



**Northern Ireland
Fire & Rescue Service**



Integrated Risk Management Plan 2012-2015

28 February 2012

Protecting Our Community

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Foreword



Dr Joe McKee
Chairman

On behalf of the Northern Ireland Fire & Rescue Service (NIFRS) Board, I am pleased to present our Integrated Risk Management Plan (IRMP) 2012-15.

Integrated risk management planning is our approach to providing emergency cover in Northern Ireland. This 3 year IRMP builds on past success to reflect revised ambitions developed to meet the new challenges we have identified from the changing operating environment.

For this 3 year IRMP we consulted widely over a 13 week period (26 October 2011 – 25 January 2012) on 4 key Proposals and we received a number of responses from our own staff and from external stakeholders and partner organisations.

We have consulted on 4 key Proposals:

1. Conduct a community risk assessment exercise to identify the risk profile for Northern Ireland.
2. Achieve increased levels of community safety through the continued delivery of risk based fire safety and community safety initiatives.
3. To enhance NIFRS emergency response capability to address current and emerging risks to community safety and to reflect public expectation.
4. To ensure the effective and efficient use of operational resources by developing and implementing a service delivery model which reflects community risk, enhanced by effective performance management.

The Board has carefully considered all the responses in developing this 3 year IRMP.

On behalf of the Board I would like to thank everyone who has taken the time to let us know their views during our consultation period. The comments we received on all 4 Proposals have contributed to our IRMP 2012-15.

If you would like to find out more about NIFRS please visit our website www.nifrs.org.

A handwritten signature in black ink that reads "J. McKee". The signature is written in a cursive style with a long horizontal stroke at the end.

Dr Joe McKee

Chairman

Northern Ireland Fire & Rescue Service Board

Section 1: Your Fire and Rescue Service

The NIFRS Board

NIFRS serves the entire population of Northern Ireland, an area of over 5,500 square miles, with a population of 1.7 million. The strategic direction, performance and scrutiny of NIFRS is overseen by the Board which comprises a non-executive Chair, the Chief Fire Officer and 10 non-executive Members, 4 of whom are District Councillors.

Ultimate responsibility for producing this IRMP rests with the NIFRS Board, with the support of the Chief Fire Officer and his staff.

Management of NIFRS

NIFRS is managed by the Chief Fire Officer who is the Chief Executive, assisted by the Deputy Chief Fire Officer, 2 Assistant Chief Fire Officers and 3 non-uniformed Directors, collectively known as the Corporate Management Team.

Area Commanders, each responsible for one of the 4 Area Commands in NIFRS, manage operational activity on a day to day basis.

Our 4 Area Commands are supported by 14 Districts, strategically placed across Northern Ireland. District Commands were introduced to create a community focus for NIFRS activities.

Firefighters

The Wholetime firefighters, based at Fire Stations in the larger towns and cities throughout Northern Ireland, are immediately available to attend an emergency incident. Wholetime firefighters are organised into watches (shifts) and crew Fire Stations 24 hours per day.

The Retained (part-time) firefighters based in their own towns go about their daily business in the normal way until they receive an emergency call. They then make their way to the Fire Station and respond to the incident.

Formerly crewed by entirely Retained personnel, Variable Crewed Stations have 1 appliance crewed by Wholetime personnel for 12 Hours a day from 11.00hrs to 23.00hrs, 7 days a week. The Retained complement crew the second appliance on a 24 hour basis and crew the first appliance outside the period of Wholetime cover. During the period of Wholetime cover, the first appliance is crewed by 5 personnel. This crew can be made up of the entire Wholetime watch or a combination of Wholetime and Retained personnel from that Fire Station.

More information on who we are and what influences what we do can be found in NIFRS Corporate Plan 2011/16 and Annual Business Plan 2011/12. You can view or download this document from the Publications Section of our website www.nifrs.org.

Section 2: Our Purpose and Priorities

Our Purpose

Protecting Our Community

Our Priorities

Our priorities are the issues we treat with the most importance – the things we are trying to achieve and those that we concentrate our activities and resources on. We have 2 priorities:

Priority 1 – Reduce risk to the community

We will continue to reduce risk in the community by integrating the development and delivery of:

- prevention activities
- protection activities
- emergency response arrangements

Priority 2 – Deliver affordable and sustainable services

We have a duty to deliver services in the most efficient and cost effective way by:

- ensuring resources are available and used in the best way possible
- working collaboratively where appropriate
- planning for future budget allocations
- a process of continuous organisational improvement
- effective management of resources, attendance, performance and safety

Section 3: Summary of Consultation Exercise

Approach to Consultation

NIFRS employs both quantitative and qualitative methods to be able to fully understand the opinions and requirements of our staff and the community we serve. We recognise that using more than one method where possible can improve quality and quantity of results, however each method has its own strengths and weaknesses and suitability depending on what and whom the organisation is consulting.

NIFRS were committed to consulting from the outset of IRMP development as at this early stage there is scope to influence future projects. As such a questionnaire was not deemed a suitable consultation method as often these are tightly structured and can restrain consultee's responses. Rather, by inviting open comments NIFRS provided an opportunity for people to get involved to shape decisions for the future of their fire and rescue service.

In order to make the consultation Document as accessible as possible alternative versions were made available upon request (Braille, audio, large print, other languages etc)

Consultation with Employees

During October 2011 a Chief's Circular (30/2011) and e-mail were issued to all staff summarising the consultation exercise and inviting comments. Copies of the Draft IRMP 2012-2015 were placed on NIFRS public folders and copies were distributed to each Fire Station, NIFRS Training Centre, District, Area and NIFRS Headquarters. Staff were also informed via NIFRS Team Briefs 07/11, 08/11, 09/11 and 10/11 during 2011.

All representative bodies were provided with a copy of the Draft IRMP and were invited to a consultation meeting with the IRMP Team.

Consultation with the Public & Stakeholder Organisations

The Board placed public notices in 3 major newspapers and a press release was issued on 26 October 2011. Letters and copies of the Draft IRMP were issued to other stakeholders as detailed below:

- Members of the Legislative Assembly
- Department of Health, Social Services & Public Safety
- Each of the 26 Councils
- Government Departments
- Other Emergency Services
- Partner Agencies
- Education & Library Boards

All UK and Border Fire & Rescue Services were informed of our Draft IRMP 2012-2015. In addition, over 350 members of the public who have used our services were invited to comment on the Proposals.

E-Consultation

The Draft IRMP 2012-2015 was made available to the general public on the consultation section of our website, www.nifrs.org.

Due to the increasing importance of social networking as a communication method, a 'post' advising of this consultation was also placed on NIFRS Facebook wall encouraging people to submit their views and opinions.

Summary Of Key Elements And Consultation Responses

Breakdown of Respondents

There were a total of 13 written responses to the consultation exercise. The table below gives a breakdown by type of respondent.

Type of Respondent	Number of Respondents
NIFRS Employees	3
Staff Representative Bodies	1
Local Councils	3
Member of the Public	3
Other Emergency Services	0
Other Interested Parties	2
Anonymous	1
Total	13

A complete list of all those who responded to the consultation exercise is contained in Appendix A.

The Analysis of Responses

All responses and comments were considered and their analysis followed the 3 steps outlined below:

Step 1: After registration, acknowledgement and categorisation of responses, the key comments made by each respondent were collated.

Step 2: The Board assessed the issues and points raised and determined what changes should be made to the Draft IRMP 2012-2015.

Step 3: Sections of the Draft IRMP 2012-2015 were re-drafted in accordance with the judgements made in Step 2.

Summary of main issues raised by respondents

Sections A to E provide a breakdown of issues raised by respondents about the Draft IRMP and summarises the key elements of their comments along with the Board's response, where appropriate.

A "Summary of the Draft IRMP 2012-15 Consultation Exercise" has been produced and includes a summary of the responses received during the consultation exercise.

This summary has been evaluated and formally considered by the Board prior to any final decisions about the Proposals contained within this IRMP 2012-15.

You can access a copy of the "Summary of the Draft IRMP 2012-15 Consultation Exercise" via our website www.nifrs.org and click on Consultation.

Section 4: IRMP 2012-2015

Priority 1 – Reduce risk to the community

Project 1

Conduct a community risk assessment exercise to identify the risk profile for Northern Ireland

2012/13

Subtasks

1. NIFRS will use the Fire Service Emergency Cover (FSEC) toolkit to quantify and analyse NIFRS data to create a comprehensive risk profile of Northern Ireland.
2. NIFRS will use FSEC combined with the results of the 2011 Census to ensure that our risk profile is an accurate assessment of community risk in Northern Ireland - with particular focus on potentially vulnerable groups within the community.

Performance Indicators

1. NIFRS will monitor risk within Census Output Areas and enhance the existing arrangements for operational performance management.
2. NIFRS will benchmark operational performance with comparative fire and rescue services.

Project 2

Achieve increased levels of community safety through the continued delivery of risk based fire safety and community safety initiatives

2013/14

Subtasks

1. NIFRS will use the risk profile of Northern Ireland and all available external and internal data sets to inform its fire safety and community safety strategy including targeting those most at risk and vulnerable groups in the community.
2. NIFRS will continue to use fire and community safety to drive down the risk of death and injury in accidental dwelling fires.
3. NIFRS will use external datasets from a range of statutory and voluntary agencies such as the Northern Ireland Statistics and Research Agency, Mosaic UK (classification of each citizen's location, their demographics, lifestyles and behavioural indicators), the Police Service of Northern Ireland, the Department of Regional Development, the Royal Society for the Prevention of Accidents and Age NI.
4. NIFRS will take account of information relating to social exclusion and deprivation in seeking to address community safety and emergency response arrangements.
5. NIFRS will continue to undertake community safety activities including arson reduction and reducing accidental fires.
6. NIFRS will strive to reduce the number of emergency response vehicle movements associated with hoax calls and unwanted fire signals (false alarms).

Performance Indicators

1. NIFRS will use statistics relating to fatalities and injuries from fires, RTCs and other emergency incidents to inform the iterative process of community risk analysis and to target fire safety and community safety activities.
2. A number of our Key Performance Indicators (KPIs) will assist in measuring and monitoring our performance including:

- KPI 6.1 Reduce by 2% year on year (10% reduction by 2015) the number of deliberate primary fires from the 2009/10 baseline.
- KPI 6.2 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.
- KPI 8.1 Reduce the number of accidental private dwelling fires by 2% year on year (10% reduction by 2015) from the 2009/10 baseline.
- KPI 9.3 Reduce by 5% year on year (25% reduction by 2015) from the 2009/10 baseline, unwanted fire signals received from non-domestic properties.

Priority 2 – Deliver affordable and sustainable services

Project 3

To enhance NIFRS emergency response capability to address current and emerging risks to community safety and to reflect public expectation

2012/13

Subtask

1. NIFRS will develop and implement an emergency response strategy to ensure it maintains the capability to respond safely and effectively, not only to fires but all types of emergency incidents, such as flooding, chemical incidents and major disasters. This strategy will reflect national guidance, procedures and performance standards.

Performance Indicators

1. NIFRS will conduct Annual Special Service Incident Survey to gauge the level of customer satisfaction with our emergency response service at non-fire incidents.
2. NIFRS will conduct two yearly Emergency Response Surveys to gauge the level of customer satisfaction with our emergency response service at major and secondary fires.

Project 4

To ensure the effective and efficient use of operational resources by developing and implementing a service delivery model which reflects community risk, enhanced by effective performance management

2012/13 to 2014/15

Subtasks

1. NIFRS will identify emergency response and resource options based on an analysis of empiric data corresponding to each fire station and appliance.
2. NIFRS will review current crewing arrangements to ensure they reflect the risk profile of Northern Ireland and continue to contribute to safe and effective emergency response.
3. NIFRS will seek to maximise the effective management of Retained Crewing.
4. The Flexible Duty System shift pattern will be utilised to ensure NIFRS has a minimum standard of Senior and Supervisory Officers on duty at all times to discharge statutory requirements.
5. NIFRS will conduct a Road Traffic Collision Risk Assessment to ensure emergency cover in this regard reflects the risk profile of Northern Ireland.
6. NIFRS will use rotas and availability to smooth out fluctuations in staffing levels to prevent over provision, maintain minimum staff levels and meet staff requirements for time off duty.

Performance Indicators

1. NIFRS produce monthly Accountability Reports to facilitate monitoring, benchmarking, operational and management assurance.
2. NIFRS use the Operational Assessment of Service Delivery (OASD) model to measure efficiency and effectiveness. The results of this OASD will be benchmarked nationally and be subject to peer review.
3. An Operational Performance Inspectorate will carry out independent operational assessment audits to validate the results of local performance.
4. We will also measure and monitor our performance with the following KPI:

KPI 1.1 Achieve and maintain local 999 emergency response standard of 75% appliances attending an incident within the set target times.