

Integrated Risk Management Plan (IRMP) – Planning Framework

Purpose of Corporate Planning

The purpose of corporate planning is to identify the activities required to move the organisation closer to achieving its vision **of a safe community where there are no preventable deaths or injuries in fires or other emergencies**. There is a requirement to produce an Integrated Risk Management Plan (IRMP) set out in the Fire and Rescue National Framework for England.

Each fire and rescue authority must produce an integrated risk management plan covering at least a three year period and must:

- reflect up to date risk analysis including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat
- cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publically available

FRS National Framework 2018

In 2017 the organisation refreshed the way in which it constructs the IRMP, this was to ensure that it is a rounded business plan considering the holistic delivery of our services.

The IRMP underpins the foundations of everything the Service aspires to achieve over the four year term of the plan. By developing a strategic plan, allocating resources and linking this to the Service's Medium Term Financial Strategy it enables us to plan better for the future and meet the challenges that lie ahead.

The Planning process

The planning process is a live and evolving process, starting with the planning meetings where the plans for the next year are ratified. The plans should remain adaptable to reflect the changes in risk and the environment that we operate in.

Vision

The vision is a statement describing what we are ultimately aiming for and as such sets our direction of travel as everything we do is contributing to us achieving our vision. It is therefore the starting point for our corporate planning process.

Our direction of travel is reviewed annually to take account of changing priorities within the Service and a number of external factors including the National Framework, Sustainable Communities Strategies, general consultation and changes to legislation.

Our vision is for a safe community where there are no preventable deaths or injuries in fires or other emergencies.

Excellence Statements

We believe that to achieve our vision we need to strive for **operational** and **community safety excellence**, demonstrate **value for money**, and put **people** – both in the communities we serve and our own staff – and at the centre of everything we do.

Therefore, these four areas are our strategic aims and sitting under these are a number of excellence statements to create a richer picture of what we will have achieved when we achieve excellence.



Figure 1 - The Planning Process

Risk and Opportunities

On an annual basis we consider the risks that would impact on our ability to achieve our strategic aims and opportunities that would assist us to achieve them. We consider a holistic organisational risk picture that includes, but is not limited to, community risks, local resilience risks, strategic risks and business delivery risks. Where we consider risks we also look for opportunities.

Community Risk

At a strategic level, the Authority's IRMP prioritises key issues identified through a variety of internal and external intelligence including:

- Specialist modelling software
- Geographic Information Systems (GIS)
- Demographic data
- Historical fire and rescue incident information and trends

The Service also accesses information provided by partner agencies to understand the changing needs of the community such as:

- Joint Strategic Needs Assessment
- Sustainable Growth Strategies

National Risk Register

The National risk register considers risks related to National emergency situations. The Local resilience risk register considers this to formulate a local risk register and therefore formulate mitigation actions.

Local Resilience Risks

The Local Resilience Forum is a multiagency collaborative entity that has a responsibility to plan and prepare for civil contingencies, emergency preparedness, response and recovery to emergency situations. They must keep a Community Risk Register, we consider this as part of our planning process to take account of areas of focus for the next period.

Strategic Risk

The Service identifies high level risks through risk workshops to identify risks. The Service then ensures there is an owner for each risk and an activity to mitigate against risk. This is documented through a well established strategic risk register. (Further information is available in the Strategic Risk Management Plan DM#33881)

Business Delivery Risk

Risks that impact on the day to day delivery of the Service are captured and recorded in the Business Delivery Risk Register. This risk register is reviewed quarterly by Heads of Group. The information held here is considered, to identify risk themes and areas of specific concern. This information is reviewed to ensure that themes impacting upon the Service are considered as part of the planning process.

Opportunities

As part of the risk management process we also identify opportunities for the service, we consider the probability of these being realised and the benefit that they would deliver to us. Opportunities are documented in the strategic risk and opportunity register.

Mitigation actions and/or realisation plans (Planning)

Those risks that are seen to be high or very high or those that we feel may develop are highlighted and the mitigation actions are reviewed and considered. Likewise for the opportunities that are seen to be achievable with a level of benefit to the Service are also reviewed to ensure the realisation strategies are appropriate.

Having understood the challenges we are facing the Service identifies mitigations or realisation plans, these are then prioritised. The mitigation plans and opportunity realisation plans are then taken to form the action plan for the Service. These will form the high-level activities in the IRMP. These are broken down in more detail to provide a year by year, prioritised plan for the Service to work to, whilst the IRMP looks at a broader three - five year period.

Action plan

From the work detailed above, the Service can identify the key actions for the IRMP and break these down in to year by year action plan to move closer to achieving its strategic aims.

The makeup of our community doesn't change dramatically year on year, neither does the risk that our community faces. For this reason the management strategy the organisation employs doesn't change. We will refresh the IRMP every three – five years to ensure it continues to meet the needs of the community.

The technology, resources and good practice at our disposal however do change more quickly, as do the challenges the organisation faces. To take account of this we will review the direction of travel, risks and opportunities and refresh our priorities each year.

The Service has one central action plan that highlights the core actions, each action has a measure associated with it so we are able to measure and understand when it is complete. Each high level action is then broken down in to a four year plan with all groups able to add where they are contributing. The delivery of these action plans will be monitored by the four delivery groups and report progress on a quarterly basis to the Chief Officers Advisory Board (COAG).

Monitor delivery and review risk

Once our plans and activities are determined, some are classed as projects to provide auditable governance around the implementation process and these are delivered under the Business Development Programme. Other priorities will be delivered and monitored under the four delivery areas People, Operational Excellence, Community Safety Excellence and Value for Money. These delivery areas are monitored and reported on each quarter with an overview report going back to the quarterly COAG meetings.

Quarterly reviews of the IRMP will be undertaken by COAG. They will consider the status of the work in delivery and its impact up on the risks and opportunities to the Service. These reviews will also consider if there are new or emerging risks or opportunities that impact on our plans and priorities. As our environment can change, so too can plans and therefore if it is felt that a risk or opportunity not previously considered requires attention this may prompt a review and refresh of the service's plans and activities.

What goes in to the Business Delivery Programme?

We have in place a project governance structure specifically designed to monitor and control the delivery of projects. If work is defined as a project it will be delivered and control under this governance structure to ensure successful delivery of the required outputs and outcomes.

Definition of a Project

A project is a temporary endeavor designed to produce a unique product, service or result with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables) undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value. The temporary nature of projects stands in contrast with business as usual (or operations) which are repetitive, permanent, or semi-permanent functional activities to produce products or services.

Group plans

Each group contribution to the Services overarching actions is detailed in the action plan. Business as usual activities do not need to be captured on the group plan but should a group have additional capacity, above its contributions to the Service action plan and business as usual activities, additional activities should be detailed in the group plan section, this is to allow for greater visibility and oversight. Activities listed here should be in mitigation to a risk or in the pursuit of an opportunity, which must be detailed in the plan. COAG may challenge activities listed here and may discuss with the owning group the refocusing of resources on to other priority activities.

Personal development reviews

When setting objectives for individuals within the group, there should be a link back to the activities in the action plan and group plans. This should form the mechanism for heads of group to monitor performance against the deliverables.

Documentation

Risk registers

There are several documents consulted in the preparation of the risk review, they include but are not limited to:

- Strategic risk register
- Business delivery risk register
- National risk register
- Local resilience risk register
- Community risk profile
- Historical performance information

Risk preparation documentation

This is a summary document that looks at each strategic aim, the risks and opportunities that are relevant to the areas and the response and mitigation plans attached to these.

IRMP

This document identifies the significant risk to the community and organisational delivery and how we are responding to that risk.

Annual Report & Statement of Assurance

The Fire and Rescue National Framework for England 2018 requires each Fire Authority to provide an annual statement of assurance. The document will also provide a report on how we are performing against the targets set out in the IRMP.

Action plan

The action plan details the actions of the IRMP, the measures of success and a break-down of the core actions in to sub actions with each groups contributions listed. This is the central action plan for the Service over the four year period.