

2020/21

ANNUAL BUSINESS PLAN



*Safer
Together*

FOREWORD



On behalf of the Northern Ireland Fire & Rescue Service (NIFRS) Board I am pleased to present the Annual Business Plan 2020/21.

Recognising that we are living in a fast changing world where some previous certainties can no longer be applied, we understand that we need to become a Fire & Rescue Service which can flexibly respond to these changes, working with others, to deliver our services to the communities we serve.

As part of the 2020/21 planning process we have reviewed our Purpose Statement and Values and how as an organisation we measure our success.

Our revised Purpose Statement indicates how we will work collaboratively with others to support our whole community, and states –

“We will help make Northern Ireland a safer place and improve community wellbeing. We will work with others to deliver a high quality fire and rescue service that is valued by the public, our partners and our people.”

This Purpose Statement is underpinned by a suite of strategic outcomes and key strategic indicators against which we will measure the delivery of this Annual Business Plan.

This Business Plan identifies how we will drive continuous improvement and innovation within our Service whilst ensuring that our services are planned, designed and delivered in a way that balances community risk with efficiency, with a view to having the right people, in the right place at the right time.

As an organisation we know we already have the talent and commitment to embrace transformational change and to ensure that we continue to deliver the service the public deserves. However, we are committed to embedding a culture which sets high expectations and ensures our people are developed, supported and motivated to fulfil their potential and deliver results.

Ultimately we want NIFRS to be an organisation in which everyone enjoys coming to work and feels that they can contribute to making Northern Ireland a safer place because we know that we are all Safer Together.

I and my Board colleagues take the public responsibilities entrusted to us very seriously and will continue to govern and oversee NIFRS, to uphold the core values of the organisation and to ensure both Firefighter and public safety are at the core of every decision we make.

We are incredibly proud to be part of NIFRS and I wish to take this opportunity to acknowledge and recognise the magnificent work that all employees do in protecting our community from fire and other emergencies.

Carmel McKinney OBE
Chairperson, NIFRS Board

INTRODUCTION



Northern Ireland Fire & Rescue Service has developed a clear purpose which is to help make Northern Ireland a safer place and improve community well-being. We will achieve this by working with others to deliver a high quality Fire & Rescue Service that is valued by the public, our partners and our people.

This Annual Business Plan has been developed in the context of COVID-19 and diminishing public sector budgets. We fully recognise the need to manage our resources efficiently and effectively to ensure best value and strongly believe that by transforming how we operate we can create efficiencies while improving the service we deliver.

To help us achieve our purpose we have developed 6 strategic outcomes covering Transformation; Service Delivery; People; Governance & Performance; Financial Management and Asset Management, and these will be the focus of our work over the next 5 years. We have also developed a suite of strategic indicators against which we will measure the delivery of our strategic outcomes.

Central to our work in 2020/21 will be the development and delivery of our Community Safety Plan. This Plan will set out clearly what our Prevention, Protection, Response and Resilience activities will look like. It will explain how we will design and apply each of these risk management approaches, working with our community and our partners, to help make Northern Ireland a safer place for everyone.

Our prevention activities will be at the forefront of our Community Safety Plan as it is through these activities that we will prevent critical incidents happening in the first place. This work will be most effectively delivered through a better understanding of our community which will be achieved through greater collaboration with others so that we best identify and support those most at risk.

Our protection work reduces the risk and impact of fire on the business community and safeguards our Firefighters when they respond to emergency incidents. Our focus will be on working with businesses to jointly deliver a safer build environment. That said we will not shy away from enforcement where this is appropriate and where it is in the interest of public safety.

As successful as our prevention and protection work has been over the past decade in reducing incidents of fire, we still need to prepare for and deliver a safe and effective response when such incidents occur. We now respond to a greater variety of calls including flooding and collapsed structures, road traffic collisions and other serious transport incidents, large animal rescues and incidents involving hazardous materials.

We have a responsibility to ensure our Firefighters are safe when they respond to incidents. This responsibility will be delivered through the application of the safe person principles. We will ensure the right people are selected, that they will be properly trained, given the right equipment and are properly supervised and that they have access to suitable operational guidance and risk critical information required to deliver our service safely and effectively. We are committed to looking after our Firefighter's health & wellbeing during and after their response to critical incidents and are equally committed to learning lessons from every incident.

It is clear that we need to better support our people through the proper management of our organisational resources. Through proper financial management we will ensure the efficient use of available budget to support the delivery of our service, taking a risk based approach to our financial planning to deliver agreed outcomes and using public money in the best way possible. We will need to develop and deliver an organisational asset management plan, which ensures better management of our physical assets that drives efficiencies, delivers proper traceability and supports the delivery of our service.

Our Service Transformation Programme will support the redesign of our organisation so that it is better structured to deliver the best, affordable service to everyone in Northern Ireland. The Transformation Programme will focus on 3 key areas 'Our Service Delivery Model', 'Our People & Culture' and 'Our Systems and Processes'. I know we have the talent and commitment to embrace this change to ensure that we continue to deliver the service the public deserves.

We believe that collaborative working is the future of the emergency services, enabling us to improve the way we work; share our people and financial resources; and ultimately make people safer. We are also committed to finding innovative solutions to improve the way we work, improve Firefighter safety, reduce our impact on the environment and ultimately contribute to the well-being of our communities.

I am aware that people are rightly proud of their Firefighters and the Stations they respond from. However, risk changes and as a result we must continually review where we put our resources. We need to be more flexible as a Service to allow us to appropriately intervene where risk is high and then move on to reduce risk elsewhere. This may mean that in some cases our resource focus may need to move from one area to another and shift from response to prevention to ensure we most effectively deliver the required outcomes for the people of Northern Ireland.

We understand that we are public servants and as such we are rightly accountable to those we serve. As such we recognise that effective governance is essential to ensure that the Service is properly directed, controlled and held to account for how it uses its resources, treats its people and delivers its service. Good governance is underpinned by effective planning & performance management, combined with the proper understanding and management of community, Firefighter and organisational risk.

This Annual Business Plan sets out the first steps in this journey, and over the next 5 years we need to embed a culture which sets high expectations and ensures our people are developed, supported and motivated to fulfil their potential and deliver results. We need to become a more inclusive organisation that better reflects all of the people we serve so as to ensure we access the widest range of skills required to develop and deliver a modern Fire & Rescue Service. To continue to achieve this we will build an inclusive environment and promote health and wellbeing, personal responsibility and continuous development. Ultimately, we want NIFRS to be an organisation which everyone enjoys coming to work and feels that they can contribute to making Northern Ireland a safer place.

Michael Graham
Chief Fire & Rescue Officer

PURPOSE, OUTCOMES & VALUES

Our Purpose is to help make Northern Ireland a safer place and improve community well-being. We will work with others to deliver a high quality Fire & Rescue Service that is valued by the public, our partners and our people.

Our Outcomes

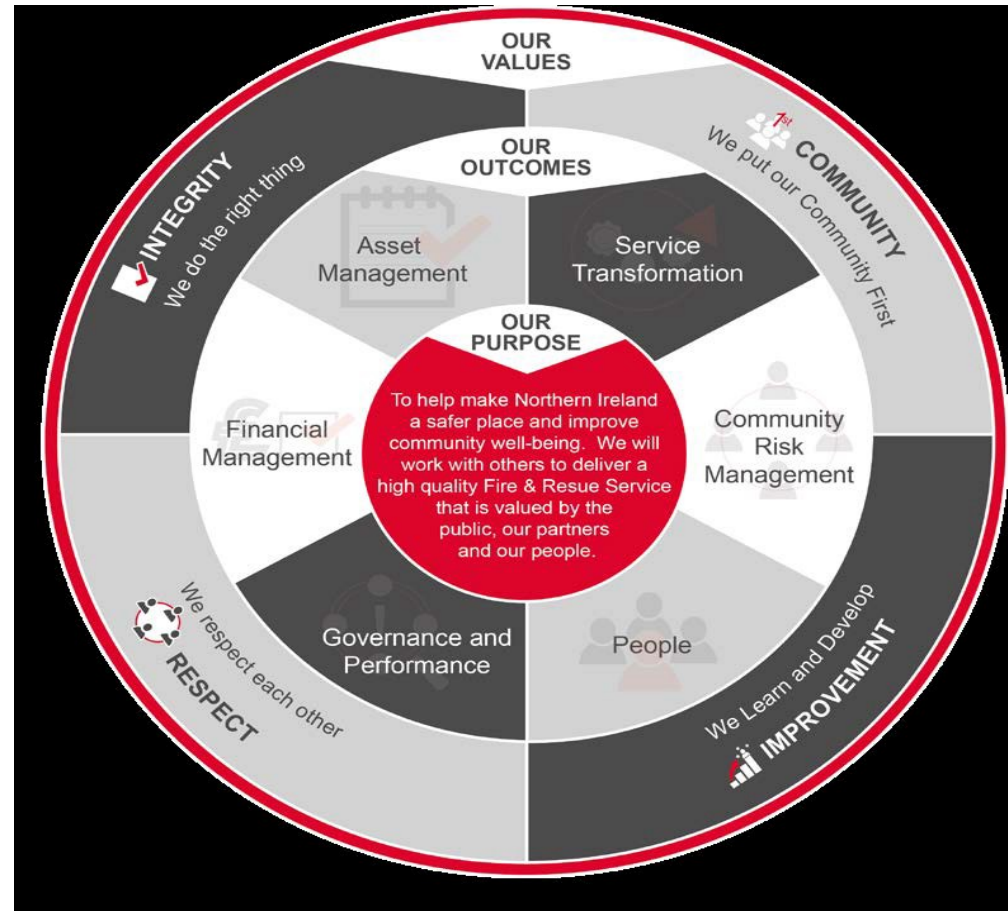
- Service Transformation
- Community Risk Management
- People
- Governance and Performance
- Financial Management
- Asset Management

Our Values

- Community
- Improvement
- Respect
- Integrity

Our Strapline

- Safer Together



ORGANISATIONAL PLANNING PROCESS

The Northern Ireland Fire & Rescue Service (NIFRS) Performance Management Process involves:

- Agreeing our purpose;
- Determining and agreeing the strategic outcomes that NIFRS must achieve if it is to effectively work towards its purpose and achieve it;
- Identifying specific strategies that must be implemented to reach each strategic priority; and
- Identifying and monitoring attainment of specific strategic outputs to support the achievement of strategic indicators through the completion of tasks.

NIFRS uses various scanning techniques to determine how it is affected by its environment (internal and external). These processes look at both operational and organisational drivers to determine priorities.

The combination of strategic outcomes, tasks & indicators provides a basis for the analysis of business and environmental factors in terms of what we are doing and more importantly, what NIFRS should be doing going forward.

We will ensure the delivery of our Strategic Outcomes using a robust Performance Management Framework. Results against targets and performance measures will be reported quarterly to the Board, discussed at bi-annual Ground Clearing and Accountability Meetings with DoH and included in the Annual Report at the year end.



NIFRS 2020/21 Annual Business Plan

STRATEGIC OUTCOME 1: SERVICE TRANSFORMATION

Strategic Outcome	Strategic Performance Indicator Refs					
We will design and deliver progressive change across the organisation using new and innovative ways to improve the efficiency and effectiveness of the service we deliver.	SPI 1 - Improvement in the areas of efficiency, effectiveness and people measured against the HMICFRS baseline assessment.					
Strategic Level Tasks 2020/21						
Task	Q1	Q2	Q3	Q4	Lead Officer	
1.1 Deliver agreed Year 1 Transformation Portfolio outcomes in the areas of - Service Delivery Modelling; Systems & Processes; and People & Culture, reporting progress in line with the Portfolio, Programme & Project Governance Framework.				X	ACFRO Transformation, Performance & Governance	
1.2 Deliver agreed Year 1 Service Delivery Modelling Projects as detailed in the Project Initiation Documents and Project Implementation Plans.				X	ACFRO Transformation, Performance & Governance	

STRATEGIC OUTCOME 2: COMMUNITY RISK MANAGEMENT

Strategic Outcome	Strategic Performance Indicator Refs
<p>We will help make Northern Ireland a safer place through working with others to develop and deliver a Community Safety Plan. This Plan will show how we will effectively target our prevention, protection, response & resilience activities to reduce community risk and enhance firefighter safety.</p>	<p>SPI 2 - Number of fatalities in accidental dwelling fires (Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline).</p>
	<p>SPI 3 - Number of accidental dwelling fires (Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline).</p>
	<p>SPI 4 - Number of injuries in accidental dwelling fires (Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline (Injuries are the number of people taken to hospital for treatment)).</p>
	<p>SPI 5 - Number of deliberate primary fires (Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline).</p>
	<p>SPI 6 - Number of deliberate secondary fires (Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline).</p>
	<p>SPI 7 - Number of attacks causing injury to personnel (Target - zero attacks causing injury to personnel - benchmark 5 year baseline)</p>
	<p>SPI 8 - Achieve and maintain local 999 emergency response standard of 75% appliances attending an incident within the set target times (Targets - 1st Appliance - High 6mins; Medium 12mins; and Low 21mins; and 2nd Appliance - High 9mins; Medium 15mins; and Low 24mins).</p>
	<p>SPI 9 - Measure first appliance response times, from time of call, based on the crewing of the station area to which crews are mobilised (Target – Wholetime Station Areas: 90% in 10 mins; On-Call Station Areas: 90% in 20 mins)</p>
	<p>SPI 10 - Alignment of NIFRS Operational Guidance with National Operational Guidance (Baseline of 14% alignment at April 2020 - increase Year 1 to 30% alignment, increase Year 2 alignment to 60%, Year 3 onwards obtain and maintain alignment at 90%)</p>

Strategic Level Tasks 2020/21

Task	Q1	Q2	Q3	Q4	Lead Officer
2.1 Develop a Community Safety Plan which will detail the key areas of focus across each element of Service Delivery.				X	ACFRO Service Delivery
2.2 Implement Year 4 of the Road Safety Strategy and Year 4 of the People at Risk Strategy.				X	ACFRO Service Delivery
2.3 Develop a Community Risk Reduction Strategy which will detail the 5 year Strategy to identify and reduce the risk to the community and firefighters.				X	ACFRO Service Delivery
2.4 Develop Prevention, Protection, Response and Resilience Frameworks.				X	ACFRO Service Delivery/
2.5 Complete a full review of the current operational model for Capabilities.				X	ACFRO Service Delivery

STRATEGIC OUTCOME 3: PEOPLE

Strategic Outcome	Strategic Performance Indicator Refs				
We will embed a high performing and inclusive culture which promotes health, safety, well-being and personal responsibility and ensures our people are continually developed, supported and motivated to deliver results.	SPI 11 - Reduced number of shifts lost per person (Target - Reduce by 5% year-on-year from 2019/20 baseline)				
	SPI 12 - Increased % of females in the operational workforce (Target – 0.5% year on year increase).				
	SPI 13 - Full annual attainment of compliance against training figures set out in the Operational Competence Framework (OCF) and related policies.				
Strategic Level Tasks 2020/21					
Task	Q1	Q2	Q3	Q4	Lead Officer
3.1 Develop a new People Strategy and deliver associated Year 1 actions plans in the areas of - <ul style="list-style-type: none"> ▪ Employee Engagement and Recognition; ▪ Equality and Inclusion; ▪ Leadership and Management; ▪ Learning and Development (including collaboration and innovation); ▪ Organisational Design and Resourcing; and ▪ Health and Wellbeing. 				X	Director of Human Resources
3.2 Develop and commence delivery of an Operational Competence Framework (OCF) and a suite of related policies which ensure that personnel who are operationally active are appropriately trained and competent in core skill areas.				X	ACFRO Service Support

STRATEGIC OUTCOME 4: GOVERNANCE AND PERFORMANCE

Strategic Outcome	Strategic Performance Indicator Refs				
We will have a robust approach to governance, planning and performance management that supports both the effectiveness of the service we deliver and continuous improvement.	SPI 14 - Reduction in the numbers of new recommendations (Target - 20% reduction year on year from 2019/20 baseline of 91) and outstanding recommendations (Target - 20% reduction year on year from baseline of 127 as at 1 April 2020); their age profile; and management of timelines to implementation.				
	SPI 15 - Full annual attainment of DoH compliance measures as depicted in the MSFM/ Partnership Agreement.				
Strategic Level Tasks 2020/21					
Task	Q1	Q2	Q3	Q4	Lead Officer
4.1 Develop and commence implementation of a professional standards framework and related assurance processes.				X	ACFRO Transformation, Performance & Governance
4.2 Develop and maintain compliance processes which support transformational change and continuous improvement processes.				X	ACFRO Transformation, Performance & Governance Director of Finance
4.3 Develop, consult on and implement a revised Governance, Planning & Performance Management Strategy & Performance Management Framework.				X	ACFRO Transformation, Performance & Governance
4.4 Progress implementation of new and outstanding recommendations with a view to reducing numbers, age profile and timelines to implementation.				X	ACFRO Transformation, Performance & Governance
4.5 Implement the 2020/21 high level Information Management Action Plan.				X	ACFRO Transformation, Performance & Governance

STRATEGIC OUTCOME 5: FINANCIAL MANAGEMENT

Strategic Outcome	Strategic Performance Indicator Refs				
We will ensure an effective use of available budget through risk-based financial planning to deliver agreed outcomes and use public money in the best way possible.	SPI 16 - By 31st March each year, to achieve financial breakeven target of +/- 0.25%.				
	SPI 17 - Achieve and maintain prompt payment target of 95% invoices paid within 30 days and 75% within 10 days.				
Strategic Level Tasks 2020/21					
Task	Q1	Q2	Q3	Q4	Lead Officer
5.1 Design and plan delivery of the new delivery model for the finance function.				X	Director of Finance
5.2 Develop a Financial Strategy for 2021-25.				X	Director of Finance
5.3 Implement the Procurement Strategy and develop a Procurement Plan 2021-25.				X	Director of Finance

STRATEGIC OUTCOME 6: ASSET MANAGEMENT

Strategic Outcome	Strategic Performance Indicator Refs				
We will ensure the effective development and management of all organisational assets in a way that drives efficiency and supports the delivery of our service.	SPI 18 - % of actual fleet & engineering inspections versus planned inspections (Target -100%)				
	SPI 19 - % of actual Planned Preventative Maintenance (PPM) inspections versus scheduled PPM inspections (monthly) (Target - 100%)				
	SPI 20 - Attainment of a reduction of 30% in energy usage in buildings by 2030 (Target - 3% year-on-year reduction from 2016/17 baseline).				
Strategic Level Tasks 2020/21					
Task	Q1	Q2	Q3	Q4	Lead Officer
6.1 Develop a fit for purpose Asset Management Strategy and commence delivery of the Year 1 Implementation Plan.				X	ACFRO Service Support
6.2 Deliver the agreed 2020/21 Project Delivery Plan in respect of the Replacement Command & Control Solution.				X	ACFRO Service Support
6.3 Develop, monitor and maintain effective operational communication systems and processes.				X	ACFRO Service Support
6.4 Following Departmental approval progress Phase II of the new Learning & Development Centre Cookstown.				X	ACFRO Service Support
6.5 Deliver Year 2 of the ICT Strategy.				X	Director of Finance

NIFRS 2020/21 Departmental Requirements

DoH Requirement	Strategic Outcome Link	Strategic Performance Indicator Link	Strategic Task Link	Directorate Task(s) Link
Finance				
By 31 March 2021 achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation.	5. Financial Management We will ensure an effective use of available budget through risk-based financial planning to deliver agreed outcomes and use public money in the best way possible.	SPI 16 - By 31st March each year, to achieve financial breakeven target of +/- 0.25%. SPI 17 - Achieve and maintain prompt payment target of 95% invoices paid within 30 days and 75% within 10 days.	5.2 Develop a Financial Strategy for 2021-25.	<ul style="list-style-type: none"> ▪ Develop Annual Breakeven Plan
By 31 March 2021, deliver a savings plan to a quantum which will support the financial break-even position whilst managing risk and maintaining firefighter and public safety				
Investment Directorate				
Throughout the 2020/21 business year to demonstrate effective management of its estates resource aligned to the DOH Property Asset Strategy and capital investment projects.	6. Asset Management We will ensure the effective development and management of all organisational assets in a way that drives efficiency and supports the delivery of our service.	SPI 19 - % of actual Planned Preventative Maintenance (PPM) inspections versus scheduled PPM inspections (monthly) (Target - 100%) SPI 20 - Attainment of a reduction of 30% in energy usage in buildings by 2030 (Target - 3% year-on-year reduction from 2016/17 baseline).	6.1 Develop a fit for purpose Asset Management Strategy and commence delivery of the Year 1 Implementation Plan.	<ul style="list-style-type: none"> ▪ Develop a NIFRS 10-Year Estate Strategy baselined against the data from the 2019/20 Condition Survey; results of the annual DoH State of the Estate Report; and in accordance with service delivery needs. ▪ In accordance with the 10-Year Capital Project Plan, ensure there effective capital programmes are in place to support operational service delivery in terms of Estates. ▪ Complete the DoH State of the Estate Report annually by July. Baselined in respect of age profile, space utilisation and condition of estate as at 2019.

DoH Requirement	Strategic Outcome Link	Strategic Performance Indicator Link	Strategic Task Link	Directorate Task(s) Link
				<ul style="list-style-type: none"> ▪ Develop NIFRS Property Asset Management Plan annually by September. Baselines relate to condition and performance in 2019 Plan. ▪ Ensure the Facilities & Assets Department is well placed to maintain and enhance a flexible portfolio of assets by developing and reporting on the current Organisational Property Asset Strategy 2015-21 and its successor the 10-Year Estate Strategy. Baselines relate to data from the 2019-20 Condition Survey and results of the annual DoH State of the Estate Report. ▪ Ensure there is a Lease Compliant Action Plan in place in line with PEL Guidance. Baselines in respect of current adherence to PEL Guidelines. ▪ Ensure that the NIFRS Estate is fit for purpose and complies with statutory requirements. Baselines in respect of PPM compliance.

DoH Requirement	Strategic Outcome Link	Strategic Performance Indicator Link	Strategic Task Link	Directorate Task(s) Link
				<ul style="list-style-type: none"> ▪ Develop and implement Energy Reduction Scheme 2020-24 in line with 30% reduction target by 2030 established by NI Assembly. Baselined on overall consumption in year 2016-17. ▪ The Facilities & Assets Department will be fully resourced and have clearly defined roles in line with service delivery. Baselined on 2019 organisational structure, budgets and roles and responsibilities defined in the FAD Governance Manual.
Throughout the 2020/21 business year to have effectively and efficiently progressed the flagship project at Desertcreat.	6. Asset Management We will ensure the effective development and management of all organisational assets in a way that drives efficiency and supports the delivery of our service.	SPI 20 - Attainment of a reduction of 30% in energy usage in buildings by 2030 (Target - 3% year-on-year reduction from 2016/17 baseline).	6.4 Following Departmental approval progress Phase II of the new Learning & Development Centre Cookstown.	<ul style="list-style-type: none"> ▪ Progress Phase II of the new Learning & Development Centre Cookstown.
Service Delivery				
By 31 March 2021 to have achieved all the Service Delivery measures outlined in the agreed NIFRS 20/21 Business plan.	2. Community Risk Management We will help make Northern Ireland a safer place through working with others to develop and deliver a Community Safety Plan. This Plan will show how we will effectively target our prevention, protection, response & resilience activities to reduce	SPI 2 - Number of fatalities in accidental dwelling fires (Target - Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline). SPI 3 - Number of accidental dwelling fires (Target - Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline).	2.1 Develop a Community Safety Plan which will detail the key areas of focus across each element of Service Delivery. 2.2 Implement Year 3 of the Road Safety Strategy and Year 4 of the People at Risk Strategy.	<ul style="list-style-type: none"> ▪ Implement Year 4 of the existing Road Safety Strategy ▪ Implement Year 4 of the existing People at Risk Strategy ▪ Develop a Community Risk Reduction (CRR) Strategy ▪ Develop Prevention, Protection, Response

DoH Requirement	Strategic Outcome Link	Strategic Performance Indicator Link	Strategic Task Link	Directorate Task(s) Link
	community risk and enhance firefighter safety.	<p>SPI 4 - Number of injuries in accidental dwelling fires (Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline (Injuries are the number of people taken to hospital for treatment)).</p> <p>SPI 5 - Number of deliberate primary fires (Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline).</p> <p>SPI 6 - Number of deliberate secondary fires (Reduce by 2% year-on-year (10% reduction by 2025) from the 5 year average baseline).</p> <p>SPI 7 - Number of attacks causing injury to personnel (Target - zero attacks causing injury to personnel - benchmark 5 year baseline)</p> <p>SPI 8 - Achieve and maintain local 999 emergency response standard of 75% appliances attending an incident within the set target times (Targets - 1st Appliance - High 6mins; Medium 12mins; and Low 21mins; and 2nd Appliance - High 9mins; Medium 15mins; and Low 24mins).</p>	<p>2.3 Develop a Community Risk Reduction Strategy which will detail the 5 year Strategy to identify and reduce the risk to the community and firefighters.</p> <p>2.4 Develop Prevention, Protection, Response and Resilience Frameworks.</p>	<p>and Resilience Frameworks to support the delivery of Community Risk Reduction (CRR) Strategy</p> <ul style="list-style-type: none"> ▪ Review Strategic Targeted Area of Risk (STAR) (Incorporate into CRR Strategy)

DoH Requirement	Strategic Outcome Link	Strategic Performance Indicator Link	Strategic Task Link	Directorate Task(s) Link
		SPI 9 - Measure first appliance response times, from time of call, based on the crewing of the station area to which crews are mobilised (Target – Wholetime Station Areas: 90% in 10 mins; On-Call Station Areas: 90% in 20 mins)		
Governance				
By 31 March 2021, to have achieved full compliance with the Department’s governance requirements and specified timescales.	4. Governance and Performance We will have a robust approach to governance, planning and performance management that supports both the effectiveness of the service we deliver and continuous improvement.	SPI14 - Reduction in the numbers of new recommendations (Target - 20% reduction year on year from 2018/19 baseline of 99) and outstanding recommendations (Target - 20% reduction year on year from baseline of 120 as at 1 April 2019); their age profile; and management of timelines to implementation. SPI15 - Full annual attainment of DoH compliance measures as depicted in the MSFM/ Partnership Agreement.	4.1 Develop and commence implementation of a professional standards framework and related assurance processes. 4.2 Develop and maintain compliance processes which support transformational change and continuous improvement processes. 4.3 Develop, consult on and implement a revised Governance, Planning & Performance Management Strategy & Performance Management Framework. 4.4 Progress implementation of new and outstanding recommendations with a view to reducing numbers, age profile and timelines to implementation. 4.5 Implement the 2020/21 high level Information Management Action	<ul style="list-style-type: none"> ▪ Develop and commence implement a professional standards framework and related assurance processes. ▪ Continue to develop and automate data methodologies within the proof of concept Data Warehouse System. ▪ Refresh and monitor oversight of Ops Policy 14 – Ops Assurance Process. ▪ Implement revised Active Operational Monitoring (AOM) process and provide refresher training. ▪ Review and revise the Risk Management Strategy, Policy & Procedure and provide training across the organisation. ▪ Review and revise the Fraud Policy & Response Plan and provide training across the organisation.

DoH Requirement	Strategic Outcome Link	Strategic Performance Indicator Link	Strategic Task Link	Directorate Task(s) Link
			Plan.	<ul style="list-style-type: none"> ▪ Review and revise the Staff Code of Conduct and provide training across the organisation. ▪ Review and revise Whistleblowing Policy and provide training across the organisation. ▪ Review and revise Customer Charter and provide training across the organisation. ▪ Update the Board Governance & Assurance Pack including Standing Orders, Scheme of Delegation & Standing Financial Instructions. ▪ Progress implementation of new and outstanding recommendations with a view to reducing numbers, age profile and timelines to implementation. ▪ Implement a high level Information Management Action Plan 2020/21.
Transformational Change				
Throughout the 2020/21 business year to consistently demonstrate practical delivery of transformational change.	1. Service Transformation We will design and deliver progressive change across the organisation using new and innovative ways to improve the efficiency and effectiveness of the service we deliver.	SPI 1 - Improvement in the areas of efficiency, effectiveness and people measured against the HMICFRS baseline assessment.	1.1 Deliver agreed Year 1 Transformation Portfolio outcomes in the areas of - Service Delivery Modelling; Systems & Processes; and People & Culture, reporting progress in line with the	<ul style="list-style-type: none"> ▪ Attain Board & DoH approval to proceed with the agreed proposals. ▪ Carry out screening exercise pre and post consultation. ▪ Issue public

DoH Requirement	Strategic Outcome Link	Strategic Performance Indicator Link	Strategic Task Link	Directorate Task(s) Link
			Portfolio, Programme & Project Governance Framework. 1.2 Deliver agreed Year 1 Service Delivery Modelling Projects as detailed in the Project Initiation Documents and Project Implementation Plans.	consultation documentation and review/revise proposals based on responses. <ul style="list-style-type: none"> ▪ Commence delivery of agreed tasks as detailed in the Service Delivery PIDs and related Project Delivery Plans.
Collaboration				
Throughout 2020/21 to continue to identify opportunities and progress agreed actions resulting in increased collaboration between NIFRS and the HSC and a more efficient delivery to the public.	<p>2. People We will embed a high performing and inclusive culture which promotes health, safety, well-being and personal responsibility and ensures our people are continually developed, supported and motivated to deliver results.</p> <p>6. Asset Management We will ensure the effective development and management of all organisational assets in a way that drives efficiency and supports the delivery of our service.</p>	-	3.2 Develop and commence delivery of an Operational Competence Framework (OCF) and a suite of related policies which ensure that personnel who are operationally active are appropriately trained and competent in core skill areas. 6.1 Develop a fit for purpose Asset Management Strategy and commence delivery of the Year 1 Implementation Plan.	<ul style="list-style-type: none"> ▪ Continue to explore opportunities for collaboration and joint working within HSC by working with NIAS and HEMS in joint training and use of training facilities. ▪ Develop, consult and progress implementation of revised structures, considering shared services as appropriate ▪ During 2020/21 NIFRS will continue to explore opportunities for collaboration in the areas of: <ul style="list-style-type: none"> ▪ Capital Build; ▪ Shared Vehicle Maintenance; and ▪ Shared Locations with NIAS and other partners from within the Department of Health.