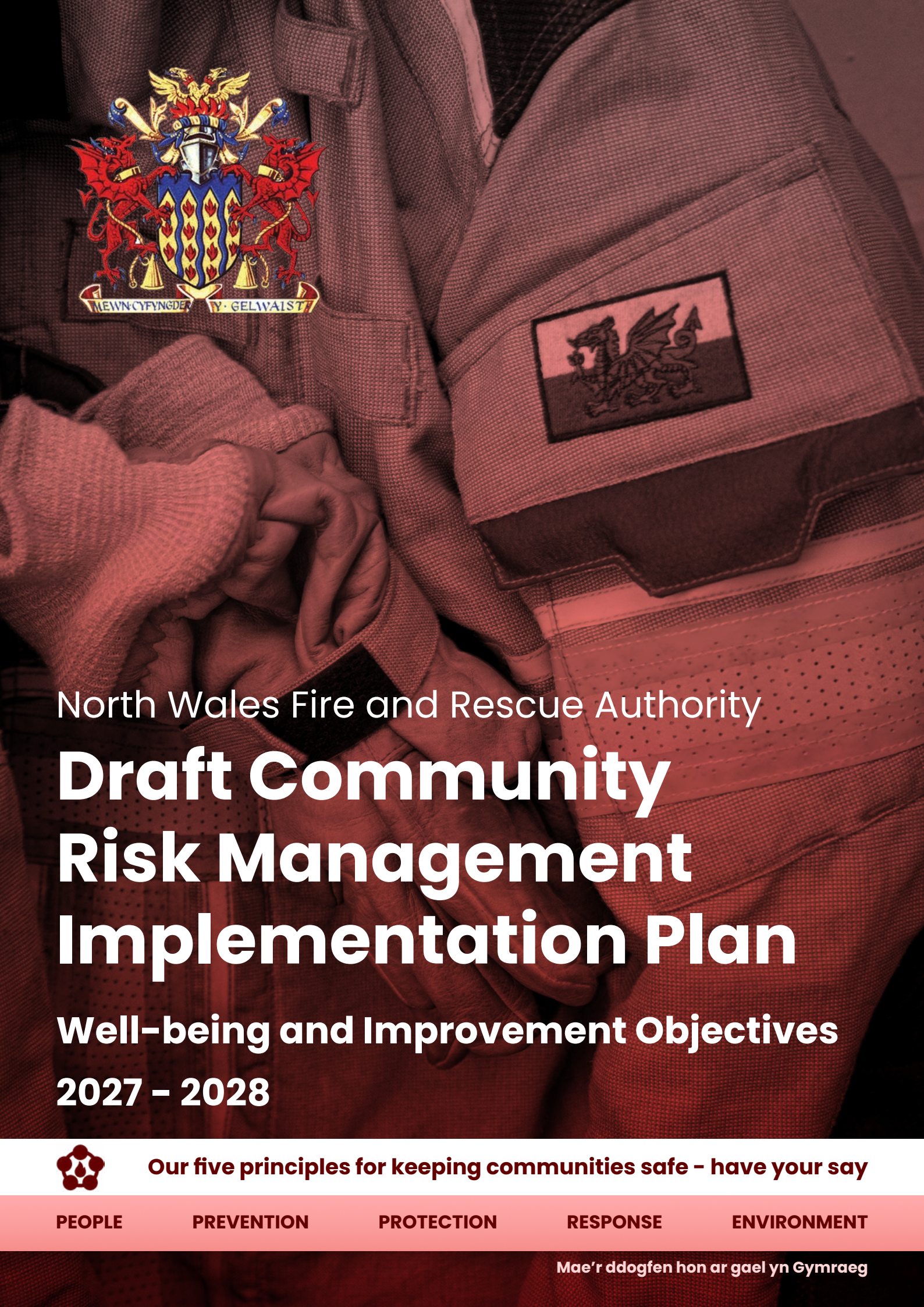


North Wales Fire and Rescue Authority

Draft Community Risk Management Implementation Plan

Well-being and Improvement Objectives 2027 - 2028

Our five principles for keeping communities safe - have your say

PEOPLE | PREVENTION | PROTECTION | RESPONSE | ENVIRONMENT

Mae'r ddogfen hon ar gael yn Gymraeg

Contents

Introduction	3
Our Service	3
Our Staff	4
Our Service area	4
Our Governance and Legislation	5
Our Risks and Demand	7
Our Principles	8
Our People Principle	9
Our Prevention Principle	10
Our Protection Principle	11
Our Response Principle	12
Our Environment Principle	13
Wales' Well-being Goals – How we contribute	14
How to Provide Feedback	17











Introduction

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

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

In July 2024 we published our five-year CRMP following public consultation.

The following annual action plans have now been published, which contain improvement and well-being objectives to enable us to deliver against our long-term objectives.

- 2024-25 – Published July 2024
- 2025-26 – Published April 2025
- 2026-27 – Published April 2026

This Community Risk Management Implementation Plan, for 2027-28, is the fourth annual plan containing objectives that will continue to deliver against the 2024-29 CRMP objectives.

Our Service

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

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

The Service operates in a changing environment influenced by national policy developments, climate change, societal trends and evolving community expectations. We are preparing for changes arising from the new National Framework for Fire and Rescue Services while maintaining a strong focus on accountability, sustainability, leadership and risk-based planning. Recognising the increasing complexity and uncertainty facing public services, we will continue to take an agile and resilient approach to planning, ensuring we can adapt to emerging challenges and meet the needs of our communities.

Our Staff

Our firefighters respond to fires, road traffic collisions and other emergencies from 44 fire stations across North Wales. In total we have 53 fire engines. Some of our fire stations have two fire engines. Other stations have specialist vehicles like aerial ladder platforms, incident support vehicles or boats, depending on the risk in their area.

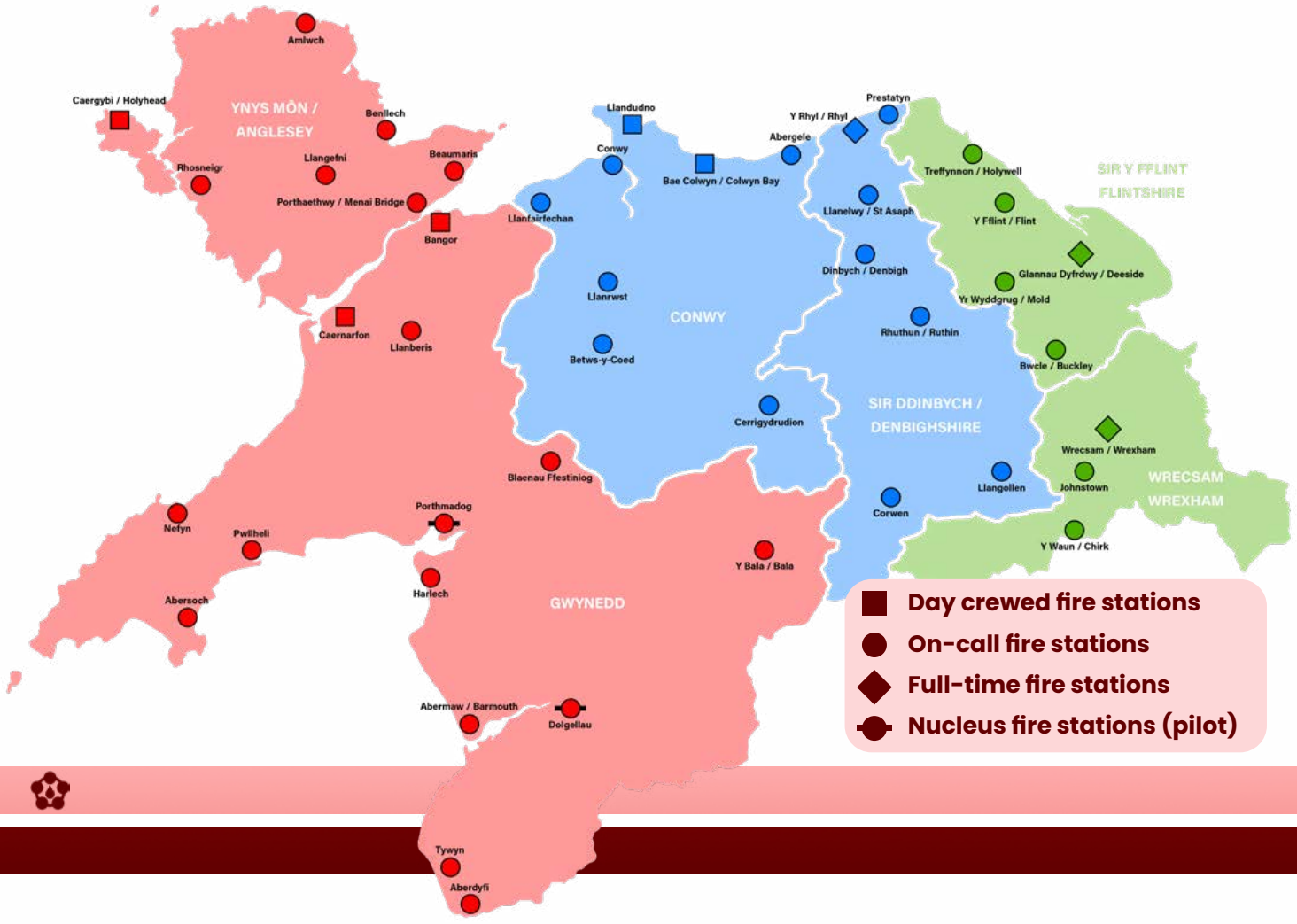
You can read about our emergency response and other roles to learn how firefighter and business area specialists keep the fire service running.



Our Service area

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

North Wales comprises six counties, Isle of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham. The A55 runs through five of the six counties and is part of one of the longest European routes, running between Holyhead and eastern Europe. Read our geography and demography report.



Our Governance and Legislation

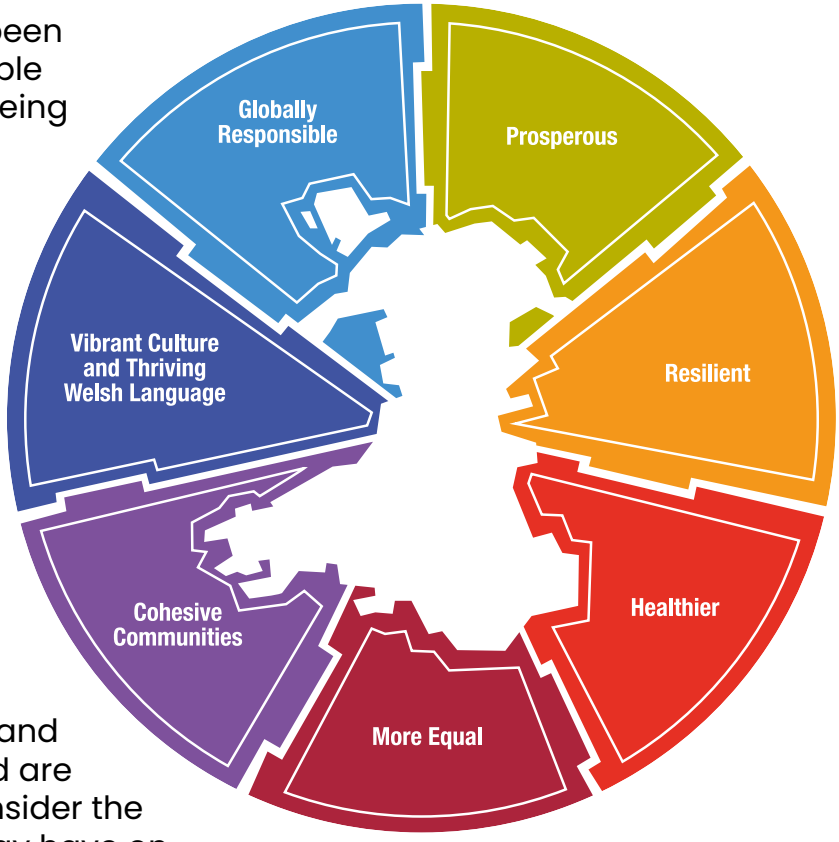
Like all public-sector bodies, North Wales Fire and Rescue Authority is required to operate in accordance with numerous pieces of legislation. You can read more about the legislation that governs our Service here.

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

Furthermore, North Wales Fire and Rescue Authority must consult with the public on its proposed improvement objectives. Read about how you can provide feedback in our consultation report.

You can read about our assessment of our performance against our previous well-being and improvement objectives in our Annual Performance Assessment 2025-26 report.

Our 2027-28 objectives have also been developed in line with the sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015.



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

We are committed to the Well-being of Future Generations (Wales) Act 2015, and we have embraced our duties and our role as a statutory partner across three Public Services Boards. We understand the purpose and aim of the Act and are committed to ensuring that we consider the long-term impact our decisions may have on the communities we serve.

We will therefore ensure that when making decisions, we consider the potential impact these decisions could have on the people living their lives in North Wales both now and in the future. We will also remember to consider the rich diversity of people who live, work and visit North Wales and continue to work collaboratively with others to help the Authority achieve its objectives, and, where relevant, help others to achieve theirs.

A Prosperous Wales

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

A Resilient Wales

Our **Environment Principle** and underpinning objectives contribute towards a Resilient Wales by adopting eco-friendly practices in our daily operations to cut down on carbon emissions. Through our **Protection Principle**, we will work to reduce wildfires thereby improving air quality and preserving natural habitats and ecosystems.

A More Equal Wales

Through our **People Principle** we will recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve. We will also identify and maximise staff potential through effective people management and development, leading to a high-performance culture, where people value and respect each other, thereby contributing to a More Equal Wales. We will continue to consult staff, trades unions and the public on statutory matters and proposals which may have a significant effect upon the services we provide to the public.

A Healthier Wales

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

By delivering intelligence led, multi-agency campaigns targeting those most vulnerable from Road Traffic Collisions and inland drowning incidents, we will reduce the risk of death and serious injury.

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

A Wales of Cohesive Communities

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



A Wales of Vibrant Culture and Thriving Welsh Language

We will contribute to a Wales of vibrant culture and thriving Welsh language, through our **People Principle** by offering access to our services and the ability to communicate with us in Welsh and supporting our staff to speak their preferred language in the workplace and to offer opportunities to staff who wish to learn Welsh.



A Globally Responsible Wales

We will play our part in a Globally Responsible Wales through our **Environment Principle**. We will reduce our own carbon emissions by switching our fleet of diesel fire engines to run on Hydrotreated Vegetable Oil, purchasing only zero or ultralow emissions cars and vans and phasing out gas and Liquid Petroleum Gas heating from our estate.

Through our **Prevention and Protection Principles** we will ensure North Wales is safe through our preventative activities prioritising the most vulnerable in our communities and being prepared to respond to risks identified in the Community Risk Register.

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

Through our **Protection Principle** we will work with local partners to keep heritage sites and buildings safe from fire.

Our Risks and Demand

The delivery of our one-year objectives are designed to mitigate some of the risks identified as part of the development of our Community Risk Management Plan.

Our risk landscape is changing. As a Service, we must continue to evolve to meet these emerging risks and the increasing demand. We are preparing for a future where incidents are more complex, prolonged and interconnected.

Climate change is increasing the number and severity of weather-related emergencies. We must be ready to respond to consecutive or concurrent major incidents across Wales. This places greater pressure on our people, equipment and specialist resources.

At the same time, emerging energy technologies are creating new and more complex risks. The development of the Hwb Awen Training Centre is therefore a strategic necessity. It will help ensure our workforce has the skills, knowledge and operational

readiness needed to meet these changing risks. It will also provide facilities that support firefighter wellbeing and help reduce exposure to contaminants and carcinogens.

Growing international instability and emerging security threats are increasing risks to our communities. In the future, the Service could play a greater role in strengthening civil resilience and community preparedness. We can help build safer, stronger and more resilient communities before emergencies occur. This will be achieved through public education, community engagement and partnership working.

A detailed study of 'Our Risks and Demands' was undertaken in 2024 and is reviewed annually, areas of concern include:

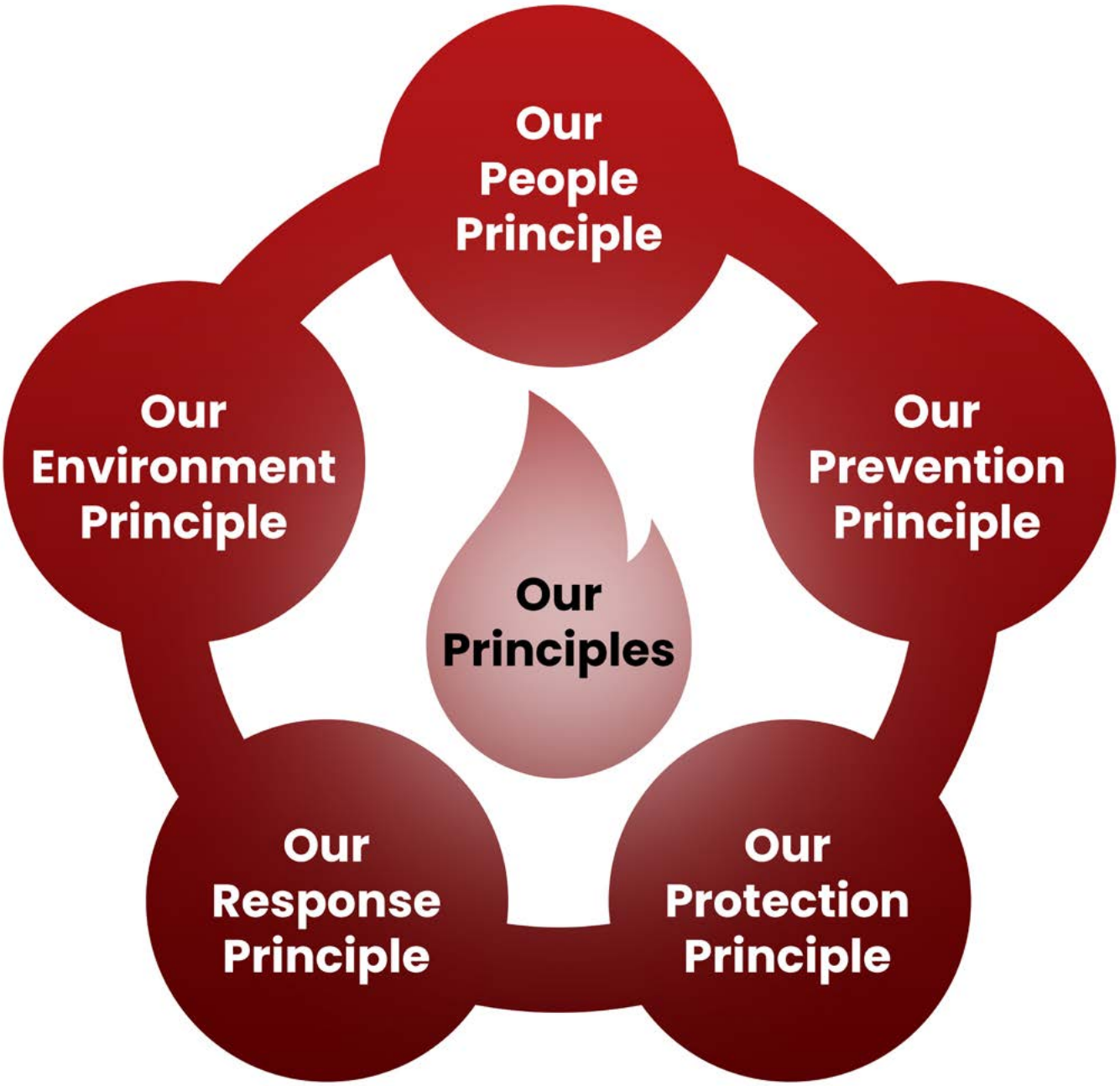
- Tourism
- Accidental Dwelling Fires
- Non-Domestic Premises Fires
- Wildfires
- Drowning
- Road Traffic Collisions
- Flooding
- Emerging Technologies
- Modern Methods of Construction

Delivery of these objectives will be undertaken within approved revenue and capital budgets, and in accordance with the Authority's governance arrangements. Where appropriate, individual projects and investments will be supported by detailed business cases, procurement activity and approval through established decision-making processes. The Authority will continue to seek value for money and ensure the long-term financial sustainability of the Service whilst delivering against its Community Risk Management Plan objectives.

Progress against these objectives will be monitored throughout the year. The Authority may revise priorities and delivery timescales in response to emerging operational risks, legislative changes, funding settlements, workforce requirements or other significant factors affecting service delivery.

Our Principles

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



Our People Principle

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

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

What do we intend to do during 2027-28?

- Continue to ensure compliance with the Welsh language standards, including providing opportunities for learning Welsh, and promotion of activities in line with our commitment to being a bilingual organisation.
- Continue with the four-year implementation Action Plan, from the All-Wales People and Organisational Development Strategy (2025-29).
- Continue to develop cultural values and behaviours which makes the Service a great place to work for everyone.
- Support and enhance the Health and Well-being of all employees.
- Work to attract a skilled and valued workforce; creating a diverse and inclusive workplace, where all employees feel valued, and have the opportunity to succeed.
- Develop and implement an organisational approach to Project and Programme management work.
- Enhance the quality, consistency, and intuitiveness of online learning resources to support station-based training, personal development and self-directed learning.
- Introduce new onboarding, and induction processes for new employees to the Service.

These actions will satisfy the following Local Government (Wales) Measure 2009 Improvement Objectives;

- Strategic Effectiveness, Fairness, Efficiency and Innovation.

Our Prevention Principle

Working with partners to help make communities safer.

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

What do we intend to do during 2027-28?

- Deliver intelligence led home safety interventions targeting the most vulnerable residents in our communities.
- Every fire station will deliver one Safe and Well-being check multi agency campaign, targeting the most vulnerable communities.
- Work to reduce the number of people killed or seriously injured on North Wales roads through targeted, evidence-based interventions that prioritise high-risk, and vulnerable road users.
- Work to reduce water-related fatalities, and serious incidents in North Wales through a multi-agency, risk-based approach that prioritises public education, infrastructure improvements, and community engagement.
- Undertake monthly training sessions for all prevention staff that enhance professional competence, promote personal well-being, and strengthen engagement with internal and external service networks, ensuring a holistic approach to workforce development and resilience.
- Implement a comprehensive arson reduction strategy that applies the 4 Ps model, Pursue, Prevent, Protect, and Prepare to reduce deliberate fire-setting incidents, safeguard communities, enhance multi-agency response and resilience.
- Embed safeguarding as a core element of everyday practice by ensuring all staff receive regular, role-appropriate training, are confident in identifying, and referring concerns, and understand their responsibilities in creating a safe and supportive environment.
- Deliver bespoke early intervention packages accredited through the Kings Trust adopting a trauma informed approach to develop safer, stronger, and more resilient children and young people in North Wales.
- Co-ordinate an internal project group to research a replacement solution for the Community Fire Safety departments Farynor record management system.

These actions will satisfy the following Local Government (Wales) Measure 2009 Improvement Objectives;

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

Our Protection Principle

Making businesses safer together.

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

What do we intend to do during 2027-28?

- Deliver a risk-based inspection programme that prioritises high-risk premises using enhanced data, intelligence, and partner insight, ensuring compliance with fire safety legislation, and improving safety within the built-up environment.
- Develop and embed a structured competency pathway for operational and supervisory staff through the delivery of a nationally recognised Level 2 Fire Safety qualification, enabling consistent and assured fire safety activity at a local level, and supporting escalation to specialist fire protection functions.
- Align fire protection activity with emerging building safety legislation, and national frameworks, ensuring readiness for regulatory reform, effective engagement with partners, and a consistent approach to improving safety within the built-up environment.

These actions will satisfy the following Local Government (Wales) Measure 2009 Improvement Objectives;

- Strategic Effectiveness, Sustainability, Fairness, Efficiency and Innovation.



Our Response Principle

Providing an effective emergency response.

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

What do we intend to do during 2027-28?

- Continue to improve emergency cover in rural communities across North Wales, by evaluating the pilot of wholetime crewing systems in Porthmadog, and Dolgellau fire stations. Review and make changes to shift times, and the way firefighters take their leave.
- Digitise how wholetime firefighters manage and access their shift schedules, improving efficiency, flexibility, and workforce planning.
- Review technological advances in firefighting equipment, such as drones, and review firefighting tactics and practices.
- Design, procure, and deliver specialist firefighting appliances, including a new Turn Table Ladder Aerial appliance, and two new Technical Response units. Continue to introduce new fire engines into the emergency response fleet.
- Standardise the content, structure, assessment methods, and onboarding process for wholetime, on-call, migration, and inter-service transfer course programmes; and review the success of the 2026-27 firefighter recruitment campaign, and positive action initiatives.
- Continue to lead on the Emergency Services Network implementation project.
- Upgrade the existing Command and Control system within the Control Room environment.
- Strengthen public safety by delivering a modern, resilient, and integrated workforce management system that improves firefighter availability, operational readiness, and emergency response across North Wales.

These actions will satisfy the following Local Government (Wales) Measure 2009 Improvement Objectives;

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

Our Environment Principle

Protecting and preserving our natural environment for future generations.

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

What do we intend to do during 2027-28?

- Undertake detailed feasibility studies to strengthen environmental data monitoring which will inform a long-term estate-wide decarbonisation strategy, while ensuring accurate, and compliant reporting of energy, water, waste, and carbon performance to Welsh Government.
- Use procurement effectively to deliver value for money, meet statutory duties and maximise opportunities for North Wales suppliers and for small and medium enterprises.
- Actively monitor, and record progress against the Fleet Decarbonisation Plan, and Estates Sustainability Goals, by enhancing infrastructure to enable behavioural change, and protect biodiversity across our sites.
- Expand the existing Electric Vehicle Charging Points (EVCP) network across NWFRS sites.
- Transition from Diesel fuel to Hydrotreated Vegetable Oil (HVO) in all compatible vehicles.
- Continue with Flow Meter installation onto emergency response appliances, as a response to a learning outcome from the Grenfell Tower fire.
- Expand the subject matter to incorporate climate change in conjunction with the community risk profile, and review the use of new and national emerging risks.
- Continue progress with the delivery of 'Hŵb Awen', the Training and Development Centre project.

These actions will satisfy the following Local Government (Wales) Measure 2009 Improvement Objectives;

- Strategic Effectiveness, Sustainability, Efficiency and Innovation.

Wales' Well-being Goals – How we contribute

Examples of how North Wales Fire and Rescue Authority contributes to the seven national Well-being goals includes;

A Prosperous Wales

- Implementation of the Emergency Cover Review aims to improve the provision of emergency cover in rural areas, creating new employment opportunities.
- Increase the on-call establishment across North Wales presenting pathways to full-time employment.
- Training all staff to use Microsoft 365 and to be cyber aware.



A Resilient Wales

- We already ensure that no mowing takes place on our estate between May & September each year.
- We will continue to actively educate landowners in responsible land use including use of natural grazing and other measures which mitigate wildfires.
- We are installing swift nesting boxes at appropriate locations around our estate.
- We aim to transition from Diesel fuel to Hydrotreated Vegetable Oil (HVO) for our heavy vehicle fleet.
- We will be working to transition our estate away from hydrocarbon heating systems.
- We aim to install solar photovoltaic panels at the majority of our sites by 2030.



A More Equal Wales

- We will develop a 2026-29 training and development strategy based on a training needs analysis, enabling our staff to develop the skills and knowledge to be fulfilled.
- We will give people the opportunity to participate in decision making through our public consultations, the Social Partnership Duty and biennial Fire Family Surveys.
- Equality of Health Outcomes – fire and road safety - Adverse Childhood Experiences (ACE) & Youth interventions.

A Healthier Wales

- We will continue to embed positive and supportive processes to improve attendance by providing excellent occupational health and welfare support.
- We will continue to support community green spaces by participating in events such as litter picks, in partnership with housing associations and local councils.
- We will create high-quality analysis to support an enhanced risk-based approach to proactive Safe and Well Checks.
- Work in partnership to understand the evolving threat of Battery Energy Storage Systems and deliver publicity campaigns to inform the public.
- We actively promote the cycle to work scheme and other healthy and active lifestyles campaigns. Our people are encouraged to maintain an active and healthy lifestyle through promoted.

A Wales of Cohesive Communities

- Internal staff networks and resource groups create safe and inclusive platforms for people to access advice, raise concerns, share ideas and to provide feedback.
- Through inclusive design, our people minimise their environmental footprint by agile, remote and flexible working. Car share initiatives are effective and help our people to minimise fuel costs and reduce the environment impact.
- By the very nature of our prevention work, our service add huge value to the North Wales community through safe and well advice which include safety, health and wellbeing. Through active engagement in the community during 2025-26, our service will deliver programmes, projects and campaigns to promote healthier and safer communities. Advice and information is communicated through a range of communication methodologies to widen access for different stakeholders, particularly those who are most at risk.
- We add significant value to the North Wales community through Safe and Well Checks, positively impacting personal safety, health and wellbeing.
- We are active members of various networks and forums that have been established by community anchor organisations. For example, The North Wales Community Cohesion Team established the North Wales Interfaith Forum.



A Wales of Vibrant Culture and Thriving Welsh Language

- We will continue to provide opportunities for learning Welsh and promotion of activities in line with our commitment to being a bilingual organisation, offering work based Welsh courses to staff at levels 2 and 3.
- We ensure front-line staff, such as our Control room operators and our Home Safety Support Workers, who deal directly with vulnerable people, are all fluent Welsh speakers. This allows us to commit to offering a proactive language choice in line with the values found in the Welsh Government's 'More than Words' framework.
- By promoting the services we provide bilingually, all residents or visitors to North Wales that may need to use them can do so in the language of choice.
- We will continue to collaborate with 'Mentrau Iaith' initiatives across North Wales to ensure we are at the forefront of any cultural celebrations or events that will be happening and that we can engage with as a Service.



A Globally Responsible Wales

- We will review stock items in our Stores and develop working practices to minimise waste.
- We will continue to migrate our light vehicle fleet to hybrid and electric vehicles.
- We will continue supplier analysis on development of Sustainability scoring & development of Carbon intensity scoring.
- There is on-going supplier due diligence checks including; tax and legal compliance, modern slavery & adherence with National or Minimum Living Wage legislation to ensure suppliers are acting in an ethical manner.
- Utilisation of suppliers within frameworks with predetermined ethical and sustainable Key Performance Indicators.
- We have published a Modern Slavery statement.
- We undertake DBS checks on all staff as part of our safeguarding measures, ensuring we maintain a safe and secure working environment for both employees and the communities.

How to Provide Feedback

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

There are a number of ways in which you can do this. The main way is through an online survey, or scan the QR code to take part.

Alternate Versions

If you do not have access to the internet

Call or text us on **07345 030 316**; or E-mail us at **OurFivePrinciples@northwalesfire.gov. wales** - we can send you a paper copy of the questionnaire, which you can return to us free of charge.

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

We welcome your comments or suggestions. Our consultation runs from **19 October to 13 December 2026**.

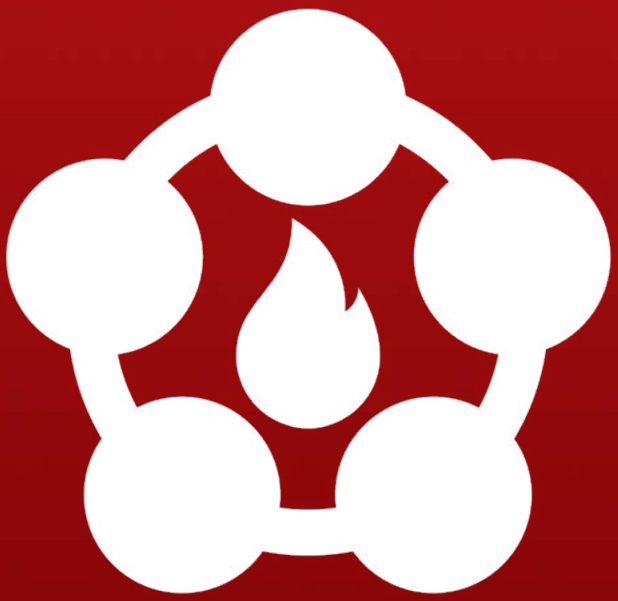
Alternatively, you can provide your feedback, by contacting us via our website **www.northwalesfire.gov.wales**, telephone us on **01745 535250** or write to us at;

Fire and Rescue Service Headquarters
Ffordd Salesbury
St Asaph Business Park
St Asaph
Denbighshire
LL17 0JJ

What Happens Next?

Following the consultation, a report containing all feedback received will be presented to members of North Wales Fire and Rescue Authority for consideration at the meeting scheduled on **19 April 2027**.

The Community Risk Management Implementation Plan 2027-28 will take effect from 1 April 2027 and will be published on our website.




MEWN CYFYNGDER Y GELWAIST