



# North Wales Fire and Rescue Authority

# Community Risk

# Management Plan

## 2024 – 2029



Our five principles for keeping communities safe – have your say

PEOPLE

PREVENTION

PROTECTION

RESPONSE

ENVIRONMENT

Mae'r ddogfen hon ar gael yn Gymraeg

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People

Prevention

Protection

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Environment



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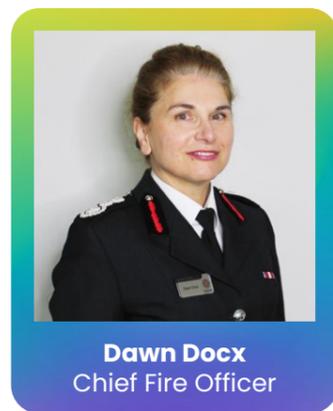
# Foreword

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

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

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

Maintaining our ability, through our dedicated firefighters, to provide an effective emergency response, requires a range of different staffing models or 'duty systems', which are explained in more detail on page 10.



**Dawn Docx**  
Chief Fire Officer



**Dylan Rees**  
Fire Authority Chair

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

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

Through our Emergency Cover Review, we have been exploring scenarios for providing emergency cover in the future, with a view to improving existing cover. More details of the Emergency Cover Review can be found on page 44.

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

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



# What is a Community Risk Management Plan (CRMP)?

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



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

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

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

Our Principles are explained on page 32.

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

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

## Monitoring the Community Risk Management Plan

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

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



## About North Wales

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

### Isle of Anglesey

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



### Gwynedd

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



### Conwy

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





## Denbighshire

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



## Flintshire

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



## Wrexham

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



People Prevention Protection Response Environment

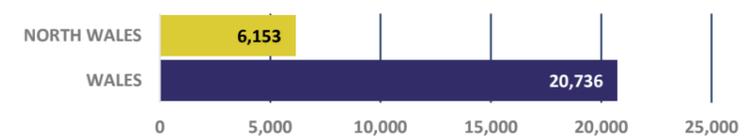
Knowing about North Wales today helps the Authority plan to make positive changes for the future.

## Population



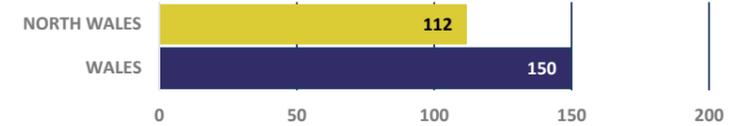
**22.0%**  
of Wales  
[Source: Welsh Government](#)

## Area Km<sup>2</sup>



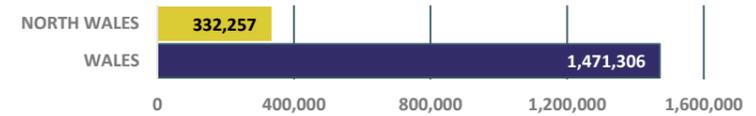
**29.7%**  
of Wales  
[Source: Welsh Government](#)

## Population Density



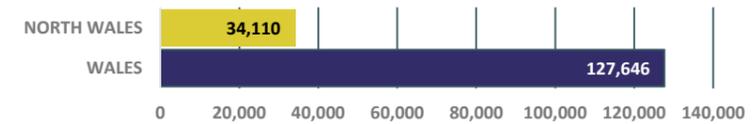
**112**  
The Welsh average is **150**  
[Source: Welsh Government](#)

## Dwellings



**22.6%**  
of Wales  
[Source: Welsh Government](#)

## Non-domestic Properties



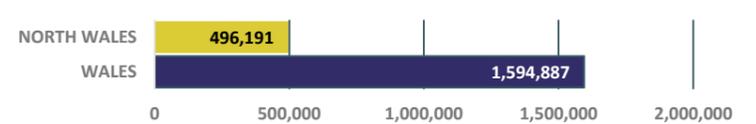
**26.7%**  
of Wales  
[Source: Welsh Government](#)

## Road Length Km



**28.1%**  
of Wales  
[Source: Welsh Government](#)

## Agricultural Area Km<sup>2</sup>



**31.1%**  
of Wales  
[Source: Welsh Government](#)

## Welsh Speakers



**31.2%**  
of Wales  
[Source: Welsh Government](#)

People Prevention Protection Response Environment

# Your Fire and Rescue Service

## Making North Wales a safer place to live, work and visit

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

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

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

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

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

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

We have four duty systems so we can crew our fire engines based on local risks and needs. How we currently deploy our firefighters is subject to the Emergency Cover Review, see page 44.

### Wholetime Fire Engines

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

### Day Crewing Fire Engines

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

### Wholetime Duty Rural Firefighters

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

### On-call Fire Engines

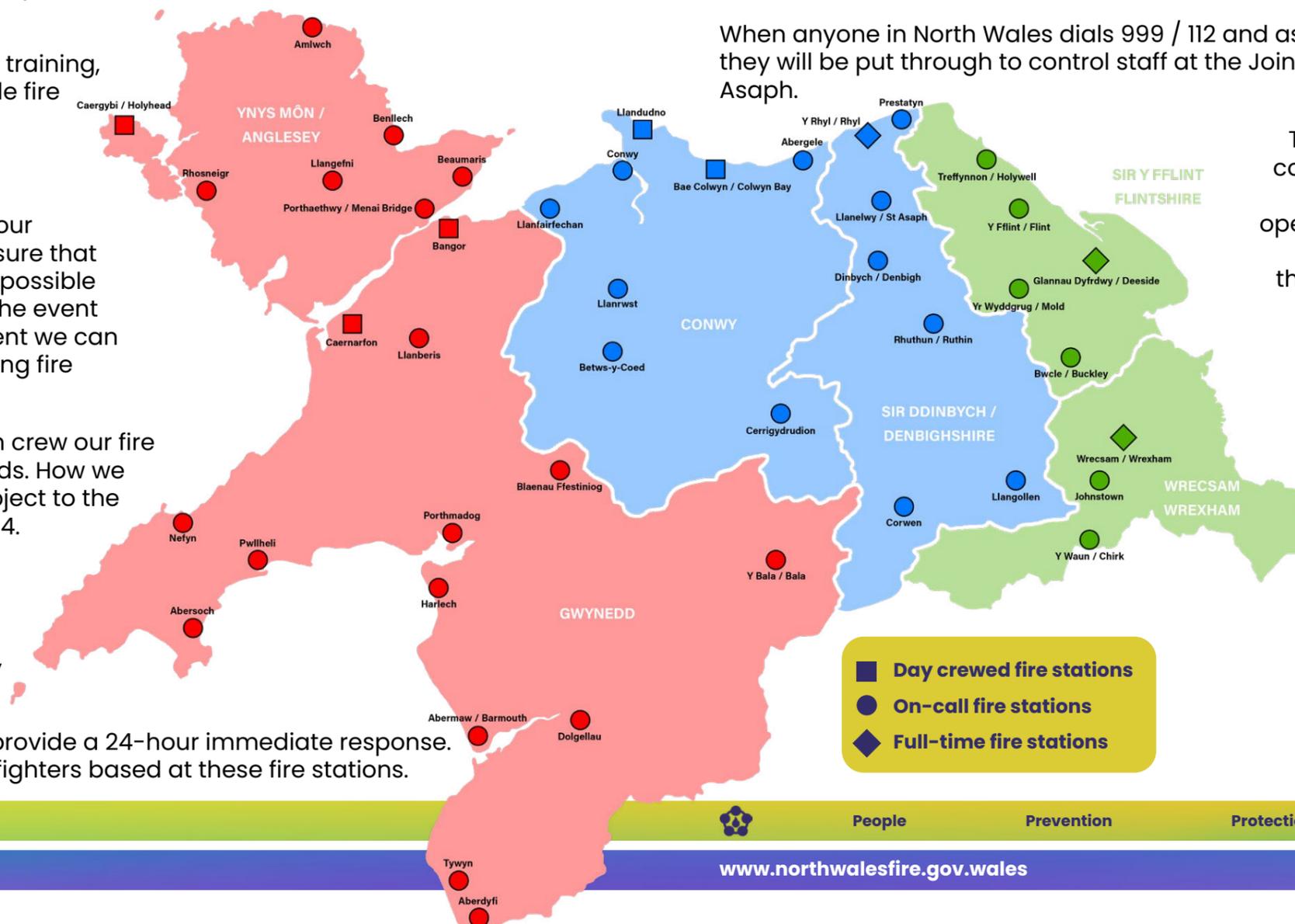
Our on-call firefighters operating the retained duty system operate across all of our fire stations but the majority are based in rural fire stations located in the region. They are required to live or work within five minutes of their fire station in order to respond to emergencies. They also attend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

### Control Room Staff

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

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

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





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

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

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

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

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

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

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

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

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

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

# Our Governance and Legislation

Like all public-sector bodies, North Wales Fire and Rescue Authority is required to operate in accordance with numerous pieces of legislation including:

<b>The Fire and Rescue Services Act 2004</b>
<b>The Fire and Rescue Services (Emergencies) (Wales) Order 2007</b>
<b>The Health and Safety at Work Act 1974</b>
<b>The Civil Contingencies Act 2004</b>
<b>The Regulatory Reform (Fire Safety) Order 2005</b>
<b>The Local Government (Wales) Measure 2009</b>
<b>The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011</b>
<b>The Welsh Language (Wales) Measure 2011</b>
<b>The Well-being of Future Generations (Wales) Act 2015</b>
<b>The Welsh Government Fire and Rescue National Framework 2016</b>
<b>The Fire and Rescue Services (Emergencies) (Wales) (Amendment) Order 2017</b>
<b>The UK Data Protection Act 2018</b>
<b>The Serious Violence Duty 2022</b>
<b>The Social Partnership and Public Procurement (Wales) Act 2023</b>



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

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

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

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

Our Improvement and Well-being Objectives (defined under the What do we intend to do during the life of this plan? Section of Our Principles, [pages 32 to 47](#)) will help us achieve the seven well-being goals in several ways. We have ensured that the actions for our Improvement and Well-being Objectives have been developed in accordance with the sustainable development principle.

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



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 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 LPG heating from our estate. Through our Protection work we will seek to avoid or limit the emission of harmful gases into the atmosphere as a result of industrial or environmental waste fires.

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



### Balancing short term needs with long-term needs

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



### Putting resources into preventing problems

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



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

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



### Collaborating with others to help meet well-being objectives

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



### Involving others to reflect the diversity of an area

Our consultation and engagement activities ensure there are opportunities for the public, locally elected politicians, partnership agencies and our staff to contribute views and ideas.

## Our Socio-Economic Duty Statement

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

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



People

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

## Future Trends Report Wales 2021

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

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

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

## The Local Government (Wales) Measure 2009

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

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

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

## The Welsh Government Fire and Rescue National Framework 2016

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

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

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

## The Welsh Language (Wales) Measure 2011

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

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

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

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

## The Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

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

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.



- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

## Public Service Boards (PSBs)

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

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

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

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

## Gwynedd and Isle of Anglesey Objectives

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

## Conwy and Denbighshire Objectives

- To make Conwy and Denbighshire a more equal place with less deprivation. We have also identified four key themes to support our main objective, these include:
- Well-being – Communities are happier, healthier and more resilient in the face of challenges, such as the Climate Change and Nature Emergency, or the rising cost of living.
- Economy – There is a flourishing economy, supported by a skilled workforce fit for the future.

- Equality – Those with protected characteristics face fewer barriers.
- Housing – There is improved access to good quality housing.

## Wrexham and Flintshire Objectives

- Build flourishing communities by reducing inequalities across environment, education, employment, income and housing.
- Improve community well-being by enabling people of all ages to live healthy and independent lives.

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

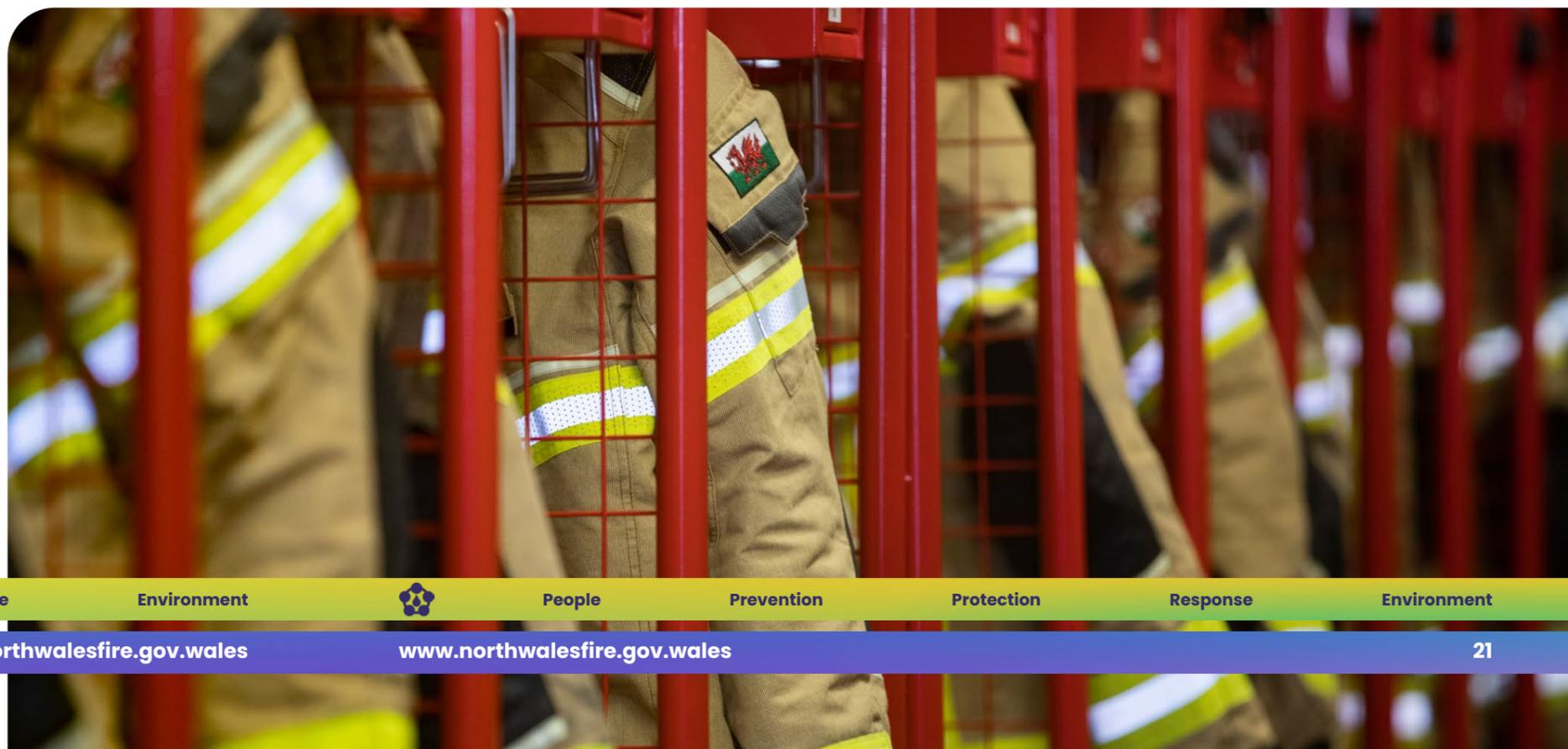
Our work with the PSBs demonstrates our commitment to the sustainable development principle of the WFGA, the seven goals of the WFGA and applying the five ways of working.

More information about the PSBs can be found by following the links below;

[Gwynedd and Anglesey Public Services Board](#)

[Conwy and Denbighshire Public Services Board](#)

[Flintshire and Wrexham Public Services Board](#)



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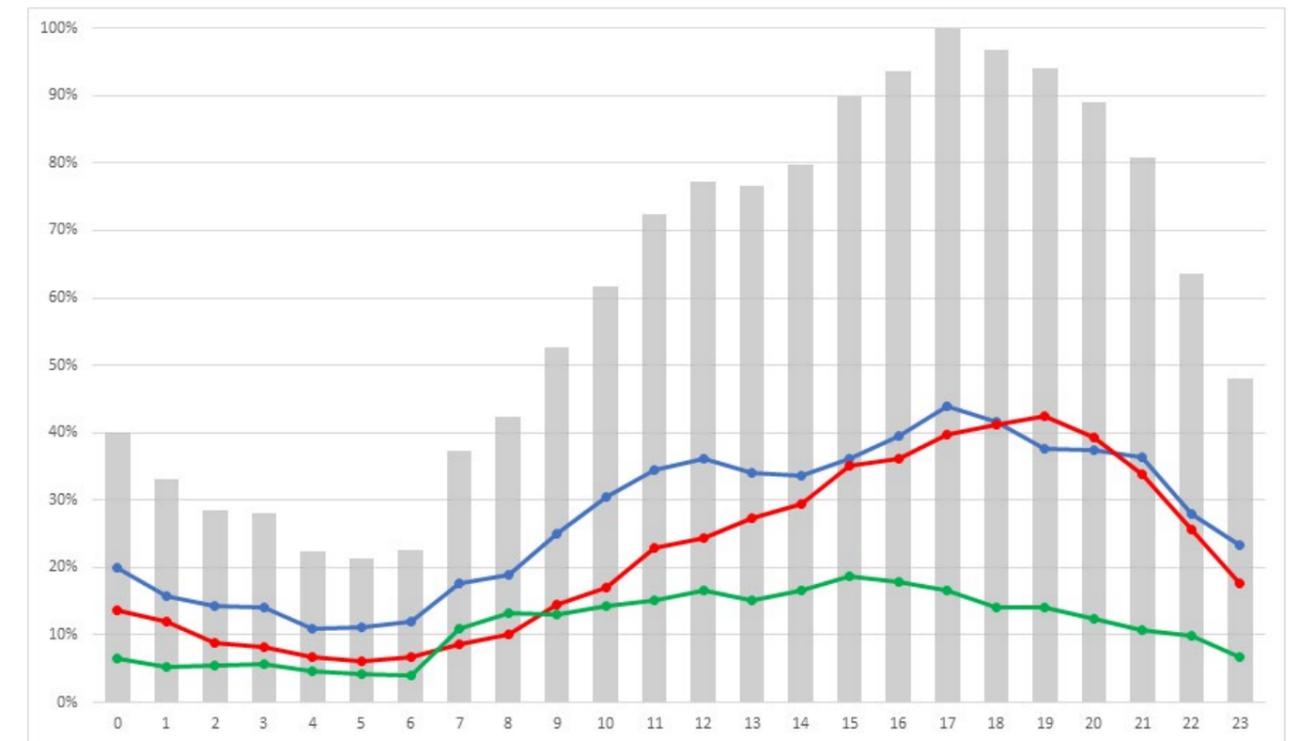
Environment

# Our Demand Forecast

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

Current Average Annual Operational Demand <small>*Based on data from 2019-20 to 2022-23</small>	Category	Predicted Average Annual Operational Demand 2024-25 to 2028-29
<b>5,161</b>	Incidents Attended	<b>5,702</b>
<b>1,806</b>	Fires	<b>1,299</b>
<b>349</b>	Accidental Dwelling Fires	<b>247</b>
<b>200</b>	Non-domestic Property Fires	<b>156</b>
<b>498</b>	Deliberate Fires	<b>412</b>
<b>2,441</b>	False Alarms	<b>2,678</b>
<b>2,399</b>	False Alarms by Apparatus	<b>2,642</b>
<b>727</b>	Other Emergency Incidents	<b>1,593</b>
<b>188</b>	Road Traffic Collisions	<b>356</b>
<b>521</b>	Vehicle Fires	<b>667</b>
<b>87</b>	Flooding	<b>Unable to predict</b>
<b>24</b>	Wild Fires	<b>22</b>
<b>15,537</b>	Safe and Well Checks Completed	<b>17,500</b>

# Our Demand Profile



**Average hourly incidents**

Incident Category - Blue: False Alarm, Red: Fire, Green: Special Service



# Our Performance Indicators

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

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

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

# How We Assess Risk and Demand

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

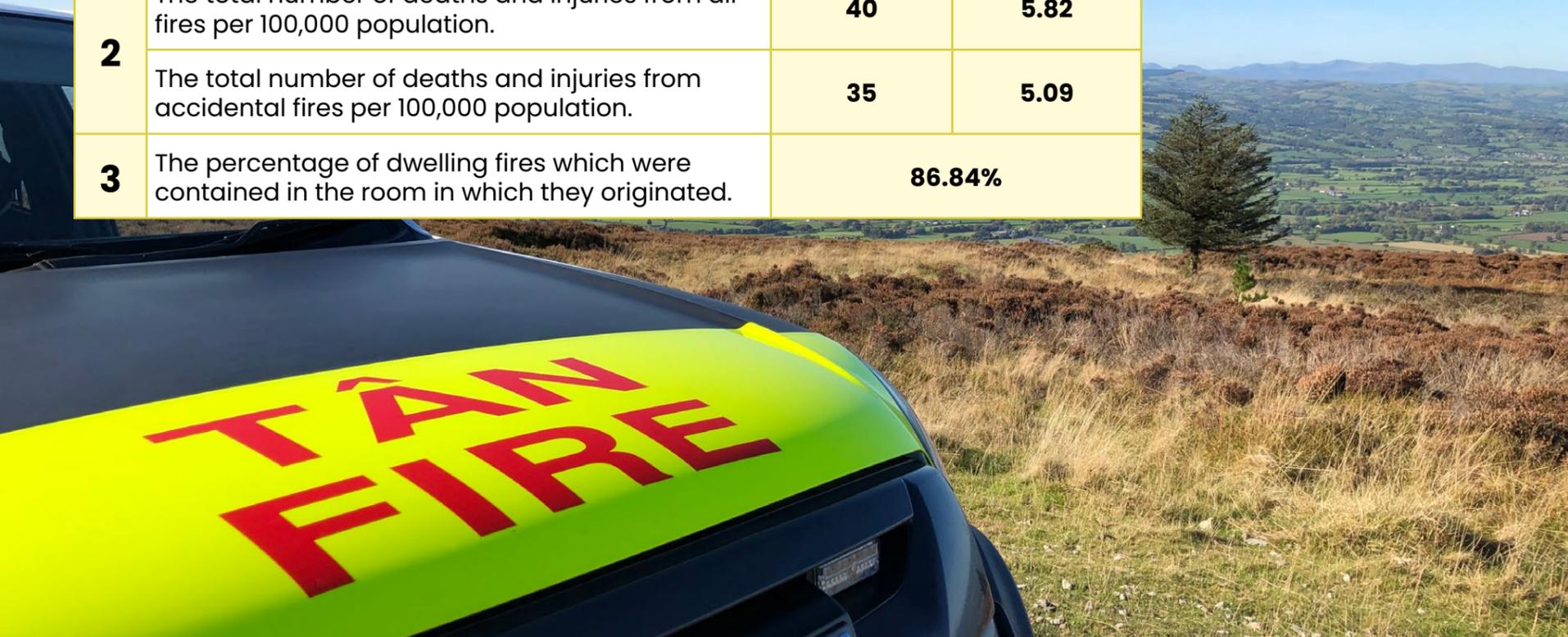
We have reviewed our own and partnership data relating to historical reported incidents, to identify the hazards likely to have an impact upon the future delivery of Fire and Rescue services in North Wales.

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

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

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

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



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



### Defining Scope

Understanding what the CRMP process needs to achieve.



### Hazard Identification

Describe community hazards and who is at risk.



### Risk Analysis

Assess the likelihood and consequence of a risk occurring.



### Decision-Making

Decide on steps to take to reduce the risk



### Evaluation

Check to see if the CRMP is working as planned



In addition to the statutory requirement for reporting of performance indicators to Welsh Government, a suite of measures has been developed to monitor the effectiveness of our tactics against those risks and these are regularly reviewed by the Service Leadership Team and the Fire and Rescue Authority.

Sustainable reduction in risk related incidents can only successfully be achieved by working in partnership with our communities, local businesses and other public service partners. We are members of the Local Resilience Forum, Partnership Service Boards and the Strategic Partnership Casualty Reduction Group.

# Our Risks

## Tourism

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

## Accidental Dwelling Fires

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

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

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

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

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



## Non-Domestic Premises Fires

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

Fire in any type of business premises can have a devastating impact on lives and livelihoods. We undertake a risk-based inspection programme to ensure businesses are complying with fire safety legislation and to help them become more fire resilient, prioritising those buildings with a history of fire incidents or known fire safety concerns,

or those escalated to us by partner agencies or the community. We encourage and assist businesses to comply with fire safety laws or face potential enforcement action.

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

## Wildfires

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



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

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

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

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

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

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

## Drowning

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

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

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

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

## Road Traffic Collisions

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

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

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

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



# Flooding

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



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

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

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

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

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

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

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

# Emerging Technologies

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

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

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

## Modern methods of construction

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

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



# Our Five Principles

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



## Our People Principle

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

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



## Our Prevention Principle

*Working with partners to help make communities safer.*

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



## Our Protection Principle

*Making businesses safer together.*

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



## Our Response Principle

*Providing an effective emergency response.*

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



## Our Environment Principle

*Protecting and preserving our natural environment for future generations.*

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



People

Prevention

Protection

Response

Environment



People

Prevention

Protection

Response

Environment

# Our People Principle



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

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

## **Why is this important?**

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

## **What have we done to date?**

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

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

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

## **These actions will contribute to the following well-being goals**



A resilient  
Wales



A Wales of  
cohesive  
communities



A healthier  
Wales



A Wales  
of vibrant  
culture and  
thriving Welsh  
language



A more equal  
Wales



A prosperous  
Wales

We will monitor our progress through the following Governance Committees:

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



People

Prevention

Protection

Response

Environment



People

Prevention

Protection

Response

Environment

# Service Culture

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

We welcome the Welsh Government's decision to accept our proposal to independently review how we are progressing on our cultural journey, as we are wholeheartedly committed to excellence and continuous improvement and will publish a report during 2024.

We have a set of organisational values that are published and displayed across all of our premises and these can be found on page 51.

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

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

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

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

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

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

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



# Our Prevention Principle



## **Working with partners to help make communities safer.**

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

## **Why is this important?**

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

## **What have we done to date?**

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

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

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



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

## **These actions will contribute to the following well-being goals**



A resilient Wales



A Wales of cohesive communities



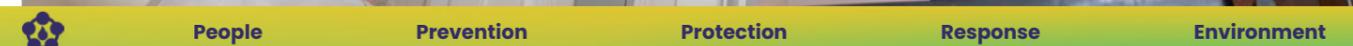
A healthier Wales



A globally responsible Wales

We will monitor our progress through the following Governance Committee:

- Prevention and Protection Performance Committee



# Our Protection Principle



## ***Making businesses safer together.***

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

## **Why is this important?**

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

## **What have we done to date?**

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

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

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

## **These actions will contribute to the following well-being goals**



A resilient  
Wales



A Wales of  
cohesive  
communities



A healthier  
Wales



A globally  
responsible  
Wales



A prosperous  
Wales

We will monitor our progress through the following Governance Committee:

- Prevention and Protection Performance Committee



# Our Response Principle



## Providing an effective emergency response.

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

## Why is this important?

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

## What have we done to date?

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

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

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

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



A resilient  
Wales



A Wales of  
cohesive  
communities



A healthier  
Wales



A more equal  
Wales

We will monitor our progress through the following Governance Committees:

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



People

Prevention

Protection

Response

Environment



People

Prevention

Protection

Response

Environment



# Emergency Cover Review

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

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

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

An independent company, ORH, was commissioned to work with the Corporate Planning, Performance and Transformation Team, providing technical support in relation to data analysis and modelling, to critique current emergency cover arrangements and to identify the optimum solutions for improvement. The Service also utilised National Fire Chiefs Council risk profiling, which highlighted that there were locations of higher risk in more rural areas that reinforced the need for improved equity of cover.

We worked closely with The Consultation Institute and attained a Consultation Quality Assurance Certification in November 2023. During the pre-consultation stage,

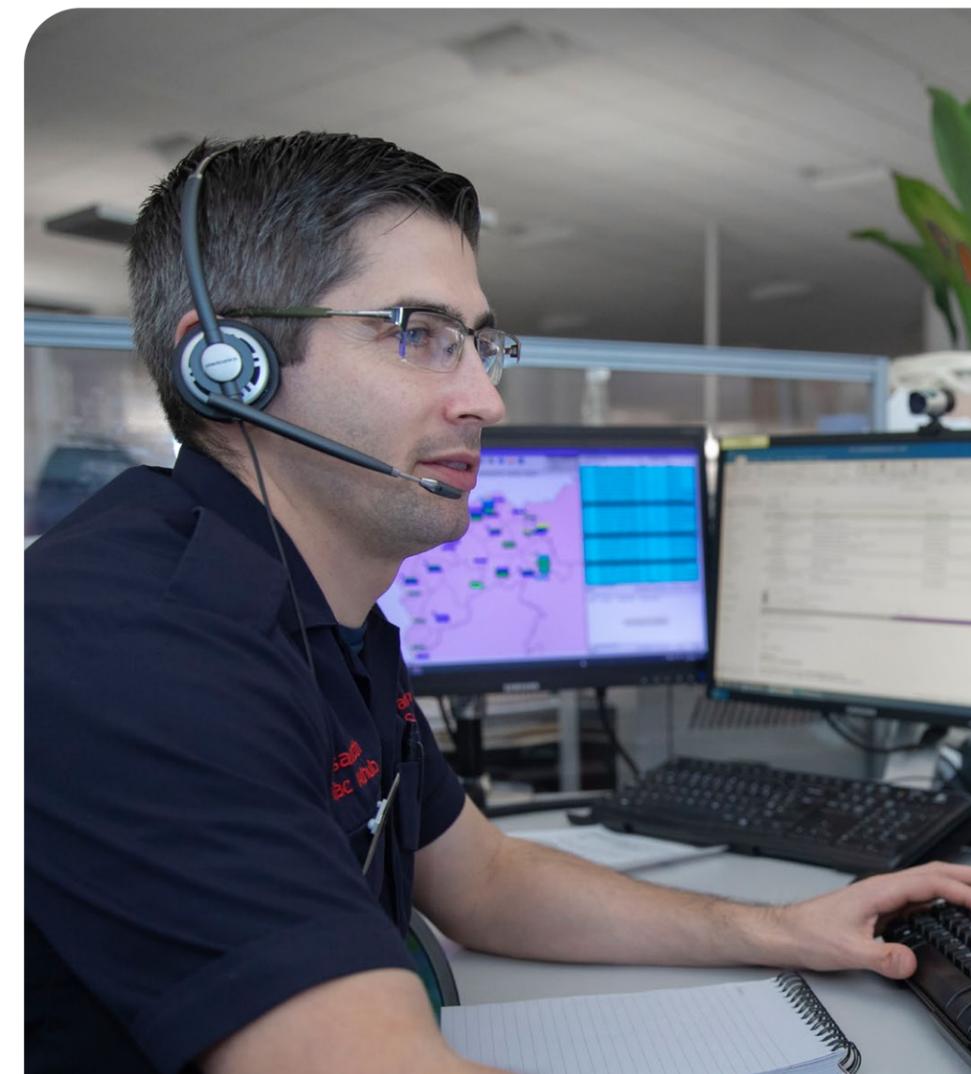
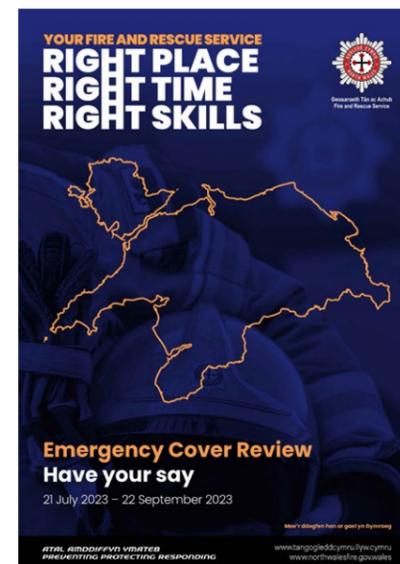
meetings with stakeholders including staff, local and national politicians, equality, diversity and inclusion groups, the public and other agencies were held, which enabled the development of three options which went to full public consultation between July and September 2023. This was our largest public consultation exercise in our history and we received an unprecedented 1,726 responses.



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

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

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



# Our Environment Principle



## Protecting and preserving our natural environment for future generations.

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

## Why is this important?

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

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

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

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

## What have we done to date?

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



People

Prevention

Protection

Response

Environment

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

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

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



A resilient  
Wales



A Wales of  
cohesive  
communities



A healthier  
Wales



A globally  
responsible  
Wales

We will monitor our progress through the following Governance Committee:

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



People

Prevention

Protection

Response

Environment

# Our Objectives – Summary

## People

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

## Prevention

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

## Protection

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

## Response

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

## Environment

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

# Our Finances

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

For the current financial year, 2024-25, the Authority has a revenue budget of £48.322m and a capital programme of £5.67m.

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

## Our funding (£m)

2020-21	2021-22	2022-23	2023-24	2024-25
£35.9	£37.1	£39.4	£44.4	£48.3

## What we spent it on 2022-2023

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

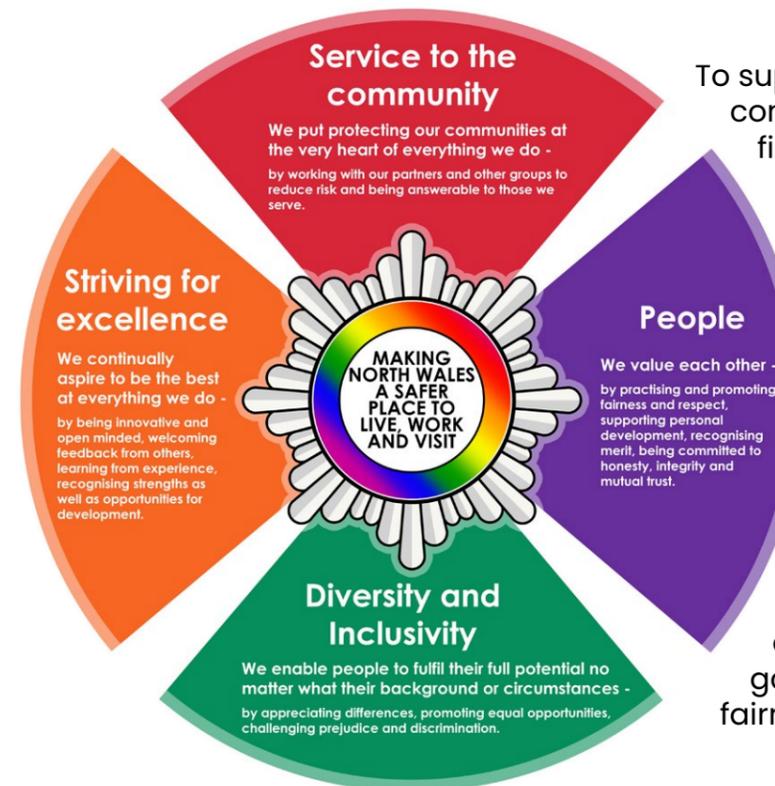
<b>People</b>	<b>Premises</b>	<b>Transport</b>
<b>£30.35m</b>	<b>£2.99m</b>	<b>£1.25m</b>
<b>Supplies and Services</b>	<b>Capital Finances</b>	<b>Income*</b>
<b>£4.95m</b>	<b>£2.42m</b>	<b>£2.94m</b>

\*Predominantly Welsh Government grants

# Our Values

Our mission statement is:

## MAKING 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.

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

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

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

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



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

# How to Provide Feedback

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

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

Scan the QR code to take part.



## ALTERNATIVE VERSIONS

If you do not have access to the internet

Call or text us on **07787 578386**; or E-mail us at [OurFivePrinciples@northwalesfire.gov.wales](mailto:OurFivePrinciples@northwalesfire.gov.wales) - we can send you a paper copy of the questionnaire, which you can return to us free of charge.

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

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

Alternatively, you can provide your feedback, by contacting us via our website [www.northwalesfire.gov.wales](http://www.northwalesfire.gov.wales), telephone us on **01745 535250** or write to us at;

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

Following the consultation, a report containing all feedback received will be presented to members of North Wales Fire and Rescue Authority for consideration at the meeting scheduled on **15th July 2024**.

All feedback received will be considered and subject to approval of the Fire and Rescue Authority, the Community Risk Management Plan 2024-2029 will then take immediate effect and be published on our website.

## Request a Safe and Well Check

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

## Follow us

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People

Prevention

Protection

Response

Environment