



North Wales Fire and Rescue Authority

# Community Risk Management Implementation Plan

## Well-being and Improvement Objectives 2026 – 2027



Our five principles for keeping communities safe – have your say

PEOPLE

PREVENTION

PROTECTION

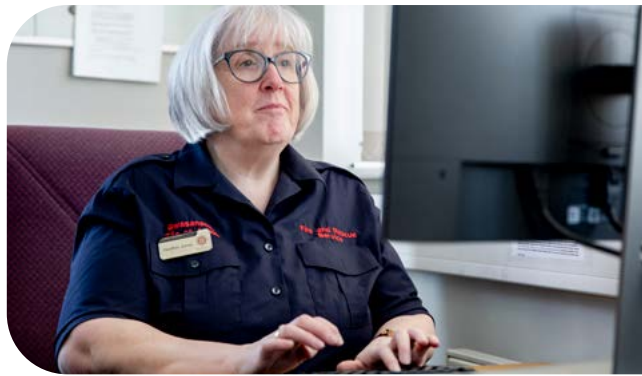
RESPONSE

ENVIRONMENT

Mae'r ddogfen hon ar gael yn Gymraeg

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People

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# 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. These plans can be accessed [here](#).

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

This Community Risk Management Implementation Plan, for 2026-27, is the third 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 [here](#).

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



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# 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.

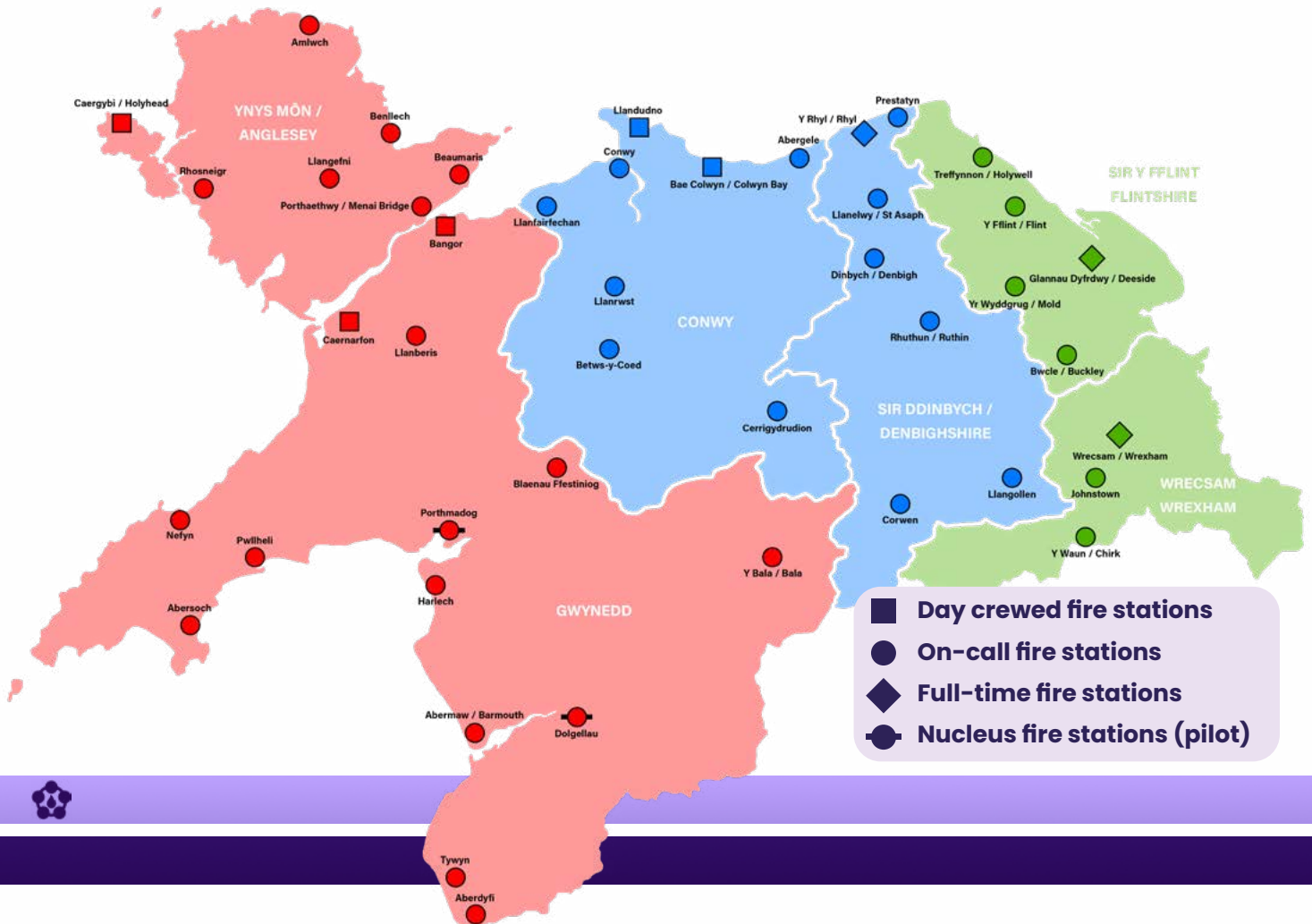
From firefighters to business area specialists, you can read more about the roles of the people that respond to emergencies and the people who keep the Service running [here](#).



# 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. You can read more about our geography and demography [here](#).



# 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. The public consultation was open from the 23 October 2025 until 16 December 2025. The feedback received has been considered in shaping our final proposals. A separate report presenting the consultation findings will be available on our website at the point of publication.

You can read about our assessment of our performance against our previous well-being and improvement objectives in our Annual Performance Assessment 2024-25 [here](#).

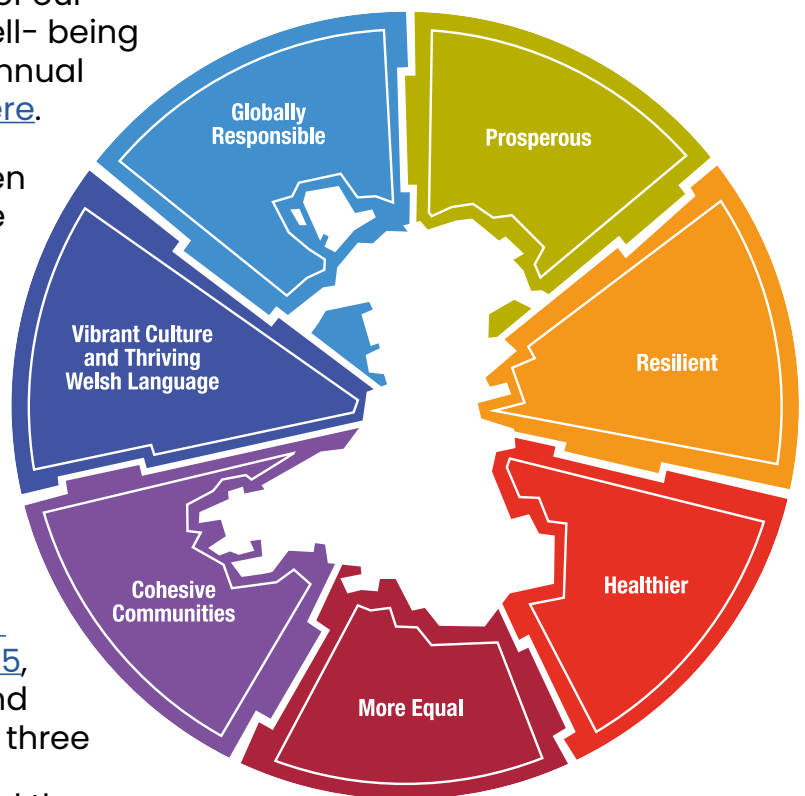
Our 2026-27 objectives have also been developed in line with the sustainable development principle of the [Wellbeing of Future Generations \(Wales\) Act 2015](#).

## 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. You can read about how we assess risk and demand [here](#).

# 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 [here](#).



People

Prevention

Protection

Response

Environment

# Our 2026–27 Community Risk Management Implementation Plan objectives

## 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 2026–27?

- 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.
- Support the delivery of an internal action plan for improvement following the 2025 Fire Family Staff Survey.
- Undertake Fraud Awareness training for Finance department staff to minimise the potential for financial loss.
- Evaluate the implementation of recommendations from the Crest Cultural review, and continue to deliver against them.
- Explore ways to support and enhance the Health and Well-being of employees as their life circumstances change.
- Enhance and streamline the Human Resources processes.
- Carry out improvements to the Information and Communications Technology Infrastructure and make Cyber Security improvements in line with the Cyber Response Action Plan.
- Review Data Protection and Governance arrangements, create a new asset register and undertake a review of the data retention policy.
- Implement the 2025–30 People and Organisational Strategy.
- Implement an Operations and Control Training Strategy and Training delivery plan.
- Embed The Wellbeing of Future of Generations (Wales) 2015 Act throughout the Service.
- Continue to build on our initial success and embed our commitment to working in Social Partnership across all areas of the Service.

**These actions will satisfy the following 2009 Measure 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 2026–27?**

- Provide quality data to support the Community Fire Safety department in the new risk-based approach to conduct identified high level Safe and Well Checks.
- Deliver intelligence led home safety interventions targeting the most at risk residents in our communities. We will deliver four targeted multi-agency campaigns across North Wales.
- Coordinate a project group to research a replacement for the Farynor Record Management System.
- Reduce water related fatalities and serious incidents through education and community engagement.
- Reduce the number of people killed or seriously injured on North Wales Roads through targeted, evidence-based interventions.
- Implement a comprehensive Arson Reduction Strategy, to reduce deliberate fire setting and safeguard communities.
- Embed safeguarding as a core element of everyday practice, by ensuring staff receive regular and role appropriate training.

## **These actions will satisfy the following 2009 Measure 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 2026–27?**

- Undertake an intelligence led approach to our Risk Based Inspection Programme to reduce injury and death from fire in domestic and non-domestic properties.
- Develop all supervisory and flexi duty system officers to Level 2 Fire Safety and Inspectors to National Fire Chiefs Council competence framework.
- Undertake monthly business fire safety reassurance campaigns to promote fire safety in commercial premises.

## **These actions will satisfy the following 2009 Measure Improvement Objectives;**

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



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# 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 2026–27?**

- Continue to react to new and national emerging fire risks and attend the Lithium-Ion multi-agency working group.
- Progress with the planned project for a new Training and Development Centre in St. Asaph, which will fulfil the training and development needs of the modern firefighter.
- Continue to deliver the action plan to consider the recommendations from the Chief Fire and Rescue Advisor and Inspector for Wales report into how Fire and Rescue Services 'Respond to Domestic Dwelling Fires'.
- Deliver the next phase of the Training Towers replacement programme.
- Review our On-call firefighter working practices.
- Implement a Business Continuity Management Group, to review the current Business Continuity processes for the Service.
- Implement a program of change to maximise the efficiency and effectiveness of availability of response crews across our communities.
- Continue in our planning and preparations for the UK Government led change to the Emergency Services Network.
- Continue to regularly monitor and review the ongoing Nucleus station and Resilience shift system pilot schemes to improve fire cover in our rural areas and increase fire cover resilience service wide.
- Look to replace an Aerial Ladder Platform with a modern turntable ladder.
- Continue to purchase fire appliances with the 'clean cab' principle in mind to reduce exposure from fire contaminants to firefighters.

## **These actions will satisfy the following 2009 Measure 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 2026–27?**

- Continue to expand the existing Electric Vehicle Charging Points (EVCP) network across the Service, and transition to electrical vehicles.
- Continue to progress our transition of existing diesel use vehicles to Hydrotreated Vegetable Oil (HVO) use vehicles.
- Update the Building Management software System.
- Implement the planned new 'Mechanical and Electrical' preventative maintenance strategy.
- Undertake a detailed feasibility study of our buildings to strengthen environmental data monitoring.
- Expand the subject matter advisors' remit to incorporate climate change and technological advancements in site specific risk information gathering and sharing.
- Look to improve our procurement lifecycle reporting and supplier engagement.

## **These actions will satisfy the following 2009 Measure 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 nutritional plans and allocated time to use our fitness suites.



## 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 2026-27, 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

The draft version of this Community Risk Management Implementation Plan underwent a period of public consultation from 23rd October to 14th December 2025.

Even though the consultation period has closed we are always looking for ways to improve our service and to present information that is meaningful. In order to help us do this we want to ensure your views are considered when delivering our activities and keeping you informed.

So, if you have any comments about this plan, or how we might improve future plans, we would still very much like to hear from you.

## Write to us:

North Wales Fire and Rescue Service (NWFRS)  
Fire and Rescue Service Headquarters  
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St Asaph Business Park  
St Asaph  
Denbighshire  
LL17 0JJ

## Call us:

07920 084 603

## Send us an email:

[OurFivePrinciples@northwalesfire.gov.wales](mailto:OurFivePrinciples@northwalesfire.gov.wales)

## Request a Safe and Well Check

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

## Follow us

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