



**Northern Ireland
Fire & Rescue Service**

COMMUNITY RISK MANAGEMENT PLAN 2025-2030

Public Consultation Summary

*Safer
Together*

Version Control

Version	Description	Date Published
1.0	First published version	

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CRMP 2025-30 Public Consultation

Northern Ireland Fire & Rescue Service (NIFRS) Community Risk Management Plan (CRMP) 2025-30 Public Consultation closed on 9 January 2025 with a total of 16 responses from organisations representing larger groups within the community and 66 responses from individuals. The online survey was open for 14 weeks and over this time we also delivered 21 engagement sessions.

Our consultation aimed to find out if our proposed Vision, Purpose and Values, the community risks we have identified, and our 6 strategic outcomes and key deliverables for the next 5 years align with what our people in Northern Ireland want from their Fire & Rescue Service.

We thank those who took the time to participate.

An in-depth analysis and careful consideration of all responses has been used in developing our final CRMP 2025-30 that is available [here](#).

This report summarises the responses to our consultation. If any respondent would like a more detailed response they can contact our CRMP Team at:



028 9266 4221



CRMP@nifrs.org

”



Getting your feedback is a crucial part of making sure we are serving the needs of our community, our employees, and the organisations we work with.

Paul Harper
Deputy Chief Fire & Rescue Officer

Respondents

Over the 14 week consultation period, from 3 October 2024 to 9 January 2025, we received a total of 82 formal responses.

The majority of these responses were through our online survey, with a small number of open format written responses:

RESPONSE METHOD	COUNT
On-Line Survey Responses	76
Hard Copy Survey Responses	1
Written Responses	5
Total	82

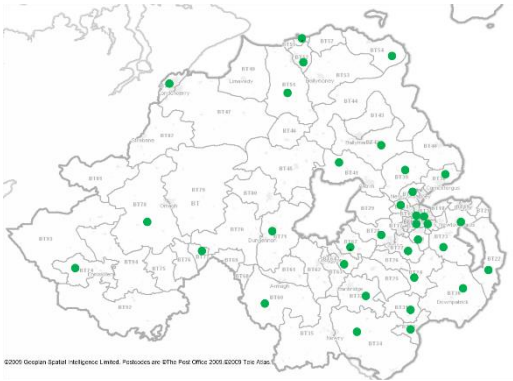
Respondents

We received 16 responses from organisations (12 survey; 4 written) including partner emergency services, local government district councils, community/charity groups and the Fire Brigades Union (FBU).

We also received 38 individual responses from across our Wholetime, On-Call and Support employees; 21 responses from individual members of the public; and 7 anonymous responses.

Postcode Area of Respondents

49 of the 77 survey respondents provided the initial part of their postcode (not a requirement for organisations responding) with a good spread of responses coming from across urban and rural areas in Northern Ireland.



Survey Responses & Our Consideration

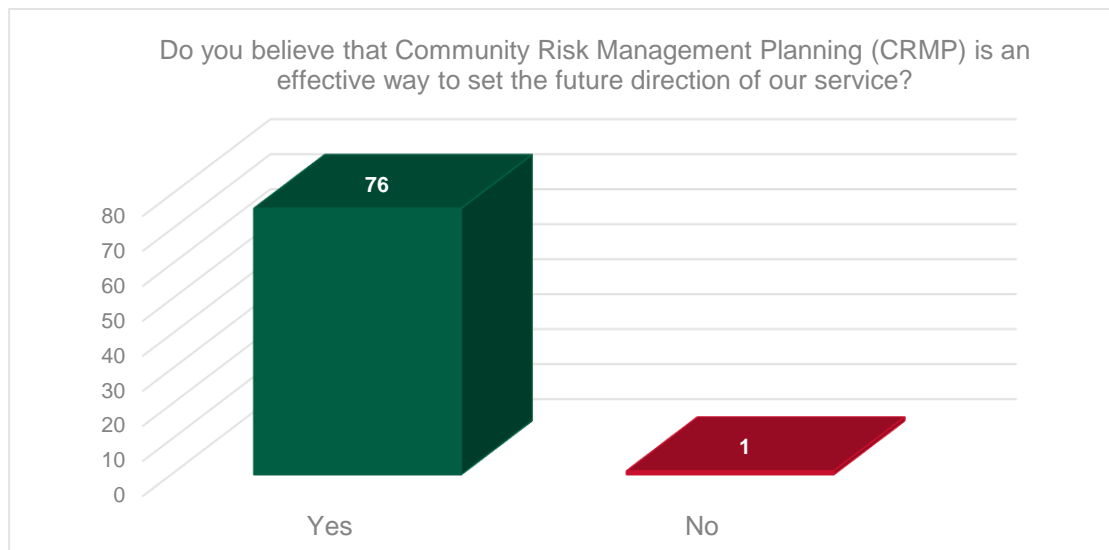
Our survey comprised of 6 questions relating to our:

- > Proposed CRMP approach
- > Vision, Purpose and Values
- > 5 Year Plan
- > Strategic Outcomes and Key Deliverables

There were 4 additional questions; 3 on Equality and Human Rights and 1 on Rural Impacts.

The responses to each survey question are presented, along with a summary of the key themes raised in survey comments and the 5 written responses. A brief summary of our consideration is also provided under each survey question.

1. Do you believe that Community Risk Management Planning is an effective way to set the future direction of our service?



Out of the 77 survey responses 76 (99%) agreed that CRMP is an effective way to set the future direction of our service. One respondent disagreed but gave no further explanation to enable further consideration.

Comments on the benefits of CRMP included setting a clear future direction for NIFRS, a holistic approach to community risk and resources, transparency and community engagement/involvement.

The strategic level of the CRMP was acknowledged in responses and strong agreement expressed for further engagement and consultation on the development of specific proposals over the 5 year period.

NIFRS Consideration

We are pleased with the support for our first CRMP. As the Fire & Rescue Service for Northern Ireland, we remain committed to meaningful engagement with all of our stakeholders throughout our 5 year CRMP and we will re-engage with further detail and supporting documentation through focus groups, engagement activities and/or formal consultation, as we start implementing proposals for change.

2. Do you believe our proposed vision, purpose and values reflect the direction NIFRS should take?

VISION, PURPOSE & VALUES

Our CRMP sets out the Vision, Purpose, and Values that we will work to over the next 5 years. These reflect draft Programme for Government requirements and fire and



NFCC
National Fire
Chiefs Council

rescue sector specific values developed by the National Fire Chief's Council (NFCC). In building our CRMP we reviewed our Vision, Purpose & Values to ensure they remain valid and reflective of our 5-year plan.

VISION

We will work with others to deliver a high quality Fire & Rescue Service that is valued by the public, our partners and our people.

PURPOSE

We will help make Northern Ireland a safer place and improve community wellbeing.

VALUES

Community

We will put our community first.

Integrity

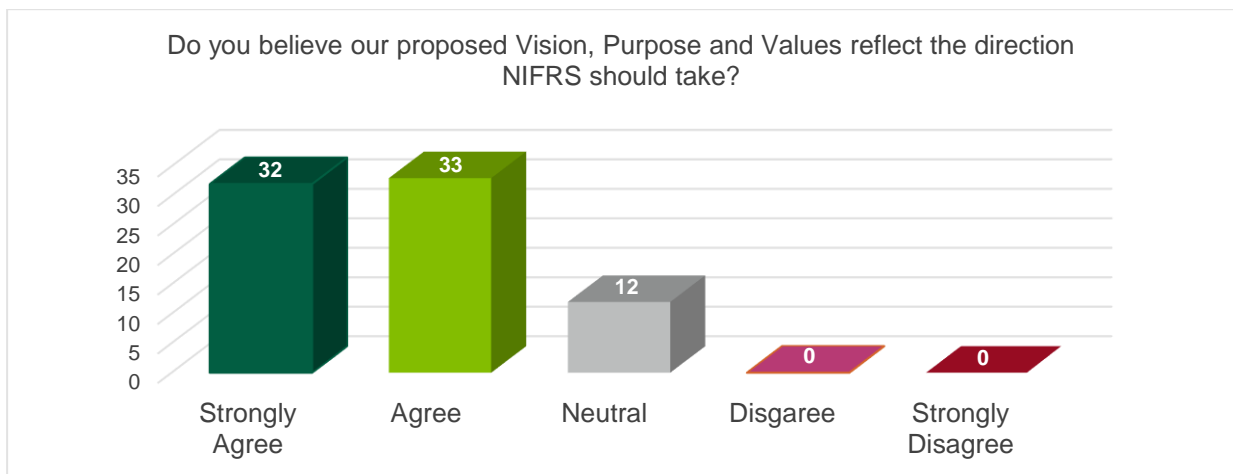
We do the right things and ensure transparency in all that we do.

Dignity & Respect

We will treat everyone with dignity, respecting our differences, and acting compassionately in all that we do.

Leadership

We will develop our staff potential to lead and support a professional service which strives for excellence in all that we do.



65 of the 77 Survey respondents (84%) either agreed, or strongly agreed, that our proposed Vision, Purpose and Values reflect the direction we should take as an organisation with 12 respondents (16%) remaining neutral.

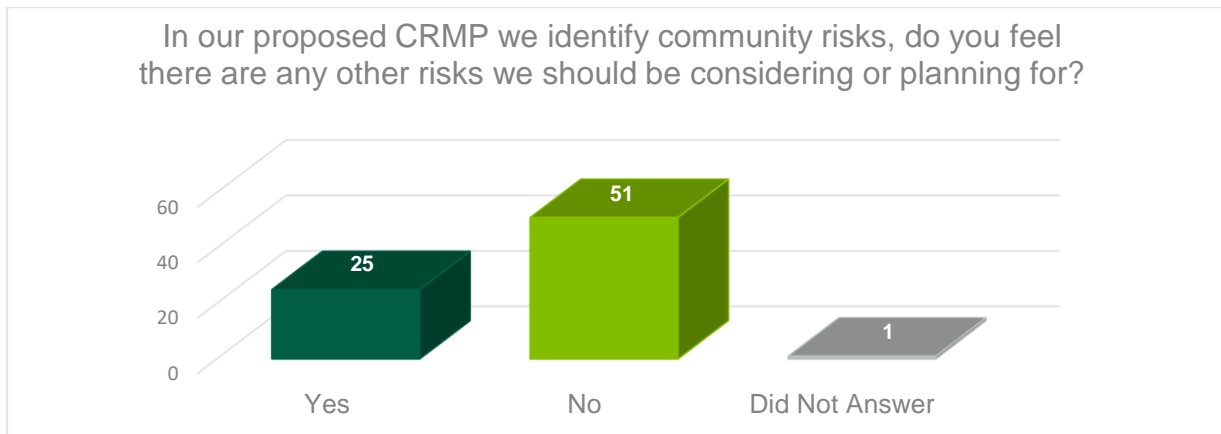
27 of the 65 people who agreed or strongly agreed gave additional supportive comments on the proposed Vision, Purpose and Values. This included that they set an appropriate/clear future direction for NIFRS; prioritise community safety and people; emphasise collaboration and professionalism; and ensure a healthy culture with NIFRS.

NIFRS Consideration

We are pleased with the overall support for our proposed Vision, Purpose and Values. We look forward to embedding and embodying these across the life of our 5 year CRMP.

3. In our proposed CRMP we identify community risks, do you feel there are other risks we should be considering or planning for?

We work hard to identify and assess all the foreseeable risks to our community. From house fires and road traffic collisions (RTCs), to flooding and terrorist attacks. This information shapes our Strategic Outcomes and how we best use the resources we have to reduce risk and vulnerability.



51 respondents (66%) felt our community risk identification was comprehensive. Of the 25 respondents who felt there were other risks we should consider, 23 gave comments. These included suggestions to enhance consideration of identified Community Risks including: RTCs, climate change, flooding, rural areas, mental health issues and changes in energy supply methods. There were also comments on the benefits of increased data sharing, future planning and resilience against strategic growth plans and increased partnership working. Several comments focused on the need for sufficient budget to adequately address identified risks, and potential issues with an annual budget allocation.

A number of comments related directly to future Service Improvement deliverables still to be developed, including how we measure emergency response times and a review of our 'red fleet'.

NIFRS Consideration

We welcome the level of constructive engagement with this question. Our CRMP is underpinned by our annual Strategic Assessment of Risk (SAR) and we will feed all

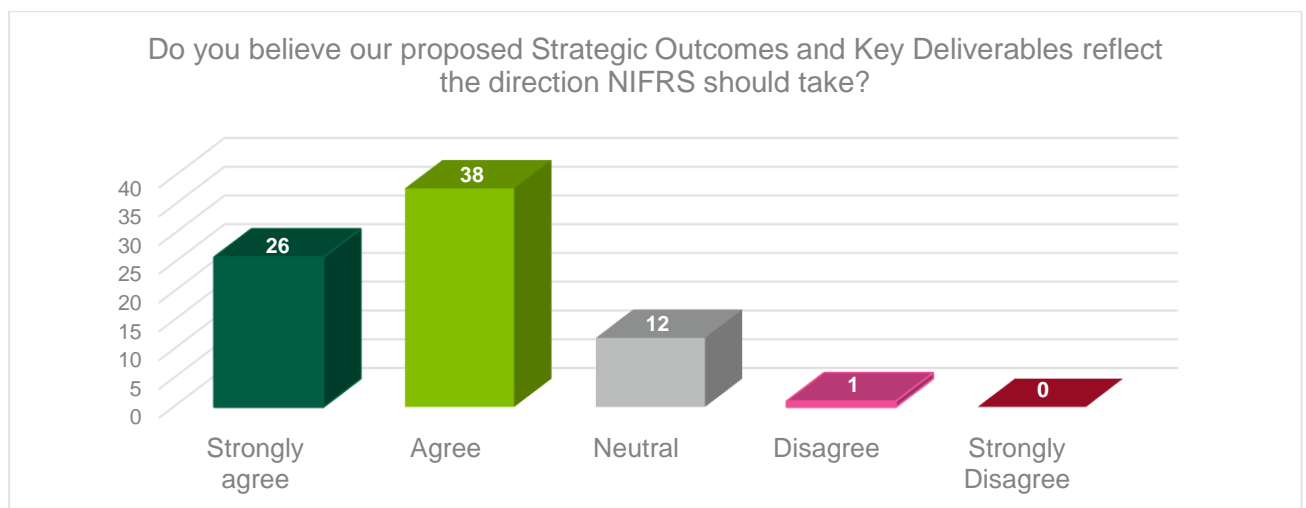
suggestions into that process over the next 5 years. Further detail on our consideration of responses to this question is available in Appendix 1.

4. Do you believe our proposed strategic outcomes and key deliverables reflect the direction NIFRS should take?



Our CRMP identifies 6 Strategic Outcomes and Key Deliverables spanning across each of our Strategic Outcomes.

Strategic Outcome	Key Deliverable
1. Service Improvement We will, through our CRMP, design and deliver an effective Fire & Rescue Service based on community risk identification; identifying new and innovative ways to modernise our service and implement progressive change.	> Revised Emergency Response Standards > Territorial Area Command Review > Flexi Duty System and Day Duty Review > Mobilisation Protocol Review > Specialist Capabilities Review > Red Fleet Review > Data & Digital Review/Strategy
2. Community Protection We will work with communities and partners to target our prevention, protection, resilience & preparedness activities to reduce community risk and enhance Firefighter safety.	> Community Protection Strategy covering: <ul style="list-style-type: none"> > Prevention > Protection > Resilience
3. Response We will, through policy, procedure, and training and equipping our staff, provide an effective operational response from call receipt to incident conclusion.	> Operational Communications Strategy for the Regional Control Centre and Operational Communications > Operational Learning & Development Framework/Policy > Learning & Development site Transition Plan
4. People We will embed a high performing and inclusive culture ensuring our people are supported, engaged and inspired to deliver on service priorities.	> People Strategy
5. Corporate Governance & Improvement We will maintain robust stewardship over our finance, corporate governance, planning and performance management to ensure we make effective and appropriate use of available budget. We will ensure governance and planning arrangements underpin the effectiveness of the service we deliver.	> Sound financial management and year-end breakeven > Sustainable funding model for strategic financial planning > Assurance & Accountability Framework > Fire Framework Governance document > Alignment to National Operational Guidance > Implementation of Fire Standards > Enhanced Operational Assurance processes > Corporate Planning & Performance Framework
6. Asset Management & Sustainability 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 in a sustainable way.	> A rolling 10-year Capital Plan > Collaboration, co-location and closer working with Northern Ireland Ambulance Service (NIAS) > A more sustainable and energy efficient organisation > Suitably equipped staff > A more sustainable and energy efficient fleet



64 respondents (83%) either agreed or strongly agreed that our proposed Strategic Outcomes and Key Deliverables reflect the direction NIFRS should take. There were 12 respondents (16%) who felt neutral and one respondent disagreed but gave no further explanation for their response.

Of the 64 respondents who agreed or strongly agreed, 23 gave reasons for their agreement with the Strategic Outcomes and Key Deliverables including that they will:

- > Enable future development and change in line with societal change.
- > Provide communities with assurance of a timely response with suitably trained staff.
- > Have an evidence focus approach and alignment with best practice.
- > Ensure sustained partnership working.

Further suggestions included:

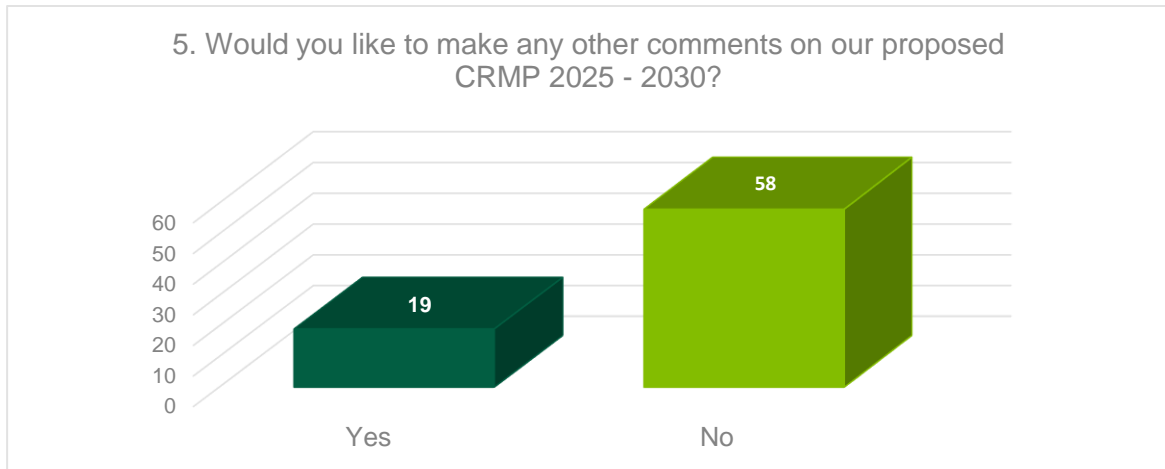
- > Enhancing public awareness of all aspects of NIFRS role and highlighting specific partnership actions such as the *Road Safe Roadshow*.
- > Ensuring that partnership working is a thread across all Strategic Outcomes.
- > Risk assessment and mitigation for Firefighter risk from contaminants.
- > Expanding the scope of Learning Development College (LDC) Cookstown.
- > Improving staff recruitment and retention.
- > Adequate budget/annual budget allocation and impact on strategic planning.
- > Holding all staff to account and ensuring the culture is right.
- > Ensuring an emphasis on increasing females and other representative groups within the workforce across NIFRS.

NIFRS Consideration

We are pleased with the level of agreement (83%) for our proposed Strategic Outcomes and Key Deliverables.

Many of the main points raised by respondents relate to the future development of our Key Deliverables and we have fully captured and distributed these for inclusion in each relevant area of work. Further detail on our consideration of responses to this question is available in Appendix 2.

5. Would you like to make any other comments on our proposed CRMP 2025-2030?



19 of the 77 respondents (25%) made some additional comments, several of which reiterated views expressed earlier in the survey. New themes included:

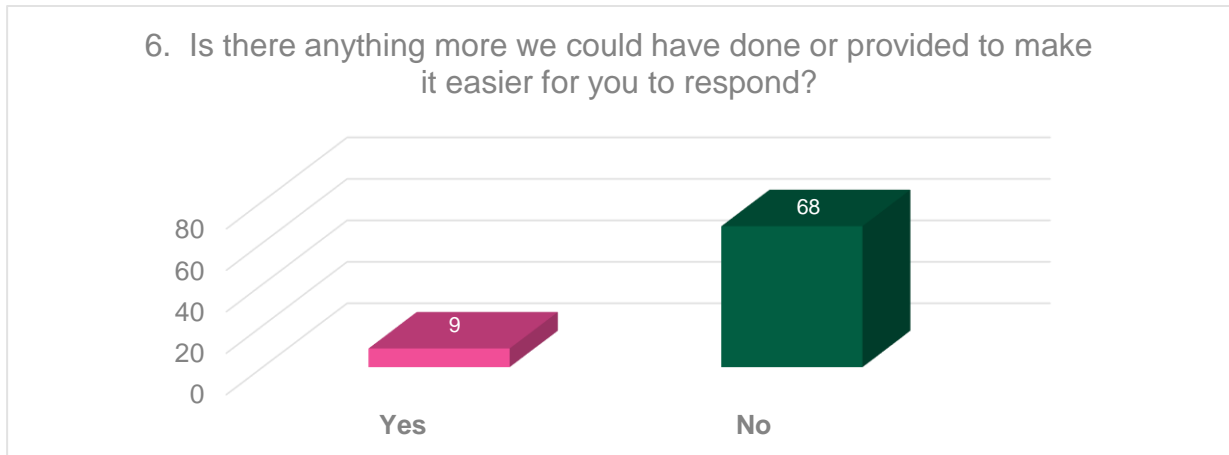
- > Praise for the document format and presentation and accompanying video.
- > Early engagement with trade union representation, service users and other front-line responders on future proposals.
- > Consideration for the Labour Government commitment to reintroduce national emergency response standards.
- > Consistent communication of progress against the delivery of the 5 year plan.
- > Attendance to all RTCs not just when called/notified.
- > Removal of Light Portable Pumps (LPPs) from Fire Appliances and the impact on flooding risks in rural areas.
- > Recruitment of On-Call directly to Wholetime in line with the rest of the UK.

NIFRS Consideration

- > We welcome the additional comments and questions given in response to this question and appreciate the positive reception to the video.
- > We remain committed to engaging with people in the community, our partners and our staff throughout this CRMP and fully acknowledge that a number of the proposals within CRMP 2025-30 will require engagement/public consultation as they develop.
- > Progress against the CRMP will be monitored and reported for each financial year.

- > Comments relating to future proposals, such as emergency response times, have been captured and will inform the development of these proposals.
- > Section 6(1) of the Fire & Rescue Service (Northern Ireland) Order 2006 states our responsibilities in terms of RTCs are to “...make 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”. In line with this we attend incidents when called to remove casualties. To attend ‘all RTC incidents’ would be outside our current statutory responsibilities.
- > NIFRS Research & Development Team are actively trialling potential solutions to LPP replacement.
- > NIFRS will continue to review its approach to recruitment and selection to ensure we select the right people, with the right skills, at the right time, taking cognisance of both the national position and relevant Northern Ireland legislation.

6. Is there anything more we could have done or provided to make it easier for you to respond?



9 of the 77 respondents (4%) felt we could have done, or provided, something more to make it easier for them to respond to the consultation, with 8 of these respondents giving suggestions:

- > Consider shorter, concise sentences
- > Break the plan into smaller, bite size key messages
- > Rather than an option for 'tell me more', give more precise questions
- > Difficult to find the actual survey/consultation document
- > Establishing joint forums/focus groups to discuss the CRMP
- > Community education and awareness

NIFRS Consideration

NIFRS appreciates this feedback and we will use it to inform the continuous improvement of our public consultations and our wider community engagement.

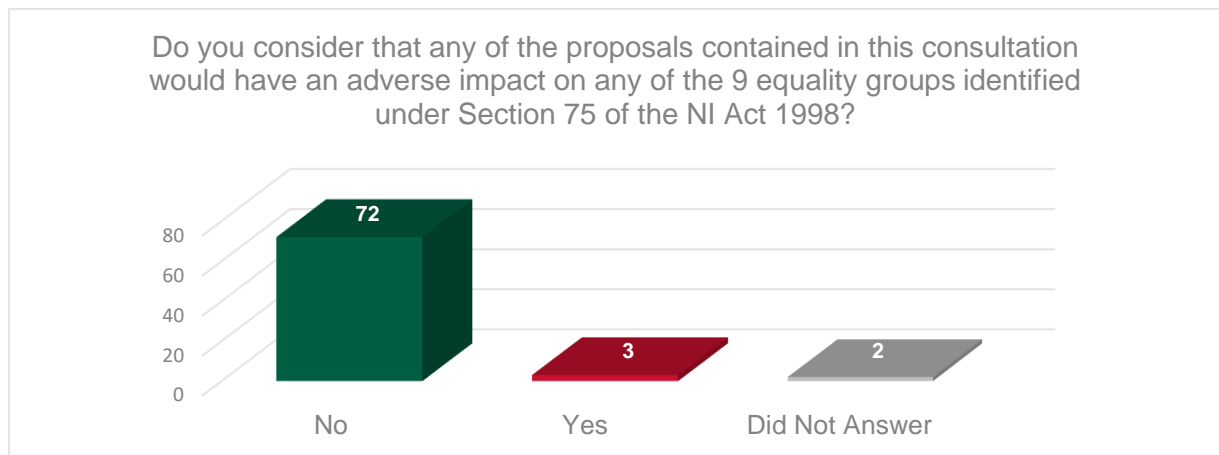
Equality & Human Rights

Section 75 of the Northern Ireland Act 1998 requires departments in carrying out their functions relating to Northern Ireland to have due regard to the need to promote equality of opportunity for the following 9 equality groups:

- > between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation;
- > between men and women generally;
- > between person with a disability and persons without; and
- > between persons with dependents and persons without.

In addition, without prejudice to the above obligation, NIFRS should also, in carrying out its functions relating to Northern Ireland, have due regard to the desirability of promoting good relations between persons of different religious belief, political opinion or racial group. In accordance with guidance produced by the Equality Commission for Northern Ireland and in keeping with Section 75 of the Northern Ireland Act 1998, the CRMP 2025-30 have been equality screened and a preliminary decision has been taken that a full Equality Impact Assessment (EQIA) is not required. NIFRS also have a statutory duty to ensure that decisions and actions are compatible with the Human Rights Act 1998 and to act in accordance with these rights.

7. Do you consider that any of the proposals contained in this consultation would have an adverse impact on any of the 9 equality groups identified under Section 75 of the NI Act 1998?

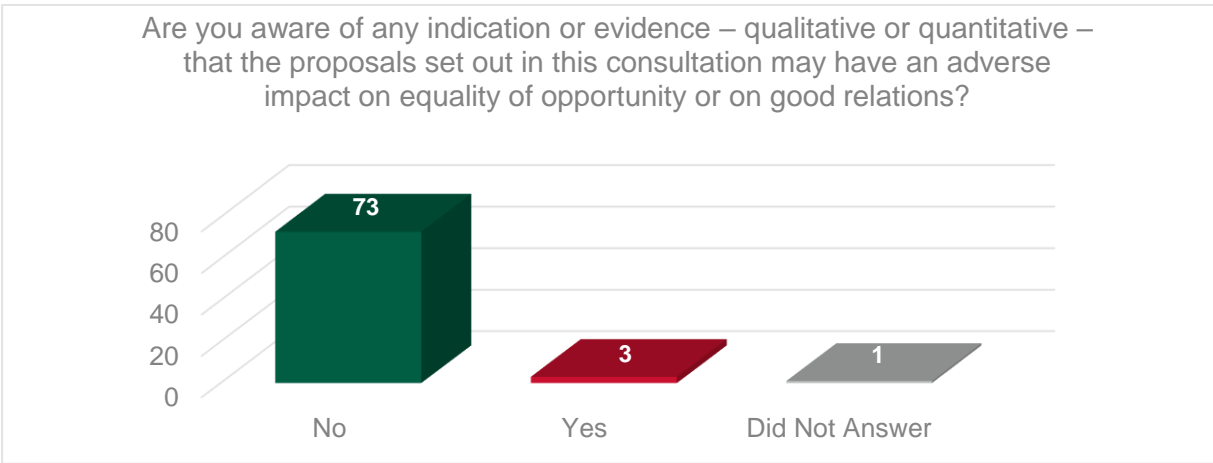


The majority, 72 respondents (93%) did not think any of the proposals contained in the consultation would have an adverse impact on any of the 9 equality groups identified under Section 75 of the NI Act 1998. Two respondents (3%), did not answer this question and 3 respondents (4%), felt the proposals contained in the consultation would have an adverse impact on any of the 9 equality groups identified under Section 75 of the NI Act 1998. Only 1 of the 3 respondents thought the proposals contained in the consultation would have an adverse impact on any of the 9 equality groups gave additional comment, stating “They will improve them”.

NIFRS Consideration

NIFRS is content that there are no significant adverse impacts identified for inclusion in the Section 75 Screening process.

8. Are you aware of any indication or evidence that the proposals set out in this consultation may have an adverse impact on equality of opportunity or on good relations?

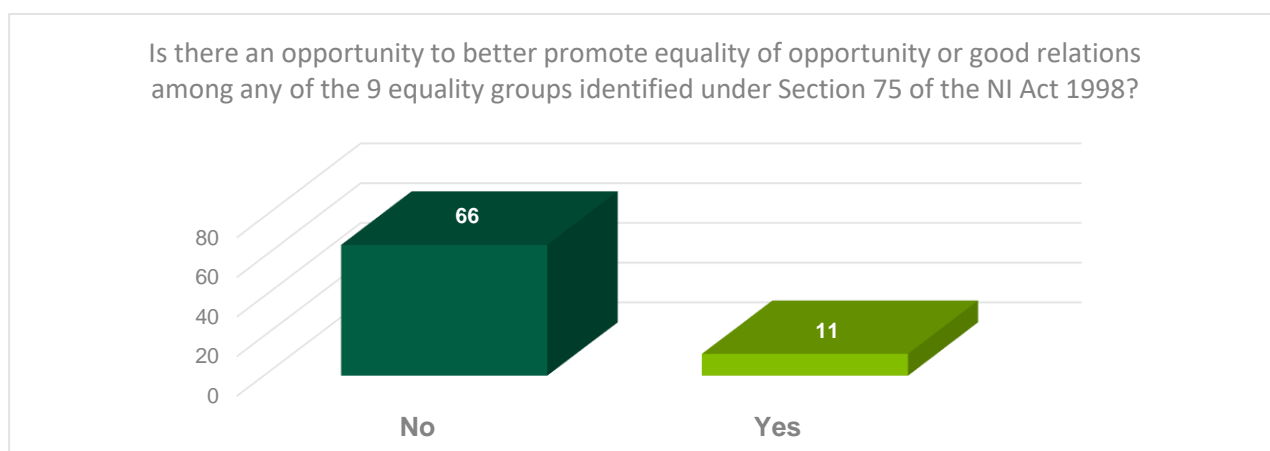


The majority, 73 of respondents (95%), did not think the proposals set out in the consultation would have an adverse impact on equality of opportunity or good relations. One respondent (1%) did not answer this question and 3 respondents (4%) felt there could be an adverse impact. Only 1 of these 3 respondents gave additional comment, merely stating “Fleet Review”.

NIFRS Consideration

NIFRS is content that there are no significant adverse impacts identified for inclusion in the Section 75 Screening process for the CRMP 2025-30. Feedback relating to ‘Fleet Review’ has been captured and will be considered in the Section 75 screening for any future projects relation to NIFRS operational response.

9. Is there an opportunity to better promote equality of opportunity or good relations among any of the 9 equality groups identified under Section 75 of the NI Act 1998?



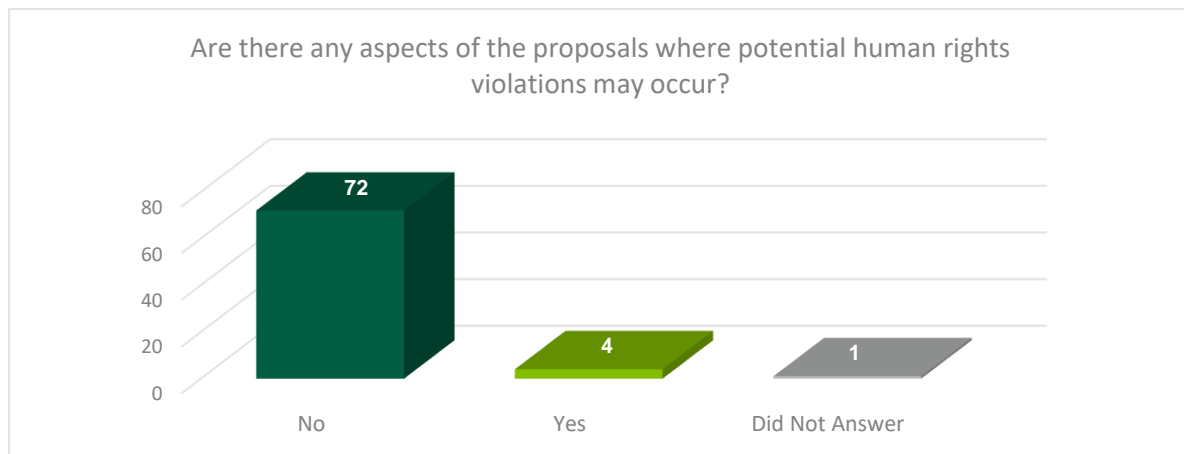
The majority, 66 respondents (86%), did not think there was an opportunity to better promote equality of opportunity or good relations among any of the 9 equality groups identified under Section 75 of the NI Act 1998. Eleven respondents (14%) did think there were opportunities to better promote equality of opportunity or good relations among the 9 equality groups, with 6 giving comment:

- > Explore alternative ways in which those with communication difficulties can contact our Regional Control Centre (RCC) in the case of an emergency.
- > More people with certain disabilities should be given the opportunity for employment within NIFRS.
- > Every organisation can always do better in this respect.
- > More proactive efforts to engage with minority ethnic and migrant communities.
- > Through consultation and engagement in the planning process, already identified in NIFRS's EQIA.
- > Engagement on education and awareness.

NIFRS Consideration

The responses and feedback have been captured and considered in the review of the Section 75 screening report for this CRMP. The suggestions have been shared with NIFRS Equality Department and will also inform any future Section 75 Equality Screening for proposals within the CRMP.

10. Are there any aspects of the proposals where potential human rights violations may occur?



72 respondents (94%) did not think there were any aspects of the proposals where potential human rights violations may occur. One respondent did not answer this question, and 4 respondents (5%) thought there were some aspects of the proposals where potential human rights violations could occur. Of these 4 respondents, 3 gave additional comment:

- > “Always potential for violations....”
- > “Article the right to life”
- > “Fleet will lead to the closure or downgrade of existing stations”

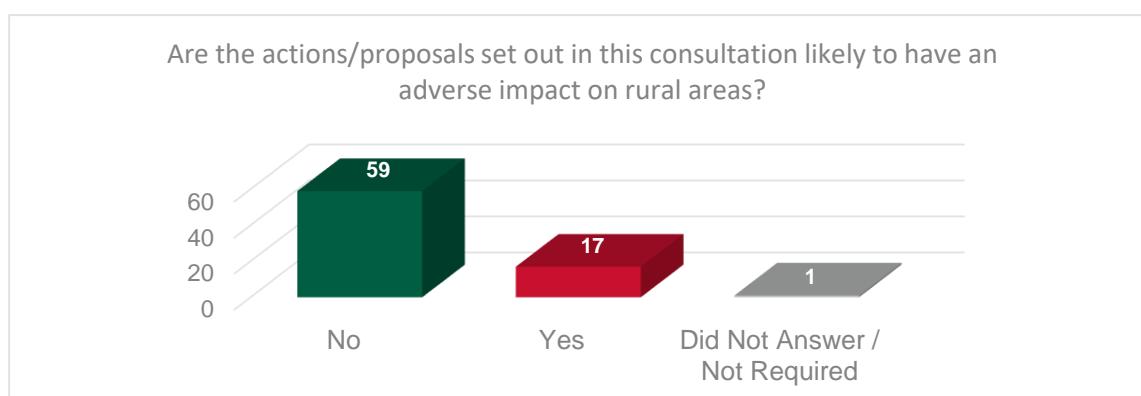
NIFRS Consideration

NIFRS is content that there are no significant potential human rights violations identified for inclusion in the Section 75 Screening process for this CRMP. The responses and feedback have been captured and will inform future any future Section 75 Screening for proposals within this CRMP.

Rural Impact

The Rural Needs Act (NI) 2016 places a duty on public authorities to have due regard to rural needs when developing, adopting, implementing or revising policies, strategies and plans and when designing and delivering public services.

11. Are the actions/proposals set out in this consultation likely to have an adverse impact on rural areas?



The majority, 59 respondents (77%), did not think that the actions/proposals in our CRMP Consultation were likely to have an adverse impact on rural areas. One respondent did not answer and 17 respondents (22%) felt an adverse impact was likely, with 10 giving additional explanation for their response:

- > 4 respondents referred to the proposed review of emergency response times, 2 of whom also highlighted the impact of removing On-Call second appliances.
- > 5 respondents referred to the review of service delivery models and the impact of risk assessment on the response provision in rural areas.
- > 1 organisational response felt that people in both urban and rural areas will benefit.

We note NIFRS' Rural Impact Assessment and agree with the following statement therein: *'The CRMP will include the identification of different risks and risk levels across Northern Ireland with consideration for risks across both urban and rural areas. Through the CRMP 2025-2030 NIFRS aims to improve community safety and provide the best public value from our available resources. It is anticipated that both people in urban and rural areas will benefit from this 5 year strategic plan'.*

NIFRS Consideration

Responses relating to the out-working of high level proposals have been captured to inform future work. No significant changes identified to the Rural Needs Impact Assessment for CRMP 2025-30.

Appendix 1

Further detail on our consideration of responses to Question 3.

In our proposed CRMP we identify community risks, do you feel there are other risks we should be considering or planning for?

Community Risks

- > NIFRS CRMP 2025-30 is underpinned by our SAR in the community. We will continue to build upon the strong working relationships we have established to further enhance information and data sharing.
- > Our annual SAR aims to identify the wide range of potential hazards and hazardous events for which we have a statutory duty. We use Northern Ireland Statistical Research Agency (NISRA) urban/rural geography as a layer within our hazard identification and assessment process and also consider and analyse the established and transient population within different areas. We consider a range of fire and non-fire related risks including accidents involving machinery and large animal rescues.
- > NIFRS do not have any legislative ability to develop our own Road Safety Strategy but are a strategic partner in the development and delivery of the Northern Ireland Road Safety Strategy owned by the Department for Infrastructure which has road safety at its core. As such, a specific work stream in the Community Protection Strategy to be developed in Year 1 of the CRMP (2025/26) will cover road safety, our outreach activities and our corporate messaging via social media platforms.
- > The NFCC Community Risk Management Programme had commissioned external consultants to complete a RTC Risk analysis for all UK Fire & Rescue Services. This work is to be completed for NIFRS and available for Year One of our CRMP (2025/26).
- > NIFRS Station Area profiling work will give due consideration for District Councils strategic growth and development plans and the risk information available through any data sharing agreements. We will also work to identify approved properties/properties under construction through the Spatial NI Pointer dataset.
- > Climate change and natural disasters are recorded on the UK National Risk Register and the associated hazardous events are considered in our annual SAR at National, Regional and Local levels. The Met Office Climate Data Portal will be a useful resource helping to inform our analysis of new/emergent community risks.
- > NIFRS Flood Strategy is in place and flood teams allocated the required PPE.

- > Marine firefighting is a specialist capability within NIFRS and the lead officer has an allocated budget for marine training.

Partnership Working

- > The Northern Ireland Civil Contingencies Framework sets out the Northern Ireland arrangements for effective emergency management, identifying the processes involved in preparing for, responding to and recovering from an emergency. While not a legislative document the Framework provides regional cohesion to the civil contingencies agencies by common acceptance of its principles and guides. These principles of collaboration, co-ordination and transparency, aligned to the steps of Integrated Emergency Management ensure a unified purpose of preparedness, response and recovery for emergency responders.
- > To ensure that we deliver for our community when you most need us we are represented strategically on the Civil Contingency Group NI (CCGNI) and Northern Ireland Emergency Preparedness Group (NIEPG), and regionally on the 3 Emergency Preparedness Groups (EPGs) across Northern Ireland. Through these structures NIFRS contributes to the wider multi-agency pre-planning for response and recovery to events that impact Northern Ireland with delivery consolidated through joint exercising and operational practice.
- > Responding to Medical Emergencies – NIFRS work in partnership with NIAS, with significant collaboration in relation to sharing of estate; delivery of training at LDC Cookstown; and establishment of AED defibrillators linked to the NIAS circuit at all NIFRS buildings. There is recognition that this partnership working has the potential to yield further benefits to citizens in terms of the wider role of the Firefighter and specifically around Emergency Medical Response.
- > Health & Wellbeing – Whilst acknowledging the ethos of 'make every contact count' NIFRS' role in the operational environment is at present legislatively limited to rescue.
- > Partnership working – NIFRS aligned to our statutory duties work in partnership to keep those most at risk in our society safe.
- > As part of our Operational Assurance processes, we continue to identify and learn lessons from internal and external sources. These include the recognised bodies of National Operational Learning (NOL) for the Fire Sector and Joint Organisational Learning (JOL) fire for the wider emergency services. Significant incidents are subject

to a structured debrief with the intended outcome of generating formal recommendations for service improvement.

Funding

- > Our draft CRMP accurately reflected that the majority of our current funding is received via our Sponsor Body, Department of Health (DoH). We will however continue to explore other sources of external funding and will look at the potential for revenue generation through other activities and facilities.

Appendix 2

Further detail on our consideration of responses to Question 4.

Do you believe our proposed strategic outcomes and key deliverables reflect the direction NIFRS should take?

NIFRS Role

- > Our CRMP outlines our intent to show the breadth of NIFRS activities and sets out how we meet our statutory duties as 'one team'. Throughout our CRMP we will continue to engage and consult.

Partnership Opportunities

- > NIFRS work in partnership with NIAS, with significant collaboration in relation to sharing of estate; delivery of training at LDC Cookstown; and establishment of AED defibrillators linked to the NIAS circuit at all NIFRS buildings. There is recognition that this partnership working has the potential to yield further benefits to citizens in terms of the wider role of the firefighter and specifically around Emergency Medical Response.
- > Regarding collaboration within the control room environment, NIFRS is scoping and implementing a new command and control system (Strategic Task page 65) that will ensure inclusion of Multiple Agency Information Technology (MAIT) capabilities to aid the transfer of information with key blue light partners.

Partnership Working/Partnership Data Sharing

- > Partnership working is the golden thread running through the 5 year CRMP cascading from our vision of 'Safer Together'. In the Chairperson's Foreword he states that "As a Service, given the challenging financial climate, we aim to be more efficient and effective whilst **working in partnership** to keep our community safe". Under Prevention we have stated that 'we want to reduce both the volume and severity of emergencies occurring in our community through fire, road, water safety awareness, and other reduction interventions. We aim to achieve this through a range of targeted programmes and **partnership working**, aligned to our statutory

duties, aimed at keeping those most at risk in our society safe'. Furthermore, under the heading of Community Protection we state 'We want to reduce both the volume and severity of emergencies occurring in our community. We aim to achieve this through a range of targeted programmes and **partnership working**, aligned to our statutory duties, aimed at keeping those most at risk in our society safe'. This overall intent is covered in our strategic task which states that we will '**build new partnerships and enhance existing partnerships to aid collaborative working**'. This places partnership working at the heart of all we do.

- > We aim to continually develop and grow the data sources within our annual SAR and welcome the opportunity to share valuable data sources and connections in line with information management exchange protocols detailed in UK General Data Protection Regulations.

Firefighter Health & Wellbeing

- > The health, safety and welfare of all our employees, contractors, visitors and members of the public remains of paramount importance to us. As we look forward through the life of this CRMP we will be focusing on enhancing the safety of our Firefighters and support staff to limit exposure to hazards, including contaminants and build upon current procedures to adopt the latest best practice industry guidance. NIFRS is committed to pursuing progressive improvements in health and safety performance and additional narrative regarding contaminants has been included under the Health & Safety heading in the finalised CRMP.

NIFRS LDC

- > Our new Learning & Development College at Cookstown provides state of the art training facilities. NIFRS have a range of multi-agency partners including cross border with whom we are engaging with regards third party usage. Dates have been scheduled with NIAS and National Emergency Management Directorate (ROI) who will begin usage in early 2025. Additional work ongoing around Shared Island and Peace Plus funding with a view to increased usage.

On-Call Availability & Fire Stations Unavailable

- > Our RCC constantly reviews our operational resource availability in terms of active incidents and emerging issues. Furthermore management are routinely reviewing

on-call resourcing requirements and on-call contracts to improve midweek and weekend availability. This will be further underpinned by the following strategic task detailed under Strategic Objective 1 – Service Improvement which states that we will complete "...a Red Fleet Review covering station locations, crewing and appliance number options whilst also taking cognisance of changing community and partner agency needs, and emergent national directives and agreements'.

Road Safety Strategy

- > NIFRS do not have any legislative ability to develop their own Road Safety Strategy but are a strategic partner in the development and delivery of the Northern Ireland Road Safety Strategy owned by the Department for Infrastructure. As such a specific work stream in the Community Protection Strategy is to be developed in Year 1 of the CRMP (2025/26) and will cover road safety, our outreach activities and our corporate messaging via social media platforms.
- > With regard specifically to Biker Safety messaging this features in the NI Road Safety Strategy 2030; Safe Road, Safe Vehicles, Safe People. NIFRS will also raise the issue at the NI Road Safety Strategic Forum.

Budget and Sustainability

- > NIFRS welcomes the acknowledgement from respondents for our proposals concerning budget, financial management and securing a sustainable funding model for the future as essential to support and enable longer-term strategic financial planning and delivery of CRMP outcomes. The following key proposals will be progressed in our final CRMP 2025-30:
 - Continue to work closely with the DoH to ensure sound financial management and use a collaborative approach to achieve breakeven at year-end; and
 - Working with DoH and through our service improvement programme we will strive to agree a sustainable funding model for the future that will support and enable longer-term strategic financial planning, cognisant that people are our primary resource and expense.
- > Sustainability is a key priority for NIFRS, and over the next five years, we will strengthen our focus in this area. We are committed to meeting our obligations under the Climate Change Act (Northern Ireland) 2022, integrating climate action

into our strategic planning and decision-making and will need to extrapolate across organisational decisions making. Currently our Capital Plan incorporate sustainable infrastructure ensuring our operations align with environmental best practices. Through these initiatives, we will enhance our resilience while contributing to Northern Ireland's broader sustainability goals.

Equality & Diversity

- > Based on the 2021 Census NIFRS, in terms of community background, represents the community it serves. We appreciate there is still work to do in terms of attracting females and individuals from minority groups into NIFRS but we remain committed to this goal. In advance of our most recent Wholetime Firefighter campaign in 2023 we held a number of Come and Try Sessions in Armagh, Belfast, Ballymena and Omagh. These sessions were hosted specifically for females as they are an unrepresented group within our Wholetime workforce. Through the NIFRS People Strategy 2025-30 we will continue to build positive engagement across the community to ensure we remain representative of the community we serve and we will continue to work to create a sense of belonging in the workplace which engages staff, recognises their value and creates an inclusive culture that aligns with our ethics and behaviours.

Culture & Behaviours

- > Through the delivery of the NIFRS People Strategy 2025-30 NIFRS is committed to continue to create a sense of belonging in the workplace which engages staff, recognises their value and creates an inclusive culture that aligns with our ethics and behaviours. This aim will be supported by a new Code of Ethics and a Performance Management Framework which hold individuals to account for their behaviours.

Workforce Planning & Recruitment

- > Through the NIFRS People Strategy 2025-30 we are committing to:
 - Modernise our approach to strategic workforce planning and build a sustainable resourcing model.
 - Review our approach to recruitment and promotion to ensure we select the right people with the right skills at the right time.

- Review how talent or potential is identified and supported with a specific focus on relevant key positions to support succession planning.
- Explore how technology and smart working can help us become more productive and efficient and we will encourage creative solutions from our people.
- Ensure that all policies, systems and processes are fit for purpose and can improve over time.

Fire Stations

- > NIFRS recognise that our Fire Station estate faces challenges, with some of our buildings over 50 years old. To ensure investment is directed where it is most needed, we conduct an independent survey every five years to assess the condition of our facilities. This data informs our targeted investment decisions and supports our bids for capital funding through our sponsor body, the DoH. The investment decisions are not based on geographical areas but need.
- > Over the past number of years, we have made significant progress in addressing female facilities in Fire Stations, with investment in a series of refurbishment projects to ensure that adequate facilities are in place. This provision remains a key priority for the organisation. Whilst we recognise that further improvements are still required, we remain fully committed to delivering appropriate welfare facilities for all female Firefighters. Our capital plan includes measures to address any remaining shortfalls over the coming years.
- > As part of our Capital Plan all refurbishments and new Station designs take the risks of contaminants for Firefighters into full consideration. We are committed to incorporating appropriate clean-dirty zoning into station layouts, ensuring that facilities support best practices in contamination control. While we work within allocated budgets from the DoH, we continually assess our funding needs to align with evolving safety standards.

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