. It was highlighted that they have investment plans for various locations across North Wales to enhance the fire safety over the next five years, including fire alarm systems. NWFRS discussed the issues around AFA's and the resources which are deployed. BCUHB will work with NWFRS and identify areas to reduce such activations. To ensure open communication is maintained the next meeting will be in Q1 of 2024/25.

8 Special Service Calls

8.1 Special service calls (SSCs) increased 13.7% (1,211 to 1,377), compared with the same period of the previous year. Road traffic collisions increased 7.3% (234 to 251), whilst 'other than RTC' incidents increased 15.3%, (977 to 1126). The rise in SSCs attended was expected following the Service's decision to increase visibility in the community.

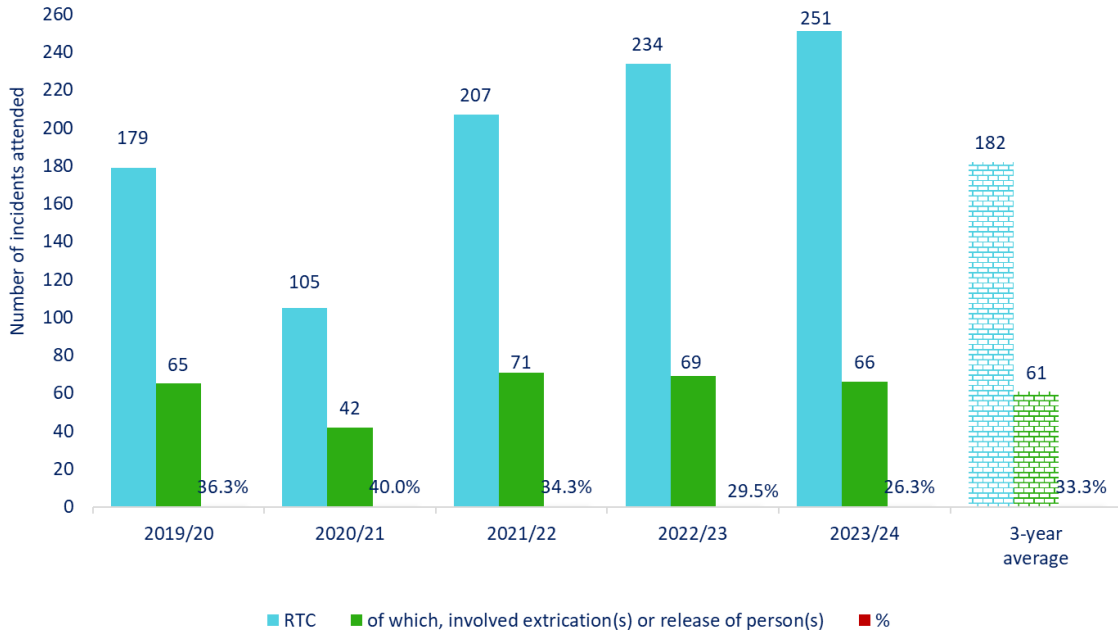


Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% change YTD / Average of 3 previous years
Total special service calls	2023-24	332	331	390	324	1,377	↑ 13.7%	928	↑ 48.4%
	2022-23	327	371	267	246	1,211			
Road traffic collisions (RTC)	2023-24	77	63	55	56	251	↑ 7.3%	182	↑ 37.9%
	2022-23	53	65	60	56	234			
Other than RTC	2023-24	255	268	335	268	1,126	↑ 15.3%	746	↑ 50.9%
	2022-23	274	306	207	190	977			

*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.

9 Traffic Collisions and Extrications/Release

9.1 Of the 251 road traffic collisions attended in 2023/24, 66 (26.3%) involved the Service using equipment to extricate at least one casualty from the vehicle. Whilst 140 incidents resulted in injuries, the majority of casualties sustained slight injuries.



251	RTC incidents attended
140	Incidents where people sustained injury
66	Incidents involved extrication / release

Severity of Injury *	Number of people
Precautionary check	47
First Aid	36
Injuries - Slight	93
Injuries - Serious	43
Fatalities	16

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

Actions taken to reduce RTCs during the previous year:

- Olivia's Story continues to be delivered by the FS WM's and remains current and very impactful. 1,207 people over 2023/24.
- Biker down: 67 attended during 2023/24, during Q4 we had our first Brew with a Biker session. These will continue through 2024/25.
- Phoenix team continue to cover "fatal 5" during courses.
- Project Ugain, aimed at delivering roadside engagement as an alternative to penalty points or a fine, commenced during Q4. There have been 399 engagements thus far.
- FS WM's attended Major incident day WAST NWP / Wrexham University (road safety) 6th March 2024 debrief will be on 14/03/2024. Attended an all Wales Road Safety seminar.
- Regular engagement with NWP regarding road safety to ensure targeted and continued delivery of Olivia's story.

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 19,859 Safe and Well Checks during the financial year of 2023/24, of which 4,838 (24.3%) were undertaken in response to a referral from a partner agency.



Category	Year	Q1	Q2	Q3	Q4	Year-to-Date (YTD)	% change YTD	Average of 3 previous years	% Change YTD / Average of 3 previous years
% of all Safe and Well Checks undertaken that originated from a referral from a partner organisation	2023-24	30.5%	23.9%	30.9%	20.4%	24.3%	↓ 49.1%	51.2%	↓ 52.5%
	2022-23	35.2%	30.2%	47.6%	30.0%	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.									

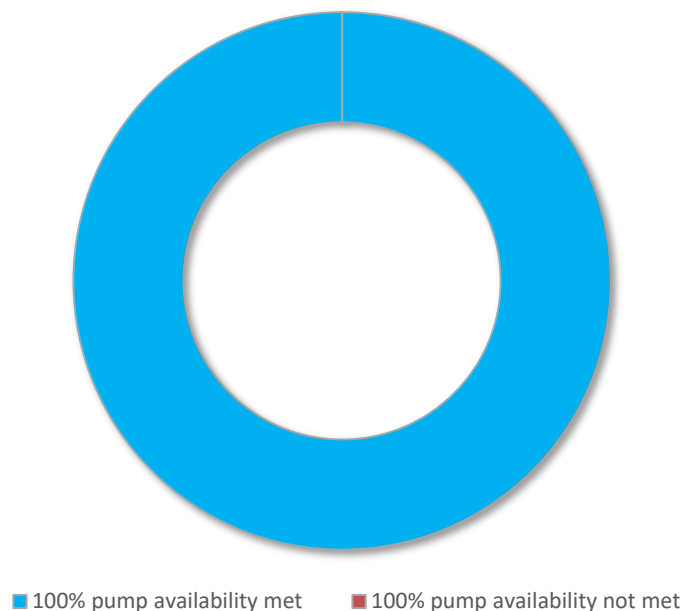
Actions taken to improve Safe and Well Check performance during the financial year:

- The completed number of SAWCs for the year 2023/24 was above the target at 19,859 with 4,838 referrals from other agencies. 12,500 of the checks were completed by operational crews.
- Exeter Data: Each Watch is now completing door to door activity for a minimum of one hour a day, utilising the provided data to help ensure a more targetted approach towards those people over the age of 65. Mid Q4 the data was further enhanced by introducing amber dots on mapping systems to signify those people over 70 and red dots for those over the age of 75.
- The “dashboard” to provide current data was drafted in Q4 and will continue to be trialled before being officially launched to all stations. This will allow crews to be even more targetted in their approach and help identify areas to work, and will allow FS area teams to highlight areas to run campaigns.
- “Impact Days” are now being completed in each areas (one per month), these multi agency events are working well and proving successful. Operational crews are being utilised at these event and are organised by the area FS WM.

- During Q4, the WDS rural crews completed additional training around SAWC delivery and have now been allocated the majority of all the Low and Medium referrals which result in a SAWC telephone call. Each crew member being required to make a minimum of 5 telephone calls each day on duty. This will allow the DC & WT crews more time to concentrate on door to door activity utilising the Exeter Data.
- PM`s continue to work with external agencies to try and ensure the quality of referrals received is high and as targetted as possible, this is a challenging task and will take time.
- One HSSW temporarily relocated to Eastern area to help with backlog of overdue SAWCs. Overtime is being used by HSSW's which is having a positive impact in terms of managing the waiting list. 80 hours resulting in 56 high priority SAWC`s being completed.
- Changes were made during Q4 to the SAWC scoring process to ensure "age" is weighted accordingly.

11 Planned 18 Pump Availability

18 Planned Pump Availability 2023/24



18 Planned Pump Availability Post Plannig) performance in the financial year of 2023/24

Whilst 100% 18 pump availability was achieved in 2023/24, the starting position each day paints an entirely different picture.

Weekend and Bank Holiday availability is always significantly better than weekday availability. Over the entire year, weekday average availability was 4.8 pumps, whilst weekend average availability was 11.2 pumps.

The month with the best average weekday starting point was January at 6.7 pumps, and the worst was August at 3.2 pumps.

There is no significant difference between any weekday, with the range in difference being 1 pump. As can be seen from the below tables, availability at Weekends and on Bank Holidays is significantly higher.

Weekday Average		Weekend & BH Average	
Monday	4.6	Saturday	9.3
Tuesday	5.4	Sunday	12.6
Wednesday	5.2	Friday	10.2
Thursday	4.3	Monday	14.6
Friday	4.5	Tuesday (Boxing Day)	17

Average Weekday and Weekend/Bank Holiday Availability for RDS Stations

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.

According to the National Fire and Rescue Service Sickness Absence Report for April 2023 – September 2023, the average is 4.43 duty days sickness absence per staff member, equating to 5.82%. NWFRS slightly lower than this at 5.03% for the financial year 2023/24. 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 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. Measures include the Attendance Management Policy, Occupational Health service, Physiotherapy, Employee Assistance Programme, Safecall (independent confidential hotline), Suicide Prevention Crisis Line and other Firefighters Charity programmes.

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 wellbeing support networks including Blue Lights Champions, Colleague Supporters, Critical Incident De-briefers, and various Staff Networks.

During the 2023/24 financial year, an average of 913 individuals were employed by NWFRS. Absences due to sickness during first half of the 2023/24 financial year equates to a total of 5.08% time lost. During Q4, the number of individuals employed by NWFRS reduced to 906 individuals and absences due to sickness equated to 4.80% of lost time. Throughout the 2023/24 year, the number of short term absence cases has risen as the year has progressed with the highest number of cases being during Q4, equating to 1.19% of time lost due to short term compared to the year to date average of 0.91%. In contrast, the number of long term sickness cases has reduced from Q1, with Q2 and Q3 remaining static and then a reduction in the number of cases during Q4.

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 %	Q4 Cases	Q4 Lost time %	YTD Cases	YTD Lost Time %
Long Term Sickness	64	4.43%	66	4.21%	63	4.27%	59	3.61%	142	4.13%
Short Term Sickness	88	0.59%	123	0.93%	143	0.95%	149	1.19%	479	0.90%
Total	152	5.03%	189	5.14%	206	5.21%	208	4.80%	621	5.03%

Short term means individual periods of sickness of 27 calendar days or less.

Long term means individual periods of 28 calendar days or more

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 %	Q4 Cases	Q4 Lost time %	YTD Cases	YTD Lost Time %
WDS Stations	29	3.94%	44	4.87%	50	3.99%	46	4.50%	148	4.42%
RDS /On-Call	80	6.19%	92	5.68%	100	6.00%	97	5.33%	291	5.81%
Rural	2	4.30%	4	4.35%	2	4.25%	1	1.40%	8	3.58%
Control	9	8.09%	12	9.14%	12	8.37%	13	9.21%	39	8.80%
Flexi Managers	6	5.11%	6	2.91%	8	2.48%	10	2.45%	24	3.23%
Operational Depts	3	1.10%	2	2.45%	7	8.26%	4	6.06%	12	4.51%
SLT	1	0.22%	0	0.00%	2	0.29%	2	0.51%	5	0.26%
Corporate Departments	22	3.32%	30	4.73%	25	4.33%	35	3.72%	95	4.05%
Total	152	5.03%	189	5.14%	206	5.21%	208	4.80%	622	5.07%

12.1 Short Term Sickness

Short term absence led to an average of 0.91% of lost time during 2023/24.

	Q1 Cases	Q1 Lost time %	Q2 Cases	Q2 Lost time %	Q3 Cases	Q3 Lost time %	Q4 Cases	Q4 Lost time %	YTD Cases	YTD Lost Time %
WDS Stations	17	0.59%	34	1.31%	43	1.36%	36	1.46%	124	1.20%
RDS /On-Call	44	0.62%	57	0.81%	62	0.80%	64	1.10%	214	0.83%
Rural	1	0.20%	4	4.35%	1	0.79%	1	1.40%	6	1.69%
Control	7	1.49%	9	1.49%	9	1.81%	9	1.44%	33	1.33%
Flexi Managers	3	0.26%	1	0.08%	6	0.96%	8	0.72%	17	0.50%
Operational Depts	2	0.20%	0	0.00%	3	0.76%	1	0.76%	6	0.43%
SLT	1	0.22%	0	0.00%	2	0.29%	2	0.51%	5	0.26%
Corporate Depts	13	0.62%	18	1.00%	17	0.83%	28	1.36%	74	0.93%
Total	88	0.59%	123	0.93%	143	0.95%	149	1.19%	479	0.91%

Top 3 Short Term Sickness Absence Reasons

	Absence Reason	Cases	Lost Time %
1	Cold, Flu	103	0.15%
2	Respiratory - Coughs and Chest infections	37	0.07%
3	Covid-19	41	0.07%

12.2 Long Term Sickness

Long term absence led to an average of 4.17% of lost time during 2023/24.

Long Term & Short-Term Sickness	Q1 Cases	Q1 Lost time %	Q2 Cases	Q2 Lost time %	Q3 Cases	Q3 Lost time %	Q4 Cases	Q4 Lost time %	YTD Cases	YTD Lost Time %
WDS Stations	12	3.35%	10	3.55%	7	2.63%	10	3.04%	24	3.11%
RDS /On-Call	36	5.53%	35	4.87%	38	5.20%	33	4.23%	77	4.96%
Rural	1	4.10%	0	0.00%	1	3.46%	0	0.00%	2	1.89%
Control	2	6.81%	3	7.65%	3	6.56%	4	7.78%	6	7.53%
Flexi Managers	3	4.86%	5	2.83%	2	1.52%	2	1.74%	7	2.73%
Operational Depts	1	0.90%	2	2.45%	4	7.50%	3	5.31%	6	4.19%
SLT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Corporate Depts	9	2.70%	12	3.73%	8	3.50%	7	2.36%	21	3.12%
Total	64	4.42%	66	4.21%	63	4.27%	59	3.61%	143	4.17%

Top 3 Long Term Sickness Absence Reasons

	Absence Reason	Cases	Lost Time %
1	Musculoskeletal - Lower Limb	29	0.88%
2	Failed Medical/Fitness Test	15	0.52%
3	Musculoskeletal - Back and spinal disorders	12	0.48%

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	These are calls made with the intention of getting the FRS to attend a non-existent incident, including deliberate and suspected malicious intentions.

False Alarms – Good Intent	These are calls made in good faith in the belief that the FRS really would attend a fire or special service incident.
False Alarms - AFA	These are calls initiated by fire alarm and fire-fighting equipment. They include accidental initiation of alarm apparatus or where an alarm operates and a person then routinely calls the FRS as part of a standing arrangement, i.e., with no 'judgement' involved, for example from a security call centre or a nominated person in an organisation.
Building - Dwellings	A property that is a place of residence, i.e., occupied by households, excluding hotels, hostel and residential non-permanent structures.
Building - Non-Residential	Properties such as hospitals, offices, shops, factories, warehouses, restaurants, cinemas, public buildings, religious buildings, agricultural buildings, railway stations, sheds, prisons.
Building - Other Residential	Properties such as hotels, hotels and residential institutions B&Bs, Nursing/care homes, student halls of residence.
Vehicle (Road and Other Transport)	Road vehicle, rail vehicle, aircraft, boat.
Outdoor	Fields, grassland, woodland, refuse containers, post boxes.
Wildfires	A grassland, woodland and crop fire where the incident was attended by 4 or more vehicles, or the Service was in attendance for 6 hours or more, or where there was an estimated fire damage area of over 10,000 square meters.
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	17 June 2024
Lead Officer	Stewart Forshaw, Deputy Chief Fire Officer
Contact Officer	Anthony Jones, Head of Planning, Performance and Transformation
Subject	Summary Report on Emergency Cover Review Task and Finish Group



PURPOSE OF REPORT

- 1 To provide Members with an update on the progress made by the Emergency Cover Review (ECR) Task and Finish Group, established in response to the decision made by the North Wales Fire and Rescue Authority (the Authority) at its meeting on 18 December 2023, to develop a new permanent option for the provision of emergency cover across North Wales.

EXECUTIVE SUMMARY

- 2 Following the Authority meeting on 18 December 2023, a staff led ECR Task and Finish Group was established to develop options for the provision of emergency cover in North Wales.
- 3 The ECR Task and Finish Group, chaired by a member of staff and attended by sixteen colleagues working at various levels, areas and departments within the Service, including the Fire Brigades Union, met on nine occasions during which they discussed and researched several emergency response models.
- 4 This work concluded with three pieces of emergency response model research being presented by the ECR Task and Finish Group to the Authority ECR Working Group on 20 May 2024. These three pieces of research represent a significant amount of effort, work and engagement by stakeholders and members of the ECR Task and Finish Group and all offer potential improvements in emergency cover.
- 5 At its meeting on 20 May 2024, the Authority ECR Working Group requested that North Wales Fire and Rescue Service (the Service) review in detail the three pieces of research presented by the ECR Task and Finish Group to provide recommendations at the next Authority ECR Working Group meeting on 12 June 2024.

RECOMMENDATION

- 6 That Members:
- i) note the engagement and efforts of all stakeholders on the ECR Task and Finish Group to work together to develop options for improvements to the provision of fair and equitable emergency cover across North Wales; and
 - ii) note, the progress made by both the ECR Task and Finish Group and the Authority ECR Working Group to develop a new permanent option for the provision of emergency cover across North Wales.

BACKGROUND

7 During the period of July to September 2023 the Authority consulted the public on three possible options for the future delivery of its emergency response to the communities of North Wales.

8 Following the 12-week public consultation exercise the Authority met on 18 December 2023 and it was resolved that:

Members request that Officers continue to work with all stakeholders to develop a new permanent option taking into consideration today's decision and the limits of the proposed budget.

9 Therefore, expressions of interest were sought from staff working at all levels across Service departments, stations and duty systems and an ECR Task and Finish Group was established in January 2024. The Fire Brigades Union (FBU) have also been represented and present at every meeting.

10 The ECR Task and Finish Group held its first meeting on 1 February 2024 and have met on nine occasions, discussing the current response model in depth and examining innovative means of providing a future, more equitable emergency response model.


INFORMATION

11 The ECR Task and Finish Group accepted that improvements in emergency cover, particularly in more rural areas of North Wales are required and understood that any proposals they put forward must meet the ECR evaluation criteria used throughout the development of options.

- 12 The ECR Task and Finish Group has been supported by Service departments as required, had access to emergency response data and modelling and also received presentations on alternative emergency cover delivery models from other UK Fire and Rescue Services.
- 13 Following each meeting, ECR Task and Finish Group members were tasked with speaking to their colleagues to gauge feedback on the ideas being discussed in order that the wider workforce remain informed on progress. Colleagues were also encouraged to bring their ideas forward to the ECR Task and Finish Group representatives for inclusion in their group discussions.
- 14 The ECR Task and Finish Group explored a variety of future emergency response options and reviewed these against the ECR evaluation criteria and feedback from colleagues.
- 15 Three pieces of emergency response model research were developed and presented by the ECR Task and Finish Group Chair and Deputy Chair to the Authority ECR Working Group on 20 May 2024. These three pieces of research represent a significant amount of effort, work and engagement by stakeholders and members of the ECR Task and Finish Group and all offered potential improvements in emergency cover.
- 16 At its meeting on 20 May 2024, the Authority ECR Working Group requested that Officers review the research and provide recommendations at its meeting on 12 June 2024.
- 17 Future meetings of the ECR Task and Finish Group have been placed on hold pending the outcome of the Authority ECR Working Group meeting on 12 June 2024.

IMPLICATIONS

Well-being Objectives	The ECR outcomes must meet the Authority's obligations under the Well-being of Future Generations (Wales) Act 2015.
Budget	The consultation budget implications have been publicised. The ECR Task and Finish Group have been reviewing emergency cover options that sit within the current budget.
Legal	Our legislation requires that the Authority must consult the public on changes to our emergency cover. The ECR consultation and the best practices the Service is following as recommended by the Consultation Institute support the Authority in meeting these requirements.
Staffing	The Service has conducted extensive direct consultation with staff and their representative bodies during pre-consultation and this continued during the full public consultation. However, in deciding on options to be presented, staff will be impacted by the proposed changes within the options.
Equalities/Human Rights/ Welsh Language	The Service's Equality, Diversity and Inclusion (EDI) Officer engaged with EDI groups throughout the consultation. The best practice the Service is following and the quality assurance of the consultation by the Consultation Institute, ensures focus on the Authority's requirements in this area.
Risks	The ECR, its consultation and the work of the Task and Finish Group reduces the risks of not being able to respond to emergencies effectively and efficiently in the communities of North Wales.

Report to	Executive Panel	
Date	17 June 2024	
Lead Officer	Justin Evans, Assistant Chief Fire Officer	
Contact Officer	Adam Leatham, Service Transformation Manager	
Subject	The Charter for Families Bereaved through Public Tragedy	

PURPOSE OF REPORT

- 1 This report sets out for Members of the North Wales Fire and Rescue Authority (the Authority) the background, details and requirements of the Charter for Families Bereaved by Public Tragedy (the Charter).

EXECUTIVE SUMMARY

- 2 The Charter for Families Bereaved by Public Tragedy strives to ensure that public bodies respond to public tragedies with openness, transparency, and accountability. The Charter comprises six commitments aimed at fostering a culture of honesty and respect in public service.
- 3 This report outlines the measures proposed to meet these commitments and recommends that the Executive Panel endorse the ratification of the Charter at a future Authority meeting. Adopting the Charter will involve collaboration with both internal teams and external stakeholders to ensure comprehensive readiness and effective implementation.

RECOMMENDATION

- 4 It is recommended that Members:
 - i) endorse the ratification of The Charter for Families Bereaved through Public Tragedy at a future full Authority meeting, under the following terms:
 - the Chair of the Authority signs the Charter on behalf of North Wales Fire and Rescue Authority;
 - the Chief Fire Officer signs the Charter on behalf of North Wales Fire and Rescue Service; and
 - that due regard is given to the Public Sector Equality Duty (section 149 of the Equality Act 2010) during implementation and adoption of the Charter.

BACKGROUND

- 5 The Hillsborough tragedy occurred on 15 April 1989, resulting in 97 deaths from a crush at the FA Cup semi-final between Liverpool and Nottingham Forest at Hillsborough Stadium in Sheffield. It was the worst disaster in British sporting history, deeply affecting hundreds of individuals, the city of Liverpool, and holding national and international significance.
- 6 In December 2012, the High Court quashed the original inquest verdict following the Hillsborough Independent Panel report, leading to a new inquest in Warrington (31 March 2014 to 26 April 2016). The jury concluded that 96 Liverpool supporters were unlawfully killed. In July 2021, Andrew Devine was also ruled unlawfully killed, becoming the 97 victim.
- 7 In 2017, then Home Secretary Theresa May asked the Right Reverend James Jones KBE to detail the Hillsborough families' experiences. Bishop James, former Bishop of Liverpool (1998 to 2013), wrote 'The Patronising Disposition of Unaccountable Power' on 1 December 2017 to ensure the Hillsborough families' experiences were placed on public record and their suffering is not repeated.
- 8 The report documented their experiences since 1989, provided key recommendations for systemic changes, and proposed the Charter for Families Bereaved through Public Tragedy.
- 9 The Charter calls for a cultural shift in public bodies' engagement with bereaved families, ensuring the lessons of the Hillsborough disaster and its aftermath are learned to prevent those who are affected by public tragedy in the future from having the same experience.
- 10 Many organisations across the UK have already signed the Charter, embedding the Charter within their organisational policies and procedures relating to professional conduct, behaviours and standards.
- 11 The Welsh Joint Emergency Services Group (JESG) and Local Resilience Forums have undertaken steps to explore this important initiative. They aim to adopt the recommendations captured through the Charter, and to develop a pan-Wales implementation across local resilience forums, emergency responders, health, local authorities, and the voluntary sector.

- 12 An executive workshop was held at South Wales Police Headquarters on 14 May 2024 that brought together representatives including:

Welsh Policing (Inc. British Transport Police), Welsh Fire Services, Welsh Ambulance Service, Local Authorities, University Health Boards, Public Health Wales, Welsh Government, Welsh Local Government Association, Armed Forces, Natural Resources Wales, HM Coroners, HM Coastguard, Coal Authority, St Johns Ambulance, Transport for Wales, Office for Police Crime Commissioners, Red Cross, Mountain Rescue and the Health Safety Executive.
- 13 The workshop was opened by CFO Dawn Docx in her capacity as JESG Chair and was attended by Cllr Dylan Rees as Authority Chair, Assistant Chief Fire Officer Justin Evans and Group Manager Adam Leatham.
- 14 The workshop explored the Charter, facilitating conversations to understand how organisations can individually and collectively contribute, focusing on organisational readiness, response and recovery arrangements against the six points of the Charter. Bishop James provided a keynote speech emphasising the importance of honouring the legacy of those who have suffered in public tragedies.
- 15 At the conclusion of the event, organisations committed to working together to better serve the public and support those affected by public tragedy. A consensus was reached on discussions taking place within respective organisations and to incorporate the Charter within the Strategic Intentions of the Welsh Local Resilience Forums.

INFORMATION

- 16 There are no certification processes for the adoption of the Charter; it is recommended that the Charter is adopted quickly and quietly with notifications to relevant groups. Bishop James and his advisors have previously advised against media promotion suggesting a process of adoption that includes policy, culture and training.
- 17 Aspects of the Charter are already embodied in the rules, obligations and codes that apply to public services and those in public office. The charter reaffirms a commitment to a continuing culture of honesty and transparency in public service and the wider public sector, in line with the existing frameworks and the underpinning values of the Seven Principles of Public Life (the Nolan Principles), including in response to public inquiries.

18 These are the six principles of the Charter:

- In the event of a public tragedy, support the activation of emergency plans and deployment of resources to rescue victims, to support the bereaved and to protect the vulnerable;
- Place the public interest above our own reputations;
- Approach forms of public scrutiny – including public inquiries and inquests – with candour, in an open, honest and transparent way, making full disclosure of relevant documents, material and facts. Our objective is to assist the search for the truth. We accept that we should learn from the findings of external scrutiny and from past mistakes;
- Avoid seeking to defend the indefensible or to dismiss or disparage those who may have suffered where we have fallen short;
- Ensure all members of staff treat members of the public and each other with mutual respect and with courtesy. Where we fall short, we should apologise straightforwardly and genuinely; and
- Recognise that we are accountable and open to challenge. We will ensure that processes are in place to allow the public to hold us to account for the work we do and for the way in which we do it. We do not knowingly mislead the public or the media.

19 Adopting this Charter, and honouring its principles, will provide the Authority with a framework to support bereaved families and the community in the aftermath of a major incident. With a clear commitment to people, and to providing services that meet their needs before, during and after an event.

20 Further work is required to consider North Wales Fire and Rescue Service's (the Service) readiness and activities that might need to be put in place to allow for the adoption and mobilisation of the Charter. This will involve colleagues from the Service's Transformation Team, Corporate Communications Team, Human Resources Team, Equality, Diversity and Inclusion (EDI) Committee, and Staff Culture Engagement Forum, as well as collaboration with external stakeholders such as local resilience forums, emergency responders, health services, local authorities, and voluntary organisations.

21 Organisations attending the Executive workshop held on 14 May 2024 have committed to further joint development work over the coming months with a collective signing of the Charter likely to be scheduled late 2024.

- 22 The Authority and the Service are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This, in broad terms, involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 23 The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct;
 - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it; and
 - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 24 To meet these requirements equality impact assessments will be completed to consider any equality impacts from the adoption and mobilisation of the Charter.

IMPLICATIONS

Well-being Objectives	<p>Direct implications towards meeting the Authority's long-term improvement and well-being objectives. The Charter aligns with the Authority's commitment to support and care for the community, especially in times of crisis. By ensuring a compassionate and transparent response to public tragedies, the Authority can strengthen community trust and resilience, contributing to overall well-being and social cohesion.</p>
Budget	<p>There are no immediate known budget implications associated with adopting the Charter. However, implementing the Charter's commitments may require allocation of resources for training, policy and procedure adjustments, and enhanced communication efforts. These costs are expected to be manageable within the existing budgets and are offset by the benefits of reduced legal risks and improved public trust.</p>
Legal	<p>The Charter commits the Authority to openness, transparency and accountability, which can reduce the likelihood of legal claims based on allegations of cover-ups or withholding information. Fostering a culture of candour and learning from past incidents demonstrates a commitment to legal and ethical standards,</p>
Staffing	<p>There is no expected impact on staffing levels as a result of adopting the Charter.</p>
Equalities/Human Rights/ Welsh Language	<p>The adoption of the Charter will further strengthen the Authority's work to deliver a community centred approach in the aftermath of an incident, including any necessary adjustments, aids or support to allow a person or persons to receive Services without disadvantage.</p>
Risks	<p>The Charter provides a framework for consistent and ethical conduct, which helps in managing risks related to public trust and legal scrutiny.</p>

Report to	Executive Panel
Date	17 June 2024
Lead Officer	Justin Evans, Assistant Chief Fire Officer
Contact Officer	Tim Christensen Environment and Climate Change Manager
Subject	Report on 2021-22 Decarbonisation Review



PURPOSE OF REPORT

- 1 To report on progress towards enacting the recommendations of the Audit Wales report 'Carbon Emissions Reduction – North Wales Fire and Rescue Authority' dated March 2022.

EXECUTIVE SUMMARY

- 2 This report reviews the North Wales Fire and Rescue Authority's (the Authority) progress in addressing the Audit Wales recommendations from March 2022 on reducing carbon emissions.
- 3 Key actions include appointing an Environment and Climate Change Manager, developing a comprehensive Environmental Strategy for 2023-2030, establishing a carbon baseline, drafting detailed decarbonisation plans, revising the vehicle replacement program, engaging staff through a working group, and developing an Environmental Management System.
- 4 Members are asked to note the actions taken and the forthcoming detailed decarbonisation plans to be presented to the Authority.

RECOMMENDATION

- 5 That Members note:
 - i) actions taken to date; and
 - ii) recommendations for detailed decarbonisation policies to be presented to the Executive Panel over the coming year

BACKGROUND

- 6 In March 2022, Audit Wales published a review into the progress made by the Authority towards decarbonisation. This looked specifically in the context of the Welsh Government's goal for the public sector to be Net Zero carbon emissions by 2030. This target is set out under Carbon Budget 2 of the Environment (Wales) Act 2016.
- 7 The review found that there was insufficient progress towards achieving this goal, and made a number of specific recommendations. In September 2022, North Wales Fire and Rescue Service (the Service) appointed an Environment and Climate Change Manager, who has worked with stakeholders (including a Working Group of Authority Members) to develop a comprehensive Environmental Strategy for the period 2023-2030. This Strategy was adopted by the Authority on 17 July 2023.
- 8 Detailed decarbonisation plans have been developed in consultation with a Members Working Group covering Fleet, Estates, Procurement and Residual Emissions. These will be submitted for approval by the Executive Panel and Full Authority over the coming year.

INFORMATION

- 9 The recommendations made by Audit Wales, together with completed and planned relevant actions are set out below.
- 10 **Develop an Accurate Carbon Baseline**
A carbon baseline has been established, using emissions under reporting scopes one and two from Financial Year 2021/22, and Scope 3 from Financial Year 2022/23.
- 11 **Develop a Specific Plan for Carbon Reduction**
Following a period of consultation, including sessions with the Members Working Group, the following documents have been drafted, for consideration by Members over the coming year:
 - Heating Decarbonisation Plan
 - Power Decarbonisation Plan
 - Fleet Decarbonisation Plan
 - Residual Carbon Emissions Plan

Notable planned carbon reduction activities include introducing a sustainable diesel substitute, phased replacement of existing hydrocarbon heating systems, and installation of solar photovoltaic panels where commercially viable to do so.

12 **Revise Vehicle Replacement Programme**

Our draft Fleet Decarbonisation Plan requires the purchase of only zero or ultra-low emission vehicles from the end of calendar year 2024, in accordance with Welsh Government requirements.

It is anticipated the Service's 'white fleet' will eventually be made up of electric vehicles with a number of diesel vans running solely on Hydrotreated Vegetable Oil (HVO), until operationally-suitable and commercially viable electric vans become available.

13 **Engage and Involve Staff**

An 'Environment and Sustainability Working Group' was established in early 2023, with an open invitation to staff to participate. The Group now meets on a six-weekly basis with good attendance, and is chaired by the Environment and Climate Change Manager.

14 **Strengthen Monitoring and Evaluation**

The Environmental Strategy mandates the development and adoption by the Service of an Environmental Management System (EMS). The development process is currently underway. It is anticipated that the completed EMS will satisfy the requirements of this recommendation.

IMPLICATIONS

Well-being Objectives	This work directly supports the Authority's Well-being Objectives, aligning with broader goals for environmental sustainability and public health.
Budget	There are budgetary considerations, however these will be presented to Members at the point of consideration of the detailed decarbonisation plans.
Legal	Risk of non-compliance with the Well-being of Future Generations (Wales) Act 2015 and the Environment (Wales) Act 2016.
Staffing	No known staffing considerations.
Equalities/Human Rights/ Welsh Language	Equality, Diversity and Inclusion (EDI) Manager consulted throughout development of Environmental Strategy. No known issues arising.
Risks	Risks of specific decarbonisation strategies will be presented to Members at the point of consideration.

Report to	Executive Panel
Date	17 June 2024
Lead Officer	Stewart Forshaw, Deputy Chief Fire Officer
Contact Officer	Anthony Jones, Head of Corporate Planning
Subject	Strategic Risk Management



PURPOSE OF REPORT

- 1 To provide Members with an update on the content of the North Wales Fire and Rescue Authority's (the Authority) strategic risk register in accordance with the Strategic Risk Management Policy.

EXECUTIVE SUMMARY

- 2 Departmental plans for 2023/24 have been reviewed for Q3 and Q4 by heads of department including risks associated to the delivery of their objectives after mitigation. These risks have been scored 1-25, categorised as Very High, High, Medium and Low and collated into a combined list of 67 departmental risks.
- 3 Following these reviews, no new Very High risks have been identified. However, one new High risk has been identified (PPE Supply Chain) and added to the register and one High risk has reduced to Medium High due to a reassessment of the impact score.
- 4 To collate the Strategic Risk Register, the 67 departmental risks have been grouped into nine themes in [Fig1](#), which mirror the departmental score to identify the cumulative risk to the organisation.

RECOMMENDATION

- 5 That Members note the identified strategic risks that are facing the Authority following the end of year review.

BACKGROUND

- 6 The Authority's adopted Strategic Risk Management Policy defines strategic risk as "an event that, should it occur, would impact on the achievement of the Authority's planned outcomes and/or the delivery of its core functions".

- 7 The Authority's Strategic Risk Register identifies known risks that could potentially prevent the Authority from achieving its planned outcomes and/or delivering its core functions. Register entries are ascribed risk scores that are regularly re-evaluated by officers to reflect the current state and the predicted effect of planned countermeasures.
- 8 Under this policy, the Executive Panel receives a summary report on strategic risks at least twice a year. Between times, the Chair and Deputy Chair of the Authority are able to view the full detail of the register with officers.
- 9 The Strategic Risk Register records both current risk levels and future risk levels (based on an assumption that planned countermeasures will have had the desired effect).

INFORMATION

- 10 Officers continue to review and update the risk register, adding, removing and re-scoring risks as appropriate. As a minimum this is undertaken during the quarterly updates to departmental plans.

IMPLICATIONS

Well-being Objectives	Maintaining the register and taking action to manage risk increases the likelihood that the Authority's well-being objectives will be achieved.
Budget	Maintaining the register helps prioritise spending decisions that would reduce risk levels.
Legal	Maintaining the register helps to ensure the Authority's compliance with legislation that define its functions and how it operates.
Staffing	No specific implications identified.
Equalities/Human Rights/ Welsh Language	No specific implications identified.
Risks	Mitigations seek to minimise the likelihood of risk occurring,

Strategic Risk Register

A total of 67 risks are included in Departmental Plans for 2023/24 which are collated into nine themes which form the basis for identifying their overarching risk to the organisation:

Risks from Departmental Risk Registers for 2023 -2024 grouped into Strategic Themes.

STRATEGIC RISK REF	PRIORITY SCALE	VERY HIGH	HIGH	MEDIUM HIGH	MEDIUM LOW	LOW	TOTAL FROM DEPT. PLANS
	SCORE	20-25	12-16	08-10	4-6	1-3	
STRATEGIC RISK THEME							
1	Cyber attack	1	3	0	0	0	4
2	Financial	0	3	11	1	2	17
3	Climate	0	0	0	0	0	0
4	Legal	0	0	3	0	0	3
5	Reputational	0	0	3	1	0	4
6	Response	0	0	2	5	0	7
7	Staffing resource	0	4	13	5	1	23
8	Supply chain	0	1	2	0	0	3
9	IT systems	0	1	2	3	0	6
TOTALS		1	12	36	15	3	67

Fig.1

Details of the Very High and High risks and their countermeasures are as follows:

Very High Risk	Countermeasures
Cyber-attack on information, communication and technology	<ul style="list-style-type: none"> • Continual monitoring of global threats and review of cyber security defences • CE accreditation achieved. (Cyber Essentials - a Government backed scheme that protects organisations, against a range of the most common cyber-attacks.) • Endeavour to attract personnel with the requisite skillset to support compliance with best practice • Conduct preventative maintenance and review resilient technologies

The 17 high level risks identified by departments in relation to delivering their objectives are grouped within the four strategic risk themes below and are likely to remain at high, despite the below countermeasures.

High Risk	Countermeasures
Impact of climate change, including demand on resources and environmental challenges with estate and vehicles.	<ul style="list-style-type: none"> • Governance structure in place to monitor and report • Environment and sustainability strategy in place
Financial challenges arising from insufficient funds to deliver core services or to maintain risk-critical systems. This includes risks linked to pension changes following recent rulings and the impact of changes following revocation of EU law	<ul style="list-style-type: none"> • Budget already allocated in the capital programme with all variations to be approved by the SPOC • All wales technical lead for pensions to be appointed to support the senior pensions officer to process changes arising from the pension's legislation changes with audit process in place • Continue collaboration of partnership work with NWFRA • Continue dialogue with Welsh Government and Local Authorities particularly around grant funding. • Ensure business continuity plans are in place and regularly reviewed. • Monitor changes to employment law that could impact on increased budget pressure following revocation of EU law

<p>Recruitment and retention of sufficient staff to maintain service delivery with specific challenges around maintaining emergency response cover in rural areas</p>	<ul style="list-style-type: none"> • Develop and implement improved, effective and efficient response standards through the emergency response review project. • Proactively recruit on rural stations with continuous efforts to recruit the right staff in the right place to provide cover at the right time • Prioritisation of workloads and upskilling/training of staff • Mentoring and coaching staff where possible to enhance resilience • Work to reduce single points of success and knowledge silos including continuing to recruit against vacancies. • Review lessons learned from planning for industrial action in 2022/23 • Ensure business continuity plans are in place and regularly reviewed covering loss of staff in all departments • Monitor changes to employment law that could impact on increased budget pressure following revocation of EU law
<p>Disruption or loss of IT systems bespoke to departments and/or the wider service</p>	<ul style="list-style-type: none"> • Work to ensure there are replacement contracts with suitable suppliers to maintain systems and migrate to alternatives • Ensure all relevant staff are suitably and sufficiently trained • Ensure business continuity plans are in place and regularly reviewed.

Risk is defined as a combination of the likelihood and consequences of hazardous events.

Likelihood: the chance of something happening. May be described by the probability, frequency or uncertainty of events.

Consequence: The outcome of an event. Specifically, the severity or extent of harm caused by an event.

LIKELIHOOD	5 Almost certain	5	10	15	20	25
	4 Likely	4	8	12	16	20
	3 Possible	3	6	9	12	15
	2 Unlikely	2	4	6	8	10
	1 Very unlikely	1	2	3	4	5
		1 Insignificant	2 Minor	3 Moderate	4 Significant	5 Major
		CONSEQUENCE				

Value	Priority scale	Action
1-3	Low	Action is not essential as the risk is minor. Consider removing it to a service-level risk register.
4-6	Medium low Risk is tolerable	Ensure that reasonable practicable controls are in place. Consider removing it to a service-level risk register.
8-10	Medium high Risk is moderate	Action should be planned to reduce the risk.
12-16	High Risk is substantial	Urgent action should be planned, with clear allocation of responsibility and reporting, with strict deadlines imposed.
20-25	Very high Risk is intolerably high	Urgent and immediate action should be taken, suspending other activity or bringing in additional support if necessary until risk mitigation has taken place.