Northern Ireland
Fire & Rescue Service

CORPORATE PLAN **2013-2016** AND ANNUAL BUSINESS PLAN **2013-2014**

Protecting Our Community

© Northern Ireland Fire & Rescue Service Copyright 2013

You may re-use this document/publication (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit http://www.nationalarchives.gov.uk/doc/open-government-licence or email: psi@nationalarchives.gsi.gov.uk

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

Any enquiries regarding this document should be sent to us at:

Northern Ireland Fire & Rescue Service Headquarters, 1 Seymour Street, Lisburn, Co Antrim, BT27 4SX or by emailing enquiries@nifrs.org

This publication is also available for download from our website at www.nifrs.org

CONTENTS

	Page No
Foreword by the Chief Executive	4
Section 1	
About Us – Your Fire & Rescue Service	5
Vision, Mission and Core Values	8
Strategic Context and Strategic Aims 2013– 2016	9
Financial Resources	11
Section 2	
How we Performed during 2012/13	13
Section 3	
Understanding and Managing our Risk	21
Section 4	
Corporate Priorities and Associated Strategic Objectives 2013-2016	25
Section 5	
Annual Business Plan 2013/14	29

Foreword by the Chief Executive

On behalf of Northern Ireland Fire & Rescue Service, I am pleased to present our Corporate Plan 2013-2016 and Annual Business Plan 2013/14.

As we continue to face financial and other challenges over the next few years, this Plan sets out how we intend to continue to deliver effective services whilst at the same time deliver an affordable and sustainable service.

Our focus is on the future and despite the challenges we face we are passionate about protecting our community. We will therefore continue to work closely with our partner agencies in order to improve public services for everyone. We will also continue to challenge how we did things in the past in order to improve how we intend to provide our services in the future to fulfil our statutory duty and the expectations of our stakeholders. Above all, we will continue to provide a flexible, responsive, efficient and targeted approach to our service delivery which is addressed to reduce the risk to the community from fire and other emergencies.

This Corporate Plan 2013-2016 and Annual Business Plan 2013/14 highlights our recent achievements and sets out how we intend to face our challenges for the future. It details our Corporate Priorities that will shape our work over the next 3 years and explains how we will measure our performance.

The need to achieve our priorities in a cost effective way by offering value for money services and by on-going work to identify efficiencies is a guiding principle for the Service and one in which we will continue to strive to achieve whilst maintaining a first class service to our community.

Jim Wallace
Interim Chief Executive

SECTION 1

ABOUT US

YOUR FIRE & RESCUE SERVICE

SECTION 1
About us - Your Fire & Rescue Service

Northern Ireland Fire & Rescue Service (NIFRS) serves the entire population of Northern Ireland, an area of over 5,500 square miles, with a population of 1.71 million, providing them with a range of fire and rescue services.

The strategic direction, performance and scrutiny of NIFRS is overseen by the Board which comprises a non-executive Chairman, the Chief Fire Officer and 10 non-Executive members, 4 of whom are District Councillors.

NIFRS is managed by the Interim Chief Executive, assisted by the Interim Chief Fire Officer, 2 Assistant Chief Fire Officers and 3 non-uniformed Directors.

Operational Structure

NIFRS is divided into 4 operational Command Areas - Northern, Southern, Eastern and Western. Area Commanders, each responsible for one of the 4 Area Commands, manage operational activity on a day to day basis and report to the Interim Chief Fire Officer. The 4 Area Commands are supported by 14 Districts, strategically placed across Northern Ireland and which create a community focus for NIFRS activities. District Commanders are responsible for the Fire Stations in their District.

There are 68 Fire Stations throughout Northern Ireland serving their local community. The map below shows the locations of NIFRS Area and District Commands and each of the Fire Stations across Northern Ireland.

NIFRS Headquarters is situated in Lisburn, Co Antrim and the Fire & Rescue Training Centre is currently situated at Boucher Crescent, Belfast.

NIFRS Personnel

Emergency cover is provided by a current establishment of:

- 917 Wholetime (Full-time) Firefighters
- 994 Retained (Part-time) Firefighters
- 12 Volunteer Firefighters
- 58 Regional Control Centre Staff (who answer the 999 emergency calls)
- 208 Support Staff (plus 53 part-time caretakers)

Vision, Mission and Core Values

Our Vision is

Protecting Our Community

Our Mission is

To deliver a fire and rescue service and work in partnership with others to ensure the safety and well-being of our community.

Our Values are

People	We value keeping our people safe and well trained.
Leadership	We value leading by example.
Teamwork	We value working together.
Integrity	We value the utmost integrity in everything we do.
Diversity	We value equality and fairness and we consider the needs of our staff and the community we serve.
Communication	We value open and honest communication with our staff and with all our stakeholders.
Partnership	We value working in partnership.
Pursuit of Excellence	We value continuous improvement at all levels of our organisation.

Strategic Context and Strategic Aims 2013–2016

Northern Ireland Fire & Rescue Service goes into 2013/14 on the back of what has been a particularly challenging year for the organisation.

A series of external reviews and audits were published in October 2012 and we face a period when we must deal with the outcome from these reviews, whilst at the same time trying to maintain our high level of performance in protecting our communities. In spite of the criticism and adverse publicity which the Service has been subjected to, we have continued to protect the communities of Northern Ireland in an efficient and effective manner.

The leadership within the Organisation is currently undergoing a period of transition and change which will allow the Organisation to move forward in the challenging times ahead. The Corporate Management Team is gradually being put in place and we are starting to address vacancies across other parts of the organisation. As we go forward in 2013/14, the challenges, whilst different in their nature, will I am sure be met with continuing professionalism and integrity.

The financial climate for the next few years is likely to put pressure on the organisation in terms of identifying and driving out inefficiencies across all our activities whilst still achieving our obligations under the Northern Ireland Executive Programme for Government 2011-15. As improving our performance is key to everything we do we will continuously search for ways to improve quality, increase productivity, reduce costs and use our resources more effectively and sustainably.

The Service's governance arrangements have undergone a significant change in recent times and, in further developing this, we can anticipate and welcome greater scrutiny and transparency in everything that we do. The development of a National Framework for Northern Ireland, and wider use of peer reviews across many aspects of the Service, will contribute to ensure that the organisation is moving forward and changing in ways such that we meet our communities needs and expectations.

We know that our people are our greatest asset and are at the forefront of achieving our Vision, therefore, we must continue to develop our staff to ensure that we have the right people with the right mix of skills at the right location to continue to provide and excellent service across our community whilst reducing the impact of any emerging risks. The on- going commitment and loyalty of all our personnel is still, in my view as interim chief executive, beyond question and it is hoped that these qualities and attributes will continue to support the organisation as it moves forward.

Strategic Aims 2013-2016

Aim 1 Respond to Emergencies

We aim to: Provide an efficient, effective and resilient emergency response with resources aligned to risk.

Aim 2 Develop a Safer Community

We aim to: Reduce the incidence of fire and other emergencies by the provision of a targeted efficient and effective safety education, advice and legal enforcement service.

Aim 3 Manage Resources & Monitoring Performance

We aim to: Ensure the effective and efficient use of resources to provide value for money based on integrated risk management planning.

Aim 4 Support Our People

We aim to: Provide a well- equipped, competent & highly motivated workforce which reflects the community we serve.

Aim 5 Governance & Accountability

We aim to: In line with our values, and robust governance and scrutiny, operate in accordance with appropriate legislation, ensuring safety, sustainability and partnership are central to all our activities.

Aim 6 Manage Change & Drive Improvement

We aim to: Manage change and improvement through identification of best practice in line with the needs and expectations of all our stakeholders.

Business Planning Arrangements for Arms Length Bodies

Recently the Department of Health, Social Services & Public Safety (DHSSPS) has introduced a Planning Template for all Arms Length Bodies for the incoming and future years.

The Department's purpose for this planned approach is to strengthen and improve Business Planning arrangements for Arms Length Bodies. The Planning template includes a number of Departmental organisational requirements to be delivered by NIFRS during 2013/14.

These requirements have been referenced against each relevant Business Task on NIFRS Annual Business Plan and will feature as part of ongoing accountability arrangements. The detail of the Departmental requirements can be summarised under the following categories:

Category	Departmental Reference Numbers
Governance	1.1-1.8
Business Continuity/Emergency Preparedness	1.11-1.13
Information Governance	1.14-1.15
Finance/Procurement	2.1-2.13
Estate	2.14-2.16
ICT	2.17
Human Resources	2.18-2.29
Customer Services	3.3
Operational Assurance	3.11
Strategic	4.1-4.3
Prevention	4.4-4.7
Response	4.8-4.15
Programme for Government	4.16-4.17

Financial Resources

Revenue Budget

For 2013/14 the Revenue Budget for the Fire & Rescue Service is £77.696 million, which is made up of a £77.346 million grant from the Department of Health, Social Services & Public Safety (DHSSPS) and £350K in other income. The table below provides an analysis of our Revenue Budget by category of expenditure.

The distribution of this budget is shown below:

2013/14 NIFRS Expenditure Budget *

Category of Expenditure	£'000*	%
Staff Costs	60,400	77.8
Other Staff Costs	2,267	2.9
Board Members	-	
Operating Expenditure	6,159	7.9
Premises	4,369	5.6
Hired & Contracted	1,519	2.0
Establishment	1,717	2.2
Other Provisions	2,819	3.6
Balance budget adjustment	(1,554)	2.0
Total Budget	**77,696**	

*This is a provisional 2013/14 allocation as at February 2013 and is subject to confirmation. The total of category of expenditure is based on initial budget requests and will be adjusted to balance with department budget allocation.

Our budget is managed under the Central Government Resources Budgeting Framework. This provides information for managers on the full cost of providing our services. NIFRS is committed to delivering an efficient and effective service. The Finance and Performance Directorate has a key role to play in this through:

- Promoting good practice in the management of all resources;
- Identifying the scope for improving the efficiency and effectiveness of all resources; and
- Promoting good practice in the provision of accurate and timely information.

Capital Budget

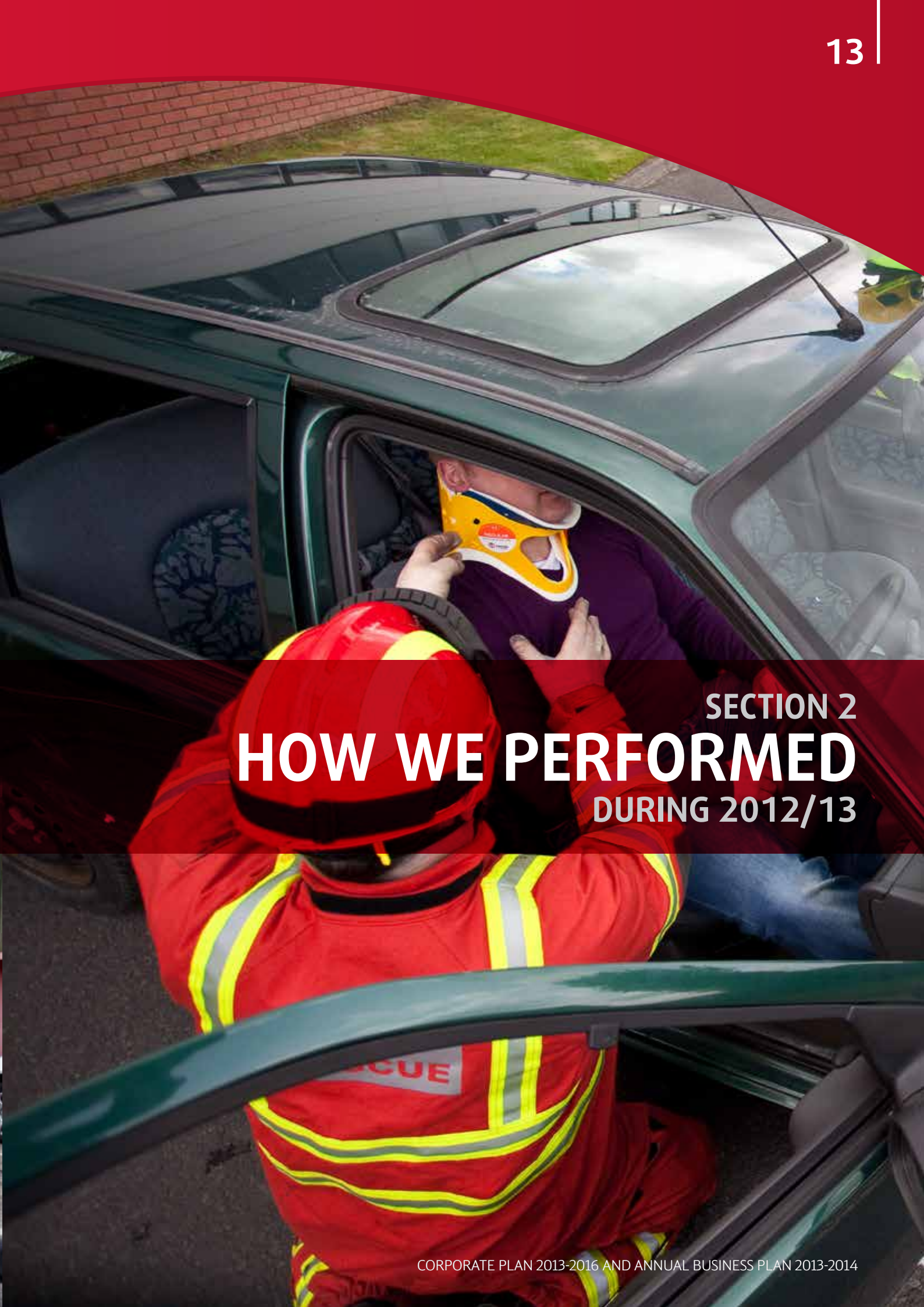
The main focus of our capital expenditure programme for 2013/14 is on:

- the building of a new Omagh Fire Station & District Headquarters;
- the replacement of vehicles and associated equipment;
- together with significant investment in Communications and IT systems.

The table below provides an analysis of our draft capital budget based on Capital Priorities (Scenario 3) as at 26 November 2012. The 2013/14 capital budget will be finalised during March 2013; and it is anticipated that expenditure on Land & Buildings will increase whilst expenditure on Vehicles will decrease correspondingly.

Category of Expenditure	£'000*	%
Land & Buildings	1,439	23.0%
Vehicles	2,276	36.4%
Communications Equipment	1,451	23.2%
Operational Equipment	150	2.4%
IT Equipment, Furniture, etc	936	15.0%
Total Budget	**6,252**	**100.0%**

*This is a provisional 2013/14 allocation and is subject to change



SECTION 2

HOW WE PERFORMED DURING 2012/13

Section 2 - How we Performed during 2012/13

Strategic monitoring against our Corporate targets is undertaken by NIFRS Corporate Management Team, the Board and our sponsoring body, DHSSPS, with more detailed Departmental and Directorate targets being monitored through internal Performance and Planning Process.

A number of our Key Achievements during 2012/13 include the following:

New Integrated Community Safety College at Desertcreat, Cookstown

NIFRS, together with Northern Ireland Prison Service and Police Service for Northern Ireland, are working together to develop a world class integrated training facility at Desertcreat in Cookstown.

The project has now reached design Stage F and has received full planning approval. The building work is due to commence in June 2013 to be completed in 2015.

Major Refurbishment of Rathfriland Fire Station

Due to a fire in Rathfriland Fire Station, a major refurbishment programme was undertaken and completed in May 2012 with the input and support of the local community. The overall cost of this project was approximately £600k.

36 New Trainee Firefighters Graduate

In May 2012 Northern Ireland Fire & Rescue Service (NIFRS) celebrated the graduation of 36 new trainee Firefighters (33 males and 3 females), following the successful completion of an intensive 18 week course.

They were selected from a recruitment drive which attracted a total of 5,850 applicants from right across Northern Ireland.

Largest Flooding Emergency Training Exercise Ever Held in NI

In February 2013 Northern Ireland Fire & Rescue Service (NIFRS) held a major emergency cross border flooding training exercise in the Upper Lough Erne areas of Co Fermanagh and the Ballyconnell area of Co Cavan. This was the largest live multi -agency flooding training exercise ever held in Northern Ireland and was the first time that an NIFRS Team has been deployed to the Republic of Ireland to test its capability to respond to flooding incidents.

The 12 hour exercise, known as exercise “Overflow”, was designed to test NIFRS operational response, procedures and resilience as well as command and control systems with partner agencies to a major flooding incident.The exercise was developed as part of the recommendations of two key government flooding reports regarding the need for responding agencies to clarify roles and responsibilities and to carry out joint flooding training.

NIFRS Participate in Largest Live Maritime Training Exercise Ever Held in NI

Specialist Rescue and Marine Response Teams from Northern Ireland Fire & Rescue Service (NIFRS) have participated in the largest live maritime training exercise ever held in Northern Ireland. The purpose of the public safety enhancing exercise was to test operational response to a major maritime search, rescue and recovery incident on Belfast Lough.

The large scale training exercise, called 'Exercise Diamond' took place on Sunday 23 September 2012 and involved a staged collision between a passenger vessel with 120 people on board and a commercial roll on roll off ferry with 50 passengers and 23 crew on board. Simulated fires on board the vessels and people trapped on the vessels further intensified the difficulty for the various agencies responding to the mock up "major incident".

Flooding – Over 700 Emergency Calls to NIFRS and 31 People Rescued by FireFighters

Following heavy downpours on 27 June 2012, Northern Ireland Fire & Rescue Service (NIFRS) Regional Control Centre personnel dealt with over 700 flooding related emergency calls between 6pm and midnight. That's dealing with an emergency call every 20 seconds during peak periods. Fire Crews attended a total of 126 flooding related emergency incidents assisting members of the public in distress and rescued 31 people in the greater Belfast area and other parts of Northern Ireland affected by the flash floods.

Interagency Liaison Officers (ILOs)

During the week 17-21 September 2012, an initial cadre of 4 NIFRS Officers attended a newly-instituted Interagency Liaison Officer (ILO) course. Established in response to both the Northern Ireland Civil Contingencies Framework arrangements and the national 'Inter-operability' initiatives, this new training aims, amongst other things, to improve co-ordination across the 'blue-light' Services.

The Officers concerned are now fully qualified to advise on specialist areas of activity at complex, multi-agency civil emergencies.

Operational Intelligence

During 2012, a cross-disciplinary Working Group within NIFRS developed a new Operational Intelligence Strategy. An enhancement of the previously-existing Standard Operating Procedure No 12, it aims to provide high-quality information to firefighting personnel about the risks posed at premises they might be called to attend during emergency incidents.

It is a major component of NIFRS's response to concerns high on the UK Fire and Rescue Service agenda since the publication of the Health and Safety Executive's Consolidated Report in 2010, and is designed to improve both the safety of Firefighters and the standard of service delivered to the public.

Wildfire Risk Assessment

NIFRS has been a key player in the planning and delivery of a 'wildfire' consultancy project centered on the Eastern Mournes Catchment Area. Undertaken in conjunction with NI Water and the Department of the Environment, the consultation (delivered in December 2012 by an independent expert, who also provided training to key personnel) will promote a better understanding of the risks posed by wildfires and signpost the way forward in improving both preventative initiatives and the co-ordination of response activities.

This exercise is seen as a blueprint for future multi-agency wildfire risk assessment across Northern Ireland.

Heritage Protection

During 2012, NIFRS has contributed to the development of the new Northern Ireland Co-ordinating Committee for Heritage Emergencies (NICCHE). This multi-agency group – which aims to promote and better co-ordinate protection of Northern Ireland's heritage assets – grew out of individual Memoranda of Understanding NIFRS had with a number of the partners.

Currently NICCHE has representation from the Northern Ireland Environment Agency, National Museums Northern Ireland, the National Trust, the Public Record Office of Northern Ireland, the Arts Council, Libraries NI, the NI Museums Council, as well as NIFRS. Terms of Reference for the group have been agreed and a number of emergency planning projects initiated.

Fire Service Emergency Cover Toolkit

In essence, the Fire Service Emergency Cover (FSEC) toolkit – widely used across UK Fire and Rescue Services - is a computerised platform which, amongst other things, facilitates risk profiling through the input of demographic and other data; it thereby contributes to analysis of the optimum deployment of operational resources and the targeting of Fire Safety initiatives.

In 2012, NIFRS not only upgraded its FSEC provision to the latest available version but has also taken important steps to embed the system within its operational planning processes. In this context, both a 'Dwellings Risk Assessment' and an 'Other Buildings Risk Assessment' for Northern Ireland have now been completed.

NIFRS Receives Accreditation from Employers for Disability Northern Ireland

In September 2012 Northern Ireland Fire & Rescue Service (NIFRS) received an accreditation from Employers for Disability Northern Ireland (EFDNI) for its work in supporting employees and service users with disabilities.

The accreditation acknowledges that as an organisation NIFRS goes above and beyond current legislation in ensuring that best practice is followed, for both service users and employees with a disability, across all aspects of its work in protecting the community.

Northern Ireland Fire & Rescue Service Strike Gold for the 7th year running in Prestigious RoSPA Awards

Northern Ireland Fire & Rescue Service (NIFRS) is delighted to have been awarded, for the 7th consecutive year, the Royal Society for the Prevention of Accidents (RoSPA) Health and Safety Award, attaining yet again the much sought after Gold Medal Status for its commitment and standard in health and safety.

Youth Engagement

NIFRS has delivered 9 LIFE Schemes in 2012/13. The LIFE Scheme has been designed to build a better understanding between young people within the community and NIFRS Personnel. The Scheme targets young people between the age of 13-19 and focuses on building essential life skills such as team work, leadership skills and confidence.

As part of Road Safety Week in November 2012, NIFRS delivered a Roads Accident Consequences & Education (RACE) Scheme at Westland Fire Station. The RACE Scheme was developed to give young people aged between 14-25 years the knowledge of the destructive consequences and potentially life changing ramifications of an RTC. The programme is consolidated with a strong technology component to engage the 14-25 year old target group.

Home Fire Safety Check Campaign

During September 2012, NIFRS undertook a 4 week advertising campaign targeting those people most at risk from fire in the home and offering them a free Home Fire Safety Check. This campaign utilised TV, radio, outdoor and bus advertising.

Fireworks Safety Awareness Campaign

During Halloween, Wednesday 31st October 2012, Northern Ireland Fire & Rescue Service (NIFRS) received 183 calls and attended 133 incidents across Northern Ireland.

This is the lowest figure recorded for 31st October since 1989 and represents a decrease of 8% on incidents attended during Halloween 2011. Over this period NIFRS worked with partner agencies in Health, Police and Justice to raise awareness about the dangers and safe use of fireworks using TV, radio and outdoor poster advertising.

Home Fire Safety Checks

During 2012/13, NIFRS staff completed approximately 10,000 Home Fire Safety Checks across Northern Ireland with over 4,000 smoke alarms being fitted in domestic dwellings in this time. During each visit, home owners were also provided with advice on how to protect themselves and escape their home in the event of fire.

Fire Safety Leaflet Distribution

During the year, NIFRS delivered over 170,000 fire safety leaflets to home owners and businesses across the Province. These leaflets included life saving information and advice on what to do in the event of a fire in the home or workplace.

Transport ISO9001 Implementation

To continue to ensure our staff have the best quality equipment and vehicles available to them at all times, NIFRS Transport & Engineering Services have implemented a quality management system in line with the internationally recognised ISO9001 standard. This will help formalise robust, standardised processes and embed a culture of continuous improvement within the Department. It is anticipated full external certification will be achieved in 2013/14.

Equality and Diversity

Outreach

Promotion of firefighting as a viable career choice for women is a strategic priority for NIFRS in terms of our outreach activities. Over the past decade the numbers of women applying for Firefighter vacancies has steadily increased. We have also increased the number of women Firefighters employed. However, there is still much work to be done in continuing to raise the profile of the role of a Firefighter as a potential occupation for women.

We demonstrate this through regular attendance at Careers Fairs at schools and colleges throughout Northern Ireland. Our aim is to inform young people about NIFRS as a whole and the diversity within our Service. Increasingly, we are reaching larger pupil audiences through events organised by Business Education Partnerships on a multi-school basis. Where possible, we aim to have women Firefighters present to share their personal career experience with the young people and teachers alike, highlighting that firefighting is not a job only for men.

Also as part of our outreach, operational staff deliver community safety and careers talks to schools and youth groups. This work is supported by a comprehensive careers booklet, specific to NIFRS, which has been circulated by the Equality & Diversity Unit to all Department of Employment & Learning Careers Advisers and to careers teachers in all secondary level education schools in Northern Ireland.

For the last 5 years NIFRS has supported and attended the Belfast Mela festival in August each year. In 2012, staff from both Human Resources and Safety Services manage Information Stands where visitors could receive both careers and home fire safety guidance. This relationship with the Belfast Mela greatly supports our outreach programme to minority communities, providing NIFRS with an annual opportunity to engage with over 20,000 people in one day and all in the same location.

Development of Equality & Diversity Representative Programme

The pilot programme at Eastern Area Command involves Equality & Diversity Representatives exploring relevant and current topics with NIFRS Equality & Diversity Unit. This is with a view to the Representatives returning to their Stations equipped to deliver similar awareness sessions to colleagues. Issues including transgender awareness; pitfalls of social media; safeguarding young persons and vulnerable adults are covered.

Dignity in the workplace update training has also been delivered by Dr John Kremer who is an academic and has worked prolifically with the Equality Commission of Northern Ireland on the development of its guidance on Section 75 Statutory Equality Duties.

NIFRS Equality & Diversity Strategy

Equality & Diversity and Good Relations initiatives are significantly contributed to by operational community safety activities across the Service. This includes Youth Engagement initiatives progressed by Safety Services colleagues, eg, the Young Passengers and Drivers Awareness Raising Initiative and the Driving Change initiative both launched in conjunction with other key agencies. The NIFRS Safety Team programme is also delivered by bilingual Firefighters in a number of Irish language schools.

NIFRS is also represented on a broad spectrum of local forums and partnerships, working in collaboration to improve the safety of our community and to address specific service delivery issues for particular groups, eg, Home Fire Safety Checks, liaising with HSC Sensory Support Services regarding referrals for those with sight and hearing disabilities.

Section 75

NIFRS 2nd Edition Equality Scheme was approved by the Equality Commission for Northern Ireland in August 2011. NIFRS Equality & Diversity Unit provides guidance and support to policy Lead Officers in taking forward screening of policies under development or review. This includes assisting in implementing stakeholder consultation and engagement.

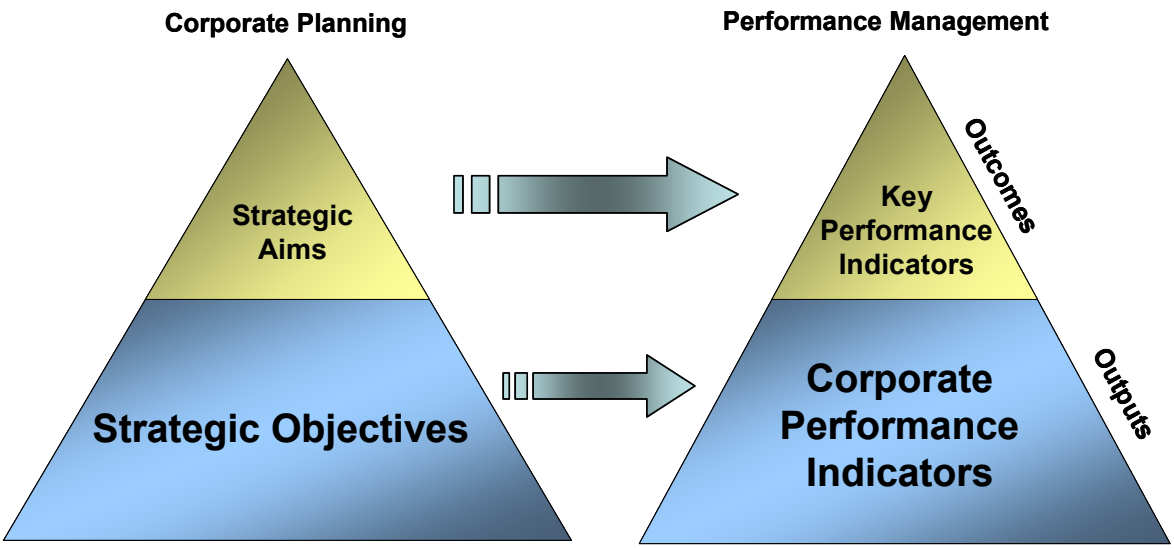
Performance Management

NIFRS Strategic Key Performance Indicators have been developed to reflect those aspects of performance which are of most importance to service users and enables us to continually measure what we do and inform us if we have been successful in achieving our priorities.

Quarterly Performance Reports are provided to the Board and to the sponsoring body (DHSSPS) using the traffic light system as a visual basis for assessing performance together with the interventions, action plan and responsibility for each KPI therefore providing a comprehensive overview of the outcomes against each target.

NIFRS has recently carried out a review of the KPI reporting structure to ensure that performance management continues to drive change and improvement at all levels within the organisation. The following diagram outlines the organisational strategic relationship between our planning and performance management arrangements.

NIFRS also produces quarterly bench-marking Performance Reports which provide comparisons of our performance against similar Fire and Rescue Services throughout the UK, currently known as Family Group 4. This information is used to identify best practice which is then shared throughout all Family Group 4 members.



The following table outlines our performance over the past 5 years for a number of the existing Key Performance Indicators (KPIs).

Key Indicators	Performance				
	08/09	09/10	10/11	11/12	12/13
Number of accidental fire deaths in dwelling fires* **Our Target - reduce the number of accidental fire deaths in private dwellings**	9	7	11*	10*	11
Number of accidental dwelling fires **Our Target - reduce the number of accidental dwelling fires by 2% year on year (10% reduction by 2015) from the 09/10 baseline (819)**	822	819	806	750	811
Number of deliberate primary fires **Our Target -reduce by 2% year on year (10% reduction by 2015) the number of deliberate primary fires from the 09/10 baseline (2,039)**	2,180	2,039	1,832	1,597	1,303
Number of deliberate secondary fires **Our Target - reduce by 4% year on year (20% reduction by 2015) the number of deliberate secondary fires from the baseline average figure of the last 5 years (10,571)**	10,119	9,210	10,360	7,907	4,978
Percentage of working smoke alarms in private dwellings **Our Target – achieve and maintain a 98% smoke alarm ownership in private dwellings**	94%	99%	99%	98%	98%
Working days/shifts lost to sickness absence by all staff **Our Target – achieve an average of 7 days/ shifts lost per year by 2015**	8.2	8.6	9.1	9.2	11.5

* Figures subject to State Pathologist Report.
** Figures subject to outstanding Fire Reports.

SECTION 3

UNDERSTANDING & MANAGING OUR RISK

Section 3 - Understanding and Managing Our Risk

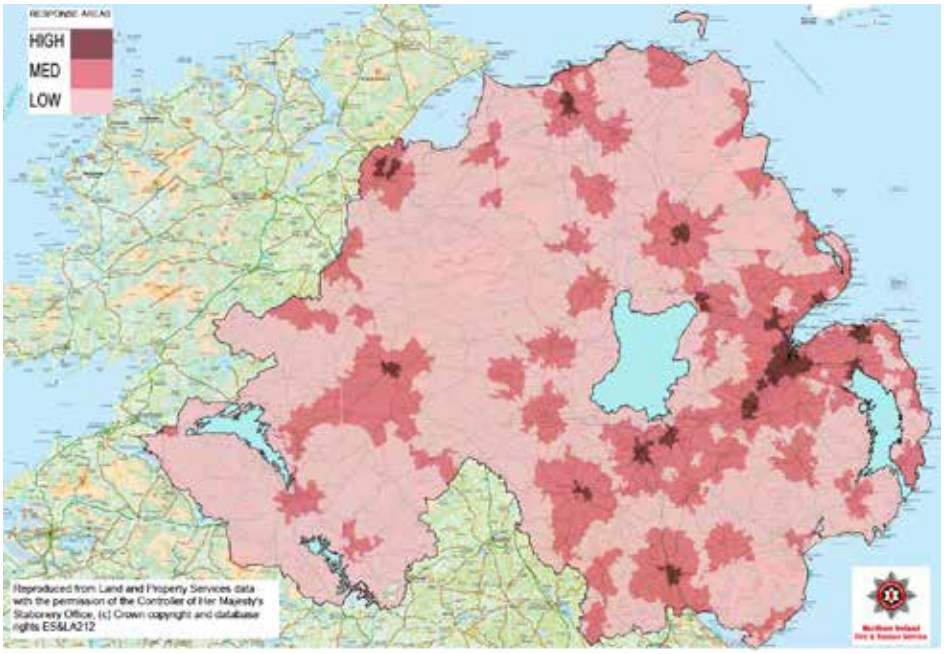
Understanding the risk of fires, incidents and other types of emergencies is critical to providing an efficient and effective Fire & Rescue Service. Accurate risk information not only allows us to target our resources better in terms of where they are most likely to be called upon in an emergency, but also help us target our preventative activity.

NIFRS has procured an FSEC Software toolkit which applies national risk factors to local incidents attended over a 3-5 year period to identify risk categorisation (very low to very high) within the Census Output Areas (COA) in Northern Ireland.

NIFRS response standards based on local risk is as follows:

Substantive Response Area	Attendance Times of Appliance	
	1st Appliance	2nd Appliance
High	6	9
Medium	12	15
Low	21	24

The Standards require a crew of 5 personnel on the first appliance and 4 on the second. We will continue to send an enhanced response of 3 pumping appliances to fires where persons are reported as missing. The target benchmark for achievement of these standards is 75%. The following map provides an indication of substantive response areas as per the census carried out in 2001.



Our Approach to Risk

As has been stated, knowing the risk of fires and other types of emergency is crucial to providing an effective and value for money Fire & Rescue Service, through appropriate targeting of resources and prioritisation of proactive safety and prevention activity.

NIFRS has undertaken a comprehensive piece of work to ensure that our approach to assessing and modelling risk is the best that is possible and ensures we understand as fully as we can the risks facing the citizens of Northern Ireland.

The key risks we need to be able to respond to are:

Fires

NIFRS attended over 13,000 incidents involving fire in 2011/2012. These incidents include fires in the home, in commercial premises and public settings. The greatest risk to life involves domestic dwelling fires. NIFRS concentrates its fire prevention activities in this area through a number of strategies:

- Home Fire Safety Checks
- Media campaigns
- School education programme
- Themed seasonal campaigns, eg, Bonfire, Halloween, Christmas, etc
- Youth engagement initiatives

Transport Incidents

Fire-fighters in Northern Ireland now rescue more people from road traffic collisions than they do from fires; during 2011/12 NIFRS attended 576 serious road traffic collisions and rescued 345 people from their vehicles.

We have a strong commitment to road safety and to reducing death and injury on our roads. This is evident through our re-signing of the European Road Safety Charter in April 2011, our own Road Safety Strategy and our work with other road safety organisations in the delivery of the Northern Ireland Road Safety Strategy to 2020.

NIFRS now also has a statutory responsibility to attend "serious transport incidents" such as rail and aircraft incidents.

Climate Change

Changes to the global climate have led to an increase in erratic weather behaviour. The potential for sustained periods of dry weather increase the likelihood of spate conditions involving wildfires (uncontrolled fires in grassland and forests).

Recent years have also seen an increase in the number of incidents attended to deal with flooding. There has been a requirement for NIFRS to move large volumes of water to protect property as well as the need to affect rescues in flooding situations.

The increase in these types of incident has already been proven to stretch existing resources and we must therefore re-evaluate the appropriateness and availability of personnel and equipment to deal with these extreme events.

Hazardous Material (Hazmat) Incidents

NIFRS also faces increased challenges in the provision of 'Hazmat' response; incidents involving the escape and/or ignition of dangerous liquids and chemicals during the production, storage and transportation process require a high level of response involving specially trained Officers and the use of specialist equipment.

In addition to the above, NIFRS now has a statutory responsibility for the mass decontamination of members of the public. NIFRS also has a responsibility for environmental protection and work in partnership with the NI Environment Agency to minimise adverse impact of its operations and third party hazardous materials incidents on the environment.

Significant risks have to be addressed around the hazards posed by, for example, asbestos, acetylene, agro-chemicals (pesticides and fertilisers) and carbon monoxide. Again, under specified Regulations, NIFRS has to co-operate with others to address the Major Accident Hazards associated with particular sites and installations, such as major chemical plants and gas pipelines.

Specialist Incidents

NIFRS faces new challenges in responding to an increasing range of emerging specialist risks. The following list (which is by no means exhaustive) illustrates typical specialist incident categories we may be requested to attend:

- Animal Rescue
- High Rise Buildings
- High Volume Pump (flooding or water provision)
- Incidents at Prisons
- Marine Response (incidents at sea)
- Detection, identification and monitoring of hazardous substances, and Mass Decontamination
- Persons trapped, eg, trench collapse and machinery entrapment
- Rope Rescue & Working at Height incidents
- Structural Collapse

To deal with this increasing array of incidents, NIFRS has a corresponding need to improve its provision of both equipment and training.

Social Change

Northern Ireland has seen a shift in socio/economic demographics; an increase in the number of people living longer and a move to the provision of care in the community increase the risk profile. Statistics show that elderly people living alone are most at risk from fires in the home. NIFRS has done some excellent work through targeting our home safety efforts at this vulnerable group; however, it will remain an issue because of a range of impairments - physical and mental - associated with age.

Obesity continues to rise and has resulted in an increase in demands for NIFRS to attend bariatric incidents.

Alcohol and drug related attempted suicides tie up significant NIFRS resources.

Future Strategy

These risks have been identified using historical incident data, trend analysis, mapping and changes to legislation. To ensure that we respond to these risks, NIFRS will:

- Continue to model and analyse incident patterns and social trends to ensure we are adequately resourced to respond to predictable risks.
- Introduce greater flexibility into how we provide our resources and our ability to deploy them including our staff.
- Continue to investigate and learn from events to inform and update our policies and procedures.
- Invest in our people, training and development to ensure they can respond effectively to the challenges they face.

SECTION 4

CORPORATE PRIORITIES & ASSOCIATED STRATEGIC OBJECTIVES 2013 - 2016

Section 4 - Corporate Priorities and Associated Strategic Objectives 2013 - 2016

Our Corporate Priorities guide our work, shaping the development of objectives and actions and ensuring compliance with the statutory and legislative obligations placed upon the Service. Underpinning our actions are our Values which reflect the standards which we incorporate into everything we do in order to provide the highest level of service to the community we serve.

Each of the Priorities below will have a number of associated Strategic Objectives which will be linked to our Core Aims and have a time-frame for delivery. To ensure we are accountable in achieving these Strategic Objectives and ultimately meet our Aims, we use a variety of Performance measures and, where appropriate, we use targets to help us where we need to do more:

Priority 1: Reduce risk to the community

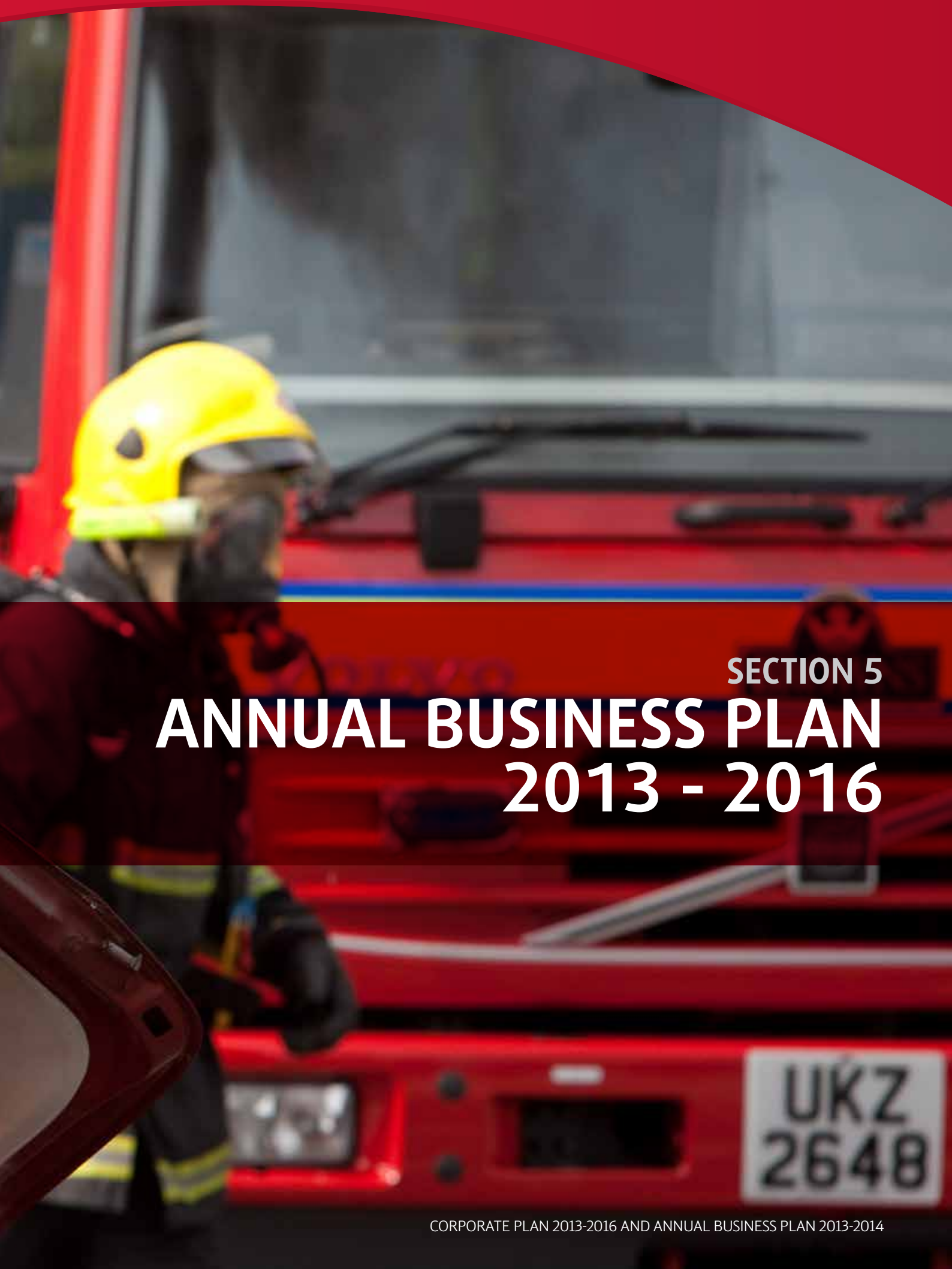
Priority 2: Deliver affordable and sustainable services

Priority 3: Invest in the future of our people

Priority 4: Continue to develop strong, productive partnerships

Priority 5: Provide effective Governance, Risk and Performance Management

Priority Ref No	Strategic Objectives 2013-2016	Strategic Aim	Time-line (years)
1	Provide an efficient and effective emergency response with the resources targeted to risk	1	2
1	Achieve increased levels of community safety through the continued delivery of risk based fire and community safety initiatives in line with statutory requirements.	2	1-3
1	Develop and implement a CBRN Strategy for NIFRS which reflects the nationally agreed model and ensures long term management of CBRN operations.	1	1
1	Provide Regional Control Centre (RCC) services to meet NIFRS needs.	1	1-2
2	Ensure the effective and efficient use of operational resources by developing and implementing a service delivery model which reflects community risk and operational resilience enhanced by effective performance management.	1	1-3
2	Improve Information, Communication, Planning and Performance Management technologies and processes to ensure our staff has the right information at the right time to assist them to deliver an excellent value for money service and to ensure we effectively engage with our stakeholders.	6	1-3
2	Review and maintain NIFRS Estate, PPE and Transport needs in order to ensure on-going fit for purpose service provision.	3	1-2
2	Provide a sustainable service by implementing NIFRS Carbon Management Plan in support of PFG and DHSSPS sustainable targets.	3	2
2	In conjunction with our partners, develop and implement NIFRS Capital Investment Programme.	3	1-3
2	Develop and implement NIFRS Finance Strategy to ensure transparency, accountability and value for money.	3	1-2
2	Monitor and report progress on NIFRS Organisational Change Management Programme.	6	1-3
3	Develop and implement our Workforce, HR and Equality and Diversity Strategies.	4	1-3
3	Review and implement our Learning and Development and Health and Safety Strategies to ensure we have the right skills to deliver an integrated high quality, value for money service.	4	1-3
4	Develop Partnership arrangements in order to improve our service delivery and meet the expectations of our stakeholders.	5	2
5	Review our Organisational Governance and Risk arrangements and enhance mechanisms for analysis, challenge and improvement.	5	1-2



SECTION 5

ANNUAL BUSINESS PLAN 2013 - 2016

Section 5 - Annual Business Plan 2013/14

Strategic Aim 1: RESPOND TO EMERGENCIES

Provide and efficient, effective and resilient emergency response with resources aligned to risk.

Priority No	Task	Target Completion	Directorate
1	Ensure effective arrangements are in place to provide an effective 999 call handling service to support improved service delivery to all stake holders (4.14, 4.8)	March 2014	Operational Support Services
1	Prepare for renewal of one Command Support Unit in line with CSU replacement. (4.14)	March 2014	Community Protection
1	Implement an emergency response strategy to ensure NIFRS reacts safely and effectively to such incidents as it is reasonably foreseeable it will be called upon to attend. (1.11, 4.10)	March 2014	Operations
1	Implement CBRN Strategy for NIFRS. (4.11)	July 2013	Community Protection
2	Develop and implement operational policy and procedures to ensure NIFRS can address statutory responsibilities under the 2011 Emergencies Order. (4.12)	March 2014	Community Protection
2	Conduct a fundamental review of resource management and associated policies in NIFRS to ensure that service delivery models reflect community and organisational risk and can be sustained by the continued effective management of operational resources.	January 2014	Operations
2	Using the Fire Service Emergency toolkit, continue to provide Risk information to inform fire safety and community safety strategies and support the Operational Emergency Cover Review Programme. (4.9)	December 2013	Operations
2	Develop and implement an Operational Assurance Strategy for NIFRS. (3.3, 3.11)	October 2013	Operations
1	Monitor, assess and apply data and feedback obtained from operational and community risk analysis in order to develop and implement a Risk Management Plan for NIFRS capable of integration with the wider NIFRS Corporate Plan.	June 2013	Operations

Strategic Aim 2: DEVELOP A SAFER COMMUNITY

Reduce the incidence of fire and other emergencies by the provision of a targeted efficient and effective safety education, advice and legal enforcement service.

Priority No	Task	Target Completion	Directorate
1	Carry out a fundamental review of the existing NIFRS Community Safety Strategy 2010-15 and develop a new Community Safety Strategy for 2014-19. (4.4, 4.5, 4.6, 4.7)	December 2013	Community Protection
1	Enforce The Fire and Rescue Services (NI) Order 2006 by carrying out a risk-based programme of audits. (4.6)	March 2014	Community Protection
1	Promote Fire Safety by having a Media Strategy in place in compliance with NIFRS's obligations under The Fire and Rescue Services (NI) Order 2006. (4.4, 4.5, 4.7)	Jun 2013	Community Protection
1	Raise awareness of the dangers of fire through a programme of public education to include a wide range of interventions designed to reach all members of the Northern Ireland public and business communities. (4.4, 4.5, 4.7)	March 2014	Community Protection
1	Deliver the NIFRS Home Fire Safety Check Scheme using FSEC data in conjunction with Mosaic lifestyle data to target people at risk within the community. (4.4, 4.5)	March 2014	Community Protection
1	Contribute to Road Safety in Northern Ireland and working in partnership, reduce the numbers of people killed and seriously injured. To further develop and maintain a strategic approach to all aspects of Road Safety and emergency response to road traffic collisions.	March 2014	Community Protection

Strategic Aim 3: MANAGE RESOURCES & MONITORING PERFORMANCE

Ensure the effective and efficient use of resources to provide value for money based on integrated risk management planning.

Priority No	Task	Target Completion	Directorate
2	Carry out effective procurement to optimise the benefits of Service funding, ensure VFM and promote sustainability (1.6, 2.9, 2.10, 2.11)	September 2013	Planning and Corporate Affairs
2	Ensure arrangements are in place for the effective management of Service assets. (2.14)	March 2014	Planning and Corporate Affairs
2	Ensure Capital Projects are progressed in line with NIFRS Capital Infrastructure Priorities. (2.14, 4.16)	March 2014	Planning and Corporate Affairs
2	Review and implement NIFRS Carbon Management Plan. (2.16)	March 2014	Planning and Corporate Affairs
2	Review and implement NIFRS Replacement Strategies 2008-2018 for equipment, fleet and PPE.	March 2014	Operational Support Services
2	Prepare Statutory Annual Accounts in accordance with external Audit Plan and Departmental timescales. (2.12)	June 2013	Finance
2	Complete the pay remit process in a timely manner and in accordance with DFP guidance so as to obtain DFP approval in advance of the payment of any pay awards. (2.13)	March 2014	Finance
2	Deliver on the Prompt Payment of invoices. (2.1)	March 2014	Finance
2	Provide DHSSPS with robust financial forecasts of year end outturn and forecast monthly expenditure during 2013/14. (2.2)	March 2014	Finance
2	Achieve financial breakeven target of 0.25% or £20K (whichever is the greater) of revenue allocation for 2013/14. (2.3)	March 2014	Finance
2	Improve efficiency and Value for Money. (2.6)	March 2014	Finance
2	Facilitate the statutory requirement of the automatic enrolment of pensions legislation. (2.25)	October 2013	Finance

Strategic Aim 4: SUPPORT OUR PEOPLE

Provide a well- equipped, competent & highly motivated workforce which reflects the community we serve.

Priority No	Task	Target Completion	Directorate
3	Develop and implement the Organisational Learning and Development Strategy. (4.13)	March 2014	Operational Support Services
3	Review and update PDP System for all staff. (2.20)	March 2014	Operational Support Services
3	Implement Programme plan for the NI Community Safety College at Desertcreat. (4.16)	March 2014	Community Protection
3	Ensure effective strategic management of operational resources to support service delivery.	March 2014	Operations
3	Reduce to a minimum the risks to safety of all NIFRS personnel by the implementation of an appropriate Health & Safety management system and adopting a fully integrated approach to safety in line with National Guidance and in particular HS(G) 65 and the proposed FRS Health & Safety framework.	March 2014	Community Protection
3	Implement and maintain an effective Occupational Health, Safety, and Welfare provision for all NIFRS Staff. (2.26, 2.27)	March 2014	Community Protection
2	Secure additional dedicated and suitably experienced/qualified resources to facilitate timely and quality processing of Business Cases. (2.8).	December 2013	Finance
3	Review and implement NIFRS Human Resource Strategy 2009-14. (2.28)	March 2014	Human Resources
3	Conduct a fundamental review of NIFRS Human Resource function.	September 2013	Human Resources
3	Develop and implement NIFRS Workforce Planning Programme to ensure effective service delivery is maintained. (2.29)	March 2014	Human Resources
3	Review and implement NIFRS Equality and Diversity Strategy 2010-2020.	March 2014	Human Resources
3	Develop, implement and review NIFRS employee relations policies.	March 2014	Human Resources
3	Develop and implement NIFRS Attendance Management Policy. (2.18)	May 2013	Human Resources
3	Carry out an Organisational Structural Review in conjunction with the Corporate Management Team.	March 2014	Human Resources
3	Develop and implement a Staff Appraisal System. (2.22)	March 2014	Human Resources

Strategic Aim 5: GOVERNANCE & ACCOUNTABILITY

In line with our values, and robust governance and scrutiny, operate in accordance with appropriate legislation, ensuring safety, sustainability and partnership are central to all our activities.

Priority No	Task	Target Completion	Directorate
5	Further develop our Governance arrangements to ensure transparency and accountability. (1.8, 4.1, 1.14)	January 2014	Planning and Corporate Affairs
5	Ensure a mechanism is established through which NIFRS complies with DHSSPS requirements on the reporting of emergent governance issues. (1.1, 1.2, 1.5)	March 2014	Internal Audit
5	Ensure that arrangements are in place to monitor the implementation of audit/review recommendations. (1.4)	September 2013	Corporate Mgt Team/Internal Audit
5	Review and report on the effectiveness of the Audit & Risk Management Committee. (1.3)	September 2013	NIFRS Chair/ Internal Audit
5	Ensure arrangements are in place for the monitoring and review of NIFRS Risk Management.	Mar 2014	Planning and Corporate Affairs
4	Ensure the organisation works effectively with our partners to improve service delivery.	Mar 2014	Planning and Corporate Affairs
4	Develop and implement a strategy to enable NIFRS to effectively contribute to a multi-agency approach to resilience and civil contingency arrangements in NI. (4.15)	September 2013	Community Protection
4	Develop enhanced partnership-working arrangements with the other emergency services - and additional relevant partners - to contribute to effective inter-operability and enhanced project collaboration.	March 2014	Community Protection
1	Review NIFRS Business Continuity Management arrangements to ensure they remain fit for purpose. (1.12)	October 2013	Community Protection
4	Contribute to implementation of the programme plan for the World Police and Fire Games. (4.17)	March 2014	Community Protection

Strategic Aim 6: MANAGE CHANGE & DRIVE IMPROVEMENT

Manage change and improvement through identification of best practice in line with the needs and expectations of all our stakeholders

Priority No	Task	Target Completion	Directorate
2	Develop and implement processes supporting the Organisational Change Programme. (3.3, 4.2)	March 2014	Planning and Corporate Affairs
2	Develop a 3 year Corporate Communications Strategy 2013-16 to underpin the Corporate Plan 2013-16 and IRMP 2012-15 and implement year 1 to deliver internal and external communications for NIFRS.	March 2014	Corporate Communications
5	Develop and implement a Performance Management Framework in order to drive continuous improvement. (1.15, 4.3, 2.26)	March 2014	Planning and Corporate Affairs
2	Implement NIFRS Operational Intelligence Strategy.	March 2014	Community Protection
2	Plan, develop, manage and support resilient Communications Systems and Technologies to meet NIFRS Operational requirements and deliver a high quality Emergency Service to the public. (1.13, 2.17)	March 2014	Community Protection
2	Plan, develop, manage and support resilient Business Information Systems and technologies to deliver a robust Management Information Framework in line with NIFRS ICT Strategy. (4.9, 1.12)	March 2014	Community Protection
2	Maintain appropriate security, accreditation and governance for NIFRS ICT systems.	March 2014	Community Protection

Northern Ireland Fire & Rescue Service

Headquarters
1 Seymour Street
Lisburn
BT27 4SX

Tel. 028 9266 4221
Fax: 028 9267 7402
Email. enquiries@nifrs.org

www.nifrs.org