



August 11th, 2016

**Notice Of Meeting**

You are invited to attend the Strategy Policy and Resources Committee Meeting to be held on **Thursday, 11th August 2016 at 3:00 pm** in **Mourne Room, Downshire Civic Centre, Downpatrick.**

The Members of the Strategy Policy and Resources Committee are:-

Chair: Councillor P Brown

Vice Chair: Councillor C Enright

Members: Councillor T Andrews Councillor N Bailie

Councillor R Burgess Councillor P Byrne

Councillor M Carr Councillor W Clarke

Councillor S Doran Councillor M Murnin

Councillor B Ó'Muirí Councillor B Quinn

Councillor M Ruane Councillor G Sharvin

Councillor W Walker

# Agenda

1 **Apologies**

[SPR-16-06-2016.pdf](#)

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2 **Declarations of Interest**

3 **Committee Start Times**

4 **IT Strategy**

Please note this item will now be tabled at the September SP&R Meeting

5 **Action Sheet of the Strategy, Policy and Resources Committee Meeting held on 16 June 2016 (copy attached)**

6 **Minutes of Strategic Projects Working Group - 31 May 2016**

For noting.

[Strategic Projects Working Group Minutes 31 May 2016.pdf](#)

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*Community Planning and Well-being*

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7 **Northern Ireland Fire & Rescue Service Consultation - Integrated Risk Management Plan 2016-2021**

[NIFRS Integrated Risk Management Plan.pdf](#)

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[Appendix 1 - NIFRS - IRMP-2016-21.pdf](#)

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8 **DEA Partners Reporting Agreement**

[DEA Partners Reporting Agreement - SLA.pdf](#)

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[Appendix 1 - Community Planning Partnership Agreement for participation at DEA meetings.pdf](#)

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9 **Community Planning Emerging Needs Meeting with MPs and**

## MLAs

[Community Planning Emerging Needs meeting with MPs and MLAs.pdf](#)

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[Appendix 1 - Community Planning Emerging Needs discussion.pdf](#)

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### Equality and Policy

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#### 10 **Section 75 Policy Screening Report - Quarterly Report for Period April-June 2016**

[Report on Section 75 Policy Screening Report - Quarterly Report for period April - June 2016 for consideration at SP&R mee.pdf](#)

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[Quarterly Screening Report April - June 2016.pdf](#)

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#### 11 **Newry, Mourne and Down District Council Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2015-16**

[Report on N,MDDC Public Authority Annual Progress Report 2015-16 for consideration at SP&R meeting 11 August 2016.pdf](#)

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[N,MDDC Public Authority Statutory Equality and Good Relations Duties Annual Progress Report 2015-16.pdf](#)

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#### 12 **Correspondence from Dr Evelyn Collins CBE, Chief Executive, ECNI dated 30 June 2016 re: Review of decision to name Raymond McCreesh Park**

[Letter from Evelyn Collins ECNI 30-6-16.pdf](#)

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[Report on Correspondence from Dr Evelyn Collins CBE, Chief Executive, ECNI dated 30 June 2016 re Review of decision to name.pdf](#)

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### For Consideration and/or Decision

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#### 13 **Grill's House, Daisy Hill - Security Issues**

Please note this item will now be discussed at the September SPR Committee Meeting

#### 14 **Rock Pool, Newcastle - Advance Notice of Listing**

[Rock Pool Listing of Buildings of Special Architectural or Historic Interest.pdf](#)

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#### 15 **Statutory Performance Indicators & Standards 2015-16**

	<u><a href="#">Statutory Performance Indicators &amp; Standards 2015-16.pdf</a></u>	Page 135
	<u><a href="#">Performance Scorecard 2015-16 to SPRC.pdf</a></u>	Page 138
<b>16</b>	<b>Annalong Marine Park - Development of Roadway</b>	
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	<u><a href="#">m ritchie let re housing dev glassdrumman road, annalong.pdf</a></u>	Page 142
	<u><a href="#">Appendix 1Map showing extension of roadway.pdf</a></u>	Page 144
	<u><a href="#">Appendix 2-Details of estimated cost of new roadway.pdf</a></u>	Page 145
<b>17</b>	<b>Saintfield Community Centre</b>	
	<u><a href="#">Appendix Saintfield Community Trust.pdf</a></u>	Page 147
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<b>18</b>	<b>Progress Report on Capital Schemes</b>	
	copy report to follow	
<b>19</b>	<b>Kilkeel Town Hall/Former Cinema</b>	
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	<u><a href="#">Appendix2b.pdf</a></u>	Page 153
	<u><a href="#">Appendix 2a.pdf</a></u>	Page 155
	<u><a href="#">Appendix 1 - Map of Premises.pdf</a></u>	Page 162
<b>20</b>	<b>Admission of arc21 to the Local Government Pension Scheme NI</b>	
	Guarantee Agreement exempt by virtue of Paragraph 3 of Part 1 of Schedule 6 to the Local Government Act (NI) 2014 - information relating to the financial or business affairs of any particular person (including the Council holding that information)	
	<u><a href="#">NILGOSC arc21 Guarantee Agreement Report - SPR - Aug 2016.pdf</a></u>	Page 163
	<u><a href="#">2016-06-01 Guarantee Counterpart - Letter to Newry, Mourne &amp; Down DC.pdf</a></u>	Page 165
<b>21</b>	<b>Kilkeel Holiday Provision Scheme</b>	
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**22 Eurocities Application**

*Eurocities Aug.pdf*

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**23 Peace IV**

*PEACE IV Aug.pdf*

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**24 Financial Assistance**

*FAAug.pdf*

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*Items Restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (NI) 2014*

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**25 Land at Shandon Park, Newry**

*Land at Shandon Park June 2016.pdf*

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*Shandon Park Map.pdf*

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**26 Voluntary Contribution Funding - Downpatrick Irish Language Summer School**

Matter referred from AHC Committee -

**AHC/93/2016      REQUEST FROM COUNCILLOR BAILIE – VOLUNTARY CONTRIBUTION FUNDING – DOWNPATRICK IRISH LANGUAGE SUMMER SCHOOL**

**Agreed:**                      On the proposal of Councillor Doran, seconded by Councillor Taylor, it was agreed to exclude the public and press from the meeting during discussion on this matter which related to exempt information by virtue of Paragraph 5 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 – “Information in relation to which a claim for legal professional privilege could be maintained in legal proceedings, and the public may, by resolution, be excluded during this item of business.”

**Agreed:**                      On the proposal of Councillor Taylor, seconded by Councillor Ó’Muíri, it was agreed the Committee come out of closed session.

**Agreed:**                      When the Committee came out of closed session, the Chairperson

reported that it had been agreed on the proposal of Councillor Walker, seconded by Councillor Taylor, to refer the matter of Voluntary Contribution Funding – Downpatrick Irish Language Summer School to the SPR Committee for further investigation.

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## **Guarantee Agreement from Item 20 - Admission of arc21 to the Local Government Pension Scheme NI**

Guarantee Agreement exempt by virtue of Paragraph 3 of Part 1 of Schedule 6 to the Local Government Act (NI) 2014 - information relating to the financial or business affairs of any particular person (including the Council holding that information)

[2016-05-12 Guarantee FINAL.pdf](#)

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# Invitees

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**ACTION SHEET- STRATEGY, POLICY AND RESOURCES COMMITTEE MEETING – THURSDAY 16 JUNE 2016**

AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
<b>ACTIONS ARISING FROM SPR COMMITTEE MEETING HELD ON 16 JUNE 2016</b>				
SPR/135/2016	<b>AGREE COMMITTEE START TIMES FOR THE INCOMING YEAR</b>	Agreed on the proposal of Councillor Bailie, seconded by Councillor W Clarke, that the Strategy, Policy and Resources Committee meetings for the incoming 2016/17 year would start at 3pm and 5pm intermittently, with the August meeting starting at 3pm.		Agreed.
SPR/136/2016	<b>DRAFT PROGRAMME FOR GOVERNMENT</b>	It was agreed on the proposal of Councillor Walker, seconded by Councillor Burgess, that Members be invited to participate in a workshop to discuss the Councils response on 28 June 2016 and the response then be considered by Council on 4 July 2016.		Response accepted by Council on 4 July 2016.
SPR138/2016	<b>SUBMISSION OF 'SUSTAINABLE ATLANTIC SHORELINES' PROJECT TO THE ATLANTIC AREA PROGRAMME</b>	It was agreed on the proposal of Councillor W Clarke, seconded by Councillor Enright, that the submission of the 'Sustainable Atlantic Shorelines' Project to the Atlantic Area Programme, be supported.		Agreed.
SPR/139/2016	<b>LEASE OF GROUND AT COLLEGE SQUARE EAST, BESSBROOK</b>	It was agreed on the proposal of Councillor Doran, seconded by Councillor Murnin, that Council seek to renew the lease of ground at College Square East, Bessbrook, for a further 12 year period.		Correspondence sent to the Lessor to inform them Council is interested in renewing the lease of ground for a further 12 yr period.

AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
SPR/140/2016	COUNCILLORS ACCREDITED TRAINING APPLICATION	It was agreed on the proposal of Councillor Andrews, seconded by Councillor Burgess, that approval be given for an Elected Member to under a Postgraduate Diploma at Queens University.		Agreed 16.6.16.
SPR/141/2016	ANNUAL REVIEW OF THE CORPORATE PLAN	<p>It was agreed on the proposal of Councillor Burgess, seconded by Councillor Andrews, that the recommendations outlined in section 3.1 of the report (circulated previously) in terms of the Corporate Plan 2015-2019, be approved, as follows:</p> <ol style="list-style-type: none"> <li>1. Update Councillor Information to reflect new Councillors.</li> <li>2. Rewrite the Strategic Objectives in the present tense.</li> <li>3. Ensure linkage and due reference in a sensitive manner is given to Strategic Objectives 1 and 4.</li> <li>4. Ensure due reference is paid to Strategic Objectives 4 and 5.</li> <li>5. Under Strategic Aim 2, Council ensure that quality, sustainable jobs, rather than zero hours, seasonal jobs would be created.</li> <li>6. The definition under Strategic Objective 5 include rebuilding sustainable communities.</li> <li>7. The definition under Strategic Objective 7 include the word</li> </ol>	R Mackin	Report has been posted on website.

AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
		<p>enable.</p> <p>8. Additional action under Strategic Objective 1, to read – <i>Develop the potential of the cultural heritage experience for all.</i></p> <p>9. Additional action under Strategic Objective 8, to read – <i>Lead by example in employment policy and practice.</i></p> <p>10. Additional action under Strategic Objective 8, to read – <i>The Corporate Plan should make direct reference to the corporate compliance requirements of the Section 75 statutory duties, and that Council will carry out its functions having due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations.</i></p> <p>11. Clarification provided for citizens on the linkages between the Corporate Plan and the Community Plan.</p> <p>12. Service issues raised communicated through relevant departments for action.</p>		
SPR/142/2016	PERFORMANCE IMPROVEMENT PLAN 2016/17	<p>It was agreed on the proposal of Councillor Burgess, seconded by Councillor Andrews, that the following be approved:</p> <ul style="list-style-type: none"> <li>A final version of the Performance</li> </ul>		Performance Improvement Plan (as part of the Corporate Plan Update for 2016-17) published on 29 June 2016.

AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
		<p>Improvement Plan (2016-17) as detailed in the officer's report dated 16 June 2016.</p> <ul style="list-style-type: none"> <li>• Authority to publish the Performance Improvement Plan before 30 June 2016.</li> </ul>		
SPR/143/2016	REPORT OF THE MEETING OF THE EFFICIENCY WORKING GROUP HELD ON 6 JUNE 2016	<p>It was agreed on the proposal of Councillor Andrews, seconded by Councillor W Clarke, that the report of the Efficiency Working Group held on 6 June 2016, be approved, including the following efficiency initiatives for 2016/17:</p> <ul style="list-style-type: none"> <li>• Advertising and Communications</li> <li>• Agency Workers</li> <li>• Budget Centralisation</li> <li>• Hospitality and Catering</li> <li>• Insurance</li> <li>• Casual Overtime</li> <li>• Voluntary Recruitment Controls</li> <li>• Travel Expenses</li> </ul>		Proceeding with implementation of approved efficiency initiatives. Future updates to be reported to Efficiency Working Group.
SPR/144/2016	IRISH LANGUAGE AUDIT REPORT	<p>It was agreed on the proposal of Councillor Doran, seconded by Councillor W Clarke, that recommendations 1 – 16, as detailed in the report (circulated previously), be accepted.</p>	R Mackin	Report Approved. Work will now begin on development of Irish Language Strategy. This will be included in the specification for the new Corporate Website.



AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
		<p>It was agreed on the proposal of Councillor Carr, seconded by Councillor Bailie, that Option A – to build a fully functional, navigational, reduced content Irish Language Website, which would operate in conjunction with the English website, be approved.</p> <p>It was further agreed that a decision on the date on which data would start to be translated from, would be taken at a later stage.</p>		<p>Approved.</p> <p>Ongoing.</p>
SPR/146/2016	UPDATE ON DECADE OF CENTENARIES 2016 – CIVIC INITIATIVES	<p>It was agreed on the proposal of Councillor Ruane, seconded by Councillor Andrews, that agreement be given to the following to acknowledge/recognise the Centenaries of the Easter Rising and Battle of the Somme:</p> <ul style="list-style-type: none"> <li>• Commemorative service to recognise the Battle of the Somme in Newcastle Centre.</li> <li>• Commemorative artwork to recognise Patrick Rankin – public art commission to be £30,000.</li> <li>• Agreement in principle to an overall budget of up to £40,000 towards the initiatives.</li> </ul>		<p>Five artists shortlisted to proceed to stage 2 of tender process. Stage 2 of public art commission underway and closing on 19 August 2016, with Selection Panel taking place on 31 August 2016.</p>

AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
SPR/147/2016	REPORT ON REVISED TERMS OF REFERENCE FOR COUNCILLORS' EQUALITY AND GOOD RELATIONS REFERENCE GROUP	It was agreed on the proposal of Councillor W Clarke, seconded by Councillor Walker, that the revised Terms of Reference for the Councillor's Equality and Good Relations Reference Group, be approved.		Terms of Reference approved.
SPR/148/2016	REPORT ON REQUEST TO EXTEND SHOPMOBILITY SCHEME IN NEWCASTLE	<p>It was agreed on the proposal of Councillor Bailie, seconded by Councillor Walker that the costs of extending the Shopmobility scheme to extend it to Hill Street in Newry and Downpatrick, be investigated.</p> <p>It was further agreed on the proposal of Councillor W Clarke, seconded by Councillor Andrews, that the contract with Shopmobility be extended to end of March 2017.</p>		<p>Request forwarded to Martin Patterson, ERT Department</p> <p>Julie Guilar, Shopmobility Belfast advised Council has agreed to extend the contract.</p>
SPR/149/2016	EUROPEAN RURAL NETWORK FOR JOB MOBILITY – ERN4MOB PROJECT	It was agreed on the proposal of Councillor Andrews, seconded by Councillor Murnin, that the same Council representatives attend future project meetings (as per project plan) to ensure consistency in project delivery.		Completed.
SPR/150/2016	PEACE IV	<p>It was agreed on the proposal of Councillor Andrews, seconded by Councillor Walker, that:</p> <ul style="list-style-type: none"> <li>The Elected Member representation on the Peace IV Partnership reflect the Councils Equality and Good Relations reference group.</li> </ul>		The Partnership is being established. Capital call due to open in September.

AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
		<ul style="list-style-type: none"> <li>Two applications be submitted to SEUPB capital schemes for the first deadline, Derryleckagh (with a cross border element) and the second for Camlough and Ballynahinch (subject to group approval).</li> </ul>		
SPR/151/2016	SISTER CITIES/TWINNING	<p>It was agreed on the proposal of Councillor Carr, seconded by Councillor Quinn, that an allocation of £600 be made to the Maidens of Mourne to assist with the participation of the Southern Pines maiden.</p> <p>It was further agreed on the proposal of Councillor Bailie, seconded by Councillor Enright, that the issue of the Irish Language Summer Scheme's funding being cut be referred to the Active and Healthy Communities Committee for further consideration.</p>		<p>Allocation has been made.</p> <p>Matter referred to AHC for consideration.</p>
SPR/152/2016	SOCIAL INVESTMENT FUND	<p>It was agreed on the proposal of Councillor Bailie, seconded by Councillor Sharvin, that the application to the Landfill Community Fund to solely be for Downpatrick Football Club and additional allocation required for Ballyhornan to be offset from Downpatrick Football Club allocation.</p> <p>It was agreed on the proposal of Councillor W Clarke, seconded by Councillor Doran, that officers check with</p>		<p>Application to Landfill Community Fund has been made.</p> <p>Confirmation that all projects must be within a 10 mile radius. Please note that Council has committed all funds at this stage and there are no funds currently available for further projects.</p>

AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
		the Ulster Wildlife Trust which towns and villages do qualify for funding.		
<b>EXEMPT ITEMS</b>				
SPR/153/2016	DISABLED ANGLING FACILITY AT WHITEWATER, KILKEEL	It was agreed on the proposal of Councillor Doran, seconded by Councillor Quinn, to approve the recommendation that the landowner be advised the Council was only interested in renting the land currently maintained which provided disabled access for fishing (0.49 acres).	A Robb	Actioned.
SPR/154/2016	REPORT ON ISSUE RELATING TO LOCATION OF BIG SCREEN, HILL STREET, NEWRY	It was agreed on the proposal of Councillor Doran, seconded by Councillor Andrews, to approve the recommendation in the report to keep the screen in situ pending the outcome of the planning permission and that, in the interim, officers to seek an alternative site over the next 6 months, with a fully costed options paper on relocation to be presented to the Council for agreement in early Autumn.	A Robb	Approved.
SPR/155/2016	COUNCIL UNIT AT CAMLOUGH PRIMARY SCHOOL	It was agreed on the proposal of Councillor Ruane, seconded by Councillor Sharvin, to approve the recommendation to offer the Council Unit at Camlough Old Primary School to Camlough AA at a nominal cost and advise them to agree their own arrangement with Trustees of Bessbrook Parish.	B McNally	Correspondence sent to Camlough AA – awaiting reply.

AGENDA ITEM	SUBJECT	DECISION	OFFICER Responsible	FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed
SPR/156/2016	ORGANISATIONAL DESIGN (SUSTAINABILITY)	<p>It was agreed on the proposal of Councillor W Clarke, seconded by Councillor Enright, to approve the recommendation in the report at 3.1 and regarding the Organisational Design (Sustainability):</p> <ol style="list-style-type: none"> <li>1. Establish a Sustainable Development and Climate Change Standing Forum.</li> <li>2. Adopt Option 2 as presented in the report to Party Representatives.</li> </ol>	C Miskelly	Approved.
SPR/157/2016	PROVISION OF AGENCY WORKERS	<p>It was agreed on the proposal of Councillor Sharvin, seconded by Councillor W Clarke, to approve the recommendation in the report to progress the Council's decision to tender for the provision of Agency Workers by way of a Central Buying Organisation, tailored for Local Government and that officers enter into detailed discussions and arrangements with the identified provider</p>	C Miskelly	Approved.
SPR/158/2016	RPA SEVERANCE	<p>It was agreed on the proposal of Councillor Murnin, seconded by Councillor Burgess, to approve the recommendation in the report regarding the RPA Severance.</p>	C Miskelly	Approved.
SPR/159/2016	CHIEF EXECUTIVE APPRAISAL	<p>It was agreed on the proposal of Councillor Enright, seconded by Councillor Murnin, to note the 2015-2016 Performance Appraisal of the Chief Executive had been completed and the</p>	C Miskelly	Noted.

<b>AGENDA ITEM</b>	<b>SUBJECT</b>	<b>DECISION</b>	<b>OFFICER Responsible</b>	<b>FOR COMPLETION BY DIRECTOR – including actions taken/date completed or progress to date if not yet completed</b>
		objectives for 2016-2017 had been set.		

**NEWRY MOURNE AND DOWN DISTRICT COUNCIL****Minutes of Strategic Projects Working Group Meeting held on Tuesday 31 May 2016 at 3.00pm in the Commedagh Room, Downshire Civic Centre, Downpatrick.**

In the Chair :                      Councillor C Casey  
   Councillor P Brown

In Attendance:                      Councillor W Clarke  
   Councillor G Craig  
   Councillor M Murnin  
   Councillor G Stokes

Officials in Attendance:              Mr L Hannaway, Chief Executive  
   Mr E Curtis, Director of Strategic Planning and  
   Performance  
   Ms M Ward, Director of Enterprise, Regeneration  
   and Tourism  
   Mrs P Oakes, PA – Strategic Planning and  
   Performance

**1. INTRODUCTION AND APOLOGIES**

An apology was received from Councillor D Taylor.

Mr Curtis proposed that as the Strategic Projects Working Group reports to the Strategic Policy and Resources Committee, the Chair of the Strategy Policy and Resources Committee should chair the meeting. As Councillor Brown was not in attendance at this stage, it was agreed on the proposal of Councillor Casey seconded by Councillor Stokes that Councillor Casey chair the meeting in the interim.

**2. DECLARATIONS OF INTEREST**

None.

**3. TERMS OF REFERENCE**

Read:                      Terms of Reference of Strategic Projects Working Group (copy circulated)

Agreed:                      It was agreed on the proposal of Councillor Stokes seconded by Councillor Casey that the Terms of Reference be accepted.

**4. PROGRESS ON THE DEVELOPMENT OF STRATEGIC PROGRAMMES IN NEWRY, MOURNE AND DOWN DISTRICT COUNCIL**

Read:    Report on Progress on the Development of Strategic Programmes in Newry, Mourne and Down District Council (copy attached)

It was noted that a progress report on the Newcastle Investment Plan will be submitted to the Strategy Policy and Resources Committee for consideration.

Mr Curtis presented the report and highlighted details of the schemes included in the report.

### **Newcastle Development**

Ms Ward explained that she has been approached by a developer regarding a proposal for a residential development and a Visitor Information Centre as part of the redevelopment of Newcastle Harbour. This developer is interested in working with the Council and his proposal will contain a funding model. Ms Ward suggested that the developer be invited to present his proposals to Councillors at the next meeting in order that this scheme can be progressed. This is a very exciting proposal and is an opportunity to develop the area in consultation with users.

Councillor W Clarke requested that the community be involved at the earliest stage. Ms Ward advised that the relevant site users, owners, community groups etc. would be consulted on the proposal following the presentation to the next meeting of this Working Group in August.

Mr Curtis pointed out that investigations, which will be linked to the Gondola project are on-going on other sites in Newcastle and a report will be submitted to the Strategy Policy and Resources Committee. Newcastle has also been identified as a location for the development of a hotel proposal and a brief will be prepared and expressions of interest will be sought which will be considered as part of the proposal for the whole of Newcastle

### **Newry Civic Centre**

Councillor Stokes sought clarification on whether the new Newry Civic Centre would have an auditorium and if a suitable site has been identified.

Mr Curtis explained that the SMT will be considering a presentation by Deloitte and issues such as a conference centre, auditorium etc. will be considered at that stage following which a report will be submitted to Council so that Councillors are kept informed and advised on all matters. A decision on the way forward will be required and a commitment has been given to consult on the proposal.

Ms Ward advised that an option appraisal for the Civic Centre in Newry will be carried out and Deloitte will also be developing a brief as part of an overall Investment Plan for Newry City Centre. It is hoped to base the proposal on a similar model carried out by Belfast City Council.

Councillor Stokes pointed out that Invest NI need to encourage the establishment of factories in Newry, Newcastle and Downpatrick.

Mr Hannaway clarified that the Council's powers only encompass community and leisure services, however DSD has regeneration powers. Ms Ward advised that



she has been working with the DSD on a master plan which will be integrated into the community plan which will be established in March 2017.

**Mr Curtis proposed that Damien Mulholland and a representative of Invest NI be invited to attend future meetings in order to provide information/advice in relation to projects in which they are involved.**

**Councillor Brown entered the meeting and was advised that as Chairman of the Strategy Policy and Resources Committee, it had been agreed that he would also chair the Strategic Projects Working Group. Councillor Casey stepped down from the Chair and Councillor Brown assumed the position of Chairman at this stage.**

### **Down Leisure Centre**

Councillor Brown requested an update on Down Leisure Centre. Mr Curtis replied that the commencement date had been delayed due to engineering issues and the Council would be seeking a compensation event if the project does not proceed as per the Council's planned programme. A report will be submitted to the Council pending receipt of the details in relation to the sub structure and ground condition.



Project	Current Position	Future Issues	Timescale
Downpatrick Leisure Centre	<ul style="list-style-type: none"> <li>£16m + Project</li> <li>Project commenced on site 18 January 2016</li> <li>Experiencing issues with sub structure and ground condition</li> <li>Appointed independent structure engineer</li> <li>Issues to be resolved end of May 2016</li> </ul>	<ul style="list-style-type: none"> <li>Completion date will be delayed due to engineering issues</li> </ul>	<ul style="list-style-type: none"> <li>Completion date September 2017</li> </ul>
Newry Leisure Centre	<ul style="list-style-type: none"> <li>£9.5m project</li> <li>Project commenced 28 January 2016</li> <li>No major delays experienced to date</li> </ul>	N/A	<ul style="list-style-type: none"> <li>Completion date June 2017</li> </ul>
Saintfield Community Health Centre	<ul style="list-style-type: none"> <li>Business plan completed by Saintfield Development Group</li> <li>Expression of interest advertisement for 3<sup>rd</sup> party proposals advertised in May 2016. Closing 30 June 2016</li> <li>Monthly meetings with Development Group agreed</li> <li>Report to be brought back to August 2016 Strategy, Policy and Resources Committee Meeting</li> </ul>	<ul style="list-style-type: none"> <li>Need to complete full economic appraisal after appointment of 3<sup>rd</sup> party developer</li> <li>Budget capped at £3m</li> </ul>	<ul style="list-style-type: none"> <li>Project to commence in May/June 2016 with estimated completion by June 2018</li> </ul>

<p>Ballynahinch Community Project</p>	<ul style="list-style-type: none"> <li>• Business case finalised by Edge Community Group</li> <li>• Requirement to identify possible funding opportunity</li> <li>• Social Enterprise Officer will be advising community group</li> </ul>	<ul style="list-style-type: none"> <li>• Application to be made to Peave IV Capital Fund and Rural Development Programme</li> <li>• Full economic appraisal will be required</li> </ul>	<ul style="list-style-type: none"> <li>• If all applications are successful estimated commencement by April/May 2017</li> </ul>
<p>Warrenpoint Community Hub</p>	<ul style="list-style-type: none"> <li>• Economic appraisal has been completed</li> <li>• PSHI, Library Services Health Sector involvement confirmed</li> <li>• Expression of interest from 3<sup>rd</sup> party developers will be advertised in July/August 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of 3<sup>rd</sup> party developer</li> <li>• Completion of service level agreement with all participating partners</li> <li>• Acquisition of suitable site</li> </ul>	<ul style="list-style-type: none"> <li>• Commencement June 2017</li> </ul>
<p>St Clare's Site Newry</p>	<ul style="list-style-type: none"> <li>• Meetings with site owners to identify possible development on this site</li> </ul>	<ul style="list-style-type: none"> <li>• Planning issues</li> <li>• Road Service issues</li> <li>• Attracting possible funders</li> </ul>	<ul style="list-style-type: none"> <li>• September 2017</li> </ul>
<p>Newcastle Investment Plan</p>	<ul style="list-style-type: none"> <li>• Consultation appointed</li> <li>• Land and site survey completed</li> <li>• Consultation to report to next meeting of Strategic, Policy and Resources Committee to look at proposals</li> </ul>	<p>N/A</p>	<ul style="list-style-type: none"> <li>• Complete consultation report September/October 2016</li> </ul>
<p>Newry Civic Centre</p>	<ul style="list-style-type: none"> <li>• Terms of reference completed</li> <li>• Consultants appointed</li> <li>• Site visits completed</li> <li>• Meeting with SMT June 2016</li> <li>• Report to Strategic, Policy and Resources Committee September 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of preferred site</li> <li>• Finance strategy to be completed</li> </ul>	<ul style="list-style-type: none"> <li>• Commence 2019</li> </ul>

<p>Rostrevor Community/Health Hub</p>	<ul style="list-style-type: none"> <li>• Vacant Council premises identified in Rostrevor town centre</li> <li>• Requirement identified for improved Health and community facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Complete expression of interest process</li> <li>• Service level agreement with partners</li> <li>• Finance to be secured</li> <li>• Legal agreements completed</li> <li>• Expression of interest to commence in July/August 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Commencement date Summer 2017</li> </ul>
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Additional project being investigated on assisted;

- Development of former cinema in Kilkeel
- Kilkeel Riverside Development
- Albert Basin
- Digital company expansion
- Recycling chicken waste company to include 3 anaerobic digestion plants
- Development of Murphy Trust building
- Southern Regional College expansion



<b>Report to:</b>	<b>Strategic Policy &amp; Resources Committee</b>
<b>Date of Meeting:</b>	11 August 2016
<b>Subject:</b>	NIFRS Integrated Risk Management Plan 2016-2021
<b>Reporting Officer (Including Job Title):</b>	Eddy Curtis Director Strategic Planning and Performance
<b>Contact Officer (Including Job Title):</b>	Heather McKee Assistant Director Community Planning

<b>Decisions required:</b>	
Noting	
<b>1.0</b>	<b>Purpose and Background:</b>
1.1	<p>The document concentrates on Prevention, Protection and Emergency Response and the corporate and community risks associated with providing those services.</p> <p>Key Proposals for the NIFRS:</p> <ol style="list-style-type: none"> <li>1. Develop a risk analysis capability to effectively targeting resources</li> <li>2. Review our service delivery and management structure in line with risk.</li> <li>3. Explore options to deliver a road safety awareness campaign targeted at 16-24 year olds</li> <li>4. Review and effectively manage the Retained Duty System</li> <li>5. Review existing Emergency Response Standards</li> <li>6. Explore opportunities for collaborative working with Health and Social Care Services</li> </ol>
<b>2.0</b>	<b>Key issues:</b>
2.1	<p><b>The link with Community Planning -</b></p> <p>The document outlines in Section 5 (page38) the importance of prevention activities in improving the wellbeing outcomes for the population beyond a fire fighting response. To do this the document suggests analysing incidents against population profile and, due to increasing resource restrictions, targeting prevention activity where it is most required. While details are not supplied, this would appear to complement the approach advocated by Newry, Mourne and Down District Council and is currently being taken forward with the Datahub.</p> <p>NIFRS already participate in the Community Planning Partnership and supply information to the datahub.</p> <p>Beyond this, the document deals largely with NIFRS ability to respond to and deal with various emergency situations.</p>

<b>3.0</b>	<b>Recommendations:</b>
3.1	Noting
<b>4.0</b>	<b>Resource implications</b>
4.1	None
<b>5.0</b>	<b>Equality and good relations implications:</b>
5.1	None
<b>6.0</b>	<b>Appendices</b>
	Appendix I: NIFRS Integrated Risk Management Plan 2016-2021



# Integrated Risk Management Plan 2016-2021



**Northern Ireland  
Fire & Rescue Service**

**Protecting Our Community**

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## Abbreviations

ADF	Accidental Dwelling Fire
AOM	Active Operational Monitoring
BA	Breathing Apparatus
BSO	Business Services Organisation
C&C	Command and Control
CBRN	Chemical, Biological, Radiological & Nuclear
CFFT	Compartment Fire Fighting Training
CFRAU	Chief Fire and Rescue Advisor Unit
CO	Carbon Monoxide
DC	Day Crewing
DCLG	Department for Communities and Local Government
DHSSPS	Department of Health, Social Services and Public Safety
ERAS	Emergency Response Availability System
ERS	Emergency Response Standards
EU	European Union
FBU	Fire Brigades' Union
FReM	Financial Reporting Manual
FRS	Fire and Rescue Service
FSEC	Fire Service Emergency Cover
GIS	Geographical Information System
HFSC	Home Fire Safety Check
HSC	Health and Social Care
HSE	Health and Safety Executive
ICCS	Integrated Communications Control System
IRMP	Integrated Risk Management Plan
IRS	Incident Recording System
IT	Information Technology
ITS	Information Technology Services
MODAS	Mobile Data Systems
MPMNI	Managing Public Money NI
MSMF	Management Statement and Financial Memorandum
NI	Northern Ireland
NIAS	Northern Ireland Ambulance Service
NIFRS	Northern Ireland Fire and Rescue Service
OTOC	Operational Test of Competence
OTOP	Operational Test of Potential
PPE	Personal Protective Equipment
RCC	Regional Control Centre
RCI	Risk Critical Information
RDS	Retained Duty System
ROI	Republic of Ireland
RTC	Road Traffic Collisions
SAR	Search and Rescue
SFRS	Scottish Fire & Rescue Service
SSRA	Site Specific Risk Assessment
UK	United Kingdom
VC	Variable Crewing

## Executive Summary

Northern Ireland Fire & Rescue Service (NIFRS) has completed a comprehensive risk assessment of how it performs in delivering its service to the people of Northern Ireland (NI). This assessment has been informed by an external Peer Review conducted by leading experts from across the United Kingdom (UK) Fire Sector. This Integrated Risk Management Plan (IRMP) highlights the key areas that NIFRS will address to deliver a modern Fire and Rescue Service (FRS) that is relevant to the existing and future needs of the community we serve.

Use of advanced risk analysis technology and analysis of multiple data sources can further enhance NIFRS capability to develop intelligence led strategy, improving the ability to target resources where they are most needed.

Understanding why a particular risk is higher in certain areas than others, or why a particular group of people in our community are at higher risk from an emergency incident, will enable NIFRS to develop and deliver a citizen centric approach to managing risk. Our aim is to keep the citizens of NI safe by appropriately integrating the provision of prevention, protection and emergency response to optimise risk reduction.

The key proposals within this Plan detail how NIFRS will better identify and manage risk over the next 5 years. In order to effectively deliver these proposals we must also address a number of corporate risks. Identified corporate risks are largely the result of a legacy of under investment in Estate and Information Technology (IT) infrastructure. Capital investment must be secured to deliver an IT System and Estate that is fit for purpose and provides the foundations to deliver a service that manages the risks faced by both the community and organisation.

NIFRS is currently allocated an annual budget with no financial reserves to draw upon. Operating in this environment makes it difficult to commit to long-term planning. We will require significant resources and long-term commitment to deliver an operating infrastructure which is fit for purpose. Business cases, tender and



procurement, project planning, and more significantly, financial planning will be necessary to secure success.

Sufficient numbers of appropriately trained Support Staff will be necessary to ensure the delivery of our proposals and to allow personnel to deliver our frontline community strategies.

Below is a summary of our key proposals for 2016-21:

### **Proposal 1: Develop our risk analysis capability to effectively target resources**

NIFRS will invest in state of the art risk analysis/modelling tools and ensure suitably skilled personnel are available to assess risk. With anticipated budget reductions we must focus on identifying and using relevant data to inform an intelligence led, risk based strategy for the deployment of our resources.

NIFRS will build upon relationships with other partner agencies to develop cooperation and data sharing to enable those most at risk of fire and other emergencies to be identified and targeted for prevention activities.

### **Proposal 2: Review our service delivery and management structure in line with risk**

Based on effective risk analysis, NIFRS will continually review its resource deployment to ensure service delivery arrangements match risk:

- We will develop innovative crewing models;
- We will target community engagement activity where needed most; and
- We will review our current Area and District management structure in line with Local Government Reform.

### **Proposal 3: Explore options to deliver a road safety awareness campaign targeted at 16 to 24 year olds**

NIFRS is a key partner in the delivery of the multi-agency NI Road Safety Strategy and as such will continue to support the wider road safety message through a range of inter-agency programmes and events throughout the region.

We will evaluate the effectiveness of this work through a review of our current NIFRS Road Safety Strategy. We aim to refocus our efforts to influence a reduction in death and serious injuries, and improve behaviours exhibited by some road users within the identified 16-24 age group. This target group has been identified as most at risk to both themselves and fellow road users.

### **Proposal 4: Review and effectively manage the Retained Duty System (RDS)**

The recently introduced electronic availability system to monitor RDS Firefighters has identified vulnerabilities in providing optimum response cover in particular areas. NIFRS has established an RDS Steering Group to review current arrangements and develop a management structure to meet modern and future FRS requirements.

### **Proposal 5: Review existing Emergency Response Standards (ERS)**

We will review the existing NIFRS ERS, introduced in 2006, to ensure that they complement our recent community risk assessment.



## **Proposal 6: Explore opportunities for collaborative working with Health & Social Care (HSC) Services**

We will work together with HSC and Northern Ireland Ambulance Service (NIAS) to identify how we can collectively deliver an improved service to the community we serve.

NIFRS currently work closely with our colleagues in NIAS at operational incidents, particularly RTC and bariatric incidents, and also share a number of our station facilities with them. As part of this collaborative approach, we will explore how our trained Firefighters can contribute through our existing response capability to further complement existing NIAS resources.

We will also explore how our prevention activities can be widened to deliver an enhanced community safety and well-being agenda.

## Welcome

Welcome to the NIFRS draft IRMP 2016-2021. This Plan summarises the detailed risk analysis we have undertaken to profile the types of risk people in NI face and our proposals to fully integrate a risk managed approach to the delivery of community safety, fire safety inspection and enforcement and emergency response over the next 5 years.

NIFRS provides prevention, protection and emergency response across the second largest area in the UK. We have 68 Fire Stations spread across 5,500 square miles. We are also unique in that we are the only FRS in the UK that shares a land border with a European Union (EU) State (Republic of Ireland) and have no land border with any other UK FRS. As a result of this we cannot rely on immediate support from other UK FRSs.

Our work to date has contributed to making NI safer now than ever before. The number of 999 calls received continues to decrease with the number of emergency incidents we attended reducing from 30,069 in 2010/11 to 21,869 in 2014/15, equating to a 27% reduction. This represents an improvement on the previous 5 years (2005/06 to 2009/10) where the overall reduction was 8%.





In the last 5 year period (2010/11 to 2014/15) the number of fatalities associated with primary fires was 68. This is a reduction of 24% from the previous 5 year period (2005/06 to 2009/10) when there were 90 fatalities.

Analysis of dwelling fires over the last decade also indicates a significant drop, reducing by 15% from 1,393 (2005/06) to 1,186 (2014/15). However, this trend is not reflected in the number of fatalities in dwelling fires, with numbers remaining at an average of 10 per year.

Whilst we have seen improvement in areas of performance, we cannot be complacent. Our risk analysis has identified that there is potential to further reduce the frequency and impact of life risk incidents.

In line with our increased statutory duties, we have improved our resilience against flooding; transport; collapse; and Chemical, Biological, Radiological and Nuclear (CBRN) incidents. Over recent years events such as G8 and the Olympic Torch Relay have afforded us the opportunity to test and increase our levels of experience in multi-agency planning and management of major incidents.

The next 5 years are likely to be extremely challenging. There is a likelihood of financial challenges ahead for NIFRS and other public sector agencies in NI. This is coupled with a growing and changing population profile and emerging risks from further predicted climate change and the subsequent impact on flooding and grassland fires. In the current economic climate, we also face significant challenges in the recruitment, retention and availability of Retained Duty System (RDS) Firefighters and must re-assess structures to identify how we can deliver our services most effectively in line with Local Government Reform.

As we aim to meet these significant challenges, we remain committed to protecting our community and will continue to work with others to improve the safety and well-being of everyone.

## Section 1 - What is Integrated Risk Management Planning?

IRMP is a process periodically carried out by Fire and Rescue Services, usually on a 3 to 5 yearly basis, where an assessment of local risk is carried out and future plans to manage that risk are communicated to local stakeholders. NIFRS has completed a comprehensive risk assessment of how it performs in delivering its service to the people of NI. The IRMP highlights the key areas that we must address to deliver a modern FRS that is relevant to the existing and future needs of the community we serve.

As part of the risk assessment we have analysed incident data, Census data and local risk information to create an accurate and current picture of the threats facing our communities. This informs our allocation of resources for prevention work, protection work including fire safety audits and inspections, and responding to emergencies.

We also ensure that we have the capacity to deal with large scale, unpredictable events through resilience planning. This involves agreements with other emergency services and partners, other FRSs and business continuity arrangements to deal with any potential disruptions to service delivery.

Risk is dynamic; it changes over time and can vary by location, season and time of day. Our approach to identifying and managing risk is driven by a National focus on the importance of understanding and tackling risks in a way which is open and accountable to communities.

In developing our IRMP, we have considered guidance and best practice from the Department of Health, Social Services and Public Safety (DHSSPS), Department for Communities and Local Government (DCLG), other UK FRSs and the Fire Brigades' Union (FBU).

NIFRS have adopted the following model to manage the IRMP process:



### **Purpose of Our IRMP**

This document summarises the extensive research undertaken to analyse the risks in NI and provides proposals for our strategic focus for the effective management of these risks over the next 5 years.

The identified risks to our communities and our Firefighters, and the effectiveness and efficiency of our services, are what drive our key priorities and inform the work we will do. Our 5 year IRMP is an integral part of the overall planning process for our organisation.

Our main objective is the targeted integration of our prevention, protection and emergency response to ensure we have the:

### ***Right Resources in the Right Place at the Right Time***

Through this we hope to achieve:

- ✓ fewer deaths and injuries caused by fires and other emergencies;
- ✓ a reduction in the numbers of accidental dwelling fires;
- ✓ fewer deaths and injuries on our roads;
- ✓ safer business premises;

- ✓ increased partnership working between NIFRS and other stakeholders;
- ✓ less damage to property and to the environment;
- ✓ a reduction in the numbers of deliberate fires;
- ✓ reduced numbers of false alarms;
- ✓ decreased levels of anti-social behaviour; and
- ✓ improved efficiency.

## The IRMP Planning Cycle

### Scope: Organisational Drivers

There are a number of key drivers, mainly statutory, which influence what we consider our risks to be and subsequently how we deliver our service.

NIFRS has a statutory responsibility to attend particular incidents and carry out specific duties as detailed in the following legislation:

- Under **The Fire and Rescue Services (Northern Ireland) Order 2006** our duties moved beyond the historical activities of extinguishing fires to include other response activities, such as Road Traffic Collisions (RTC) and an increased focus on community engagement and legislative fire safety activities.
- **The Fire and Rescue Services (Emergencies) Order (Northern Ireland) 2011** further extended our statutory responsibility to include Chemical, Biological, Radiological and Nuclear (CBRN), Search and Rescue (SAR), serious flooding and serious transport incidents.
- Under **The Fire Safety Regulations (Northern Ireland) 2010** there has also been a shift in focus away from the 'prescriptive' nature of older fire safety legislation to a more risk-based approach.
- The **Civil Contingencies Act 2004 (Northern Ireland Civil Contingencies Framework)** provides blue light responders with guiding principles to manage procedures within the preparedness, response and recovery stages of large scale multi-agency events.

In addition to the incidents we respond to under our statutory responsibilities, we also attend incidents such as water rescues, bariatric rescues and animal rescues as part of our wider corporate social responsibility. We also consider attending such incidents where life or property is endangered or where we can provide assistance to the community we serve.

We also have statutory responsibilities under health and safety legislation/codes of practice, employment law, equality legislation and European Directives including:

- Health and Safety at Work (Northern Ireland) Order 1978;
- Corporate Manslaughter and Corporate Homicide Act 2007;
- Northern Ireland Act 1998 (Section 75);
- European Working Time Directive [Working Time Regulations (NI) 1998];
- The Employment Rights (Northern Ireland) Order 1996; and
- The Employment (Northern Ireland) Order 2003.

In addition to the above, a number of compliance and corporate governance requirements placed on NIFRS include:

- Managing Public Money NI (MPMNI);
- Management Statement and Financial Memorandum (MSFM);
- Financial Reporting Manual (FReM);
- Code of Accountability for NIFRS Board Members 2013; and
- Controls Assurance Standards.

We routinely review and consider Fire Sector and Health & Safety related reports and case studies with regard to both Firefighter and civilian fatalities. Recent reports considered include the Health & Safety Executive Consolidated Report and the FBU commissioned reports, 'In the line of duty' and 'Voices from the fireground'.

These reports have enabled us to develop a Firefighter fatality database which analyses the vulnerable practices and processes that occurred at fatal incidents. These reports and case studies have aided and informed policy development to mitigate future vulnerabilities.

Analysis of the above drivers allows us to determine the key risks and responsibilities for NIFRS.

## Assessing Risk

Within the scope of our organisation, risk falls under 2 broad categories: community risk and corporate risk. Managing community risk is our core function; however, in order to do this we need to consider our corporate risks as these have the potential to impact on our capability to function effectively.

## Community Risks

Community risks are classified as those risks to life, property or the environment that we can help to mitigate. Based on our statutory duties a significant number of risks need to be considered in developing an overall risk profile. Our emergency response commitments can be broken down into the following types:

- **Dwelling Fires** including private dwellings, houses of multiple occupancy, high-rise, residential care homes, etc;
- **Other Building Fires** including retail outlets, commercial offices, industrial units, educational establishments, medical establishments, community halls, those of heritage significance, etc;
- **Other Fires** including cars, gorse, forestry, wildland, etc;
- **Special Service Calls** including lift rescue, extrication from machinery, water rescue, rescue from height, animal rescue, building collapse, etc;
- **Road Traffic Collisions** including heavy vehicle rescues;
- **Other Transport Incidents** including aircraft, shipping, rail, etc;
- **Hazardous Material Incidents** including those of a static or mobile nature and those involving environmental or pollution risk;
- **Extreme Weather Events** including flooding, wind damage, freezing conditions, prolonged drought, etc; and

- **Terrorist/Civil Disturbance** including CBRN, terrorist related incidents, etc.

This list is not exhaustive but provides an indication of the complex operational environment in which NIFRS personnel work.

Understanding the risk of fire and other types of emergencies is critical to providing an efficient and effective service.

## Corporate Risks

NIFRS corporate risks are those risks which have the potential to impact on our frontline service delivery therefore preventing us from conducting our business effectively. The NIFRS Corporate Plan 2015-20 provides significant detail of our corporate risks. These are captured in a Corporate Risk Register along with control measures in place to manage each risk. The risks can be broadly summarised into the following themes:

- **Finance:** sufficient funding to deliver our services effectively and the ability to financially manage for the medium to long-term;
- **Human Resources:** the correct support mechanisms and policies in place to train and develop our people, including new training facilities;
- **Information Technology:** upgrading of ageing infrastructure and software to support our people and service delivery;
- **Regional Control Centre:** upgrading of ageing Command & Control (C&C) mobilising system and alternative Standby facilities; and
- **Estate:** upgrading of identified ageing Estate.

Another fundamental area of focus for NIFRS is Firefighter safety - how we identify and assess the risks to our Firefighters. Understanding what these are enables us to provide personnel with timely risk critical information, relevant training and the equipment to deal with emergency incidents safely and effectively.



## Risk Analysis Process

In order to identify levels of community risk, NIFRS has examined a number of data sets/information to predict where emergencies are more likely to occur and where the impact is likely to be more severe.

The diagram below summarises the information sources interrogated to predict and profile the life loss, injury and property damage for different emergency incidents. Fire Service Emergency Cover (FSEC) is a software solution which allows UK FRs to model risk based on existing resources and also to model the impact of any changes to service delivery. Geographical Information System (GIS) is a platform that allows us to analyse information from a spatial perspective.



Our detailed risk analysis is also informed by individual Station Area Risk Profiles which provide an understanding of local demographics and risks. They also allow us to understand the potential impact on local economy/business; the societal/community effects; and damage to the environment and heritage sites, should particular emergency incidents occur.

Professional judgement and local knowledge from years of operational experience has been applied to interpret the wider cost of such events to our community and environment.





NIFRS acknowledges that interrogation of additional information such as its Incident Recording System (IRS) and insurance industry information to assess the extent and cost of fire damage will further enhance our capacity to profile risk. Further work will be completed in these areas where resources allow.

**Developing Strategy**

Our statutory responsibilities and risk mitigation strategies are delivered through the integration of 3 overarching principles of prevention, protection and emergency response with the overall aim of protecting our community.

**Prevention** encompasses initiatives targeted at the community to educate and inform on how to reduce the likelihood of risks occurring. These initiatives are generally targeted at the non-business community.

**Protection** covers how NIFRS works to ensure compliance with legislative requirements in properties in order to provide safer public spaces within the built environment. This includes places of work and leisure.

**Emergency Response** relates to the resources dedicated to help the community in times of crisis. Be this in a fire, an RTC, chemical spillage, flooding, etc, NIFRS will provide a swift and appropriate response.



We believe that better outcomes can be delivered through a more targeted approach to each of the 3 principles based on the community risk assessment. This ensures 'Public Value' through the delivery of a 'Safer Community'.

### **Delivery**

This document is a key instrument in identifying and delivering change to our organisation going forward. Where NIFRS identifies necessary changes to its service delivery model which may impact on community risk a public consultation exercise will take place. This will include Section 75 equality considerations. Factors which may lead to future proposals may include identified changes in the risk profile, more effective management structures to deliver our services, changes in budgets, etc.

NIFRS will also continue to engage and consult with its staff and representative bodies to ensure consideration is given to their views on any changes to internal policies and/or the future direction of the organisation.

The published NIFRS Annual Report and Statement of Accounts will provide an annual update on progress against our IRMP Proposals. Any projects identified through the outworking of our IRMP Proposals will be captured in our Annual Business Planning process.

### **Monitor and Review**

We continuously monitor our environment to ensure that our risk assessment and strategies remain current and that new or emerging issues are fully accounted for. We recognise that continual monitoring of operational performance, incident data and fatal fire reports can provide an opportunity for us to review risk and to evaluate the effectiveness of all our prevention, protection and response strategies.

We also monitor the performance outcomes of our strategies against key performance indicators and agreed targets, which are published in our Annual Report and Statement of Accounts to ensure that the strategy remains appropriate and the delivery mechanism is working as intended.

Where performance/outcomes are not as expected, we will re-evaluate both the strategy and the delivery mechanism to ensure each is fit for purpose and delivers the right outcome for our communities.

## Section 2 - What has changed since our last IRMP?

A number of factors have impacted on our organisation since we consulted on our previous IRMP in 2012.

### Board and Corporate Management Team

Notable changes have occurred with the cessation of the interim Chief Executive arrangement and we have now commenced a recruitment process to appoint a new Chief Fire and Rescue Officer. A new Chairperson and a number of new members were also appointed to the NIFRS Board in 2015.

The appointments of these key roles has provided a stable platform to enable the organisation to assess a number of key legacy issues and put in place management controls for reform.

### Finance

NIFRS, like all public bodies, is operating in a very challenging fiscal environment where difficult decisions will have to be made which will impact on how we deliver our statutory functions. We need to make the best possible use of our resources with the available budget to continue to protect our community.

The Board has agreed 3 fundamental principles when considering saving proposals:

1. The impact on public safety;
2. The impact on Firefighter safety; and
3. The impact on employees.

These are consistent with the Savings Plan for the last financial year and NIFRS, as a frontline emergency service, will strive to protect service delivery going forward.

NIFRS has had to consider those services that can be reduced to protect the response cover to the resident population of NI while operating in this tightening financial environment.



NIFRS has seen a substantial reduction in its revenue budget allocation in recent years. In 2015/16 the opening budget allocation (adjusted for non-cash expenditure) was £69.778m. NIFRS has ensured that break-even has been achieved in each financial year by undertaking a number of wide ranging efficiency measures.

It has been confirmed that NIFRS' revenue budget allocation from DHSSPS for 2016/17 is £68.731m. This represents a 1.5% reduction from the 2015/16 opening budget allocation. The implementation of this reduction has yet to be finalised.

Throughout 2016/17, we will ensure that our organisation continues to improve and continues to protect the people of NI. We will continue to make efficiencies in order to provide an excellent value for money service to the community, whilst working closely with our partners to ensure that we are targeting the right resources in the right place and at the right time to best protect those most at risk.

### **Regional Control Centre**

NIFRS Regional Control Centre (RCC) is located in a purpose-built secure suite within its Headquarters building in Lisburn.

RCC Firefighters use a C&C System and associated Integrated Communications Control System (ICCS) to handle all 999 emergency calls for NIFRS.



The System also provides a platform to mobilise the appropriate fire appliances to incidents throughout NI and to deliver safety critical incident information to responding Officers and Fire Crews.

The system currently used will become 'unsupported' by the service provider in the near future and a replacement is urgently required to fulfil our statutory duty and maintain continuity of service. This replacement system will include improvements in

both resilience and efficiency and, in implementing change, exploit the opportunity to enhance performance and functionality through developments in technology. The changes will also enhance resilience for mutual assistance during spate conditions.

A project is underway in collaboration with the Scottish Fire & Rescue Service (SFRS) for the joint procurement of a replacement C&C System for each FRS, one for NI and one for Scotland. The focus is on developing resilience throughout the lifetime of the system which, with use of latest technology, can deal more effectively with spikes in demand, adverse weather events and spate conditions. The collaborative approach in securing replacement C&C systems and associated ICCS for each FRS via a single programme is intended to minimise risk by combining the skills and expertise of NIFRS and SFRS Project Teams.

Delivering the same system for each FRS is intended to minimise risk to the public, partner organisations and the overall replacement programme. Early benefits will be delivered by bringing forward shared capabilities in terms of resilience, and throughout the project the overarching principle is to maintain the 'service to the public'.

The new system will also utilise 'dynamic mobilising' capability to ensure nearest assets are mobilised to emergency incidents rather than current arrangements which are constrained to station boundaries. The new system highlights how technology can be utilised to improve and provide a faster service to the community.

As part of this project, NIFRS is also reconfiguring the existing RCC facilities and will improve business continuity arrangements by developing facilities and arrangements for our Standby RCC site.

## **Estate**

NIFRS Estate consists of 77 properties: 69 freehold and 8 leased properties. Of these properties 68 are Fire Stations, 5 are training specific sites and 4 are administrative buildings.

We have developed and delivered new operational Fire Stations in Omagh, Armagh and significantly refurbished Rathfriland Fire Station following an extensive fire. The 2 new build Stations have provided operational crews with excellent service delivery and training facilities, as well as a shared space for the community.

We have continued to maintain sites across NI, some of which require significant refurbishment. Business Cases have been developed for replacement stations in several locations and remain under review. Subject to successful approval of existing Business Cases and planning, it is anticipated that the development of a number of these projects will take place during the lifetime of this IRMP.

Significant work has also been completed to develop and secure funding to replace existing facilities based at its Headquarters in Lisburn with a new purpose-built Logistics Support Centre in Boucher Crescent, Belfast. This site will provide a central depot for the maintenance and servicing of FRS vehicles, plant and equipment and a repository for the dispensing of goods, equipment, uniform and Personal Protective Equipment (PPE). The site will integrate the latest in modern technology with functional and effective design to ensure that we can deliver the best service possible.

In recognition that there has been a legacy of under investment in NIFRS Estate, an independent survey was commissioned which identified 27 Fire Stations whose overall condition reflects “a building that is, or is becoming largely untenable as a point for the delivery of service”. The findings of the survey state that the Estate is in need of substantial improvements and upgrade to bring it up to a standard fully compliant with current statute and codes of best practice.

The survey indicates that based on 2014 estimates, £19.6m will be required over the next 10 years to address backlog maintenance and ensure statutory compliance. Over the same period, substantial capital will be required to fulfil the requirements of our Capital Plan, this will be challenging in the current economic environment. In response to these findings, we have developed an Organisational Property Asset Strategy which is underpinned by a Property Assets Management Plan to tackle the legacy issues.

## Information Technology Infrastructure

Acknowledging a legacy of under investment in NIFRS Information Technology (IT) Infrastructure and System development, Management requested an investigation to assist in addressing the risk. This was completed by the Business Services Organisation (BSO) Information Technology Services (ITS) and, with the support of NIFRS IT Department, an agreed programme of work and funding has been secured for future projects.

These projects will deliver a replacement suite of hardware systems for our server, procurement of licensing for software to allow current systems to migrate to a modern, stable, supported platform and will introduce an IT Service Management process.

A number of key goals have to be addressed to ensure the infrastructure and systems develop to meet the needs of the organisation. Two members of BSO staff have been introduced into NIFRS to manage and support the IT Department. Their remit includes identifying projects to address the risks outlined in the report.

A disaster recovery system will be developed on a secondary site to provide automatic failover if the primary site is compromised. The network system will be upgraded to a Wide Area Network to provide enhanced network links. A central asset management solution will be installed to allow tracking and reporting of all NIFRS IT assets.

We will also introduce a 'Line of Business System' to ensure it continues to meet the needs of all departments. The systems will identify specifications to inform procurement processes and provide the ability to upgrade or replace hardware and software.



## Training Facilities

Despite restrictions to the training facilities in Boucher Crescent and Westland Road, NIFRS has developed and delivered training to meet the needs of new statutory requirements under The Fire and Rescue Service (Northern Ireland) Order 2006 and The Fire and Rescue Services (Emergencies) Order (Northern Ireland) 2011.

Existing NIFRS training facilities have suffered from under investment pending the development of a proposed new multi-agency training facility at Desertcreat. Our training sites have been adapted to provide the best use of existing facilities. However the sites have not provided the ideal facilities for training in Incident Command, flooding and RTC response. The ability to complete realistic training in dealing with fires has been limited at both sites by restrictions on the burning of carbonaceous fires. We have been able to deliver limited real fire training at a basic unit at Belfast International Airport.

NIFRS will continue to work towards developing and delivering alternative world-class training facilities for our operational personnel to ensure they are adequately prepared for the significant risks they face on a day to day basis.



We will continue to deliver high quality training to Operational personnel and Support staff using our current facilities across a number of locations and support the development of our people by funding external training relevant to the needs of the organisation.

A review of external training is planned to identify opportunities for us to enhance our existing model and develop bespoke courses for NIFRS personnel.

### **Retained Duty System Availability**

Gartan Emergency Response Availability System (ERAS) was introduced into NIFRS on 1 April 2014. The System enables RDS Officers and Firefighters to schedule their availability through an electronic platform. The System allows managers to oversee RDS Firefighters' availability and monitor crewing levels at any location. Firefighters can organise their personal availability remotely via the internet, text message or smartphone.



Control Firefighters at RCC can monitor live availability of staff in all RDS stations and, where shortfalls occur, use the information to immediately mobilise additional appliances to ensure sufficient resources are deployed to incidents.

In addition to the immediate mobilising of sufficient resources to incidents, the System has enabled Management to identify when and where patterns of low RDS availability occur and the implications for medium/long-term service delivery. The System has identified vulnerabilities in RDS cover in particular Station Areas, Monday to Friday during conventional working hours, due to Firefighters' primary work commitments.

This information is being used to target recruitment and pilot a new availability contract where Firefighters are contracted to work specifically Monday to Friday from 08:00-18:00 hours. Twenty-eight appointments have been made across a number of stations for the new daytime only pilot. We are currently advertising across a further 16 stations, as part of the rolling programme of recruitment, for RDS 120 hour contracts covering a range of time periods to include daytime, evenings and weekends.

Gartan availability data has also been used as evidence for exploring the possibility of evolving our crewing models to allow us to offer increased fire cover in areas where risk has increased.

A new RDS Steering Group has been established to review RDS and develop recommendations for future management.



### Section 3 - Firefighter Safety

As well as posing a risk to the public, emergency incidents also pose a risk to our Firefighters. Due to the increased number of in-service deaths of operational personnel in recent years, addressing the operational safety needs of Firefighters is a key issue currently facing the UK FRS, including NIFRS.

The underlying cause of Firefighter fatalities normally involves matters that can be remedied through the implementation of policies, procedures and resources. Investigation reports indicate that Firefighter fatalities are consistently related to failures in the risk assessment process. Concerns around items of equipment and training have also been raised.

We have introduced a number of significant changes to improve Firefighter safety in response to findings from fatal fire investigations, FBU reports and DCLG Chief Fire & Rescue Advisor Unit (CFRAU) information/guidance.

Steps have been taken to enhance our ability to access Risk Critical Information (RCI) and Operational Tests of Competence (OTOC) and enhanced training has been introduced to raise the level of performance across all our staff.

The OTOC and Operational Tests of Potential (OTOP) have been developed by a newly established Command Competence Project Team to assess personnel in all supervisory roles against relevant National Occupational Standards. We now have levels of assurance that personnel taking charge of incidents are competent in the role.

We invest heavily in training our personnel. All personnel are required to complete Breathing Apparatus (BA) training every 2 years and Compartment Fire Fighting Training (CFFT) on a 3 yearly basis. CFFT exposes personnel to carbonaceous fires in a controlled scenario enabling personnel to safely deal with dwelling and small commercial fires.

All RDS operational personnel must complete 7 'Safety Critical Days' each year to ensure they are provided with suitable theory and practical training. The dedicated days follow a set syllabus to ensure that training is standardised throughout the Service. The days are supplemented by ongoing training completed while on duty and on drill nights.



**Mobile Data Systems (MODAS)** have been placed onto all frontline appliances. These systems provide extensive RCI that can be accessed at operational incidents including:

- **Site Specific Risk Assessments (SSRAs):** These provide plans and specific risk information for individual sites that have been gathered by operational personnel;
- **FRS Safety Information:** MODAS provides direct access to a significant volume of NIFRS and National Guidance. This information can be viewed electronically and printed at the scene where necessary. Current available information includes Standard Operating Procedures, Operations Policies, Operational Aide Memoires, Generic Risk Assessments, Chemnet data, Hazmat information, etc;

- **LUKAS Crash Recovery System:** Enables Operational personnel to view vehicle information and hazards to assist them in dealing with RTCs in a safe and effective manner; and
- **Mapping:** Appliance locations are tracked to enable RCC personnel to mobilise the closest appliance to incidents. These maps can provide routes to incidents, measuring tools and icons to select SSRAs.



**Active Operational Monitoring (AOM)** is a newly introduced process to enable effective monitoring of incidents to ensure learning points are identified and good practice is shared.

Significant research has been carried out to identify how operational learning and knowledge can be shared to enhance command, safety and tactical decision-making to address experience shortfalls resulting from a reduction in emergency calls across the FRS Sector.

An electronic integrated recording system has been developed to manage, analyse and share the relevant information with the right people. Good practice and areas for improvement are also captured at the conclusion of incidents and training events through NIFRS Operational Debrief process. We will use this process to formalise the current practice of producing case studies on significant events and introduce these as a structured learning tool within the training and development process.