

Improvement and Well-being Plan 2020-21



Collaboration



Intergration



Involvement



Long Term



Prevention

Contents

North Wales Fire and Rescue Final Draft Improvement and Well-being Plan 2020/21.....	2
Introduction	2
The Authority	3
Improvement and well-being	4
Public Services Boards.....	5
The Authority’s Well-Being Statement	7
Improvement and Well-being Objectives	9
Objective 1: To work towards making improvements to the health, safety and well-being of people in North Wales.	10
Objective 2: To continue to work collaboratively to help communities improve their resilience.	11
Objective 3: To operate as effectively and efficiently as possible, making the best use of the resources available.	12
Objective 4: To continue to identify opportunities to encourage greater engagement with people, communities, staff and stakeholders.	13
Objective 5: To maintain a suitably resilient, skilled, professional and flexible workforce.....	14
Objective 6: To develop ways of becoming more environmentally conscious in order to minimise the impact of our activity on the environment.....	15
Objective 7: To ensure that social value and sustainability are considered, including during procurement processes.	16
Steps towards achieving the Authority’s Seven Improvement and Well-being Objectives	17
How the Authority’s improvement and well-being objectives support the well-being Goals for Wales	21
Contact Details.....	23
How to contribute to future improvement objectives.....	23
Appendix A.....	24
Financial contributions to North Wales Fire and Rescue Authority	24

North Wales Fire and Rescue Final Draft Improvement and Well-being Plan 2020/21

Introduction

Fire and rescue authorities in Wales are required to publish improvement objectives in accordance with the Local Government (Wales) Measure 2009, and well-being objectives in accordance with the Well-being of Future Generations (Wales) Act 2015. For the purposes of the Authority's planning processes these are treated as one and the same, in that shorter term steps can also serve as steps towards achieving longer term well-being objectives.

Rather than focusing on planning for the next few years, the Well-being of Future Generations (Wales) Act 2015 requires the Authority to set its sights further into the future and to consider what it can do now to start improving the lives of people who will be living in North Wales in the 2020s, 2030s and 2040s. By law the Authority must develop well-being objectives for itself that contribute to meeting Wales' well-being goals, and take steps to achieve those objectives.

This is an opportunity for public services to think in the longer term and to work together more effectively to tackle the complex issues that affect people's lives but cannot be resolved by just one organisation through short term plans.

In 2019, following a review of its two existing long term improvement and well-being objectives, the Authority agreed a revised and extended set of improvement and well-being objectives for 2020/21 which demonstrate a broader contribution to Wales' well-being goals.

In summary the Authority will:

- **set and publish well-being objectives;**
- **take all reasonable steps to meet those objectives;**
- **publish a statement about its objectives;**
- **publish an annual report of progress;**
- **publish a response to any recommendations made by the Future Generations Commissioner for Wales.**

The statutory deadline for publishing¹ is 31st March.

¹ Fire and Rescue Authorities (Improvement Plans) (Wales) Order 2012 and paragraph 10 of Statutory Guidance "Shared Purpose Shared Future" (SPSF2).

The Authority

North Wales Fire and Rescue Authority (the 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 publicly accountable and has a statutory responsibility to maintain a fire and rescue service for the communities of North Wales, in accordance with the following:

- 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 Authority's mission is to make North Wales a safer place to live, work and visit. Its core values are:

You can find out more about the Service and the Authority [here](#).

Improvement and well-being

This Improvement and Well-being Plan sets out the Authority's vision for the future, and how, through the delivery of seven long term objectives, this will be achieved. The overall intention of the plan is to explain publicly what the Authority's intentions are, to invite comments and suggestions, and to provide a basis for the annual performance assessment which will be published by September each year.

The Authority's Improvement and Well-being Plan must demonstrate that it has improved what it does in terms of at least one out of the seven aspects of improvement, which are:

1. strategic effectiveness;
2. service quality;
3. service availability;
4. fairness;
5. sustainability;
6. efficiency; and
7. innovation.

In accordance with the **Well-being of Future Generations (Wales) Act 2015** the Authority's plan must also contribute to the improvement of 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 Act lists seven well-being goals for Wales as a whole which are shown in the diagram opposite.

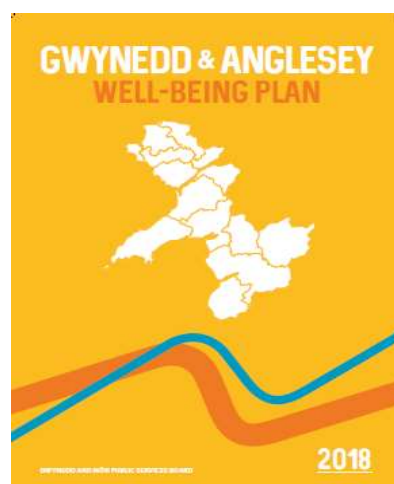
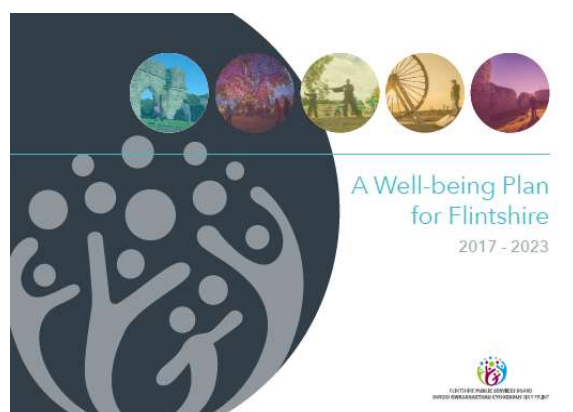
These goals are intended to promote a sense of common purpose, and so encourage people and organisations to work together to help achieve the goals for the benefit of future generations of people.



Public Services Boards

The Act also requires the Authority to engage as 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 Denbigshire, and Anglesey and Gwynedd.

The four North Wales PSBs published their local well-being plans as required in 2018. Feedback was sought from local residents, businesses and visitors, and copies were sent as required by the Act to the Welsh Ministers, the Well-being of Future Generations Commissioner, the Auditor General for Wales and the relevant local authority's overview and scrutiny committee.



Analysis of the four PSB well-being plans revealed a total of 74 priorities for North Wales. These priorities were grouped under 16 key headings: 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.

All PSBs developed actions to address the complex issues identified as priorities within the plans. Working groups were established to deliver the priorities, and time-bound work plans were created with progress regularly reported back to each PSB and the Authority.

Some of the objectives developed by the PSBs align with the Authority's own long term improvement and well-being objectives and, where these have been identified, an integrated approach is being taken in order to maximise opportunities to work collaboratively with partners and stakeholders.

Partnership working is developing around areas such as climate change, biodiversity, community cohesion and prevention. Work is ongoing to explore further opportunities to work collaboratively in order to avoid duplication of effort across public sector organisations, and to encourage the sharing of resources.

The four annual reports for 2018/19 are available using the links below.

[Conwy and Denbighshire PSB Annual Report 2018/19](#)

[Wrexham PSB Annual Report 2018/19](#)

[Flintshire PSB Annual Report 2018/19](#)

[Gwynedd and Anglesey PSB Annual Report 2018/19](#)

The Authority's Well-Being Statement

The Authority understands the purpose and aim of the Act and is committed to ensuring that consideration is given to the long term impact of decision making on the communities of North Wales.

The improvement and well-being 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, workshops with Members and using feedback from the public consultation conducted in 2019.

The improvement and well-being objectives have also been developed in accordance with the five recommended ways of working. The “**five ways of working**” defined in the Act 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 includes projected demographic changes of an ageing and growing population, and anticipated financial constraints affecting public services.



Preventing problems from occurring or from getting worse.

The Authority has retained prevention at its heart, recognising that preventing fires and other harmful situations from arising makes better sense than response alone.



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.

The Authority has taken an integrated approach and considered other organisations' strategies (for example, for community health services) as well as its own.



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. Information about the response to the Authority's 2019 public consultation is available on request or from the Authority's website.



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 a range of other organisations, planning and collaborating at different levels and through various forums including the PSBs.

Improvement and Well-being Objectives

The Future Generations Commissioner for Wales (the Commissioner) has a duty to monitor and assess the extent to which public bodies are meeting their well-being objectives.

The Commissioner published a report in October 2019 looking back at progress made by public bodies during 2017/18. In addition to five general findings, it also reported findings across the range of public sector bodies, including fire and rescue authorities.

The Commissioner's findings, along with feedback from staff, Members and the public have been used to review the Authority's two existing improvement and well-being objectives resulting in an expanded set of seven improvement and well-being objectives.

Supporting the delivery of the new seven improvement and well-being objectives are a suite of more detailed, shorter term, steps that have been linked to the seven well-being goals using the Commissioner's [journey checkers](#).

Guidance published by the Commissioner on the well-being of future generations website provided a 'journey' for each of the seven well-being goals outlining several topics relevant to each well-being goal.

Journey Checkers



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



A Globally Responsible Wales



Involvement

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, for example, 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 and will also maintain its collaborative 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 local communities is extremely important to improve safety and help communities become more resilient. The Authority works closely with partner 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.

Working together with partners the Authority ensures that a joined up message is communicated, not only about safety but also about a range of other initiatives designed to improve the well-being of the whole community. Public and voluntary services working together can avoid costly duplication and inefficiency and provide a better quality of service when it is needed.

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



Given the backdrop of financial uncertainty² 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 towards the back of this Plan.

The projected ageing population can result in there being fewer people of working age to support those of pension age. The Office of National Statistics³ 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.

The Authority is responsible for a wide range of assets from land, property and vehicles to operational equipment, ICT and software. These assets are used to support frontline and supporting activities and have to deliver a high level of performance in terms of reliability, safety and cost.

The Authority is committed to investing in its ICT digital infrastructure to meet the growing demand for effective, efficient and secure systems. It will continue to explore new and innovative ways to use digital technology to realise efficiencies and to ensure staff have access to information when they need it.

² 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>

³<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/overviewoftheukpopulation/august2019>

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 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; protecting communities and valuing 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 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.

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 the 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 the role it has to play in helping the people of North Wales understand the impact of weather and climate change and the challenges that are being faced.

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.

During 2020/21 the Authority will commit 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 the value that people place on the changes they experience in their lives. It is about the changes experienced by people and includes qualitative, quantitative and comparative information, and also includes environmental changes in relation to how they affect people's lives.

The Authority is committed to developing its social value and ensuring that social, economic and environmental issues are considered as part of all its activities including supporting local Young Firefighters Associations (YFAs) and the Phoenix Project. The Phoenix project is an initiative aimed at young people to educate them about the importance of fire safety and the consequences of deliberate fires and hoax calls.

The Authority also contributes to a number of collaborative strategies that support social value such as the all Wales Road Safety Strategy which provides a framework for the three Welsh fire and rescue services to communicate and implement their road safety commitments on a national and local level.








Much has been achieved in recent years with a reduction in road traffic collisions as a result of improved road safety. The road safety strategy therefore represents a coordinated effort in the education of road users, specifically targeting at risk groups with a range of activities, interventions and publicity that result in behavioural change.



Social value is also about ensuring that social, economic and environmental issues are considered in the procurement of goods and services.

The Authority recognises the need to have the ability to buy goods and services in such a way that value for money is delivered and a consistent service is provided, whilst ensuring that all providers have a fair, equal and transparent opportunity to tender.

By embedding social value into its procurement processes the Authority will bring significant benefit to North Wales and its residents by delivering a social return, wherever possible, on every pound spent.

Steps towards achieving the Authority's Seven Improvement and Well-being Objectives

Objective 1: To work towards making improvements to the health, safety and well-being of people in North Wales by;		
 A Prosperous Wales	 A More Equal Wales	 A Healthier Wales
 A Wales of Cohesive Communities	 A Wales of Vibrant Culture & Thriving Welsh	 A Globally Responsible Wales
1.1	supporting people to prevent accidental dwelling fires and stay safe if they do occur	
1.2	developing knowledge and understanding of factors that contribute to a person's vulnerability to dwelling fires and utilise this to provide well-timed, targeted messaging to build awareness of risks and consequences and try to influence and change behaviours	
1.3	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	
1.4	supporting other agencies in reducing the number of road traffic collisions and associated deaths and injuries	
1.5	embedding safeguarding practices into day-to-day activities and ensuring these are aligned with national policy and guidance	
1.6	continuing to develop and deliver interventions and engagement with children and young people through targeted activities	
1.7	working with organisations that support vulnerable people	
1.8	rolling out Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) training to all staff with enhanced training for frontline community safety staff	

Objective 2: To continue to work collaboratively to help communities improve their resilience by;		
 A Prosperous Wales	 A Resilient Wales	 A More Equal Wales
 A Wales of Cohesive Communities	 A Wales of Vibrant Culture & Thriving Welsh	 A Globally Responsible Wales
2.1	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	
2.2	continuing to contribute to the development of a multi-agency regional wildfire plan	
2.3	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	

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



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	A Globally Responsible Wales
3.1	delivering fire and rescue services in North Wales within the agreed budget					
3.2	continuing to pursue ongoing internal efficiencies					
3.3	building on existing measures to monitor operational performance by fire crews before, during and after incidents					
3.4	developing a more flexible model for the delivery of training and development including providing training more locally to support the needs of retained firefighters					
3.5	focusing on improving the effectiveness of cover provided through the Retained Duty System (on call firefighters)					
3.6	reviewing Business Continuity Management and enhancing the Service's capability to deal with large-scale incidents					
3.7	continuing to monitor and evaluate the impact and effectiveness of programmes undertaken in partnership with other organisations					



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



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	A Globally Responsible Wales
4.1	raising awareness of, and helping to prevent arson attacks and reduce the number of deliberate fires and false alarms					
4.2	engaging with local employers, communities and those directly affected by fire and other emergency incidents to develop prevention activities and campaigns					
4.3	promoting national and local safety campaigns, ensuring that areas of greatest risks are prioritised, for example, fires caused by cooking					
4.4	maintaining the currency of existing information-sharing agreements, and seeking to establish new agreements where appropriate					
4.5	conducting a health and well-being survey of all staff and promoting activities throughout the Service					
4.6	completing a review of the Corporate Communications Strategy					








Objective 5: To maintain a suitably resilient, skilled, professional and flexible workforce by;



 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  A Globally Responsible Wales	
5.1	reviewing and reinvigorating the Health, Safety and Well-being Strategy
5.2	improving ways of raising awareness of the revised core values through recruitment processes, retention and progression opportunities and internal communications
5.3	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
5.4	continuing to seek out new opportunities to develop apprenticeship schemes within the Service
5.5	delivering training to fire cadets to raise awareness of programmes like the 'White Ribbon Youth Advocate Programme' aimed at enabling young people to be role models amongst friends to help end male violence against women
5.6	renewing certification of the Gold Corporate Health Award
5.7	continuing to contribute to the All-Wales 'People and Organisational Development Strategy'
5.8	improving ways of supporting staff to become future leaders
5.9	publishing a strategic equality plan for 2021 – 2024




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



 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  A Globally Responsible Wales	
6.1	establishing a Strategic Board with responsibility for developing an Environment Strategy for the Authority
6.2	exploring opportunities to reduce plastic packaging on goods brought into the Service
6.3	identifying ways to use water supplies as responsibly as possible
6.4	working with external partners such as the Welsh Government Energy Service to explore opportunities to reduce energy consumption and fuel usage
6.5	seeking opportunities to reduce the amount of waste the Authority sends to landfill
6.6	identifying ways to increase biodiversity on premises
6.7	working with Public Services Boards across North Wales to understand climate change from a regional perspective

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



      	
7.1	continuing to seek out opportunities to add social value to communities
7.2	developing a Social Value and Sustainable Procurement Strategy
7.3	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
7.4	ensuring that the procurement of new operational equipment includes consideration of 'total end of life' disposal
7.5	further developing opportunities to work with Fire Aid to ensure that equipment is recycled where possible
7.6	developing a procurement awareness training package

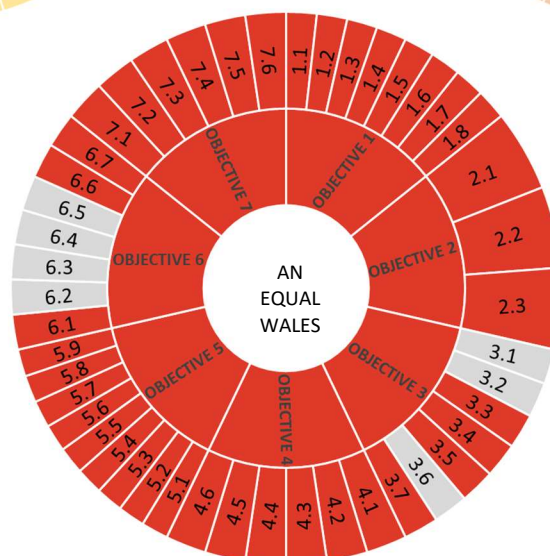
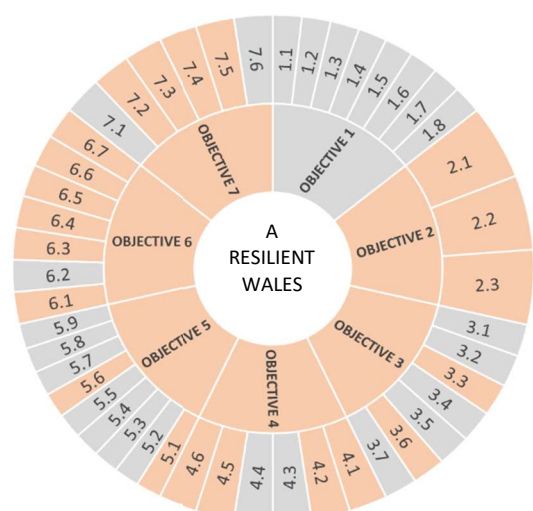
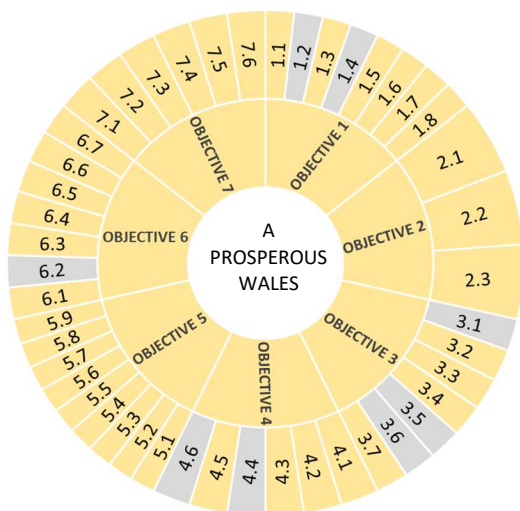
How the Authority's improvement and well-being objectives support the well-being Goals for Wales

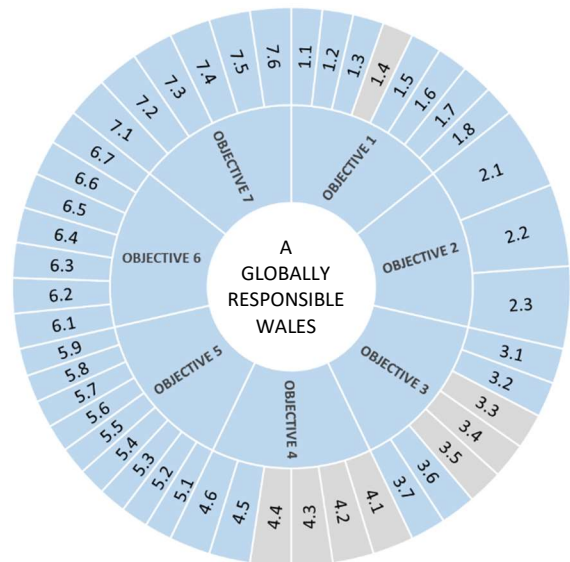
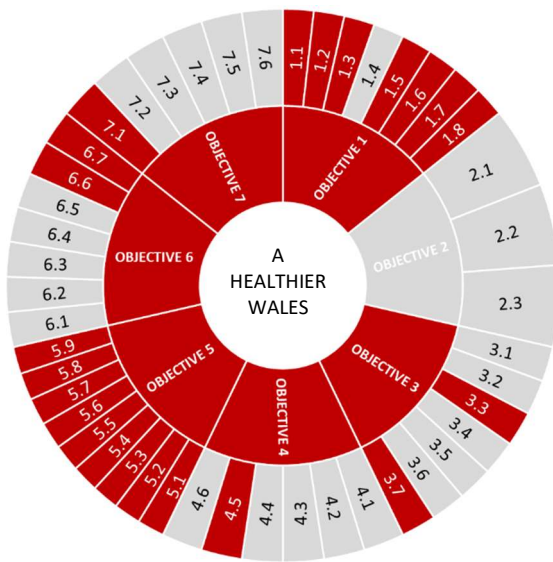
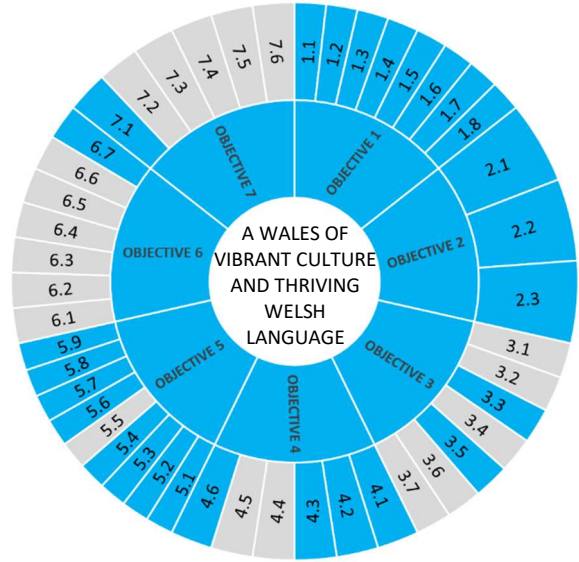
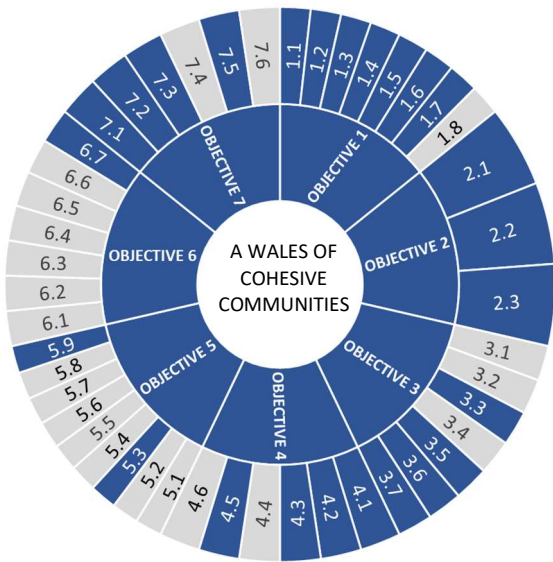
By meeting its own well-being objectives the Authority will contribute to achieving the well-being goals for Wales. The below diagrams show how the steps that support each of the Authority's objectives contribute to the well-being goals for Wales.

The charts below represent each of the well-being goals and how the proposed objectives will help to meet it.

The outer layer shows the numbered 'step' for each improvement and well-being objective and these have been changed to a coloured segment where this contributes towards meeting the well-being goal.

The colours support those of the individual well-being icons.





Contact Details

Postal address:	North Wales Fire and Rescue Service Fire and Rescue Service Headquarters Ffordd Salesbury St Asaph Business Park St Asaph Denbighshire LL17 0JJ
Telephone:	01745 535250
Website:	www.nwales-fireservice.org.uk

How to contribute to future improvement objectives

The Authority conducts a public consultation each year when it publicises its proposed objectives for the following year and 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 new ideas about future improvement objectives are welcome to write to the Chief Fire Officer at the address shown above.

Appendix A

Financial contributions to North Wales Fire and Rescue Authority

£	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Anglesey	3,200,523	3,190,812	3,330,579	3,356,175	3,522,798	3,592,944
Gwynedd	5,602,787	5,598,221	5,851,817	5,914,137	6,226,618	6,363,994
Conwy	5,289,891	5,277,177	5,539,433	5,589,830	5,875,914	6,005,505
Denbighshire	4,360,740	4,363,962	4,524,683	4,568,797	4,805,681	4,898,654
Flintshire	7,033,548	7,022,578	7,339,795	7,409,315	7,790,476	7,968,197
Wrexham	6,398,354	6,433,093	6,574,970	6,654,624	7,015,625	7,112,560
TOTAL	31,885,843	31,885,843	33,161,277	33,492,877	35,237,112	35,941,854
Population estimate⁴	695,549	697,122	698,715	700,310	701,922	703,548
Cost per head of population	£46	£46	£47	£48	£50	£51

	Contribution 2019/20 £	Population Estimates 2020	Agreed Contribution 2020/21 £	Actual Change £	% Change
Anglesey	3,522,798	70,169	3,592,944	70,146	1.99%
Gwynedd	6,226,618	124,426	6,363,994	137,376	2.20%
Conwy	5,875,914	117,223	6,005,505	129,591	2.20%
Denbighshire	4,805,681	95,931	4,898,654	92,973	1.93%
Flintshire	7,790,476	155,442	7,968,197	177,721	2.28%
Wrexham	7,015,625	140,358	7,112,560	96,935	1.38%
TOTAL	35,237,112	703,549	35,941,854	704,742	1.99%

⁴<https://stats.wales.gov.wales/Catalogue/Population-and-Migration/Population/Projections/Local-Authority/2014-based/populationprojections-by-localauthority-year>