

# North Wales Fire and Rescue Authority Corporate Plan 2021-24



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## Foreword

North Wales Fire and Rescue Authority is pleased to present its Corporate Plan for 2021-24. This Plan is the latest in a series of published documents summarising the Authority’s strategic priorities and planned actions, and providing the basis for regular and transparent reporting on progress.

The challenges of operating during a global pandemic cannot be overstated but the Authority remains committed to its long term objectives and the protection of North Wales.

This Plan reflects the vision set out in the well-being goals for Wales, and the Authority’s dedication to building a sustainable North Wales for generations to come. The Authority’s ambitious corporate objectives focus on enhancing the health and well-being of people and communities; contributing to a cleaner environment; and increased climate-consciousness.

Since the World Health Organisation characterised COVID-19 as a global pandemic on 11 March 2020, North Wales Fire and Rescue Service has worked tirelessly to protect its employees and the communities that they serve. Despite the challenges of the past year, staff have demonstrated extraordinary adaptability and resilience. A great deal has already been achieved, but there remains much more to do.

Aspects of the post-pandemic future are difficult to plan for, but the Authority remains committed to investing in that future and to considering the impact of its decisions on the people who will be living in North Wales through the 2020s into the 2030s and beyond.

The additional pressure on public finances brought about by the pandemic will inevitably focus attention on the need to adapt and change. Being informed by the views of a wide range of stakeholders has never been more important so we want to encourage and welcome feedback on this Plan – contact details are provided on page 29.



## COVID-19 – Impact on the Authority

The effects of the COVID-19 pandemic on the Authority have been unprecedented and far-reaching. By reflecting on the changes that have come about during this period of adversity, the Authority has been able to introduce new thinking into its plans for improving working practices, making efficiencies and increasing social value in future.

At the Service level, the pandemic presented departments with numerous challenges to established procedures. Staff responded with ingenuity and resilience, demonstrating the potential for changes that could be carried forward into future ways of working:

**Home Safety** - Although home visits to provide Safe and Well Checks had to be put on hold initially, an alternative process was quickly established to provide advice and guidance by telephone, with doorstep delivery of smoke detectors to residents or their carers if required. For households assessed as being at particularly high risk from fire, visits by the Service in person were recommenced only once appropriate coronavirus control measures were put in place to protect staff and residents.

**Business Fire Safety** – Visits to commercial premises to audit their fire safety arrangements were adapted by focusing more on higher risk premises and by making greater use of remote checking of management arrangements.

**Working with Young People** – The Service’s engagement with school pupils, fire cadets and participants in the Phoenix Project were all adapted to on-line delivery.

**Emergency Response** – Control staff normally based in a joint control room with North Wales Police moved out of the shared premises and relocated to a ‘fall-back’ site where the infrastructure already existed for handling 999 calls and mobilising fire appliances. This supported social distancing of Control staff, although some benefits of co-location with the Police were lost.

Firefighting crews continued throughout to respond to emergency incidents but a range of additional controls and risk reduction measures needed to be quickly introduced to protect against the transmission of COVID-19.

**Corporate Roles** – Staff working in corporate and managerial roles were enabled to work from home. Despite the obvious impact on the Service’s ICT capacity, staff quickly adapted to communicating and holding meetings through video conferencing. Consequently, staff visits to work premises have been undertaken only very occasionally and for specific reasons.

**Other Services (in person)** – Some functions, such as staff training, fleet maintenance, stores and estates management rely more heavily on staff being present in person. However, even in these roles alternative ways of working have increased (e.g. e-learning, live classroom sessions delivered virtually and online assessments for training), indicating the potential for working and operating differently in future.



## The Authority

North Wales Fire and Rescue Authority was established as part of the reorganisation of local government on 1 April 1996. It comprises 28 councillors from the six unitary authorities of North Wales.



The Authority is the publicly accountable body that is responsible for providing a fire and rescue service for the communities of North Wales.



Like all public-sector bodies, the Authority is required to operate in accordance with numerous pieces of legislation including:

The Fire and Rescue Services Act 2004;

The Fire and Rescue Services (Emergencies) (Wales) Order 2007 and (Amendment) Order 2017;

The Civil Contingencies Act 2004;

The Regulatory Reform (Fire Safety) Order 2005;

The Local Government (Wales) Measure 2009;

The Equality Act 2010;

The Welsh Language (Wales) Measure 2011;

The Well-being of Future Generations (Wales) Act 2015;

The UK Data Protection Act 2018;

The Local Government and Elections (Wales) Act 2021

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The Authority's 2020/21 Improvement and Well-being Plan outlined its long term improvement and well-being objectives as required by the Local Government (Wales) Measure 2009 and the Well-being of Future Generations (Wales) Act 2015.

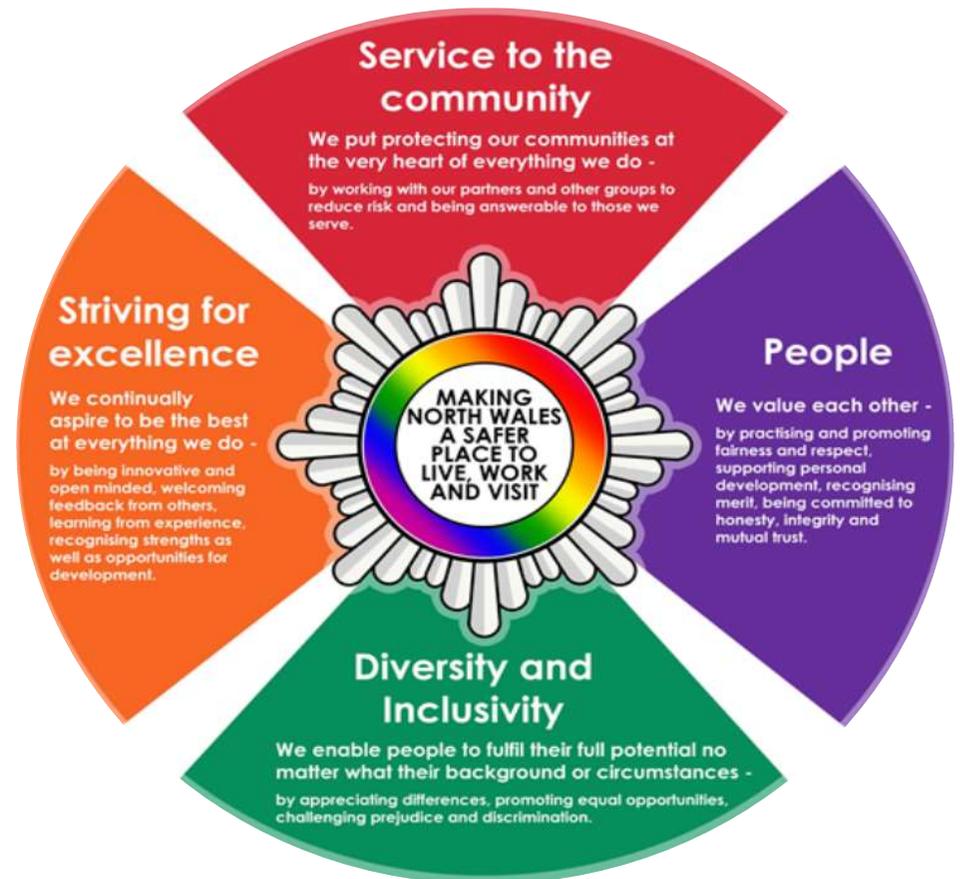
In January 2021, the Local Government and Elections (Wales) Act 2021 made provision for the disapplication of the 2009 Measure and the introduction of new performance and governance arrangements for fire and rescue authorities. In effect, this will remove the requirement for concurrent improvement planning and well-being planning.

In anticipation of these changes, the Authority's existing improvement and well-being objectives have been retitled as "corporate objectives".

Notwithstanding these changes, the Authority's mission remains to make North Wales a safer place to live, work and visit. To support this mission the Authority will continue to work to reduce dwelling fires across the region through a comprehensive prevention strategy, and will investigate and analyse information to reduce the risks associated with all types of fire and other hazards. The Authority will also continue to promote education and collaboration with people living and working in North Wales. Equality of opportunity is a fundamental priority and the Authority aims to increase the employment prospects of people who might find it difficult to gain employment whilst also promoting fairness and inclusivity in the workplace.

Its core values are displayed in the picture opposite.

More information about the Service and the Authority can be found by visiting the [North Wales Fire and Rescue Service](#) website.



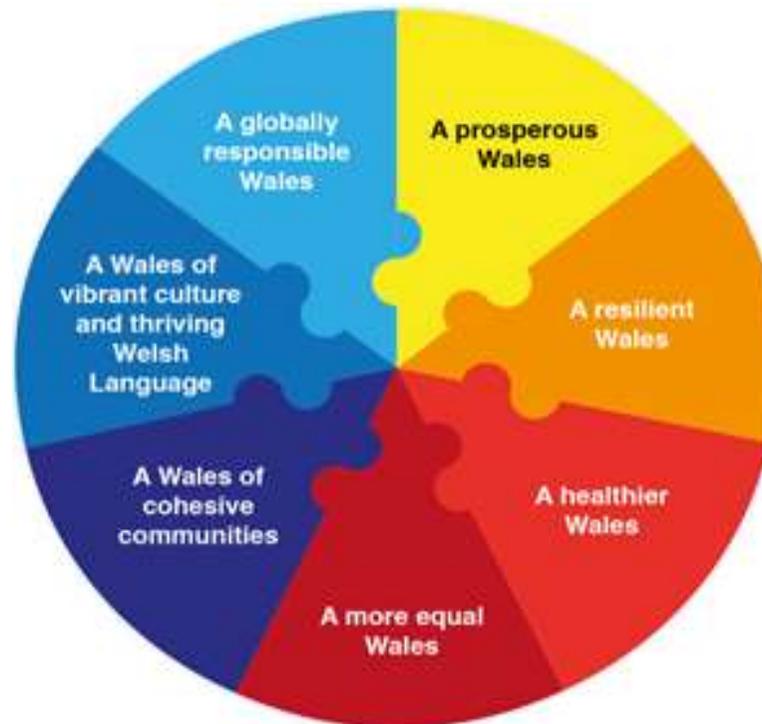
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## Well-being of Future Generations

The Well-being of Future Generations (Wales) Act 2015 aims to improve the social, economic, environmental and cultural well-being of future generations of people in Wales. North Wales Fire and Rescue Authority, as one of the public bodies listed in the Act, must carry out “sustainable development” in order to help bring about that improvement in the Welsh population for the future.

The Act lists seven well-being goals for Wales as a whole which are shown in the figure below. These goals are intended to promote a sense of common purpose, and so encourage people and organisations to work together to help achieve the goals for the benefit of future generations.



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The Future Generations Report 2020 presented a number of recommendations for public sector organisations to consider. One was that in setting their objectives these organisations should, “Set a long-term vision, consider what success looks like for that objective in five, ten, fifteen, twenty and twenty-five years; and identify appropriate milestones and measures – considering the national milestones set by Welsh Government”.

The challenges presented by the Future Generations Commissioner’s recommendations include reducing silo-based decision-making; unifying equality goals with core objectives; incorporating biodiversity considerations within environmental procurement; and planning for prevention rather than reacting to incidents.

These recommendations are both ambitious and provide a benchmark for the evolution and growth of the Authority’s approach to service delivery and day-to-day operations. They present an opportunity for developing a progressive strategy, with closer integration and synergy across agencies in North Wales. By taking a longer-term perspective and involving and communicating with stakeholders, the Authority hopes to make better decisions for today that will also be reflected in the enhanced well-being of future generations.



## Journey Checkers

Guidance published by the Commissioner on the Well-being of Future Generations website provides a ‘journey’ for each of the seven well-being goals outlining several topics relevant to each goal. The Journey checkers contain practical examples and steps that public bodies can use to help develop their own well-being goals. These resources have been used to support the Authority’s ‘journey’ to develop its own plan that in turn will contribute to Wales’ well-being goals. Click on an image below to access the relevant section of the future generations Wales website.



[A Prosperous Wales](#)



[A Resilient Wales](#)



[A More Equal Wales](#)



[A Healthier Wales](#)



[A Wales of Cohesive Communities](#)



[A Wales of Vibrant Culture & Thriving Welsh Language](#)



[A Globally Responsible Wales](#)



[Involvement](#)



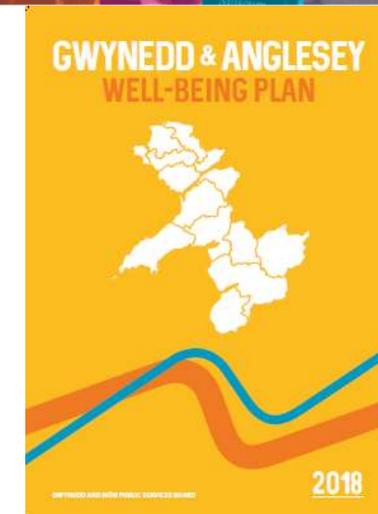
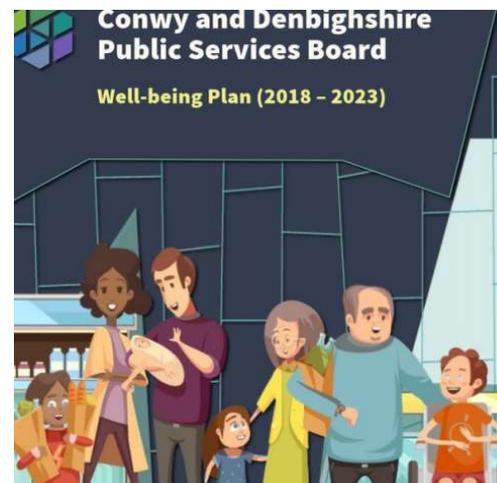
## Public Services Boards

The Well-being of Future Generations Act requires the Authority to be an active member of Public Services Boards (PSBs). These statutory boards bring relevant organisations together to plan and work jointly on improving the social, cultural, economic and environmental prospects of future generations of people in their area.

The Authority is a statutory member of all four PSBs in North Wales – Wrexham, Flintshire, Conwy and Denbighshire, and Anglesey and Gwynedd.

The PSBs published their first well-being plans in 2018 after following a defined process of development that aimed to involve local residents, businesses and visitors. Copies of the plans were sent to the Welsh Ministers, the Future Generations Commissioner, the Auditor General for Wales and each local authority’s relevant overview and scrutiny committee.

The PSBs identified a total of 74 priorities for North Wales that were grouped under key headings of: Community; Housing; Education; Health Education; Health; Responsible Citizens; Well-Being; Environment; Environmental Responsibility; Community Environment Projects; Tourism; Economy; Infrastructure; Skills for Work; Social Prescribing; and Workforce Health.

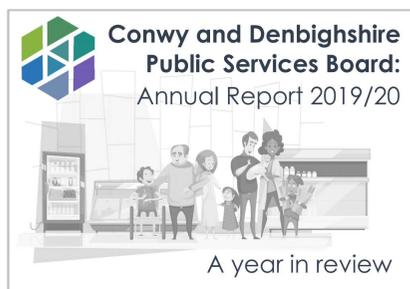


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Some of the objectives developed by the PSBs align with the Authority's own objectives and, where these have been identified, an integrated approach is taken to maximise opportunities to work collaboratively with partners.

Partnership working is developing around areas such as climate change, biodiversity, community cohesion and prevention. By working collaboratively further opportunities will be identified to avoid duplication of effort across public sector organisations, and to encourage the sharing of resources.

The annual reports of the four PSBs are available through the links below:



In 2021/22 the PSBs will be reviewing their well-being assessments and consulting widely on the content of their updated well-being plans. PSBs will be particularly interested in engaging with local communities and residents, but they may take a North Wales approach to accessing the views of people who are “harder to reach”. Commissioned work will involve:

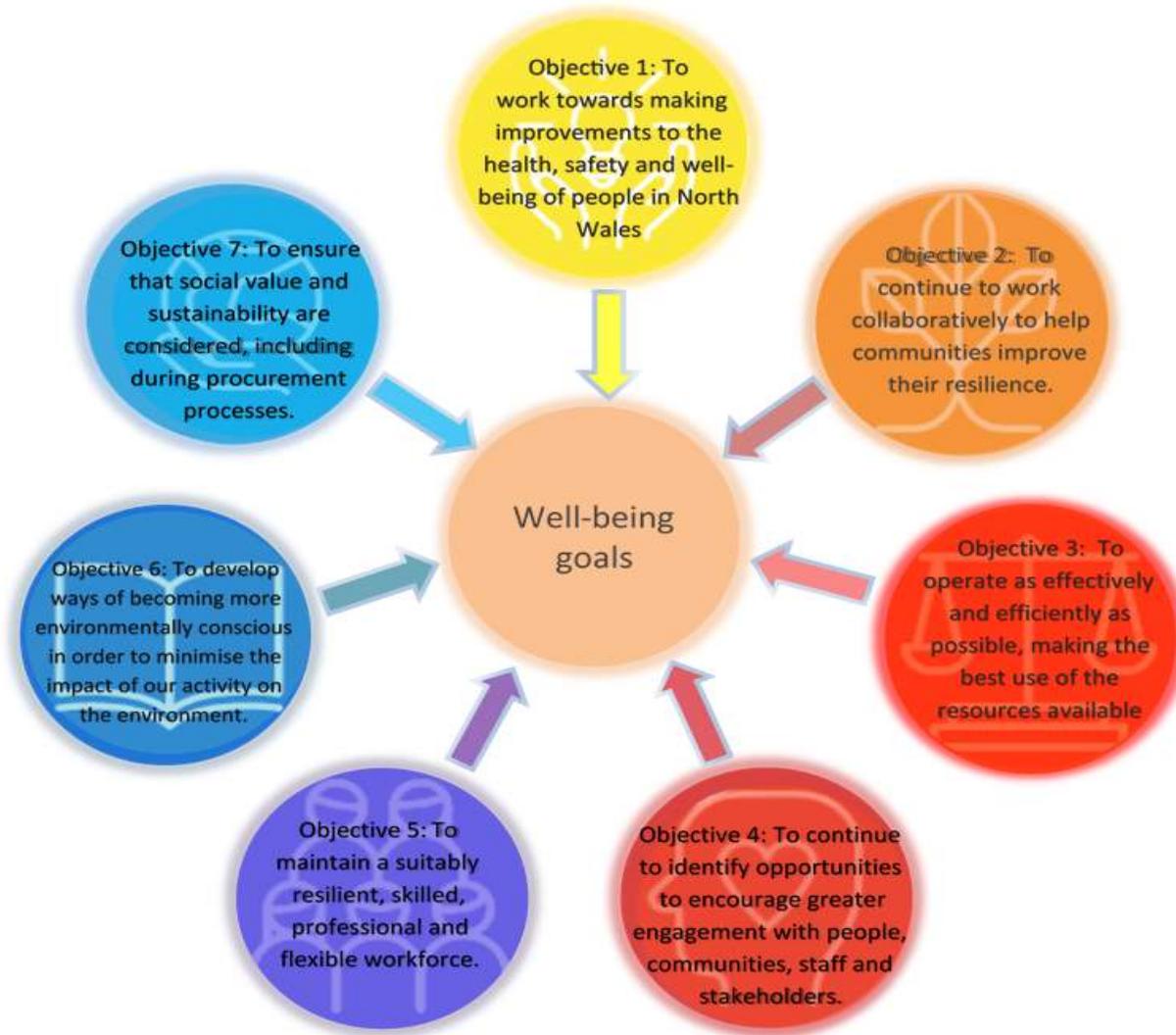
- identifying key stakeholders
- developing an engagement plan, outlining approach and timescales
- engaging with hard to reach groups / communities of interest to -
  - find out what matters or is important to them (in their local area)
  - if/what anything needs to change
  - what is important for public services to deliver
  - how people can help / get involved
- collating, analysing and reporting back on the feedback received to the PSBs with recommendations.

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## Corporate Objectives

This Plan sets out the Authority’s vision for the future, and how it proposes to achieve this through seven long term objectives. Supporting the delivery of the seven objectives are more detailed, shorter term, steps that have been linked to the seven well-being goals using the journey checkers described above.

The Plan is intended to explain publicly what the Authority’s strategic intentions are and to invite comments and suggestions. It also provides a basis for the next performance assessment (of achievements in 2020/21) which will be published in September 2021.





## Well-Being Statement

The Authority’s Plan is expected to contribute to improving the social, economic, environmental and cultural well-being of future generations of people in Wales. The Authority must carry out “sustainable development” in order to help bring about that improvement in the Welsh population for the future. The objectives within this plan have been developed in accordance with the sustainable development principle and devised following a series of meetings with heads of departments and workshops with Members.

The objectives have also been developed in accordance with the recommended “**five ways of working**” as defined in the Act. These involve:



Looking to the **long term** so that what happens now does not compromise the ability of future generations to meet their own needs. The Authority has considered the long term challenges facing North Wales which include projected demographic changes of an ageing and growing population, and anticipated financial constraints affecting public services.



The Authority has retained prevention at its heart, recognising that **preventing** fires and other harmful situations occurring makes better sense than response alone and may help the Authority meet their objectives



Taking an **integrated approach**, considering how its own well-being objectives might impact on each other and on the achievement of the well-being goals for Wales.



Remembering the rich diversity of people in North Wales and encouraging them to **get involved** in the decisions that affect them. The Authority has consulted widely and sought the views of the general public and representatives of particular groups whilst determining its objectives.



Working **collaboratively** with others to help the Authority achieve its objectives, and, conversely, to help others to achieve theirs. The Authority has continued to build productive working relationships with communities and a range of organisations including the PSBs, planning and collaborating at different levels and through various forums.



## Objective 1: To work towards making improvements to the health, safety and well-being of people in North Wales.

The Authority will continue to focus its efforts on helping people stay safe whether at home, in work, on the roads or out in the community, targeting resources at those most at risk.

The place where people are most likely to be killed or injured by fire is in the home, and this is despite being familiar with the layout of the building and usually being close to at least one escape route.

Analyses of previous fire casualties identified a range of factors that can place people at increased risk from accidental fires in the home, for example, their age (young children and older adults), having a disability or a limiting medical condition, being alone at the time of the fire and being affected by alcohol and/or drugs.

The more contributory factors that relate to a person, the higher their risk of falling victim to a fire in the home. Apart from the emotional impact and personal loss associated with fires in the home, there is also an economic impact such as the cost of repairs, higher insurance premiums and lost work time, the cost of emergency response, medical care, re-housing and foster care, the effect on property values and attractiveness to business set-ups in the area.

Individuals and communities who know how to prevent fires and stay safe when they do occur will not only be safer and healthier but economically, socially and culturally more resilient. The polluting effect of fires contributes to a less healthy environment, which in turn deters people from outdoor activities.

The Authority will continue to support non-domestic premises to help reduce fire risk and comply with legislation whilst focusing on the long term contribution of today's actions and their implications on future generations. The Authority will also maintain its collaborative and integrated involvement with other agencies such as North Wales Police, towards supporting the Welsh Government's 'Road Safety Framework for Wales'.



## Objective 2: To continue to work collaboratively to help communities improve their resilience.

The risks faced by communities are an ongoing and changing landscape, and the Authority is committed to working with and supporting people to become more resilient. Community resilience is not about agencies doing it for them, it is about supporting and motivating from within the community and helping them commit to the idea of self-help and resilience during a crisis such as flooding.

Working with partners is important to improve safety and help communities become more resilient. The Authority works closely with agencies such as Natural Resources Wales and county councils around targeted areas to assist communities and local businesses with pre-planning and education, enabling them to become more resilient to emergencies. Communities are provided with information to raise awareness and improve knowledge where needed to help empower them and are provided with support and reassurance to minimise disruption and reduce the impact of disruptive events.

The Authority's approach to prevention - delivering fire safety advice, education and interventions has contributed to a reduction in the number and severity of emergency incidents attended across North Wales. This approach involves working with a range of partners across the public and third sector to ensure that the best possible outcomes are achieved. Preventing fires and responding swiftly to emergencies helps to avoid or reduce the human cost, insured and uninsured losses, the cost of repairs and lost productivity, and the reduced attractiveness of an area to inward investment.

Improving resident and business safety through awareness, education and intervention, as well as identifying opportunities to reduce crime, such as, deliberate fire setting can bring economic benefits to individuals, communities and businesses.



## Objective 3: To operate as effectively and efficiently as possible, making the best use of the resources available.

Given the backdrop of financial uncertainty<sup>1</sup> and the potential increase in demand for services across the public sector, it is inevitable that the Authority will be faced with challenges to being able to sustain its services over the coming decades. The financial contributions are explained in more detail in appendix A on page 30 of this Plan.

It is projected that there will be an additional 7.5 million people aged 65 years and over in the UK in 50 years' time. The projected ageing population can result in there being fewer people of working age to support those of pension age. The Office of National Statistics<sup>2</sup> also observes that “while a larger population increases the size and productive capacity of the workforce, it also increases pressure and demand for services such as education, healthcare and housing”.

The pressure on fire and rescue services is therefore likely to come from several different directions including being able to recruit and retain sufficient operational firefighters who meet the requisite fitness standards, as well as the potential expansion of the firefighter role that could increase pay significantly.

Rationalising the Authority’s own costs and finding a balanced way of funding the Service over the next few years will help sustain fire and rescue services into the future, making the area more resilient to demographic and other changes.

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<sup>1</sup> See (examples) : “Financial resilience of local authorities in Wales 2015-16” Auditor General for Wales. <https://www.wao.gov.uk/system/files/publications/445A2016-Financial-resilience-eng.pdf>

“Future pressures on Welsh public services”, Mark Jeffs, Wales Public Services 2025. <http://www.walespublicservices2025.org.uk/files/2016/03/Mark-Jeffs-WPS2025-Summary-Report1.pdf>

“Welsh budgetary trade-offs to 2019–20”, D. Phillips and P. Simpson, The Institute for Fiscal Studies, Sept. 2016.

<https://www.ifs.org.uk/uploads/publications/docs/IFS%20report%20R120.pdf>

<sup>2</sup><https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/overviewoftheukpopulation/january2021>



## Objective 4: To continue to identify opportunities to encourage greater engagement with people, communities, staff and stakeholders.

The Authority is committed to improving the way it communicates and engages with people about the services it delivers and although its reach is widening, it acknowledges that this can always be improved.

Understanding, listening to and representing communities is a crucial part of the Authority’s role. Society is changing and therefore there is a need to change how people are communicated with in order to ensure that the Authority’s messages reach everyone, including under-represented groups and communities.

Through a strengthened corporate voice more people will understand the breadth and reach of the services delivered by the Authority and its ambitions to improve safety and wellbeing across North Wales.

Through improved communication arrangements such as Workplace Facebook, information will be shared with staff at appropriate stages in order to give them the opportunity to participate in improving services through safe and open channels.

By working collaboratively with the other two Welsh fire and rescue services and other stakeholders, for example, North Wales Police, Natural Resources Wales, local authorities and public services boards the Authority can ensure the consistent and widespread promotion of safety messages.

By maintaining the currency of existing information-sharing agreements, and seeking to establish new agreements where appropriate the Authority is committed to improving the safety and welfare of people in North Wales.



## Objective 5: To maintain a suitably resilient, skilled, professional and flexible workforce.

The Authority recognises the importance of attracting, developing and retaining a workforce that is reflective of the diversity within the communities it serves. This cannot be overstated and therefore equality and diversity lie at the heart of the Authority's culture and core values: a commitment to diversity and inclusion; a desire to strive for excellence; the protection of communities and recognition of the value of its people.

Through an All Wales People and Organisational Strategy, the Authority will support new ways of working to utilise the skills and professionalism of the workforce.

The Authority recognises that agile working and the implementation of this working arrangement post-pandemic, will ensure that North Wales Fire and Rescue Service can operate more flexibly and be more resilient when faced with external factors which may potentially impact on the delivery of services in the future.

The Authority recognises that a workforce that is appropriately developed and trained to be safe will benefit the people of Wales, whilst a well-developed performance management framework will also support managers in meeting the demands of their roles.

By developing absence reduction initiatives and concentrating on health promotion for staff, the Authority supports a holistic approach to improving employee well-being.

Through pro-active occupational health services, the Authority is committed to identifying and addressing industrial injuries, stress and other causes of sickness absence, as well as promoting healthy living. All employees are offered guidance and advice from physical fitness advisers on diet, lifestyle choices, fitness and weight management issues and are offered access to local fitness facilities.

In addition, the provision of an Employee Assistance Programme (EAP) helps employees deal proactively with personal problems and/or work-related problems that might adversely affect their work performance, health and well-being.

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## **Objective 6: To develop ways of becoming more environmentally conscious in order to minimise the impact of our activity on the environment.**

In 2017 the Welsh Government set out its ambition of achieving a carbon-neutral public sector by 2030. In March 2019 it published Prosperity for All: A Low Carbon Wales, which aims to support the public sector to baseline, monitor and report progress towards carbon neutrality.

The Authority recognises that it has an important role to play in protecting the environment and in reducing its impact on the environment. It is committed to improving environmental performance and considering it in all areas of its work from fire prevention to making sure that it considers environmentally friendly technology.

The Authority is also mindful of its role in helping the people of North Wales understand the impact of weather and climate change and the challenges that these present. The Authority recognises its own leadership role in this regard in terms of its own operations, including its use of resources.

In 2013 the Authority re-committed to its energy and environmental policies and a programme of improvements in its consumption of fuel, utilities and resources, its management of waste, and its promotion of biodiversity.

The Authority commits to renewing its environmental vision to become a more environmentally conscious and responsible organisation through prevention, partnership working and supporting people and communities to become more resilient.



## Objective 7: To ensure that social value and sustainability are considered, including during procurement processes.

Social value is a term used when describing the relative benefits for people and communities of taking certain courses of action or of introducing changes. Adding social value is about considering whether what is being proposed could be done differently in order to enhance and improve people’s lives.

The Authority already undertakes a number of activities that do more than simply deliver what its statutory duties require of it. For example, its work with the Phoenix project goes beyond educating young people about fire safety and the consequences of deliberate fire setting by investing in them as citizens and as members of their local communities. Similarly, although road safety is not a statutory responsibility for the Authority, it can use the public profile of firefighters to add social value by appealing to those at increased risk of becoming casualties of road traffic collisions but who may not be as receptive to some other forms of safety messages.

Adding social value comes in many forms. It is also about ensuring that when procuring goods and services the Authority considers more than cost alone. The social, economic and environmental aspects need to be taken into account alongside value for money considerations during tendering processes. By embedding social value into its procurement processes the Authority can also bring about a social return from the money that it spends.

## Steps towards achieving the Authority's corporate objectives

Linked Well-being Goals/Ways of Working	Objective One	We plan to achieve this by:
	<p>Work towards making improvements to the health, safety and well-being of people in North Wales</p>	<ul style="list-style-type: none"> <li>• supporting people to prevent accidental dwelling fires and stay safe if they do occur;</li> <li>• delivering 20,000 safe and well checks in either English or Welsh with at least 25% of those being delivered to households referred to the Service by another agency;</li> <li>• supporting other agencies in reducing the number of road traffic collisions and associated deaths and injuries;</li> <li>• embedding safeguarding practices into day-to-day activities and ensuring these are aligned with national policy and guidance;</li> <li>• continuing to develop and deliver interventions and engagement with children and young people through targeted activities;</li> <li>• working with organisations that support vulnerable people;</li> <li>• implementing the latest technological advancements and upgrades to enhance efficiency, accuracy and safety;</li> <li>• implementing the findings of the Grenfell Tower Fire inquiry and review to mitigate the risk of such a tragedy occurring in North Wales;</li> <li>• introducing more eco-friendly electric vehicles to promote better air quality whilst reducing carbon emissions</li> </ul>



Linked Well-being Goals/Ways of Working	Objective Two	We plan to achieve this by:
	<p>Continue to work collaboratively to help communities improve their resilience</p>	<ul style="list-style-type: none"> <li>• working with partners and stakeholders such as Natural Resources Wales and farmers/graziers, to identify locations in North Wales which are at greater risk of outdoor/grassland fires and help to develop emergency response plans;</li> <li>• continuing to contribute to the development of a multi-agency regional wildfire plan;</li> <li>• building relationships with partners such as Natural Resources Wales, Local Resilience Forums, the Joint Emergency Services Group (JESG) and inland flood and water rescue groups to improve the joint capabilities of agencies to help those affected by flooding;</li> <li>• working collaboratively with communities with retained firefighters to enhance resilience of fire cover in their areas;</li> <li>• introducing Microsoft 365 as a means of further improving communication and integration with partners</li> </ul>



Linked Well-being Goals/Ways of Working	Objective Three	We plan to achieve this by:
	<p>Operate as effectively and efficiently as possible, making the best use of the resources available</p>	<ul style="list-style-type: none"> <li>• delivering fire and rescue services in North Wales within the agreed budget;</li> <li>• continuing to pursue ongoing internal efficiencies;</li> <li>• building on existing measures to monitor operational performance by fire crews before, during and after incidents;</li> <li>• developing a more flexible model for the delivery of training and development including providing training more locally to support the needs of retained firefighters;</li> <li>• focusing on improving the effectiveness of cover provided through the Retained Duty System (on call firefighters);</li> <li>• reviewing Business Continuity Management and enhancing the Service’s capability to deal with large-scale incidents;</li> <li>• continuing to monitor and evaluate the impact and effectiveness of programmes undertaken in partnership with other organisations;</li> <li>• developing an effective asset management system that promotes optimal resource allocation;</li> <li>• implementing the findings of the Grenfell Tower Fire inquiry and review to mitigate the risk of such a tragedy occurring in North Wales</li> </ul>



Linked Well-being Goals/Ways of Working	Objective Four	We plan to achieve this by:
	<p>Continue to identify opportunities to encourage greater engagement with people, communities, staff and stakeholders</p>	<ul style="list-style-type: none"> <li>• raising awareness of, and helping to prevent arson attacks and reduce the number of deliberate fires and false alarms;</li> <li>• engaging with local employers, communities and those directly affected by fire and other emergency incidents to develop prevention activities and campaigns;</li> <li>• promoting national and local safety campaigns, ensuring that areas of greatest risks are prioritised, for example, fires caused by cooking;</li> <li>• maintaining the currency of existing information-sharing agreements, and seeking to establish new agreements where appropriate;</li> <li>• conducting a health and well-being survey of all staff and promoting activities throughout the Service;</li> <li>• completing a review of the Corporate Communications Strategy;</li> <li>• reporting on energy usage and reduce carbon prevalence within NWFRS buildings, including the development of an ‘Invest to Save’ fund for future carbon reduction projects;</li> <li>• developing an online generic / standalone rolling survey which reflects all seven corporate objectives which could be used to record feedback from all stakeholders on the services the Authority provides</li> </ul>



Linked Well-being Goals/Ways of Working	Objective Five	We plan to achieve this by:
	<p>Maintain a suitably resilient, skilled, professional and flexible workforce</p>	<ul style="list-style-type: none"> <li>• recruiting, developing and retaining a highly skilled, motivated and bilingual workforce;</li> <li>• developing employment practices aimed at increasing the employment prospects of people who might otherwise find it difficult to gain access to work and prioritise action to promote gender equality;</li> <li>• adopting agile and flexible working models which will contribute to a low carbon society though reducing emissions associated with travel for work purposes;</li> <li>• continuing to seek out new opportunities to develop apprenticeship schemes within the Service;</li> <li>• adopting a more holistic approach to improving employee wellbeing, continue to invest in reducing absence and concentrate on health promotion;</li> <li>• renewing certification of the Platinum Corporate Health Award</li> <li>• continuing to contribute to the All-Wales ‘People and Organisational Development Strategy’;</li> <li>• improving ways of supporting staff to become future leaders</li> </ul>



Linked Well-being Goals/Ways of Working	Objective Six	We plan to achieve this by:
	<p>Develop ways of becoming more environmentally conscious in order to minimise the impact of our activity on the environment</p>	<ul style="list-style-type: none"> <li>• establishing a Strategic Board with responsibility for developing an Environmental Strategy for the Authority;</li> <li>• exploring opportunities to reduce plastic packaging on goods brought into the Service;</li> <li>• identifying ways to use water supplies as responsibly as possible;</li> <li>• seeking opportunities to reduce the amount of waste the Authority sends to landfill;</li> <li>• identifying ways to increase biodiversity on premises;</li> <li>• working with Public Services Boards across North Wales to understand climate change from a regional perspective;</li> <li>• working with landowners to reduce incidences of wildfires and encourage notification of controlled burning;</li> <li>• replacing technical rescue units to achieve greater fuel efficiency and lower engine emissions</li> </ul>



Linked Well-being Goals/Ways of Working	Objective Seven	We plan to achieve this by:
	<p>Ensure that social value and sustainability are considered, including during procurement processes</p>	<ul style="list-style-type: none"> <li>• continuing to seek out opportunities to add social value to communities;</li> <li>• developing a Social Value and Sustainable Procurement Strategy;</li> <li>• exploring options for local procurement to be delivered via national/regional collaboration both within the fire and rescue sector and across other blue light agencies;</li> <li>• ensuring that the procurement of new operational equipment includes consideration of ‘total end of life’ disposal;</li> <li>• further developing opportunities to work with the charitable organisation ‘Fire Aid’ to ensure that equipment is recycled where possible;</li> <li>• developing a procurement awareness training package;</li> <li>• ensuring procurement frameworks and contracts measure social value and sustainability during tendering processes;</li> <li>• promoting social value and sustainability within the Service</li> </ul>



## Contact us:

in writing: North Wales Fire and Rescue Service  
Fire and Rescue Service Headquarters  
Ffordd Salesbury  
St Asaph Business Park  
St Asaph  
Denbighshire  
LL17 0JJ

by phone: 01745 535250

via our website: [www.nwales-fireservice.org.uk](http://www.nwales-fireservice.org.uk)

## How to contribute to future corporate objectives

The Authority invites comments from anyone with an interest in the Authority's work. All comments received are taken into account before finalising the following year's plans.

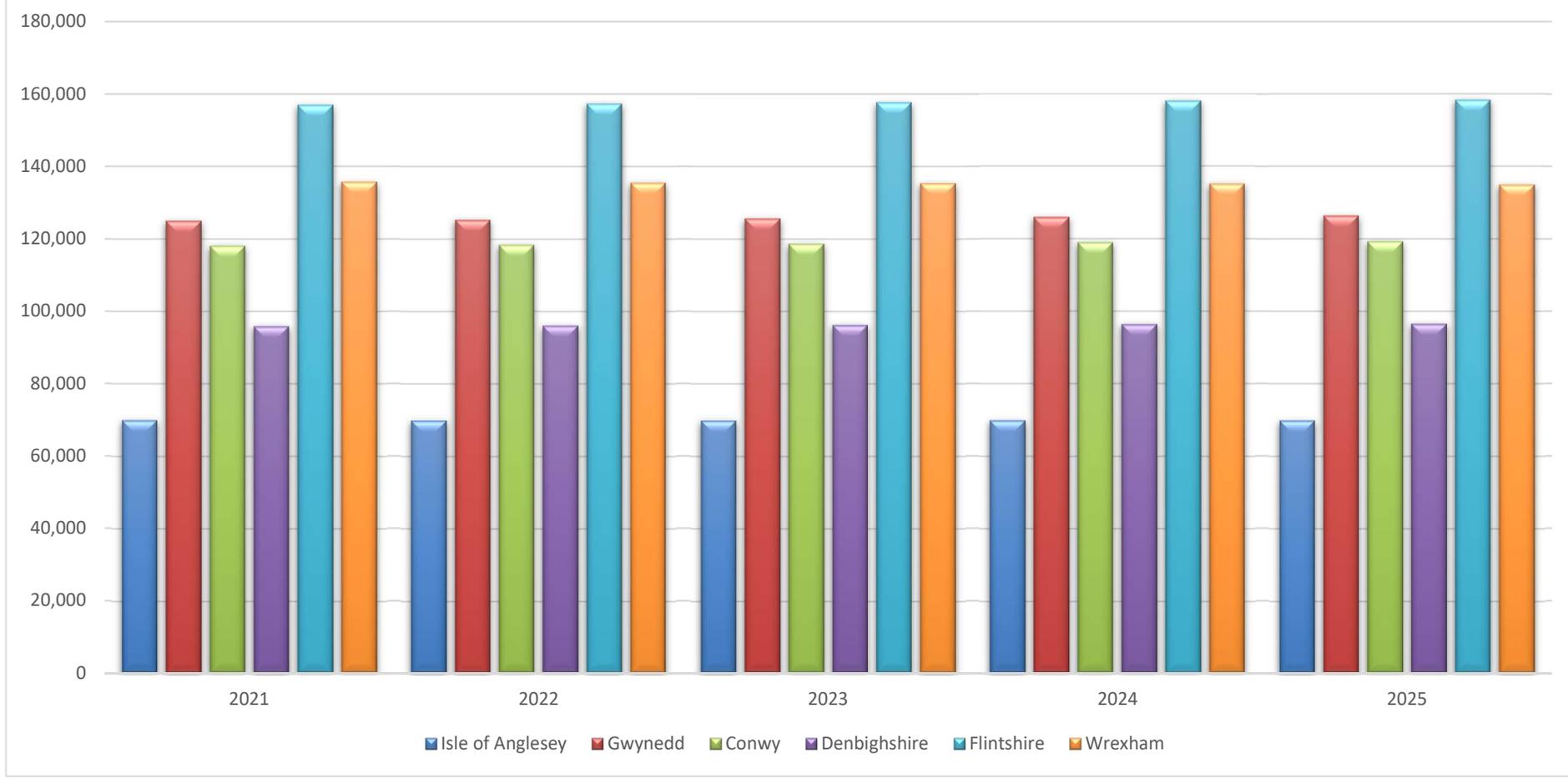
Anyone wishing to contribute to new ideas about future corporate objectives is welcome to write to the Chief Fire Officer at the address shown above.



## Appendix A – Constituent Local Authority contributions 2020/21 – 2021/22

Authority	2020/2021	Increase in contributions	Increase	2021/2022	Population	Population	Increase in contributions	Increase
	Contribution	£	%	Projected		%	£	%
	£			£				
Conwy County Borough Council	6,005,505	129,591	2.20%	6,230,520	118,001	17%	225,015	3.75%
Anglesey County Council	3,592,944	70,146	2.00%	3,689,651	69,879	10%	96,707	2.69%
Gwynedd Council	6,363,994	137,376	2.20%	6,596,692	124,936	18%	232,698	3.66%
Denbighshire County Council	4,898,654	92,973	1.90%	5,060,195	95,836	14%	161,541	3.30%
Flintshire County Council	7,968,197	177,721	2.20%	8,282,403	156,862	22%	314,206	3.94%
Wrexham County Borough Council	7,112,560	96,935	1.40%	7,214,775	136,642	19%	102,215	1.44%
<b>Total</b>	<b>35,941,854</b>	<b>704,742</b>	<b>2.00%</b>	<b>37,074,236</b>	<b>702,156</b>	<b>100%</b>	<b>1,132,382</b>	<b>3.15%</b>

### North Wales population projections 2021 - 2025



<https://statswales.gov.wales/Catalogue/Population-and-Migration/Population/Projections/Local-Authority/2018-based/populationprojections-by-localauthority-year>