



**Northern Ireland
Fire & Rescue Service**

NIFRS Annual Business Plan 2016/17





Strategic Objective 1: Prevention, Protection & Emergency Response

We will ensure:

- Targeted integration of our Prevention, Protection and Emergency Response to have the right resources in the right place at the right time based on our risk profile; and
- In line with our Community Protection Strategy, educate and inform the communities that we serve to reduce risk within domestic premises. We will also provide advice, guidance and where necessary enforcement to ensure public and Firefighter safety within the built environment.

To achieve this we will:

5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
1.1 Reduce the risks and protect our community from the effects of fire and other emergencies.	Develop an Integrated Risk Management Plan (IRMP) 2016-21 and implement Year 1 IRMP Action Plan.	1.1.1 1.1.2 1.1.3 1.1.4 1.1.5	<p data-bbox="1122 328 1697 427">By 31 March 2017 to have achieved all the Service Delivery measures outlined in the agreed NIFRS 2016/17 Business plan.</p> <ul style="list-style-type: none"> <li data-bbox="1122 464 1637 528">▪ Develop and consult on an IRMP for 2016-21. <li data-bbox="1122 564 1675 699">▪ Continue to measure against existing Emergency Response Standards whilst developing and consulting on new Emergency Response Standards. <li data-bbox="1122 735 1621 869">▪ Continue with the Resource to Risk review process making recommendations to CMT and the Board. <li data-bbox="1122 906 1637 970">▪ Establish a RDS Steering Group and commence the review of the RDS. <li data-bbox="1122 1007 1653 1102">▪ Conclude the Area/District review and make recommendations to CMT and Board. 	ACFO (Ops) ACFO (Ops) ACFO (Ops) ACFO (Ops) ACFO (Ops)	Mar-17 Aug-16 Mar-17 Mar-17 Jun-16
1.2 Provide targeted advice, education and enforcement to all stakeholders including the most vulnerable within Northern Ireland.	Deliver relevant years of the Prevention and Protection, Road Safety Strategies and People at Risk Strategy 2016-21.	1.2.1 1.2.2	<p data-bbox="1122 1110 1682 1206">Develop and implement a new People at Risk Strategy 2016-21 to target prevention activities to those most at risk.</p> <p data-bbox="1122 1243 1697 1369">Review Road Safety Strategy and introduce a new Road Safety Education Programme to protect the community targeted in areas of high risk.</p>	ACFO (CP) ACFO (CP)	Oct-16 Jan-17

DHSSPS 16/17 Measures in blue

5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
		1.2.3	Review and implement a revised Child Safeguarding Policy within NIFRS supported by a 3 year Training Strategy to ensure compliance.	ACFO (CP)	Mar-17
		1.2.4	Develop and implement a revised HFSC Policy to support the objectives of the People at Risk Strategy 2016-21.	ACFO (CP)	Oct-16
1.3 Continue to work with the public and our partner agencies to improve public safety and well-being	Contribute to National arrangements in terms of mutual aid and support including multi-agency operation.		<p>By 31 March 2017 to have identified opportunities and progressed actions resulting in increased collaboration between NIFRS and the HSC and a more efficient delivery to the public.</p> <ul style="list-style-type: none"> 1.3.1 <ul style="list-style-type: none"> ▪ Establish a co-responding pilot in association with NIAS. 1.3.2 <ul style="list-style-type: none"> ▪ With a view to protecting people at risk within the community, develop and implement revised Partnership agreements/arrangements to support inter-agency and partnership working. 1.3.3 <ul style="list-style-type: none"> ▪ Contribute to the development of Community Action Plans across all Council Community Planning Partnerships. 1.3.4 <ul style="list-style-type: none"> Deliver the national JESIP training programme across all operational levels within NIFRS. 	ACFO (CP)	Mar-17
				ACFO (Ops)	Mar-17
				ACFO (CP)	Jun-16
				ACFO (CP)	Mar-17
				ACFO (CP)	Mar-17

5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
		1.3.5	Develop and implement a service strategy to ensure the alignment of NIFRS Standard Operating Procedures (SOPs) with National Operational Guidance (NOG)	ACFO (CP)	Jan-17
		1.3.6	Develop and implement a management assurance framework to enhance the management of service delivery across all elements of specialist operations	ACPO (CP)	Jan-17
		1.3.7	Award contract for the new Command and Control System in partnership with Scottish Fire.	ACFO (OS)	Mar-17
		1.3.8	To develop NIFRS Strategy for BCP and implement appropriate procedures to ensure their strategic fit and delivery.	ACFO (CP)	Mar-17



Strategic Objective 2: Manage Resources

We will provide a Value for Money, sustainable service that meets the expectations of our stakeholders.

To achieve this we will:

5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
2.1 Make best use of our financial, physical and natural resources.	Establish sound financial, ICT, procurement, Inventory and property asset processes and publically report as required.		Throughout the year to demonstrate effective management of the estates resource and capital investment projects.	DPPG	Mar-17
		2.1.1	<ul style="list-style-type: none"> ▪ Review and implement PAMP in line with Year 2 of the Estates Strategy 2015-20. 	DPPG	Sep-16
		2.1.2	<ul style="list-style-type: none"> ▪ Develop a 5-year Capital and Planned Maintenance Schedule in line with the Estates Strategy, IRMP and PSD Framework. 	DPPG	Mar-17
		2.1.3	<ul style="list-style-type: none"> ▪ Implement revised processes and procedures for the Estates function. 	DPPG	Mar-17
		2.1.4	<ul style="list-style-type: none"> ▪ Implement NIFRS Security Framework. 	DPPG	Mar-17
			Throughout the year to demonstrate effective management of its ICT and any associated risks.	DOF	Mar-17
		2.1.5	<ul style="list-style-type: none"> ▪ Implement a prioritised ICT replacement Plan. 	DOF	Mar-17
		2.1.6	Review the COPE arrangements.	DOF	Mar-17
2.1.7	Ensure effective operational communications through the research, development and procurement of identified operational communications projects within 2016/17.	ACFO (OS)	Mar-17		

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5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
		2.1.8	To implement the fleet capital replacement program for 2016/17 in line with identified Operational Service Delivery needs.	ACFO (OS)	Mar-17
2.2 Provide value for money services to our communities whilst minimising the effect on the environment	Manage financial resources in line with Departmental, organisational and efficiency requirements.		By 31 March 2017 achieve the financial breakeven target of 0.25% or £20k (whichever is the greater) of revenue allocation.	DOF	Mar-17
			By 31 March 2017, deliver the agreed in year savings plan whilst managing risk and maintaining firefighter and public safety and ensure the development of an effective and risk assessed savings plan for 2017/18.	CMT/DOF	Mar-17
		2.2.1	Develop policies and procedures in respect of environmental management aiming to reduce greenhouse gas and CO2 emissions in line with PFG.	DPPG	Mar-17



Strategic Objective 3: Support Our People

We will ensure that our people are competent and resourced to perform their job roles and that they are treated with dignity and respect and work in an environment which promotes health and well-being and encourages them to fulfil their potential.

To achieve this we will:

5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
3.1 Develop a performance and customer orientated culture focused on the development and health and well-being of our people, who are fully engaged with a clear sense of team and belonging.	Deliver Year 3 of the Human Resources Strategy and 2016-17 Workforce Plan, implement Year 2 Health and Well-Being Strategy and deliver Year 2 of the Health and Safety Strategy.	3.1.1	Conduct an organisational wide employee engagement survey (May) and develop and commence implementation of an Employee Engagement Strategy (September).	DHR	Sept -16
		3.1.2	Embed and ensure the effective implementation of the new Performance Management System.	DHR	Mar-17
		3.1.3	Ensure implementation of the new Management and Leadership Development programmes for Senior, Middle and Supervisory managers in order to build capability and talent in NIFRS.	DHR	Mar-17
		3.1.4	Ensure the effective identification, prioritisation and delivery of learning and development needs to ensure statutory and mandatory compliance.	DHR	Mar-17
		3.1.5	Finalise the implementation of the Learning and Organisational Development Structure (Sept 16) and embed new teams and approaches for Incident Command and Quality Improvement.	DHR	Mar-17
		3.1.6	Complete the procurement (October 2016) and effectively embed Occupational Health Provision for NIFRS.	DHR	Mar-17
		3.1.7	Support the implementation of structural reviews in Finance and PPG.	DHR	Mar-17

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5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
		3.1.8	Implement year 3 of the HR strategy and develop a new 3 year plan for 2017/18 – 2019/20.	DHR	Mar-17



Strategic Objective 4: Effective Governance, Performance & Improvement

We will ensure:

- Effective Governance, Performance Management, Risk and Accountability; and
- That the Service is continually improving to deliver its services economically, effectively and efficiently.

To achieve this we will:

5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
4.1 Incorporate the principles of good corporate governance into every dimension of our business.	Improve Board and organisational governance arrangements and related outputs to ensure compliance with Best Practice in respect of assurance, risk, performance and information management.	4.1.1	Achieve full compliance with the Department's governance requirements and specified timescales (DHSSPS).	DPPG	Mar-17
		4.1.1	Review and revise the overarching suite of governance policies, and consult as necessary in advance of implementation.	DPPG	Mar-17
		4.1.2	Produce an Annual Report incorporating a year-end Governance Statement.	DPPG	Jun-16
		4.1.3	Carry out a review of Board information.	DPPG	Mar-17
		4.1.4	Complete the review of and implement a revised MSFM.	DPPG	Sep-16
		4.1.5	Attain substantive compliance levels in respect of Information Management Controls Assurance Standards.	DPPG	Mar-17
		4.1.5	<ul style="list-style-type: none"> ▪ Delivering Year 1 of the Information Management Project Plan. 	DPPG	Mar-17

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5-Year Strategic Outcome	2016/17 Strategic Level Outcomes	Directorate Business Plan Ref No	Measures/Targets 2016-17	Lead Officer	Implementation Date
4.2 Ensure that our stakeholders have the confidence in the decision making and management processes of the organisation.	Deliver Year 1 of the Corporate Communications Strategy.	4.2.1	Develop strategic and integrated communication campaigns for external audiences to support key safety messages.	DPPG	Mar-17
		4.2.2	Inform and manage expectations regarding transformational change and budget cuts.	DPPG	Mar-17
4.3 Implement organisation change and identify cross-organisational efficiencies and cash savings.	Develop Organisational Change and Business Improvement Initiatives which deliver efficiencies and cash savings.		Throughout the year to have demonstrated commitment to and practical delivery of transformational change	CMT	Mar-17
		4.3.1	Develop and commence implementation of project plans relating to the 13 key business improvement initiatives outlined in the Business Improvement Plan.	All CMT	Mar-17
		4.3.2	Appoint a Head of Service.	Board	Mar-17
		4.3.3	Develop and implement revised Directorate structures.	Board/CMT	Mar-17
		4.3.4	In tandem with partners progress the Community Safety College Project.	CMT	Mar-17