

North Wales Fire and Rescue Authority Corporate Plan 2021-24 (Revised March 2022)



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Foreword

North Wales Fire and Rescue Authority is pleased to present its revised and updated Corporate Plan for 2021-24. This Plan is the latest in a series of published documents summarising the Authority's strategic priorities and planned actions, and provides the basis for regular and transparent reporting on progress. The COVID-19 pandemic continues to have an impact on the Authority, challenging the resilience of the workforce and the traditional delivery of community based services. The emergence of a further variant and the imposition of new nationwide restrictions resulted in various aspects of recovery being delayed. COVID-19 has however, provided the Authority with the opportunity to reflect upon its future course with a fresh perspective of progress towards meeting its long-term well-being objectives.

This revised and updated Plan aligns with the well-being goals for Wales outlined in the Well-being of Future Generations Act, and the Authority's dedication to building a sustainable North Wales for generations to come. The Authority's ambitious corporate objectives focus on enhancing the health and well-being of people and communities; contributing to a cleaner environment; and increased climate-consciousness. It also focuses on pursuing effective communication and connectivity with citizens and stakeholders, and increasing community visibility and resilience.

Despite the challenges of the past year, staff have demonstrated extraordinary adaptability and resilience. A great deal has already been achieved, but there remains much more to do. Whilst planning for the future in uncertain times is challenging, the Authority remains committed to investing in that future and to considering the impact of its decisions in the years to come.

Work undertaken since the new Chief Fire Officer took up her post on 1 July 2021 clarified some key challenges for the Authority as it moves into the 2022/23 financial year. These relate to three priority areas: the ability to maintain sufficient availability of on-call fire crews; providing adequate resources to maintain and develop firefighter skills; and having enough corporate capacity to meet current and future demand. The Authority's revenue budget for 2022/23, approved in December 2021, therefore includes additional funding to address these challenges.

The Authority

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



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



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

The Fire and Rescue Services Act 2004;

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

The Civil Contingencies Act 2004;

The Regulatory Reform (Fire Safety) Order 2005;

The Local Government (Wales) Measure 2009;

The Equality Act 2010;

The Welsh Language (Wales) Measure 2011;

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

The UK Data Protection Act 2018;

The Local Government and Elections (Wales) Act 2021.

The Authority's mission is to make North Wales a safer place to live, work and visit. To support this mission the Authority will continue to work to reduce dwelling fires across the region through a comprehensive prevention strategy, and will investigate and analyse information to reduce the risks associated with all types of fire and other hazards.

The Authority will also continue to promote education and collaboration with people living and working in North Wales. Equality of opportunity is a fundamental priority and the Authority aims to increase the employment prospects of people who might find it difficult to gain employment whilst also promoting fairness and inclusivity in the workplace.

Its core values are displayed in the picture opposite.

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



Future Trends

The need to anticipate future trends and be adaptable to change is an essential part of the Authority's planning process. There are a number of key external impacts the Authority has considered in setting its long-term objectives which include:

- Climate change
- National Infrastructure
- Population and demography

Climate change

The global climate is changing and Wales, along with the rest of the UK, needs to act to mitigate the worst effects and impacts by reducing greenhouse gas emissions and implementing and delivering on net zero targets. The below climate changes are likely to impact Wales over the coming years:

Temperature increases

- annual temperatures are expected to rise by between 1.1°C and 1.2°C by the 2050s and between 1.3°C and 2.3°C by the 2080s from a 1981-2000 baseline
- risks associated with higher temperatures, such as extreme heatwaves, are likely to become more frequent and have a direct impact on people's health and wellbeing, leading to additional pressures on emergency services
- future increases in temperature, particularly during summer, combined with longer dry periods and little rainfall will lead to more intense and more frequent fires occurring in grassland, woodland and cropland areas.

Variable	Observed change in Wales
Average annual temperature	Increase of 0.9°C from mid-1970s to mid-2010s
Annual mean rainfall	Increase in 2.0% from mid-1970s to mid-2010s
Sunshine	Increase in 6.1% from mid-1970s to mid-2010s
Weather extremes	UK-wide increase in extreme heat events Little evidence yet on changes in extreme rainfall
Sea level rise	UK-wide increase of ~1.4mm per year since 1901 (16cm to date)

Rainfall fluctuations

- an increase in rainfall of approximately 6% is expected during winter periods by the 2050s, rising further to between 7% and 13% by the 2080s from a 1981-2000 baseline
- increased winter rainfall will likely result in more frequent flooding events, risking disruption to vital infrastructure and damage to businesses and homes. Summer rainfall, however, is projected to decline by approximately 15% by the 2050s, and by between 18% and 26% by the 2080s
- seasonal variations in rainfall is likely to create pressure on the Service's resources due to more frequent grassland, cropland and woodland fires during the summer months, and an increase in flooding events during winter months

Extreme weather events

- the regularity and intensity of extreme temperature and rainfall events are likely to increase with some projections suggesting that summer days with temperatures over 40°C will increase from once in every 100-300 years to once every three and a half years by 2100
- despite the summer period becoming drier, and wet days becoming more infrequent, intense episodes of rainfall and severe thunderstorms are projected to become more common leading to a heightened risk of flash flooding



Rising sea levels

- relative sea levels are predicted to rise as a result of climate change, meaning the frequency of coastal flooding is expected to increase
- estimates from 2004 predicted that the Welsh coastline was eroding at a rate of 20-67m every 100 years and this is expected to increase to 82-175m, depending on the future levels of greenhouse gas emissions

Impact on infrastructure

With such a large proportion of the population living in coastal communities, disruption to infrastructure in those areas needs to be carefully considered, particularly in relation to:

- transport infrastructure overheating, such as the expansions of train tracks, tarmac becoming soft and brittle with constant heating and cooling conditions;
- disruption to IT and communications services resulting in transport and infrastructure damage and delays;
- flooding of water/sewer systems and transportation hubs resulting in reduced water quality, transport/power supply problems and damaged water flows, slope or embankment failure.

National Infrastructure

Essential infrastructure in North Wales, such as water, energy, transport and ICT faces a direct risk from the effects of climate change, and with such a large proportion of the population living in coastal communities, disruption to infrastructure in those areas needs to be considered as part of any climate change related prevention and mitigation strategy. As well as the impact of climate change on infrastructure there are other potential impacts including changes to Welsh Government policy and shifting demographics which have the potential to impact essential infrastructure across the region.

Road networks

- the maintenance and quality of road systems across North Wales is vital to emergency response. Changes to the region's road network could have a direct impact on the Service and an understanding of such external factors is essential in strategic planning for the future

Housing - second home ownership

- evidence suggests that second home ownership can affect the demand for homes in sought after areas and as a result lead to localised house price changes. This can potentially have an effect on local people who may become priced out of the market, which could include on-call firefighters and their families.
- recent Welsh Government data indicates that there are 24,873 second homes in Wales in the 2021-22 financial year. Whilst around 20% of properties are second homes in Gwynedd, this figure is around 9% for Anglesey and 5% in Conwy.

Affordable housing

- by definition, affordable housing is 'housing with secure mechanisms in place to make sure that it is accessible to individuals who cannot afford housing on the open market'. On March 31st 2020 there were approximately 1.44 million dwellings in Wales, representing an increase of 5% over the preceding 10 years. Over the same period however, there has been a real terms reduction in the amount of affordable housing.

Population and Demography

Outward migration of young people and inward migration of elderly people is resulting in a rural population that is increasingly older than the urban population, (important to note that COVID-19 may have slowed or temporarily reversed this trend). In addition increasingly scarce public transport links impact on daily living costs for rural householders and on their ability to access services and travel to work.

Ageing Population

- The future demographic profile of North Wales indicates an ageing population. According to published projections for the area, over the next twenty years, there will be a large increase in the number of people aged 75 or over and thousands more people living alone. While living longer is to be welcomed, the projected ageing population can result in there being fewer people of working age to support those of pension age. Figures for the UK produced by the Office for National Statistics (ONS) show¹ that the number of people of a pensionable age will rise from an estimated 308 for every 1,000 people of a working age in 2016 to 365 for every 1,000 people of a working age in 2037.

¹<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/overviewoftheukpopulation/january2021>

- The ONS 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, and securing sufficient funds to pay for delivering fire and rescue services at a time of increasing demand for a range of public services.

Obesity

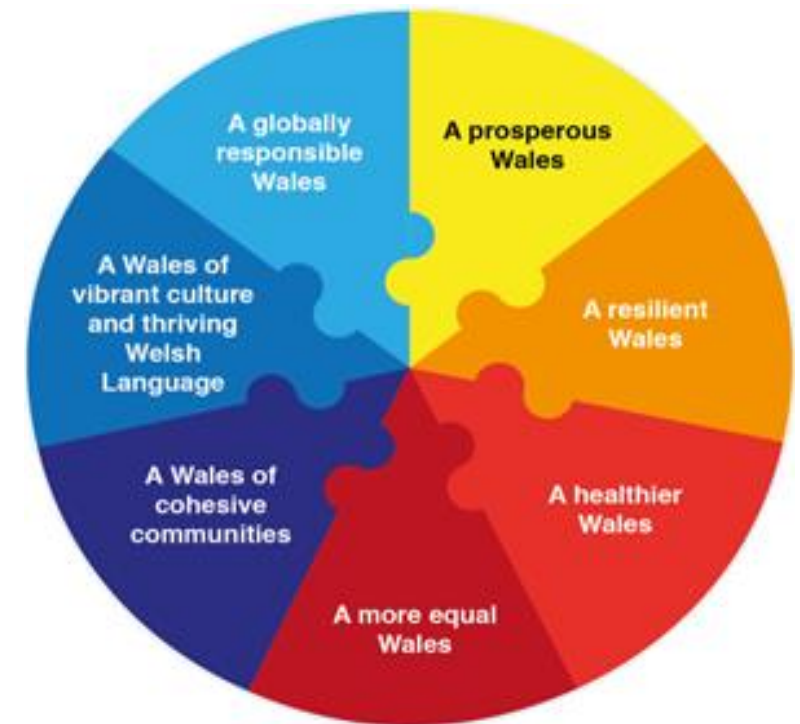
- In 2018 over a quarter of children in Wales were overweight or obese and this proportion has increased in recent years. As of 2018, almost 60% of adults in Wales were overweight or obese and this has continued to trend upwards, with roughly 64% of Welsh adults projected to be overweight or obese by 2030.
- High Body Mass Index (BMI) is one of the leading risk factors for Disability-Adjusted Life Years (DALYs), and 1.6 times the contribution of alcohol use, and is the leading risk factor for Years Lived with Disability (YLD). Alongside being a significant issue for longer term health, if the upward trend in obesity in Wales increases it will likely place an indirect strain on FRS resources through more frequent requirements to attend and assist WAST with gaining entry to properties/homes to assist people who have fallen or suffered with cardiac/respiratory arrest and require assistance in getting up or being transported to hospital due to their size.

Well-being of Future Generations/ Fire Framework

The Well-being of Future Generations (Wales) Act 2015 aims to improve the social, economic, environmental and cultural well-being of future generations of people in Wales. The Act lists seven well-being goals for Wales as a whole which are shown in the figure below. These goals are intended to promote a sense of common purpose, and so encourage people and organisations to work together to help achieve the goals for the benefit of future generations.

Guidance published on the Well-being of Future Generations office website provides information to help public bodies develop their 'journeys' towards improving the well-being of people in Wales. The journey checkers contain practical examples and steps that public bodies can use to help develop their own well-being objectives. The Authority has used these journey checkers to map its seven long-term objectives to Wales' national well-being goals helping to ensure they are aligned and sustainable. In addition, in setting its objectives the Authority has taken into consideration the National Fire Framework, that requires Fire and Rescue and Authorities in Wales to consider:

- Public accountability;
 - Providing a clear explanation of work scope (e.g. firefighting, fire safety etc) and the relative volume and cost of each;
 - Service objectives, progress made against fulfilling them, and any limitations on further progress.
- Medium to long term planning;
 - Taking account of the messages outlined in the National Fire Framework;
 - Understanding varying risk profiles of communities;
 - Accounting for continued financial challenges;
 - Contributing to the well-being goals;
 - Understanding areas for wider service delivery in communities;
 - Accounting for the view of citizens based on fair and balanced engagement.
- Clear and transparent links to improvement planning;
 - Providing open reporting on performance, including reporting on findings of peer assessments and Chief Fire and Rescue Advisor reports.



The Authority has also considered the recommendations made in the Future Generations Report 2020. The report presented a number of recommendations for public sector organisations to consider. One of the key recommendations was that in setting their objectives public sector organisations should, “Set a long-term vision, consider what success looks like for that objective in five, ten, fifteen, twenty and twenty-five years; and identify appropriate milestones and measures – considering the national milestones set by Welsh Government”. The Authority has ensured that this principle has been included as part of its long-term planning. The challenges presented by the Future Generations Commissioner’s recommendations include reducing silo-based decision-making; unifying equality goals with core objectives; incorporating biodiversity considerations within environmental procurement; and planning for prevention rather than reacting to incidents.

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

Well-Being Statement

The Authority must also carry out “sustainable development” in order to help bring about that improvement in the Welsh population for the future. The objectives within this plan have been developed in accordance with the sustainable development principle and devised following a series of meetings with heads of departments and workshops with Members.

The objectives have also been developed in accordance with the recommended “**five ways of working**” as defined in the Well-being of Future Generations (Wales) Act 2015. These involve:



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



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



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



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



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

Public Services Boards

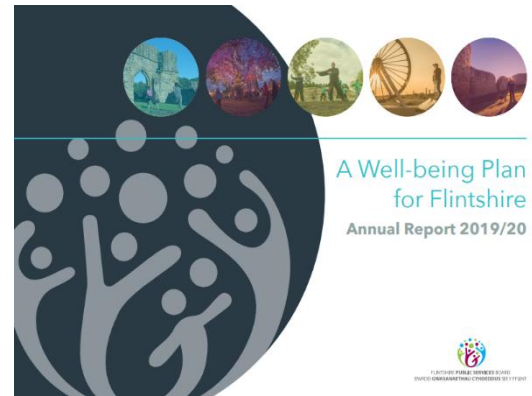
The Well-being of Future Generations Act requires the Authority to be an active member of Public Services Boards (PSBs). These statutory boards bring relevant organisations together to plan and work jointly on improving the social, cultural, economic and environmental prospects of future generations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

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

The PSBs published their first well-being plans in 2018 and identified a total of 74 priorities for North Wales that were grouped under key headings of: Community; Housing; Education; Health Education; Health; Responsible Citizens; Well-Being; Environment; Environmental Responsibility; Community Environment Projects; Tourism; Economy; Infrastructure; Skills for Work; Social Prescribing; and Workforce Health.

In 2022/23 the PSBs will be reviewing their well-being assessments and consulting on the proposed content of their updated well-being plans.

PSBs publish annual reports, the latest available are for the year 2020/21. These outline progress against each PSBs objectives and the challenges faced in delivering these during the pandemic. The impacts of COVID-19 have completely changed the landscape for individual citizens, local businesses and public services.

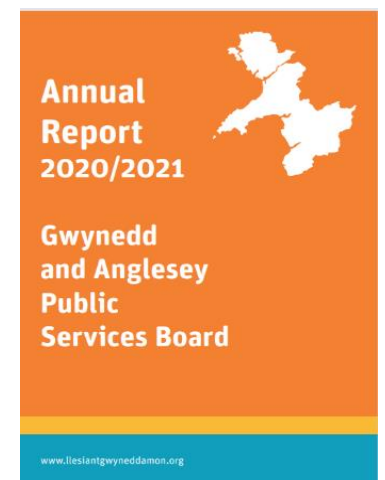


Conwy and Denbighshire Public Services Board

Annual Report 2020/2021 - A Self-reflection on the year.

Welcome to our third Annual Report. This report is our self-reflection about the difference we have made in the third year of our 5 year [well-being plan](#). An annual report is essential to make sure that as a Board, we are accountable to the public and can self-assess what we have achieved, challenge ourselves as to whether we are making a difference and consider what we can learn to improve for the future. All our work is aligned with the Wellbeing of Future Generations (Wales) Act 2015 and the [5 ways of working](#).

You can visit our website to find out more [about us as a Board](#) and to learn more about our progress in the [first](#) and [second](#) year of our plan.



Wrexham PSB

The pandemic resulted in Wrexham PSB incorporating different ways of working, including:

- the coming together of communities to respond to the crisis, showing strength and a depth of resilience
- continued development of projects to enable communities to recover strongly from the pandemic and ensure that future generations flourish
- collaboration with Flintshire PSB to examine what communities in the future will need from public services to reinforce their resilience
- a review of the PSB's approach to environmental management and carbon reduction - *"We have seen a reduction in travel due to people homeworking more, communities exploring their local environment for physical and mental well-being benefits, which has resulted in an improvement to local air quality from fewer vehicles on the road and less traffic congestion. With more people using the natural environment, whether locally or to well-known beauty spots, it has brought about increased challenges and pressures, including accessibility to available green spaces and increased pressures on our countryside such as parking, littering, wild camping, forest fires and fly tipping"*.

Conwy and Denbighshire PSB

The last year has been dominated by the global coronavirus pandemic which impacted the Conwy and Denbighshire PSB in a number of ways:

- internal board meetings and project work were cancelled as strategic and operational focus shifted to emergency planning and business continuity as a result of the pandemic
- following the easing of the first lockdown, priorities were reviewed to ensure they were still relevant to the local community and the seismic shift in people's day to day needs. It was concluded that whilst existing priorities still held true, new focus areas were added which the PSB thought would help communities recover from the pandemic.

- *Denbighshire Voluntary Services Council (DVSC)* led on dementia support through their Dementia Aware community programme. The programme delivery was repurposed to consider the COVID-19 landscape, with the introduction of online networking events and e-learning training. DVSC has continued to deliver its services online with the network meetings and online training. They worked closely with local action groups and community to re-develop and/or provide alternative delivery of existing programmes, services and activities.
- *Place – Supporting Environment Resilience* the scheme aimed to encourage communities to reduce their environmental impact and celebrate their success when doing so. Due to to COVID-19, the scheme was paused during 2020 but was relaunched in 2021.

Gwynedd and Anglesey PSB

Dealing with the pandemic highlighted the importance of the services provided by the voluntary and public sectors to communities, and the importance of the collaboration between them. In addition, the crisis has magnified existing issues e.g. mental health issues, community resilience, over-tourism, second homes and threats to the Welsh language.

Following its well-being assessments back in 2017, the Board prioritised six areas: the Welsh language; homes for local people; the effect of poverty on the well-being of communities; the impact of climate change on the well-being of communities; health and care of adults; and the welfare and achievement of children and young people.

In the main, the organisations involved in the Board focused on the recovery of communities over the last year. Public Services Boards considered their role in recovery, focusing on community resilience. All Board members undertook a situational analysis to improve understanding of those issues that are increasingly affecting communities since the crisis. A workshop was held in September 2021 to discuss those issues further, including the impact of second homes on communities, mental health issues and youth unemployment.

Flintshire PSB

The pandemic and redeployment of staff delayed the production of Flintshires PSB's Annual Report for 2020/21. All public and third sector organisations have supported individuals and communities in ways which could not have been foreseen when the Well-being Plan was published. Recovery from the Covid-19 pandemic continues by working in partnership and by joining some work streams with the Wrexham Public Services Board.

Flintshire PSB continued to work towards two main priorities which continued from the previous Well-being Plan:

Community Safety

- Flintshire's second Domestic Homicide Review was completed and sent to the Home Office. Flintshire PSB is now following up on the Action Plan to ensure all actions recommended in the report are completed
- Victims of repeat domestic abuse were referred to the Multi Agency Risk Assessment Conferences (MARAC) and as a result of those referrals received assistance, such as target hardening supported through the Neighbourhood Wardens service
- Violence Against Women, Domestic Abuse and Sexual Violence - Ask and Act training was rolled out and an ongoing programme continues. The aim of the training is to increase identification of, and support for, women who experience violence, domestic abuse and sexual violence
- Protecting Vulnerable Adults - Visible vulnerable groups commenced to identify and support the visible vulnerable individuals within Flintshire County who have complex substance misuse and mental health needs, particularly those who are homeless or rough sleeping.

Healthy and Independent Living

- The completion of the new Extra Care Scheme in Holywell - Plas Yr Ywen, providing 55 new apartments. This is the fourth Extra Care Scheme in Flintshire
- As an early response to the COVID-19 pandemic, the Council acquired and refurbished a dormant residential care home in Holywell, opening this as a temporary care home called Tŷ Treffynnon, to provide urgent accommodation for older people, particularly those leaving hospital. The independent sector was also supported to quickly establish a new temporary 'step down' facility to enable people to safely move out of hospital beds as their health improved
- The implementation of the Foster Carer Support Model – 'Mockingbird', a first for Wales, provided an extended model of foster care where a "Mockingbird Family" of a number of linked foster carers provide respite care for each other, peer support and gather for social activities or joint training for example supported by a liaison worker.

Corporate Objectives

In March 2021 the Authority published a Corporate Plan 2021-24 in which it set out its seven long-term improvement and well-being objectives. In October 2021 the Authority confirmed its intention to continue to pursue those same objectives in 2022/23.

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

The Plan is intended to explain publicly what the Authority's strategic intentions are and to invite comments and suggestions. It also provides a basis for the next performance assessment (of achievements in 2021/22) which will be published in September 2022.



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

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

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

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

The more contributory factors that relate to a person, the higher their risk of falling victim to a fire in the home. Apart from the emotional impact and personal loss associated with fires in the home, there is also an economic impact such as the cost of repairs, 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 managers of non-domestic premises to help reduce fire risk and comply with legislation whilst focusing on the long term contribution of today's actions and their implications on future generations. The Authority will also maintain its collaborative and integrated involvement with other agencies such as North Wales Police, towards supporting the Welsh Government's 'Road Safety Framework for Wales'.

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

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

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

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

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

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

Given the backdrop of financial 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 on page 36 of this Plan.

It is projected that there will be an additional 7.5 million people aged 65 years and over in the UK in 50 years' time. The projected ageing population can result in there being fewer people of working age to support those of pension age. The Office of National 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.

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/january2021>

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

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

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

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

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

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

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

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

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

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

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

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

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

Through pro-active occupational health services, the Authority is committed to identifying and addressing industrial injuries, stress and other causes of sickness absence, as well as promoting healthy living. All employees are offered guidance and advice from physical fitness advisers on 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 out its ambition of achieving a carbon-neutral public sector by 2030. In March 2019 it published Prosperity for All: A Low Carbon Wales, which aims to support the public sector to set 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 environmentally friendly technology.

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

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

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


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

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


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


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


Steps towards achieving the Authority's corporate objectives

Linked Well-being Goals/Ways of Working	Objective One	We plan to achieve this by:
	<p>Work towards making improvements to the health, safety and well-being of people in North Wales</p>	<ul style="list-style-type: none"> • supporting people to prevent accidental dwelling fires and stay safe if they do occur; • delivering 10,000 safe and well checks, either face-to-face or virtually, by 30 September 2022 and 20,000 by 31 March 2023, with at least 25% of those being delivered to households referred to the Service by another agency; • supporting other agencies in reducing the number of road traffic collisions and associated deaths and injuries; • embedding safeguarding practices into day-to-day activities and ensuring these are aligned with national policy and guidance; • continuing to develop and deliver interventions and engagement with children and young people through targeted activities; • working with organisations that support vulnerable people; • implementing the latest technological advancements and upgrades to enhance efficiency, accuracy and safety; • implementing the findings of the Grenfell Tower Fire inquiry and review to mitigate the risk of such a tragedy occurring in North Wales; • introducing more eco-friendly electric vehicles to promote better air quality whilst reducing carbon emissions; • delivering against the strategy for replacing the command and control system, due in 2022-2026. This will ensure that the latest technology is utilised to make the best use of Service resources in emergency response;

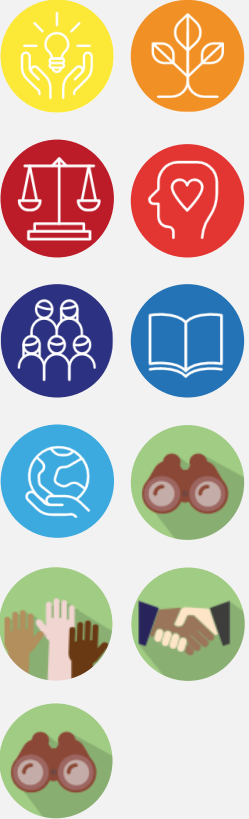
		<ul style="list-style-type: none">• promoting health and well-being awareness events for Service staff and running health and fitness awareness sessions for potential recruits;• rolling out Violence against Women, Domestic Abuse and Sexual Violence (VAWDASV) refresher training to all staff with enhanced training for frontline community safety staff.
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Linked Well-being Goals/Ways of Working	Objective Two	We plan to achieve this by:
	<p>Continue to work collaboratively to help communities improve their resilience</p>	<ul style="list-style-type: none"> • 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; • continuing to contribute to the development of a multi-agency regional wildfire plan; • 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; • working collaboratively with communities in respect of the recruitment of retained firefighters to enhance resilience of emergency incident cover in their areas; • introducing Microsoft 365 as a means of further improving communication and integration with partners.

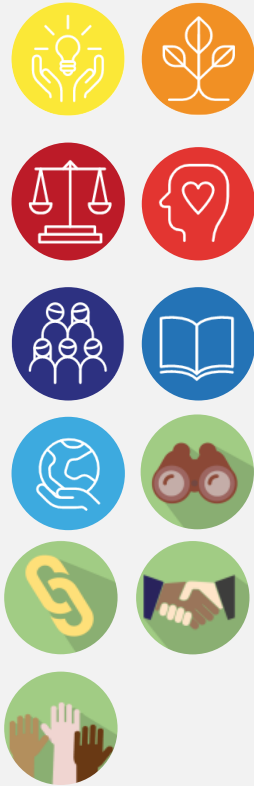
Linked Well-being Goals/Ways of Working	Objective Three	We plan to achieve this by:
	<p>Operate as effectively and efficiently as possible, making the best use of the resources available</p>	<ul style="list-style-type: none"> • delivering fire and rescue services in North Wales within the agreed budget;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

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

Linked Well-being Goals/Ways of Working	Objective Five	We plan to achieve this by:
	<p>Maintain a suitably resilient, skilled, professional and flexible workforce</p>	<ul style="list-style-type: none"> • recruiting, developing and retaining a highly skilled, motivated and bilingual workforce; • 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; • adopting agile and flexible working models which will contribute to a low carbon society though reducing emissions associated with travel for work purposes; • continuing to seek out new opportunities to develop apprenticeship schemes within the Service; • adopting a more holistic approach to improving employee wellbeing, continuing to invest in reducing absence and concentrating on health promotion; • securing revalidation of the Platinum Corporate Health Award • continuing to contribute to the All-Wales ‘People and Organisational Development Strategy’; • improving ways of supporting staff to become future leaders; • introducing a new staff structure that will help to increase the number of staff in communities.

Linked Well-being Goals/Ways of Working	Objective Six	We plan to achieve this by:
	<p>Develop ways of becoming more environmentally conscious in order to minimise the impact of our activity on the environment</p>	<ul style="list-style-type: none"> • establishing a Strategic Board with responsibility for developing an Environmental Strategy for the Authority; • exploring opportunities to reduce plastic packaging on goods brought into the Service; • identifying ways to use water supplies as responsibly as possible; • seeking opportunities to reduce the amount of waste the Authority sends to landfill; • identifying ways to increase biodiversity on premises; • working with Public Services Boards across North Wales to understand climate change from a regional perspective; • working with landowners to reduce incidences of wildfires and encourage notification of controlled burning; • replacing technical rescue units to achieve greater fuel efficiency and lower engine emissions • consider the five recommendations outlined below by Audit Wales in their review of the Authority’s progress towards reducing it’s carbon emissions <ul style="list-style-type: none"> ◦ develop a accurate carbon baseline ◦ develop a specific plan for carbon reduction that sets out the actions that the Authority will take to become carbon neutral and to meet Welsh Government targets ◦ revise the Vehicle Replacement Programme policy and agree the Authority’s strategy for replacing diesel appliance and improving the charging infrastructure across the force area

		<ul style="list-style-type: none">◦ engage and involve staff in planning for carbon emissions reduction to ensure they take ownership of the Authority's plans for improvement and are fully contributing to delivery of key actions◦ strengthen how progress in delivering actions to reduce carbon emissions and delivery against Welsh Government targets is progressing and resulting in improvement.
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Linked Well-being Goals/Ways of Working	Objective Seven	We plan to achieve this by:
	<p>Ensure that social value and sustainability are considered, including during procurement processes</p>	<ul style="list-style-type: none"> • continuing to seek out opportunities to add social value to communities; • developing a Social Value and Sustainable Procurement Strategy; • 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; • ensuring that the procurement of new operational equipment includes consideration of ‘total end of life’ disposal; • further developing opportunities to work with the charitable organisation ‘Fire Aid’ to ensure that equipment is recycled where possible; • developing a procurement awareness training package; • ensuring procurement frameworks and contracts measure social value and sustainability during tendering processes; • promoting social value and sustainability within the Service.

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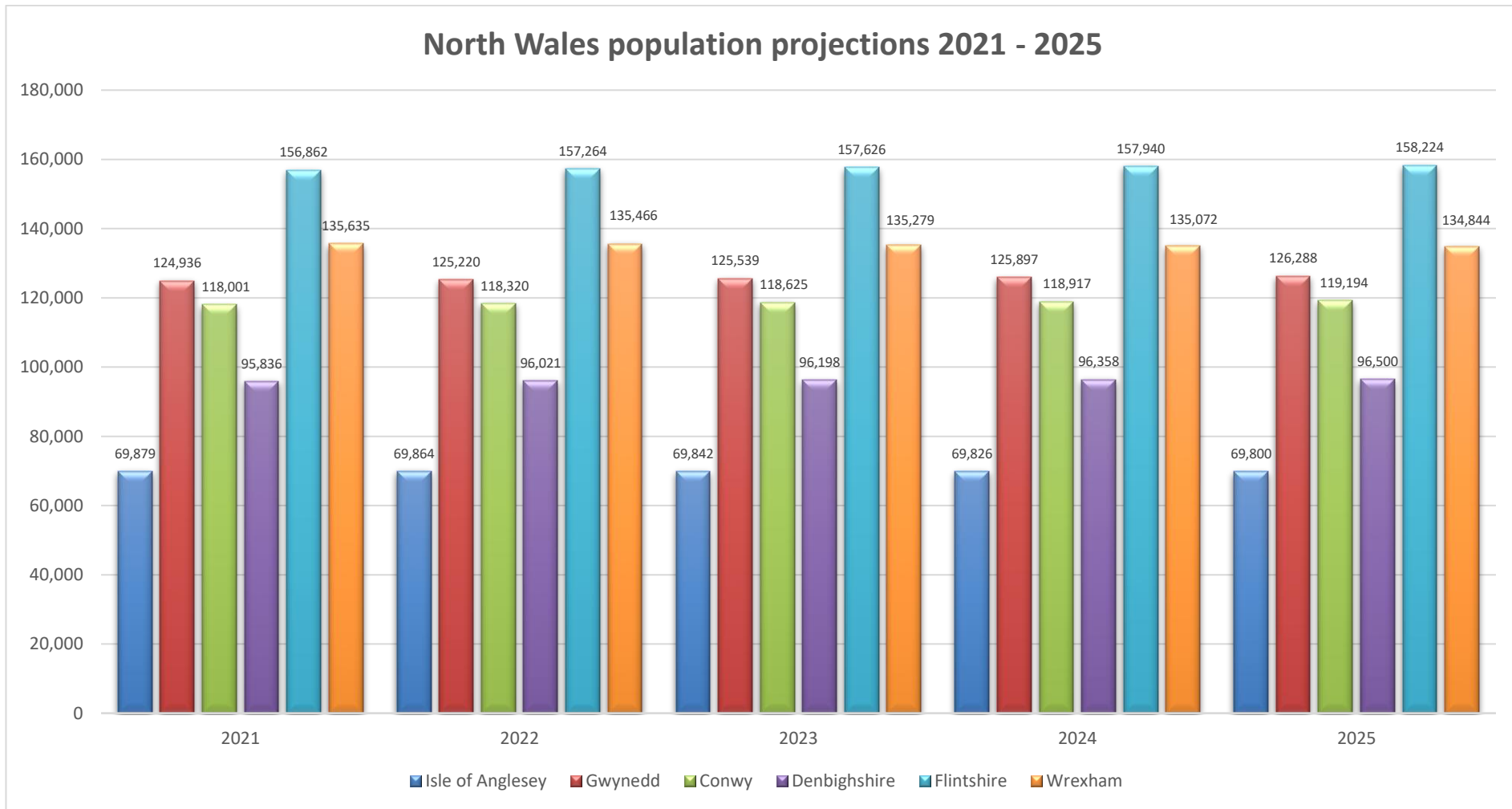
The Authority invites comments from anyone with an interest in the Authority's work. All comments received are taken into account before finalising the following year's plans.

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

Appendix A - Constituent Authority contributions 2021/22 – 2022/23

Authority	2021/2022	Increase in contributions	Increase	2022/2023	Population	Population	Increase in contributions	Increase
	Contribution	£	%	Projected		%	£	%
	£			£				
Conwy County Borough Council	6,230,520	225,015	3.75%	6,631,214	118,320	17%	400,694	6.43%
Anglesey County Council	3,689,651	96,707	2.69%	3,915,486	69,864	10%	225,835	6.12%
Gwynedd Council	6,596,692	232,698	3.66%	7,017,885	125,220	18%	421,193	6.38%
Denbighshire County Council	5,060,195	161,541	3.30%	5,381,432	96,021	14%	321,237	6.35%
Flintshire County Council	8,282,403	314,206	3.94%	8,813,821	157,264	22%	531,418	6.42%
Wrexham County Borough Council	7,214,775	102,215	1.44%	7,652,042	136,535	19%	437,267	6.06%
Total	37,074,236	1,132,382	3.15%	39,411,879	703,223	100%	2,337,643	6.30%

Appendix B – North Wales Population Projections



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