Road Safety Strategy 2014 - 2019
## Version Control

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<td>Road Safety Manager</td>
<td>Approved by RSSG</td>
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I am pleased to present Northern Ireland Fire and Rescue Services (NIFRS) Road Safety Strategy 2014 -2019 and to have this opportunity to re-affirm NIFRS’ commitment to reducing death and injury on our roads.

The function of the Road Safety Strategy 2014-19 is to detail how NIFRS will deliver the 4 key priorities identified in the IRMP 2012/15 in relation to Road Safety.

We have made significant progress with all our road safety activities since publishing our first road safety strategy in 2008. By working in partnership with other road safety professionals and advocates we have contributed to the downward trend in fatalities and those seriously injured in road traffic collisions (RTC) on Northern Ireland’s roads.

During the five year period of our previous strategy, road deaths in Northern Ireland dropped by 50% and serious injuries by 22%. During the same period we were mobilised to 15% fewer RTCs but unfortunately saw an increase of 32% of people needing rescued from their vehicles.

As an organisation we are committed under Article 6 of the Fire & Rescue Services (NI) Order 2006 to ensure that we are equipped and trained to effectively release people from collisions when they do occur on our roads. This statutory duty therefore greatly influences our prioritisation of activities and places the focus heavily upon intervention. This includes the provision of equipment, the training of our staff and, where necessary, improved medical skills to sustain casualties until the arrival of the Ambulance Service.

That being said we also recognise the importance of educating road users on the consequences of RTCs. The introduction of our Road Accidents, Consequences and Education (R.A.C.E.) Scheme, our community engagement activities and our contribution to Road Safety Week each year, have provided us with the platform necessary to target the most vulnerable road users on our roads and to deliver our key road safety messages.

NIFRS is currently undergoing a period of sustained and significant organisational change and like other public services are operating under substantial budgetary and resource constraints. This has not impacted on our commitment to reducing death and injury on our roads; it just means we need to find new and innovative ways to deliver this Strategy and achieve our targets.

Going forward, we want to build on the successes of our previous strategy and continue to forge relationships and work in partnership with other road safety stakeholders. By doing this we hope the downward trend in fatalities and serious injuries on our roads will continue.
Introduction

This strategy builds on our previous road safety strategy and renews our commitment to working with others to reduce the potential for collisions to occur on our roads. Our strong commitment to road safety is evident through the implementation of our previous Road Safety Strategy, the signing of the European Road Safety Charter in 2008 and again in 2011, and our partnership with other road safety organisations in the delivery of the Northern Ireland Road Safety Strategy to 2020.

We deal with the consequences of RTCs, and the impact they have on human life and our communities, on a daily basis. In fact, we are now called to rescue significantly more injured people from road traffic collisions than from fires. Over recent years there has been a continuing downward trend in the number of people dying on Northern Ireland’s roads but there is still much to be done. One death on our roads is one too many.

We recognise that no agency can be solely responsible for reducing the number and impact of RTCs; consequently, the focus of this strategy is to embed our approach within the ethos of partnership working with other agencies involved in road safety, and to provide a strategic commitment to this issue.

By working with other agencies we aspire to achieve zero road deaths and serious injuries, we will therefore continue to prepare our emergency response personnel for all potential RTC rescue scenarios, and we will respond with appropriately trained and equipped crews as quickly as possible to carry out rescues and make scenes safe.

The Strategy has been formulated based upon experience gained via the implementation of our previous strategy and upon research and data analysis conducted by the Department of the Environment and other road safety stakeholders.

To achieve success in delivering against our aims and objectives the scope of this Strategy is to focus on:

- **Prevention**: The range of educational and engagement activities that NIFRS develop to prevent the occurrence of RTCs

- **Protection**: How NIFRS will influence the design and development of vehicles and the built environment to improve road safety

- **Intervention**: Improving how we respond to RTCs, and improving the intervention techniques and equipment we use to reduce the impact on individuals involved.

- **Communication**: How we will promote NIFRS Road Safety activity to both Internal (NIFRS Staff & Board Members) and External (Public, Media and Key Stakeholders) Audiences.

- **Interagency**: How we work with our partners to ensure a cost effective, intelligence led approach to further improving road safety in Northern Ireland.

In keeping with our organisational vision of ‘protecting our community’, this Strategy is divided into 4 distinct areas, or ‘workstreams’ – Prevention, Protection &
Intervention, Communication and Interagency.

To provide further focus, each workstream has an identified lead officer who will provide the point of contact for strategic matters within their area of expertise. The overall development and implementation of the Strategy is the responsibility of the Director of Community Protection.

The Strategy is fully integrated into our corporate planning process and this will ensure that our activities are monitored, achieved and delivered. It also complements the work of the Department of the Environment (DoE) Road Safety Strategy and supports priority 3 of the Programme for Government.
Strategic Context

In order to set the context of this Strategy it is important to understand the main causes of injuries and deaths on our roads. It is a sad reality of life that human beings are fallible, vulnerable and make errors, and these characteristics have a direct bearing upon collisions on our roads. We will use data and research analysis gleaned from DoE and PSNI to highlight the extent of the problem here in Northern Ireland, which road user groups are the most vulnerable and the primary causes of RTCs.

Casualty Trends Since 2008

The number of RTC fatalities in Northern Ireland has generally been falling since its high-point in 1972 when there were 372 recorded fatalities. There was something of a plateau throughout most of the 1990s and the early years of the last decade, however in recent years the number of fatalities has reduced. Table 1 shows the number of recorded injury RTCs and casualties 2008/09 – 2012/13.

Table 1: Recorded Injury RTCs and Casualties 2008/09 – 2012/13

<table>
<thead>
<tr>
<th></th>
<th>Fatal Collisions</th>
<th>Serious Collisions</th>
<th>Slight Collisions</th>
<th>All Injury Collisions</th>
<th>Killed</th>
<th>Seriously Injured</th>
<th>Slightly Injured</th>
<th>Total Casualties</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
<td>99</td>
<td>813</td>
<td>5,237</td>
<td>6,149</td>
<td>106</td>
<td>998</td>
<td>8,367</td>
<td>9,471</td>
</tr>
<tr>
<td>2009/10</td>
<td>90</td>
<td>793</td>
<td>5,304</td>
<td>6,187</td>
<td>101</td>
<td>995</td>
<td>8,579</td>
<td>9,675</td>
</tr>
<tr>
<td>2010/11</td>
<td>54</td>
<td>736</td>
<td>4,757</td>
<td>5,547</td>
<td>58</td>
<td>891</td>
<td>7,847</td>
<td>8,796</td>
</tr>
<tr>
<td>2011/12</td>
<td>51</td>
<td>689</td>
<td>4,899</td>
<td>5,639</td>
<td>52</td>
<td>806</td>
<td>7,972</td>
<td>8,830</td>
</tr>
<tr>
<td>2012/13</td>
<td>50</td>
<td>659</td>
<td>5,057</td>
<td>5,766</td>
<td>53</td>
<td>779</td>
<td>8,187</td>
<td>9,019</td>
</tr>
</tbody>
</table>

There were 53 persons killed on the roads of Northern Ireland in 2012/13, an increase of 1 from the 52 recorded in 2011/12 and a decrease of 50% on the 106 killed in 2008/09.

Drivers of motor vehicles and their passengers still account for the largest number of fatalities on our roads followed by pedestrians, motorcyclists and pedal cyclists. Table 2 provides a breakdown of the number of people killed and seriously injured by road user category, over the 5 year period. [Statistics sourced from PSNI, Injury Road Traffic Collision and Casualties Report, 1 April 2012 - 31 March 2013].
Table 2: Killed and Seriously Injured by Road User Type 2008/09 – 2012/13

<table>
<thead>
<tr>
<th>Type of Road User</th>
<th>2008/09</th>
<th>2009/10</th>
<th>2010/11</th>
<th>2011/12</th>
<th>2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fatalities:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pedestrians</td>
<td>21</td>
<td>19</td>
<td>11</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Drivers of motor vehicles</td>
<td>44</td>
<td>33</td>
<td>23</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Motorcyclists</td>
<td>16</td>
<td>16</td>
<td>9</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Pedal cyclists</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Passengers</td>
<td>21</td>
<td>27</td>
<td>13</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Pillion passengers</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Other road users</td>
<td>2</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>106</td>
<td>101</td>
<td>58</td>
<td>52</td>
<td>53</td>
</tr>
</tbody>
</table>

| **Serious Injuries:**      |         |         |         |         |         |
| Pedestrians                | 197     | 185     | 174     | 192     | 187     |
| Drivers of motor vehicles  | 415     | 393     | 332     | 286     | 287     |
| Motorcyclists              | 121     | 124     | 120     | 105     | 89      |
| Pedal cyclists             | 30      | 32      | 51      | 43      | 57      |
| Passengers                 | 216     | 237     | 195     | 163     | 143     |
| Pillion passengers         | 5       | 8       | 9       | 5       | 3       |
| Other road users           | 14      | 16      | 10      | 12      | 13      |
| **Totals**                 | 998     | 995     | 891     | 806     | 779     |

| **Killed & Seriously Injured (KSI):** |         |         |         |         |         |
| Pedestrians                | 218     | 204     | 185     | 202     | 198     |
| Drivers of motor vehicles  | 459     | 426     | 355     | 309     | 309     |
| Motorcyclists              | 137     | 140     | 129     | 109     | 93      |
| Pedal cyclists             | 32      | 32      | 51      | 45      | 60      |
| Passengers                 | 237     | 264     | 208     | 172     | 155     |
| Pillion passengers         | 5       | 9       | 10      | 6       | 3       |
| Other road users           | 16      | 21      | 11      | 15      | 14      |
| **Totals**                 | 1,104   | 1,096   | 949     | 858     | 832     |

During the same 5 year period NIFRS responded to a total of 3,400 RTCs which equates to an average of 680 RTCs per year where people were trapped in their vehicles and required rescuing. Table 3 shows the number of RTC incidents NIFRS were mobilised to and Table 4 shows the number of fatalities, casualties and rescues where NIFRS were in attendance.
Table 3: Number of RTC incidents NIFRS were mobilised to during the period 2008/09 – 2012/13

Table 4: RTC Fatalities, Casualties & Rescues where NIFRS were in attendance 2008/09 – 2012/13

As drivers of motor vehicles and their passengers account for the largest proportion of fatalities on our roads it is important to understand which age group are most at risk and what the primary causation factors are for RTCs.
Prior to consulting on the new NI Road Safety Strategy to 2020 DoE published a Problem Profile for Northern Ireland\(^1\), which used the most recent data on casualties and collisions to identify road users most at risk.

The statistical analysis highlighted that the top 6 driver behaviours which caused collisions are:

1. Excessive speed;
2. Alcohol or drugs;
3. Inattention or attention diverted;
4. Wrong course/ position;
5. Emerging from a minor road; and
6. Overtaking on offside without care

It also highlighted that young drivers (17-24 years) were responsible for 38% of fatal collisions and 32% of fatal and serious collisions which involved a car or light goods vehicle even though they only accounted for 11% of licensed drivers.

Furthermore, passengers in the 17-24 year old age group represented 35% of passenger casualties.

Additional research (February 2010) into young drivers highlighted some interesting facts:

- DVA carry out approximately 70,000 car learner tests per annum.

- There are 119,618 provisional licence holders in Northern Ireland and they account for 11% of all current car licence holders. Some 22% of provisional licence holders are aged 17-19 and a further 26% are aged 20-24. Just under a half (48%) of provisional licence holders are therefore young drivers (aged 17 to 24). Young provisional licence holders account for approximately 5% of all current car licence holders. Among provisional licence holders in both the 17 to 19 and 20 to 24 age groups there are roughly equal numbers of males and females.

- There are 22,163 current restricted licence holders in Northern Ireland. Just over half (52%) are aged 17-19 and 24% are aged 20-24. Therefore, three-quarters (76%) of R drivers are under 25. Young (17 to 24 year old) R licence holders account for around 2% of all current car licence holders.

- Casualties resulting from road traffic collisions where a 17 to 24 year old car driver was responsible account for 1 in 4 of all Northern Ireland road traffic fatalities and 1 in 5 of all road traffic serious injuries.

- Between 2004 and 2008 young drivers were responsible for 41% of fatalities and 34% of serious injuries in collisions where a car driver was responsible, although they comprise only 15% of current car licence holders.

- 66% of fatal collisions and 64% of serious collisions for which young drivers were responsible occurred on rural roads.

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\(^1\) [www.roadsafetyni.gov.uk/index/information/foi/recent-releases/publications-details.htm?docid=6682](http://www.roadsafetyni.gov.uk/index/information/foi/recent-releases/publications-details.htm?docid=6682)
The human cost of each road fatality and serious injury is of paramount importance. It is also necessary to consider the associated economic costs. Using costs provided by the Department for Transport (Department for Transport 2009a) it is calculated that the value of preventing the 163 fatalities and 1,237 serious casualties for which 17-24 year old car drivers were responsible in the period 2004 to 2008 would have been in the region of £458million. This figure is equivalent to just under a fifth (19%) of the total £2.4billion cost of preventing all road traffic casualties in Northern Ireland over these five years (Department of the Environment 2010).

NIFRS Current Commitments to Road Safety

1 Statutory Responsibility
As an organisation we are committed under Article 6 of the Fire & Rescue Services (NI) Order 2006 to ensure that we are equipped and trained to effectively release people from collisions when they occur on our roads. The Order states:

(i) The Board shall make provision for the purpose of—
   (a) rescuing persons in the event of road traffic accidents; and
   (b) protecting persons from serious harm, to the extent that it considers it reasonable to do so, in the event of road traffic accidents.

(ii) In making provision under paragraph (i) the Board shall in particular—
   (a) secure the provision of personnel, services and equipment;
   (b) secure the provision of training for personnel;
   (c) make arrangements for dealing with calls for help and for summoning personnel;
   (d) make arrangements for obtaining information required or likely to be required for the purpose mentioned in paragraph (i); and
   (e) make arrangements for ensuring that reasonable steps are taken to prevent or limit damage to property resulting from action taken for the purpose mentioned in paragraph (i).

During the implementation of our previous Road Safety Strategy a review of our existing RTC extrication training was undertaken. Courses were updated and new training courses introduced to ensure the training being delivered is to the highest standard and incorporates world class techniques.

1.1 Heavy Vehicle Rescue
As of 1st January 2012 an amendment to the Fire & Rescue Service (NI) Order came into effect stating that ‘The Board shall make provision for the purpose of rescuing people and protecting them from serious harm in the event of a serious transport incident’.

Prior to the new order coming into effect NIFRS personnel were already trained and equipped to deal with heavy vehicle rescues. A training course was developed which will be rolled out across the service. NIFRS has also been consulted by other emergency services and by Fire and Rescue Services across the border on this issue.
2. NIFRS Road Safety Strategy 2008-13

NIFRS Road Safety Strategy 2008-13 pledged our commitment to improving road safety for all road users in Northern Ireland. The Strategy accepted that in order to make a significant and effective contribution to road safety, NIFRS had to work with others to identify and implement best practice, thereby improving our intervention skills whilst endeavouring through partnership to promote responsible road behaviour.

We have made significant progress in the Road Safety arena over the last number of years and are recognised as a key partner in the drive to make Northern Ireland’s roads safer.

We have endeavoured to complement the road safety messages being delivered by our partner organisations and have designed education and support material to enable our staff to engage with the community to highlight the consequences of RTCs. Via NIFRS Road Accidents Consequences & Education (R.A.C.E.) Scheme, cadets and various community engagement activities the aims and objectives of the Prevention workstream were achieved.

Internally we have focused on training our staff to the highest standards in extrication techniques, enhanced trauma care and advanced driving skills. We have also ensured our operational staff are equipped with the latest tools and personal protective equipment which is paramount in the delivery of an effective service to the public.

3. European Road Safety Charter

The European Road Safety Charter is a European participatory platform made up of enterprises, associations, research institutions and public authorities. These actors undertake to carry out concrete actions and share their good practices in order to resolve the road safety problems that they encounter in their day-to-day environments. The objective of the Charter is to help reduce road fatalities across Europe.

In applying for EU Road Safety Charter membership the organisation outlines what they intend to do over a 3 year period to help reduce the number of road fatalities. This commitment must be over and above the organisations normal day to day duties or what they are obliged to do by law.

NIFRS was the first Fire & Rescue Service to sign the charter in May 2007. We have since re-pledged our commitment to doing what we can to help reduce road deaths by re-signing the European Road Safety Charter in April 2011.

4. NI Road Safety Strategy to 2020

In 2009 significant progress had already been made towards achieving the targets set out in 2002-12 NI Road Safety Strategy so the Department of the Environment undertook a consultation process to develop a new strategy to 2020.

NIFRS was recognised as a key stakeholder in the forthcoming strategy and was involved throughout the review and consultation process. The new strategy was launched in 2010 and contains 221 Action Measures to be delivered by 2020. These Action Measures are designed to improve the safety of all road users and are presented under ‘Safer Roads’, ‘Safer Vehicles’ and ‘Safer Road Users’.
NIFRS took the lead in facilitating the development of a Memorandum of Understanding (MoU) specifically relating to RTCs (Action Measure 137). In partnership with the Police Service of Northern Ireland (PSNI) and Northern Ireland Ambulance Service (NIAS) an agreement document was formulated and signed by the three Services at an event held at Queen’s University, during road safety week 2011.

The NI Strategy also pledges that all partners will increase the promotion of Road Safety Week in NI (Action Measure 147). Road Safety Week is an established week in the UK calendar. It takes place in November each year and aims to give everyone an opportunity to promote road safety in their community, school or company. It was originally set up by Brake, an independent national road safety charity, in 1997 and has taken place annually ever since.

Since launching our own Road Safety Strategy during Road Safety Week in 2008 NIFRS involvement and participation in the week long event has gone from strength to strength.

NIFRS participated in a 3 year, multi-agency project which focused on improving road safety for the population living and travelling in border areas. The project was based on collaboration for fire and rescue services on both sides of the border and the community and voluntary sector and contributed directly to Action Measure 142.

We also contributed to Action Measure 135 of the Strategy through our engagement with sporting organisation initiatives such as GAA’s ‘Live to Play’ scheme.

NIFRS together with other key stakeholders oversee the delivery of the strategy via representation on the Road Safety Strategy Delivery Board. We also attend the Ministerial Road Safety Group and a Road Safety Forum chaired by the Minister of the Department of the Environment.

5. NIFRS Corporate Plan 2011-16

Our Corporate Plan 2011-16 pledges a commitment to contribute to the NI road safety agenda and targets for the reduction of death and injury on our roads appear as one of the organisation’s key performance indicators which is monitored and reported on a quarterly basis.

Due to our continued commitment to making Northern Ireland’s roads safer through our own Road Safety Strategy and our collaboration with our key road safety partners, NIFRS has contributed to a 10.3% reduction in road deaths during 2011/12 when compared to 2010/11 fatalities.

Over the last 10 years the number of persons killed or seriously injured\(^2\) in road traffic collisions each financial year decreased gradually for the first 8 years before dropping substantially two years ago. In 2002/03 there were 158 persons killed on the roads and over the next 7 years this had decreased to 101 persons killed in 2009/10. Two years ago in 2010/11 the number of fatalities almost halved, dropping from 101 in 2009/10 to 58 in 2010/11 which was then followed by a further drop to 52 fatalities recorded in 2011/12. This is the lowest number of persons killed on the

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\(^2\) PSNI definition: An injury for which a person is detained in hospital as an ‘in-patient’, or any of the following injuries whether or not the person is detained in hospital: fractures, concussion, internal injuries, crushings, burns, severe cuts and lacerations or severe general shock requiring medical treatment.
roads in Northern Ireland for a financial or calendar year period, since records commenced in 1931.

During 2011/12 NIFRS attended 575 road traffic collisions representing a 6% decrease from the previous year and a 22% decrease from 2009/10.

6. Integrated Risk Management Plan (IRMP)
Integrated Risk Management Planning provides the foundation for NIFRS provision of emergency cover in Northern Ireland. Following a full public consultation our 2012-15 Integrated Risk Management Plan (IRMP) was published in February 2012. This three year plan builds on past success and aims to meet the new challenges and recommendations identified from the changing environment in which we work. The plan is broken down into two key priorities and four projects as detailed below:

Key Priorities
Our Key Priorities are the issues we believe to have the greatest impact on Protecting Our Community and will drive all of our Prevention, Protection and Emergency Response activities:

Priority 1 – Reduce risk to the community
Priority 2 – Deliver affordable and sustainable services

IRMP Proposals
Under these 2 Key Priorities the 2012-15 IRMP identifies 4 Strategic Drivers:

- **Project 1**  Conduct a Community risk assessment exercise to identify the risk profile for Northern Ireland.
- **Project 2**  Achieve increased levels of community safety through the continued delivery of risk based fire safety and community safety initiatives.
- **Project 3**  To enhance NIFRS emergency response capability to address current and emerging risks to community safety and to reflect public expectation.
- **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.

This Strategy directly supports each of the projects outlined above via the various workstream activities outlined later in this document.

7. Cross-border working
Northern Ireland is the only part of the UK which shares a land border with another EU member state, a factor which can afford opportunities for collaborative working
and funding. In the European Union more than 40,000 people die and in excess of 1.7 million are injured in road traffic collisions each year. It is estimated that this is at a cost of 160 billion euros to the economy.

We recognise that road safety has a clear cross border focus and this requires a co-ordinated approach. Liaison and co-operation already exists between PSNI and Gardaí, DOE (NI) and Department of Transport and the Road Safety Authority in the Republic of Ireland.

In 2010 NIFRS participated in a European funded project entitled ‘Driving Change’. This three year project was directly aimed at reducing the number of people killed and seriously injured within the Border regions of Northern Ireland (NI) and the Republic of Ireland (ROI). It built upon existing initiatives and was based on local, national and international best practice, to ensure a co-ordinated approach between emergency services on both sides of the Border.

The overall aim of the project was to work in partnership across statutory, voluntary and community sectors in order to improve the health and public safety of people living and travelling in the border area by delivering a range of activities in relation to Road Safety. The partnership comprised the Department of Health, Social Services and Public Safety (DHSSPS), Department of the Environment, Community and Local Government (DoECLG), Northern Ireland Fire and Rescue Service, the six Fire & Rescue Services (Leitrim, Sligo, Donegal, Cavan, Monaghan and Louth) along the border region in the Republic of Ireland and Public Achievement, a voluntary youth education organisation.

Historically, Fire and Rescue Services, north and south of the Border, have worked informally to provide a joined up approach to the provision of their services. It is recognised that there have been significant differences in driver attitudes and behaviours across both jurisdictions, north and south, and this has resulted in different driving behaviour as people cross the Border area.

Fire and Rescue Services are recognised across diverse groups and communities as having a neutral role and high levels of engagement with local communities. Although providing ‘blue light emergency services’, they have extensive community development experience, and are seen as positive role models by society and young people in general. Having this respect within the community greatly enhanced and added value to the work of the project over its three year duration.

The project focused on three key themes, which included:

1. Improved access to road safety services – tackling inequalities
   - Providing dedicated RTC equipment/fleet ensuring standardised service across the eligible region.
   - Enhancing Cross-border response to RTCs through improved standards of extrication, vehicle stabilisation and casualty handling at scene.

2. Sharing, Learning, Education and Information

   

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3 Steering to Safety Report
• Promoting prevention and education work in relation to road traffic collisions through dedicated advocacy programmes.
• Delivering targeted information sessions on responsible road behaviour, eg, young people and people from minority ethnic groups.
• Enhancing inter-agency and multi-sectoral working on road safety.
• Creating a cross-cutting response to reduce the numbers of people killed or seriously injured on our roads, through an innovative model of practice.

3. **Workforce Mobility:**

• Introduce a set of practical initiatives to enable Fire and Rescue staff to work across both jurisdictions with greater ease:

The project concluded in July 2013 having successfully achieved all its targets.
The Importance of the Post Crash Intervention Phase

For NIFRS the post crash phase is critical with our statutory requirement to “rescue people from road traffic accidents” being paramount. Building capacity in this area will ensure that we reduce the consequences of death or injury through improved casualty handling and vehicle stabilisation at scene. The importance of this approach was recognised by the Commission for Global Road Safety, who stated:

“Prompt and effective post crash intervention can save lives and reduce severity of injury.”

NIFRS recognises that having an effective intervention system at the scene of road traffic collisions is essential to saving lives and reducing the severity of injury. Rapid notification of crashes, the provision of the right equipment and trained personnel will continue to ensure a flexible, practical response. The importance of this approach was also recognised by the World Health Organisation (WHO) who stated:

“Early intervention by Firefighters is critical where people are trapped in a vehicle, particularly if it is on fire, or submerged in water.”

In dealing with incidents and trauma care in road traffic collisions, the Golden Hour philosophy illustrated in Table 5 is a useful benchmark against which performance can be measured.

Table 5: The Golden Hour Philosophy

<table>
<thead>
<tr>
<th>Golden Hour</th>
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<tbody>
<tr>
<td>5 Minutes time of incident to notification</td>
</tr>
<tr>
<td>10 Minutes time of call to arrival of first appliance</td>
</tr>
<tr>
<td>15 Minutes time of arrival to completed extrication of patient</td>
</tr>
<tr>
<td>5 Minutes time of patient release and preparation for transport</td>
</tr>
<tr>
<td>25 Minutes time available for transport to definitive care</td>
</tr>
</tbody>
</table>

This Philosophy was developed by Doctor R Adams Cowley. Dr Cowley found that if a seriously injured person was in a specialist operating theatre within an hour of the time of injury, the highest survival rate is obtained (85%). In relation to the rescue element this means ‘adopting the most effective methods to release casualties, and training to achieve a quick and safe operation’.

NIFRS recognises, however, that the time spent extricating people from road traffic collisions should not be at the expense of effective casualty handling and stabilisation. We also recognise that very often in road traffic collisions, a number of external factors are outside the control of NIFRS staff and therefore may have a bearing upon the time taken to extricate casualties. With this in mind, this 15 minute

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timescale allocated within the Golden Hour to extricate casualties is a useful benchmark for performance and not a definitive target.

We recognise that sustained medical care should be delivered at RTCs by medically trained personnel including doctors and ambulance personnel. We also recognise, however, that this level of care may not be immediately available to us at the scene of an RTC. The Golden Hour philosophy and best practice recognises that casualty recovery can be greatly improved by immediate stabilisation at the scene.

With the above factors in mind we intend to consider the importance of the Platinum 10 Minutes and what we do in the first instance to secure the casualty in situ if we arrive at the scene before Northern Ireland Ambulance Service personnel or other recognised medical practitioner.

The Platinum 10 minutes:

These are the actions taken once medical care arrives to stabilise the casualty to prevent further deterioration. In basic terms this is the action within the first 10 minutes that will in most cases save a life.

As part of the NIFRS Road Safety Strategy, we are committed to continuing to train our staff in trauma care skills.

The trauma care element of the Strategy will ensure that our personnel will possess the necessary skills to deal with casualties and ensure a smooth handover is undertaken when medical assistance arrives.
Where do we want to get to?

Our Vision, Mission and Values are at the heart of everything we do. They define who we are, what we stand for, what we believe in and what we want to do in the future.

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**

The aim of this strategy is to ultimately reduce the number of RTCs where casualties are trapped in vehicles and so reduce the number of times we respond to such incidents.

We also want to ensure that emergency response personnel are trained to the highest standards in extrication techniques, in advanced trauma care and that we have the best equipment, technology and vehicles to respond quickly to emergencies and extricate persons trapped in vehicles.

This strategy will help us to achieve our mission and vision and lead to better performance in our key areas of focus, hopefully leading to:

1. Fewer deaths and injuries on our roads
2. Less damage to property and to the environment
3. Highly trained emergency response personnel
4. The best tools, equipment, technology and vehicles to respond quickly to incidents
5. Increased partnership working between NIFRS and other stakeholders
6. Efficient Services that are good value for money

As a key stakeholder in Northern Ireland’s Road Safety Strategy to 2020 it is anticipated that this Strategy, in conjunction with the work of other road safety stakeholders will contribute to Northern Ireland’s targets for 2020 (measured against a baseline of the 2004-2008 average figures) which are:

- To reduce the number of people killed in road collisions by at least 60% by 2020.
- To reduce the number of people seriously injured in road collisions by at least 45% by 2020.
• To reduce the number of children (aged 0 to 15) killed or seriously injured in road collisions by at least 55% by 2020.

• To reduce the number of young people (aged 16 to 24) killed or seriously injured in road collisions by at least 55% by 2020.
How will we get there? Our Strategy and targets.

Establishing a sound evidence base is a crucial element in identifying key road safety issues and targeting our prevention and intervention issues appropriately.

In developing this strategy we have used, not only the experience and knowledge of our road safety partners, but also detailed statistical analyses and previous research that has been conducted nationally and internationally.

A review of statistical evidence highlights road casualty trends and enables us to plan a targeted approach to the key challenges to be addressed by this strategy.

As a result NIFRS has developed an RTC Risk Model for Northern Ireland which will inform this NIFRS Road Safety Strategy 2014-19. It will also ensure a risk based focus for our prevention and protection initiatives.

Fire Service Emergency Cover (FSEC) is a Geographical Information System (GIS) based risk assessment tool which adopts national best practice to carry out risk assessments for fires and other emergency incidents and enables response planning and modelling.

As a result of FSEC risk analysis examining the number, type and location of RTC incidents from 2008 to 2013 NIFRS have produced an RTC risk map for Northern Ireland which identifies local trends and specific risk issues. During 2014-19 this RTC risk map will be used in combination with local operational experience and knowledge, and intelligence from our partner agencies to target prevention activity to mitigate identified risks.

RTC Risk Assessment Aims & Objectives (Key area of focus 6)

**AIM**

Ensure NIFRS provides the most appropriate and effective response to road traffic collisions (RTCs) and assists in reducing the number of deaths on our roads by adopting national best practice in RTC risk assessment and modelling.

**OBJECTIVES**

<table>
<thead>
<tr>
<th>Project</th>
<th>Target Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use the FSEC RTC risk map of Northern Ireland to evaluate the impact of NIFRS current RTC resource planning to ensure the <strong>right resources</strong> are in the <strong>right place</strong>, at the <strong>right time</strong>. Review the impact of any resource changes in a timely manner in line with NIFRS Operational Risk Management Plans (ORMP)</td>
<td>September 2014</td>
</tr>
<tr>
<td>Use the FSEC RTC risk map of Northern Ireland to contribute to targeting of Road Safety initiatives</td>
<td>March 2015</td>
</tr>
<tr>
<td>Use the risk map and resource evaluation to implement internal performance monitoring and continuous improvement of operational response to RTCs as part of the Monthly Performance Report.</td>
<td>March 2015</td>
</tr>
<tr>
<td>Evaluate the effectiveness of Road Safety initiatives by reviewing the risk profile and updated historical incident data</td>
<td>March 2019</td>
</tr>
</tbody>
</table>
Our Approach

Over recent years the internationally recognised ‘Safe System’ approach to road safety has been adopted by many countries. This approach highlights the shared responsibility and accountability by all parties to the road transport system for improved road safety performance.

While the Safe System approach to road safety recognises the need for responsible road user behaviour, it also accepts that human error is inevitable. It therefore aims to create a road transport system that makes allowance for errors and minimises the consequences - in particular, the risk of death or serious injury. By taking a total view of the combined factors involved in road safety, the approach encourages a better understanding of the interaction between the key elements of the road system: road users, roads and roadsides, vehicles and travel speeds.

The approach has as its goal the elimination of death and serious injuries, and this influences how interventions are designed. The guiding principles of the safe system approach are:

- Not all road crashes can be prevented, but traffic injuries can be reduced.
- Road traffic systems should be designed and operated to cope with human error and take better account of the vulnerability of the human body.
- Responsibility and accountability for road safety is shared by road and car designers and road users.

With cognisance of the Safe System approach in mind this Strategy outlines a number of workstreams under which a number of aims, objectives and targets have been set. It is anticipated that through the various workstreams outlined our prevention activities will help contribute towards the principles of ‘Safer Road Users’.

Although technological advancements have contributed to making vehicles safer in recent years, modern cars can provide many challenges to Firefighters attending the scene of a collision. These challenges must be met with specially trained, highly skilled operational crews. Through our protection and intervention initiatives we will ensure operational personnel have the appropriate knowledge and skills required to keep abreast of emerging vehicle technologies.
Workstreams

Having reviewed the workstreams identified in our previous Strategy the interdependencies of the ‘Protection’ and ‘Intervention’ workstreams were highlighted and it was deemed prudent to merge the two workstreams into one.

Going forward our 4 workstreams therefore are:

Prevention

Protection & Intervention

Communication

Interagency

Each workstream has a lead officer who is charged with the responsibility to ensure the development and delivery of issues fully within their remit. The aims, objectives and targets for each workstream are outlined in the following pages.

The Communication workstream is a vital medium for supporting and promoting all aspects of the NIFRS Road Safety Strategy and is the common thread running through the other workstreams as shown in the diagram below.

![Diagram of workstreams]

Figure 1: NIFRS Road Safety Strategy Workstreams
Prevention

Lead Officer: Group Commander, Community Development

NIFRS has continued to deliver Community Safety messages and initiatives over the years which incorporate Road Safety educational messages.

NIFRS, whilst remaining fully aware of the role of other key stakeholders and of the need to avoid duplication, is committed to proactively engaging with the community to target at risk groups to explain the consequences of road traffic collisions on individuals, family members, our own staff and the wider community. It is essential therefore to change behavioural attitudes to such events.

We have and will continue to proactively design education and support material to enable our staff to engage with the community to drive down the number of road traffic collisions and the subsequent deaths and injuries in the Province.

We will proactively engage with target groups, working with them to develop, design and introduce initiatives, educational and support material aimed at reducing road traffic collisions in Northern Ireland.

We will use social media to engage with young people aged 16-24 years old to highlight the consequences and effects of road traffic collisions. We will explore the use of the latest technology and the potential of developing an educational smartphone application.

We view road safety in Northern Ireland as a collective issue for all stakeholders and will, in the delivery and design of initiatives, provide programmes and materials which will complement the work of others in this area.

Aims (Key area of focus 1)

- Engage with the community to explain the consequences of road traffic collisions.

- Design education and support material to enable our staff to deliver road safety initiatives within the community to drive down the number of road traffic collisions.

- Use social media and smartphone technology to engage with young people aged 16-24 years old to highlight the consequences and effects of road traffic collisions.

Objectives

- Deliver road safety messages to Primary School children via the use of a Primary 3 Workbook and NIFRS Safety Team Pack for Primary 5 children.

- Deliver road safety messages in Post-Primary schools via the use of existing NIFRS initiatives such as Road Safe Road Show, LIFE Scheme, Cadets, Prince’s Trust, RACE Scheme, Firestorm programme.
Continue to highlight the consequences of RTCs to the Northern Ireland community via Road Safety Extrication Demonstrations, the development of multi-lingual leaflets, participation in Road Safety Week and providing advice at Community Safety Centres.

Targets

- To develop a P3 Workbook by 2014.
- Every P3 child in Northern Ireland to receive NIFRS Road Safety Workbook by 2014.
- Every P5 child in Northern Ireland to receive NIFRS Safety Team Pack.
- Deliver a minimum of 4 RACE Schemes each year throughout Northern Ireland.
Protection & Intervention

Lead Officer: Area Commander, Training & Personal Development

The development of our Protection and Intervention approach will be based upon robust empirical data gleaned from incident attendance of not only our own resources but other agencies as well. Such data will inform our future mobilising and equipment acquisition strategies. Protection will focus upon the policies and procedures relating to training and use of equipment while the Intervention will focus upon our activities at the scene and how these will interface with the end users – the firefighters, other professionals in attendance as well as those requiring extrication.

Figure 2: NIFRS Risk Model

Training standards and policy development and implementation are an essential component of our Road Safety Strategy. We have a responsibility under Article 6(b) of the Fire & Rescue Services (NI) Order 2006 to ‘secure the provision of training for personnel’ and to ensure our staff are appropriately trained in road traffic collision extrication techniques. While the Fire and Rescue Services (Emergencies) Order (Northern Ireland) 2011 states that ‘we shall make provision for the purpose of rescuing people and protecting them from serious harm in the event of a serious transport incident’. The challenge is to harmonise existing training provision to deliver consistent training which incorporates best practice and ensures effective and safe operational activities at incidents.

A key component of this workstream’s activities will be to develop a central policy to cover trauma and rescue activities, providing the organisation with a statement of our intentions and the framework within which we will work. Prompt and effective post crash intervention saves lives and staff need to be trained in trauma care skills. As part of the NIFRS Road Safety Strategy, we are committed to training a number of staff in trauma care skills. We recognise that sustained medical care should be delivered at RTCs by medically trained personnel including doctors and ambulance personnel. We also recognise, however, that this level of care may not be immediately available to us at the scene of an RTC. The Golden Hour philosophy
and best practice recognises that casualty recovery can be greatly improved by immediate stabilisation at the scene.

The trauma care element of the Strategy will ensure that, should NIFRS crews arrive at an incident prior to Northern Ireland Ambulance Service personnel or other recognised medical practitioner; our personnel will possess the necessary skills to stabilise casualties until medical assistance arrives. The training to be delivered to NIFRS personnel, combined with the subsequent issue of enhanced medical equipment including Automatic External Defibrillators (AEDs), will adhere to the recommendations contained within Fire and Rescue Services Manual, Volume 2, Fire Service Operations: Incidents involving Rescue From Road Vehicles.

The procurement and introduction of extrication and personal protective equipment is paramount in the provision of an effective service to the public, and the safety of our personnel. NIFRS will build upon the excellent foundation which has been laid thus far and continue our research and development of appliances and equipment to meet the needs of an ever-changing environment whilst drawing upon technological advances in the process.

It is acknowledged that measures aimed at educating road users, enhancing the safety standards of vehicles and legislating for safer roads may reduce the number and severity of casualties resulting from road traffic collisions. However, there will always be a need for fire and rescue service intervention after the event; therefore, the following initiatives will contribute to the overall effectiveness of this Road Safety Strategy.

**Aims (Key areas of focus 3 and 4)**

- To deliver an effective, casualty centred response to all forms of Road Traffic Collision based on NIFRS Risk Profile.
- To ensure NIFRS drivers are trained appropriately for their role.
- To provide the most reliable & technologically appropriate vehicles and equipment to respond to road risk information in order to enhance service provision.

**Objectives**

- To develop a central policy to cover all Road Rescue Activities in line with operational doctrine OP 20.
- To develop and deliver standardised RTC training for all operational personnel within NIFRS, in line with best practice.
- Improve trauma capability of NIFRS personnel through the provision of enhanced medical care training.
- To develop and deliver response capability for Heavy Vehicles through the provision of appropriate training.
• To fully implement the Driver Training Framework within NIFRS to ensure our drivers and driving instructors are trained appropriately for their emergency response role.

• Purchase of appliances and equipment based upon best practice and in accordance with NIFRS fleet replacement program.

• Maintain all appliances and equipment based upon legislation, best practice and with a preventative ethos of working.

• Identify new technology that can improve the operational effectiveness of vehicles or equipment in enhancing service provision.

• Contribute in a positive manner to any consultation documents that enhance vehicle safety and ultimately improve road safety.

Targets

• Develop Operational Policy, Standard Operating Procedure and training notes/presentations for all Road Rescue Activities by 1st September 2014

• All personnel have received standardised RTC training within previous three years – 650 course places per year

• Develop and deliver enhanced trauma training to all watch based personnel by 2018.

• Develop and deliver training courses for operational personnel as part of their continuation training.

• Continue to train instructional staff through an externally accredited provider such as the Fire Service College to ensure training is delivered in line with National Best Practice.

• Ensure all emergency response drivers are trained in line with Driver Training Framework.

• Ensure that the fleet replacement program is prioritised within NIFRS on a yearly basis in line with up to date risk information.

• Review vehicle specifications on a yearly basis with particular attention to new technologies.

• Update the scheduled & unscheduled maintenance policy to include all operational equipment within 12 months.
Interagency

**Lead Officer: Road Safety Manager**

It is clear, by working together, a range of stakeholders can influence more effectively road safety in Northern Ireland. Such an approach reduces the potential for duplication, enhances relationships and provides a common goal using a wide range of techniques and perspectives.

Interagency working is critical to the overall development and delivery of the NIFRS Road Safety Strategy, both in terms of stakeholder relationships and partnerships. The implementation of NIFRS Strategy will require collaboration and a collective response to ensure we work together to make Northern Ireland roads safer and reduce the numbers of people killed and seriously injured in road traffic collisions.

NIFRS will work through a multi sectoral approach ensuring that, at a strategic and operational level, we continue to contribute to road safety in Northern Ireland.

We will continue work on a local, national and European level to share best practice in relation to road safety initiatives and strategies, sharing in research and common data systems.

Operationally, NIFRS will continue to work with others to improve our intervention service at the scene of road traffic collisions, developing our skills in extrication techniques, improving our equipment to embrace new technologies and, where necessary, improving our medical skills to stabilise casualties prior to the arrival of the Ambulance Service. As an organisation we will promote responsible road user behaviour and influence changes in societal attitudes to road related issues.

At a strategic level we engage with others in the delivery of the Northern Ireland Road Safety Strategy. NIFRS together with other key road safety stakeholders were involved in the development and finalisation of the Northern Ireland Strategy which received final endorsement from the NI Executive.

We are represented on The Strategy Delivery Board which has lead responsibility for monitoring and reporting on progress of the action measures outlined in the strategy and are represented at Ministerial level, through the Road Safety Forum and the Ministerial Group on Road Safety.

We also liaise on a regular basis with our road safety partners to co-ordinate our media activities and to ensure all partners are updated on future events, initiatives and activities. This multi-agency group consists of representatives from DOE, NIFRS, PSNI and DOE Advertising Agency.

Working in partnership with others will ensure those involved in road safety in Northern Ireland develop more effective road safety initiatives, with each organisation having a clearly defined role yet working together to save lives on our roads.

**Aims (key area of focus 5)**

- Collaborate with others to reduce death and injury on our roads.
- Work with others to share knowledge, skills and experiences.
Objectives

- Monitor and deliver NIFRS Road Safety Strategy.
- Participate in the delivery of Northern Ireland’s Road Safety Strategy to 2020
- Involvement in a number of Strategic Forums such as Investing for Health Partnerships, Ministerial Road Safety Group, Road Safety Forum and Policing and Community Safety Partnerships.
- Maintain a regional and national focus through participation at the CFOA North West Road Safety Group and links to the CFOA National Road Safety Group.
- Maintain a cross border focus.
- Develop and maintain our commitment to the European Road Safety Charter.
- Work in partnership with other road safety stakeholders to deliver Road Safety Week initiatives

Targets

- Collect and monitor a range of data and information to measure progress of NIFRS Road Safety Strategy and produce a progress report on an annual basis. Key Performance Indicators will include:
  - Number of people killed in collisions
  - Number of young people (16-24) killed in collisions
  - Number of people rescued from RTCs by NIFRS
  - Number of NIFRS RTC courses delivered
  - Number of enhanced trauma care courses delivered
  - Number of RTC community engagement initiatives delivered
Communication

Lead Officer: Head of Corporate Communications

The Communications workstream will support the activities of the other 3 workstreams – ‘Prevention’, ‘Protection & Intervention’ and ‘Interagency’ by promoting NIFRS road safety activity to our external and internal audiences through an integrated road safety communications plan.

NIFRS is recognised as a key road safety partner for Northern Ireland, alongside the Department of the Environment (DOE), Police Service of Northern Ireland (PSNI) and other key road safety partner organisations. NIFRS has a vital contribution to make in helping make our roads safer and in reducing the number of road traffic collisions occurring and the subsequent number of road deaths and injuries.

Corporate Communications represents NIFRS on the Joint PR Road Safety Group alongside DOE and PSNI and will seek opportunities with our partners to promote joint road safety initiatives as well as NIFRS road safety activity.

Aim

To promote the NIFRS Road Safety Strategy 2014-19 and support the activity of the ‘Prevention’, ‘Intervention & Protection’ and ‘Interagency’ workstreams through regular and timely internal and external communications.

Communications Objectives

Internal Communications Objectives:
- To create awareness of the NIFRS Road Safety Strategy and its objectives
- Promote the outputs of the ‘Prevention,’ ‘Protection & Intervention’ and ‘Interagency’ workstreams and promote Area, District and Station road safety intervention and prevention activity
- Promote a safe driving culture and road safety awareness amongst staff
- Contribute to the achievement of NIFRS Road Safety Performance Indicators through relevant, timely internal communications

External Communication Objectives:
- Profile NIFRS as a key road safety partner in Northern Ireland by promoting the outputs of the ‘Prevention,’ ‘Protection & Intervention’ and ‘Interagency’ workstreams within the Road Safety Strategy 2014-19 and promote Area, District and Station road safety intervention and prevention activity
- Work with partner agencies to profile joint road safety initiatives/events
- Contribute to the achievement of NIFRS Road Safety Performance Indicators through relevant, timely external communications
Target Audiences

- Internal Audiences: NIFRS Staff, NIFRS Board, Staff Representative Bodies
- External Audiences: Public, Media, Key Stakeholders including DHSSPS, DOE, PSNI, and other key road safety organisations.

Communication Channels

Internal communications methods:
- Monthly Team Brief
- Chief’s Circular
- All Staff Email
- Intranet
- NIFRS Staff E-Zine
- Media Training

External communications methods:
- Media Relations Programme – Broadcast, Print, Online and Social Media.
- NIFRS Social Media Channels – Facebook, Twitter, You Tube
- NIFRS Website
- Media Training and Media Handbook (Policy)
- Corporate Branding – visual awareness of NIFRS Road Safety messages on corporate branding, literature, publications, website, vehicles etc
- Public Information / Community engagement leaflets
- NIFRS Photography
- Partnerships – multi-agency road safety events and initiatives

Profiling NIFRS Road Safety Activity

The Communications workstream, led by NIFRS Corporate Communications Department, will promote NIFRS road safety activity from across the 3 workstreams internally and externally. The following are some examples of the communication opportunities as identified in this strategy:

- Prevention - educate the public about the consequences of road traffic collisions as witnessed by Firefighters who respond to RTCs
- Prevention - promote NIFRS road safety prevention activities by profiling our road safety events and initiatives e.g. Annual Road Safety Week, Community
Engagement events including RACE Schemes and RTC extrication demonstrations at a community level, schools fire & road safety education activity etc)

- Intervention & Protection – inform the public about NIFRS intervention role in responding to road traffic collisions via operational response details

- Intervention & Protection - promote NIFRS developments and improvements in road traffic collisions extrication i.e. new Firefighter skills & techniques, investment in specialist equipment, specialist teams and training opportunities, RTC extrication competitions

- Interagency – promote our road safety partnerships and joint road safety events and initiatives

- NIFRS Road Safety Performance Indicators – communicate our achievements and outputs

**Targets**

- Develop and implement a media relations programme to support the NIFRS Road Safety Strategy and workstream activities

- Use Social Media, Website and other external communications channels to promote NIFRS road safety activity

- Use internal communications to create awareness of the NIFRS Road Safety Strategy and keep all NIFRS staff informed about NIFRS road safety activity and promote a safe driving culture within the organisation

- Work with road safety partner organisations to jointly promote road safety messages and initiatives
Measuring our performance

We will collect and monitor a range of data and information to help us measure and better understand our performance each year. This will include data from our Incident Recording System (IRS), other in-house systems and management information gathered from our road safety partners.

Reporting Our Performance

Monitoring and reporting of this Strategy will be carried out 4 times a year through formal meetings of the Road Safety Steering Group (chaired by the Assistant Chief Fire Officer and made up of Workstream Lead Officers), and an annual end of year report on actions achieved against targets.

Our corporate planning documents will also ensure that the activities contained within this Strategy are delivered as promised. However, we also recognise that over a 5 year period changes can occur. The Strategy will therefore be measured against:

- The actions taken in response to each objective and the targets achieved;
- Trends in numbers of people killed or seriously injured.

The NIFRS Board and the Corporate Management Team are (along with others) committed to improving road safety in Northern Ireland and take an active role in the progress of this Strategy.

Accountability

Responsibility for the delivery and monitoring of this Strategy rests with the following post holders:-

- **Director of Community Protection** is responsible for the delivery and review of this Strategy.
- **The Road Safety Steering Group (RSSG)** is responsible for overseeing the development, delivery and monitoring of this Strategy. This Steering Group will be chaired by the Director of Community Protection and will consist of Lead Officers from each of the workstreams formulating this strategy. This group will meet at least 4 times a year.
- **Workstream Lead Officers** are responsible for ensuring the aims, objectives and targets under their remit, are delivered within the time frames specified.
Figure 3: NIFRS Accountability Framework