



North Wales Fire and Rescue Authority

Community Risk Management Implementation Plan

Well-being and Improvement Objectives
2024 – 2025



Our five principles for keeping communities safe

PEOPLE

PREVENTION

PROTECTION

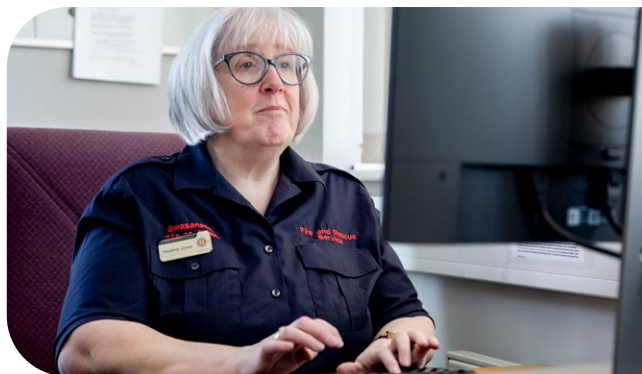
RESPONSE

ENVIRONMENT

Mae'r ddogfen hon ar gael yn Gymraeg

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People

Prevention

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Introduction

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

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

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

Our Service

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

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



People

Prevention

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Response

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Our Staff

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

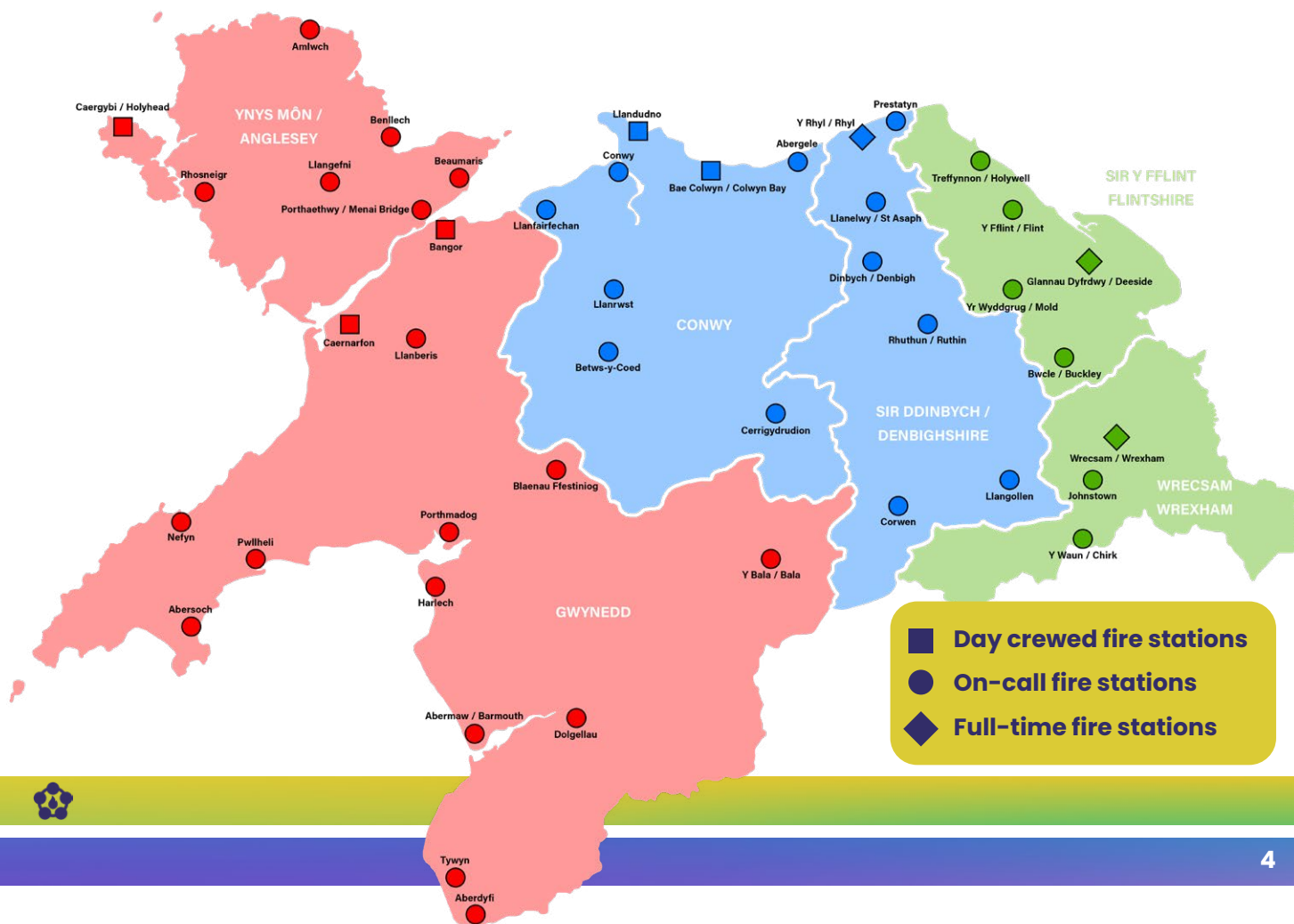
From firefighters to business area specialists, you can read more about the roles of the people that respond to emergencies and the people who keep the Service running [here](#).



Our Service area

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

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



Our Governance and Legislation

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

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

Furthermore, North Wales Fire and Rescue Authority must consult with the public on its proposed improvement objectives. This plan was subject to public and stakeholder consultation between 25th March and 16th June.

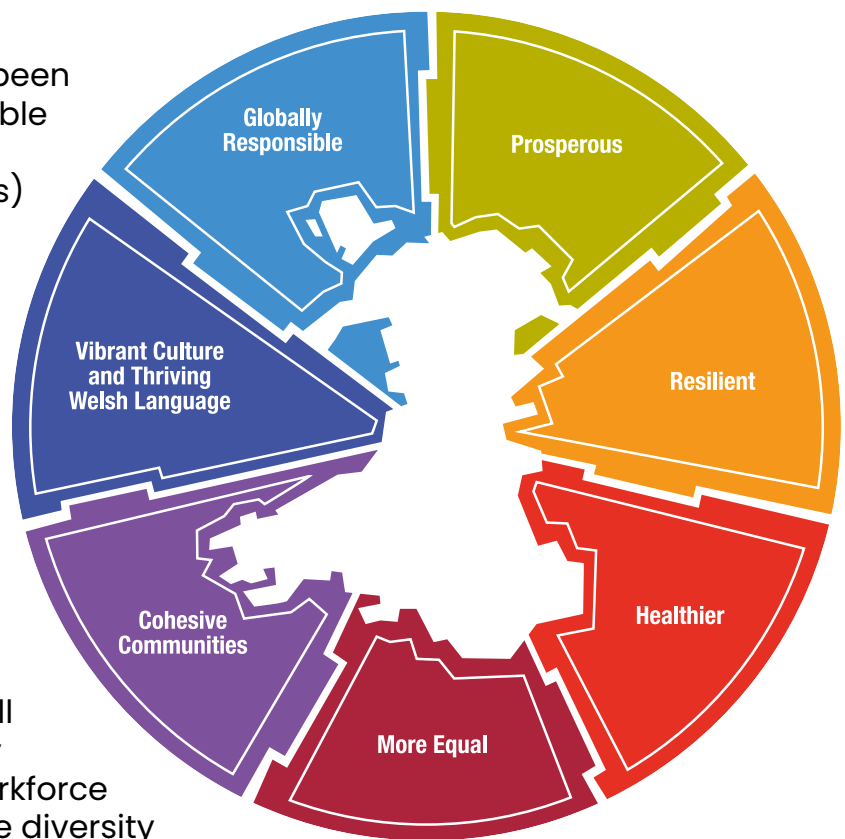
Well-being of Future Generations (Wales) Act 2015 Statement

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

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

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

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



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

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

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

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

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

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

Our Risks and Demand

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

Our Principles

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



People

Prevention

Protection

Response

Environment

Our 2024–25 Community Risk Management Implementation Plan objectives

Our People Principle



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

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

What do we intend to do during 2024–25?

- Implement the recommendations for improvement following the 2023 Fire Family Staff Survey.
- Adopt the new All Wales Fire and Rescue Service People and Organisational Development Strategy for 2024–2028 that will provide a framework for innovative thinking and working to support continued collaboration and partnership.
- Introduce a new 'Staff Culture Engagement Forum: Empowering Culture in our Service' – to continually evolve and develop our cultural journey.
- Provide excellent occupational health and welfare support to ensure that Attendance Management within the Service is a positive and supportive process in order to improve attendance.
- Ensure a safe and competent workforce through efficient and effective development, maintenance and circulation of operational policies and procedures.
- Ensure that all relevant operational risk information is collated, recorded, impact assessed and communicated to operational personnel.
- Provide opportunities for learning Welsh and promote activities in line with our commitment to being a bilingual organisation.
- Consult with key stakeholders to develop a design proposal for the new Training and Development Centre resulting in a final plan being submitted to the Fire Authority for approval.
- Deliver the second year of a three-year operational training strategy to all operational staff.
- Cultivate a workplace environment that embraces equality, diversity and inclusion. This will strengthen our ability to deliver a high-quality service and support to the public during emergencies.



- Improve the health, fitness and well-being of staff through the provision of advice and information, active monitoring and education.
- Review the career progression promotion gateways and implement a comprehensive appraisal process integrating 360 degree feedback.
- Prevention staff will receive training and awareness in Equality, Diversity and Inclusion, Modern Slavery, Child Exploitation and Domestic Violence to provide a more effective service to the communities we serve.
- Business Fire Safety Staff and Operational Firefighters will be trained in accordance with the National Fire Chief's Council Competency Framework for Fire Safety Regulators working towards registration within the Contextualised Auditor's Register.
- Operational staff will receive relevant training and qualifications to enable them to undertake business safety checks in line with nationally agreed guidelines.
- Identify and maximise potential through effective people management and development, leading to a high-performance culture, where people value and respect each other.

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



A resilient
Wales



A Wales of
cohesive
communities



A healthier
Wales



A Wales
of vibrant
culture and
thriving Welsh
language



A more equal
Wales



A prosperous
Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

- Strategic Effectiveness, Fairness, Efficiency and Innovation



People

Prevention

Protection

Response

Environment

Our Prevention Principle



Working with partners to help make communities safer.

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

What do we intend to do during 2024–25?

- Deliver 17,500 Safe and Well Checks across North Wales to those identified as being most vulnerable to fire in the home, keeping people alive and safe from fire.
- Utilise partnership data to refine our risk-based approach to Safe and Well Checks, targeting those over the age of 65 who are most vulnerable from fire in the home.
- Work with our partners to deliver effective Community safety interventions targeting our most vulnerable people in our most challenging areas.
- Develop a new youth initiative to deliver early interventions with effective outcomes, focussing on personal resilience and protective factors amongst children and young people of North Wales.
- Proactively promote road safety education, engaging with partners and carrying out campaigns within the local community, to reduce the number of people killed or seriously injured on our roads.
- Work closely with external stakeholders to prevent accidental drowning in North Wales, providing consistent guidance for the safe enjoyment and management of activities in, on and around water.
- Review activity monitoring reports products and develop self-service dashboards to support delivery of our prevention, protection and response activities.

These actions will contribute to the following Well-being goals



A resilient
Wales



A Wales of
cohesive
communities



A healthier
Wales



A globally
responsible
Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

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



People

Prevention

Protection

Response

Environment

Our Protection Principle



Making businesses safer together.

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

What do we intend to do during 2024–25?

- Review our current Risk Based Inspection Programme and ensure we have an informed and rationalised regime that is intelligence driven to identify the relevant risk classification for all our premises across North Wales.
- Continue to deliver an intelligence led Risk Based Inspection Programme to reduce injury and death from fires in domestic and non-domestic premises.
- Develop Business engagement through training our staff and share industry advice to reduce incidents of fire.
- Analyse the impact of automatic fire alarms on the use of our resources and their impact in a non-domestic environment.
- Work with local communities across North Wales to reduce the number of Wildfire incidents.
- Adopt the 4Ps approach, Prepare, Pursue, Prevent and Protect, when tackling arson, working closely with Multi-agency partners and the communities we serve.

These actions will contribute to the following Well-being goals



A resilient
Wales



A Wales of
cohesive
communities



A healthier
Wales



A globally
responsible
Wales



A prosperous
Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

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



People

Prevention

Protection

Response

Environment

Our Response Principle



Providing an effective emergency response.

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

What do we intend to do during 2024–25?

- Continue to develop an option with staff, stakeholders and the Fire Authority, that delivers the aims and objectives of the Emergency Cover Review for implementation during 2024–25.
- Support our Firefighters to deliver an effective operational response, through the research and development of modern equipment, risk assessments and guidance.
- Cascade the benefits of Microsoft 365 to all of our people in the Service.
- Continue to develop and introduce the Emergency Services Network into North Wales to ensure that we have a secure, robust, interoperable and modern communication system across the region.
- Conduct a review of our specialist vehicles, other than fire engines, that respond to emergencies.
- Develop a new station management framework to support our Managers to deliver an efficient and effective emergency service.
- Embed and enhance the Operational Quality Assurance Process.
- Introduce the National Fire Chiefs Council National Fire Control Guidance in our Joint Control Centre, to ensure strong and resilient fire control arrangements.

These support the following Well-being goals;



A resilient
Wales



A Wales of
cohesive
communities



A healthier
Wales



A more equal
Wales

These actions will satisfy the following 2009 Measure Improvement Objectives;

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



People

Prevention

Protection

Response

Environment

Our Environment Principle



Protecting and preserving our natural environment for future generations.

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

What do we intend to do during 2024–25?

- Review stock items and develop working practices to minimise waste.
- Develop the Social Values and Sustainable Procurement Strategy.
- Introduce necessary infrastructure for our diesel vehicles to run on Hydrotreated Vegetable Oil, a sustainable alternative with zero Scope 1 carbon emissions.
- Expand the existing Electric Vehicle Charging Points network across our estate.
- Continue to retrofit insulation to our building estate.
- Develop plans and explore funding opportunities to reduce carbon emissions from our buildings to meet Welsh Government's 2030 Zero Carbon Emissions ambition.
- Monitor and report to Welsh Government our carbon output on Greenhouse gas in respect of energy, water and waste.

These actions will contribute to the following Well-being goals



A resilient
Wales



A Wales of
cohesive
communities



A healthier
Wales



A globally
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These actions will satisfy the following 2009 Measure Improvement Objectives;

- Strategic Effectiveness, Sustainability, Efficiency and Innovation



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Have Your Say

The draft version of this Community Risk Management Implementation Plan under went a period of public consultation from 25th March to 16th June 2024.

Even though the consultation period has closed we are always looking for ways to improve our service and to present information that is meaningful. In order to help us do this we want to ensure your views are considered when delivering our activites and keeping you informed.

So, if you have any comments about this plan, or how we might improve future plans, we would still very much like to hear from you.

Write to us:

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Denbighshire
LL 17 0JJ

Call us:

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Send us an email:

OurFivePrinciples@northwalesfire.gov.wales

Request a Safe and Well Check

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

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