



West Yorkshire
Fire & Rescue Service

Integrated Risk Management Framework

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Revision and Signoff Sheet

Change Record

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1 Introduction

IRMP is a holistic and flexible process, supported by legislation and guidance to identify, measure and mitigate the social and economic impact that fire and other emergencies can be expected to have on individuals, communities, commerce, industry, the environment and heritage. When establishing local options for risk reduction and management within annual action plans, Fire and Rescue Authorities (FRA's) must take account of the duties and responsibilities outlined in the National Framework, the Emergency Services Order, the Civil Contingencies Act, and the Regulatory Reform (Fire Safety) Order.

Emphasis is placed on flexibility and partnership working at local, cross border and regional levels when planning for prevention and intervention activities that aim to save and protect life and to reduce the economic and environmental impact of fire to the community. Through this partnership approach IRMP should deliver a proportionate response that is evidence based, which will ensure efficiency.

Integrated risk management planning underpins WYFRAs ambition of making West Yorkshire Safer by effectively and efficiently coordinating service delivery activities proportionately across Prevention, Protection, Response and Resilience (PPRR).

This strategy details how West Yorkshire Fire and Rescue Service (WYFRS) will coordinate its PPRR activities to reduce the underlying risk for fire and other emergencies and make our communities safer.

Integrated Risk Management Plan Requirements

The priorities outlined in the Fire and Rescue National Framework for England (2018) in relation to the management of risk are:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue related risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the service they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse

To fulfil these statutory requirements West Yorkshire Fire and Rescue Authority (WYFRA) will produce plans which:

- Explain how to identify, assess and manage risk within West Yorkshire (Integrated Risk Management Model)
- Detail how WYFRS will ensure the right people are in the right place at the right time based on risk

2 Production of an IRMP

When producing an IRMP there are six main elements which need to be considered:

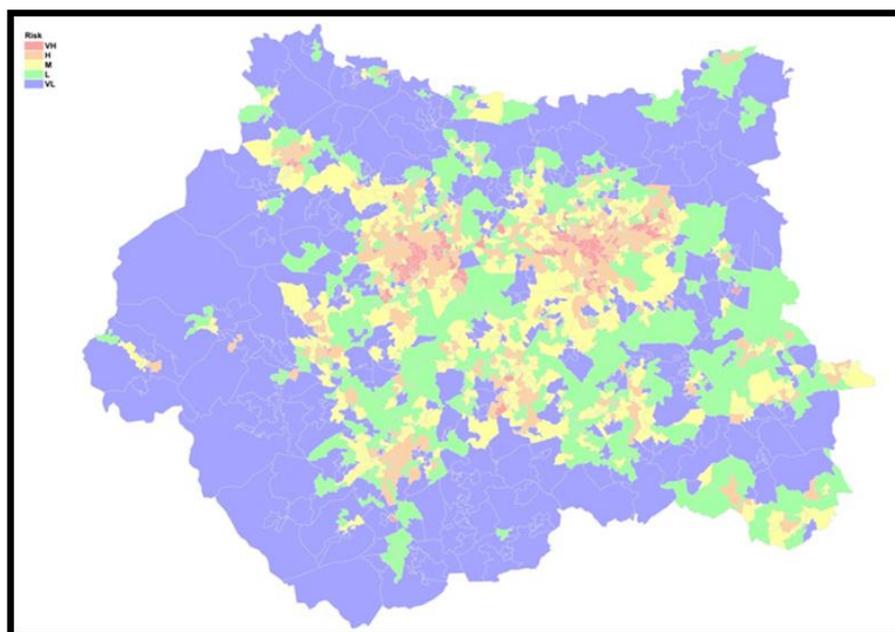
- Underlying Risk
- Foreseeable and emerging Risk
- Corporate Risk
- Financial Plan
- Workforce Plan
- External Guidance

By undertaking an assessment of these six elements WYFRS will be able to prioritise its resources to achieve our ambition of 'Making West Yorkshire Safer'.

3 Assessment of Risk

All Fire & Rescue Services are obliged to consider how best to mitigate risk by a balance of Prevention, Protection and Response. To provide risk strategies for Prevention, Protection and Response requires a knowledge and understanding of the risks.

Identifying and assessing risk forms the foundation of the IRMP. The Integrated Risk Management Model is the process the Strategic Development Team use to assess risk within West Yorkshire. The outcomes of this risk assessment will contribute to the development of strategies to remove or reduce risk from fire and other emergencies locally and nationally.

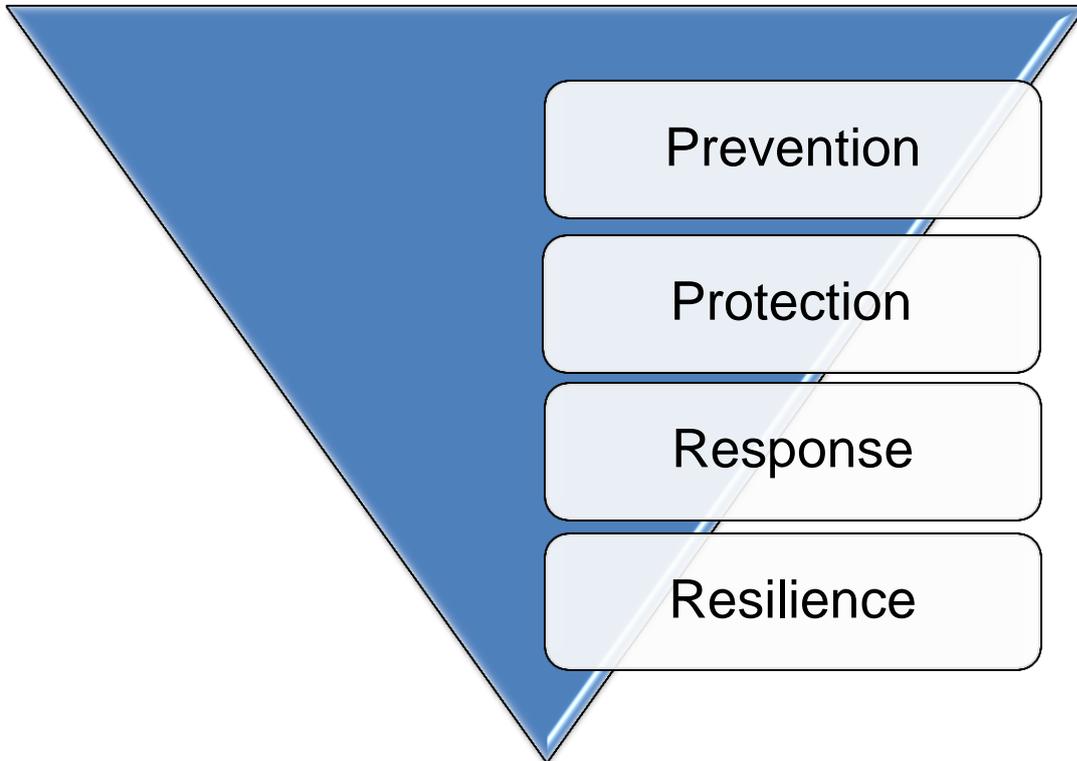


West Yorkshire Risk from Fire 2019 – 2020

We will develop and maintain the foreseeable and corporate risk registers to support the development of our IRMP.

4 Management of Risk

Whilst attending emergencies across West Yorkshire is a statutory duty, our role is much broader than this. We aim to do everything we can to prevent an emergency response in the first place. We do this through prevention and protection activity. The residual risk that remains is managed through our response and resilience strategies.



In order to manage the risk identified, four supporting strategies will be produced:

1. Community Safety Prevention Strategy

Educating people about the risks they face to prevent emergencies and reduce vulnerability

2. Community Safety Protection Strategy

Promoting and enforcing the fire safety measures required by law to ensure buildings and occupants are protected should a fire occur

3. Community Safety Response Strategy

Being ready for and responding to emergencies

4. Community Safety Resilience Strategy

Being able to deal with major emergencies and disruption whilst continuing to deliver our critical services

5 Financial Plan

In common with other public services, the fire and rescue service is facing major cuts in funding which result in major changes in the way the service is provided. It is likely therefore, that the funding received by the service will reduce significantly over the period covered by the IRMP.

The Authority reviews its budgetary position annually and produces a rolling four year plan, known as the Medium Term Financial Plan (MTFP). This plan considers the financial climate at both the local and national level together with available resources and budgetary pressures in arriving at a Financial Strategy.

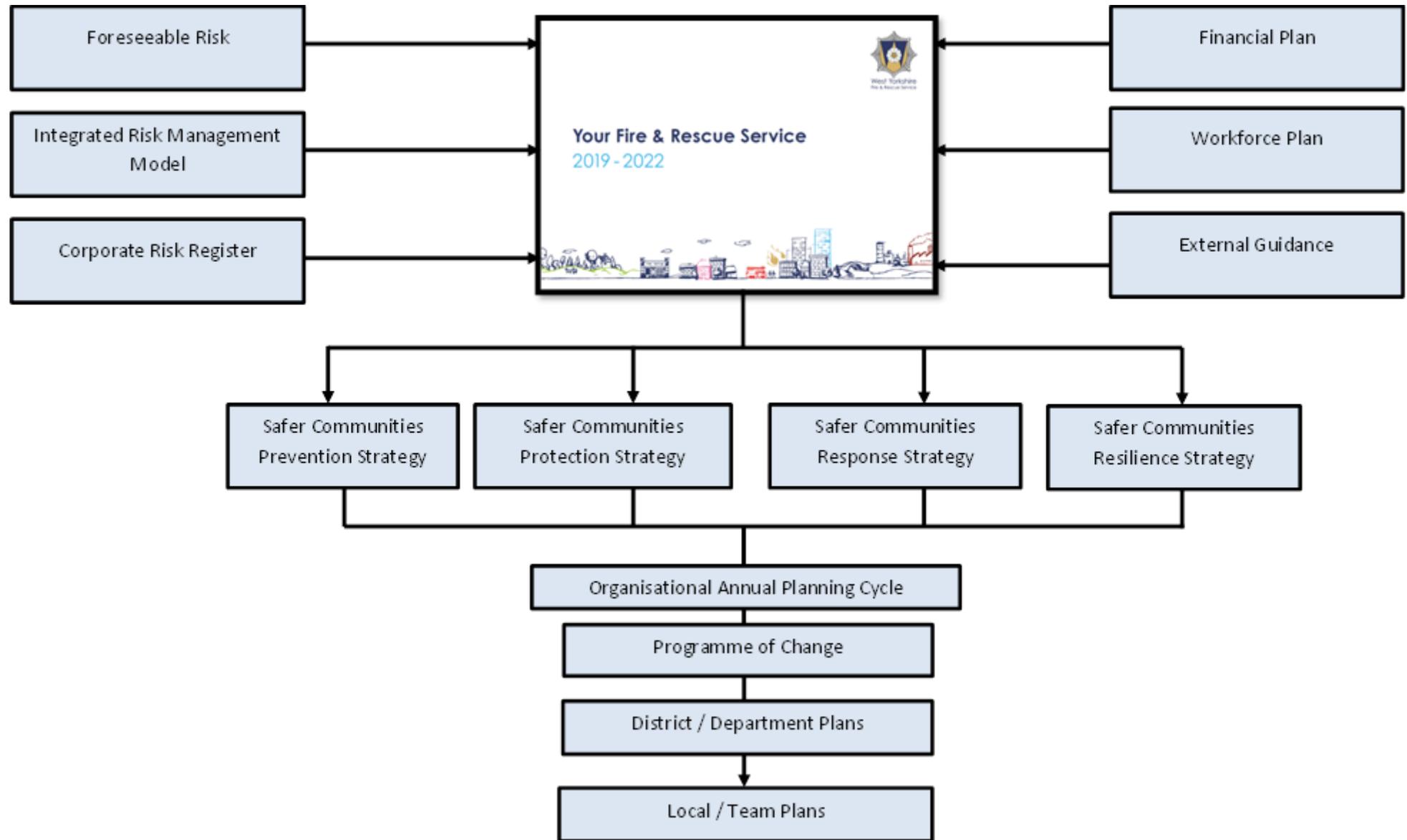
It is imperative that the IRMP proposals are developed alongside the affordability recognised in the MTFP. The strategic development Team must also develop and hold a suit of risk assessed and costed Options that will keep the Authority within budget should there be any future funding reductions.

6 Workforce Plan

The financial and workforce plans are intrinsically linked. Predicted retirement dates are used to plan for recruitment and support interventions which lead to financial savings. Any significant reduction in funding will likely lead to a change in the WYFRS establishment, impact on recruitment and potentially impact on service delivery.

When creating the three year IRMP, risk, the workforce plan and financial plan are the three major demands which shape the direction taken.

7 IRMP Framework



8 Organisational Annual Planning Cycle

IRMP sets the strategic direction for the organisation. On an annual basis we agree the initiatives and activities to meet our priorities within the IRMP, as illustrated below.



9 WYFRS IRMP Approval Timeline

The planning and approval timeline is designed to align with the cycle of Authority meetings. The planning may overlap with the previous year's implementation.

Ongoing throughout the year



- Implementation of previous years proposals
- Assessment of risk

From January - August



- Scoping and development of proposals to match risk, finance and workforce plan
- Consultation with relevant teams, departments and representative bodies

September - November



- Plans presented to Fire Authority
- Consultation where required

December



- Fire Authority approve, reject or request amended proposal
-

10 Consultation & Communication

When developing the proposals for IRMP and readying documents to put to the Authority, an accompanying communication and engagement strategy is produced early into the process. This strategy will be based on:

- A detailed consideration of the effect each proposed action could have on the community.
- Identification of those individuals and organisations likely to be affected.
- Specific communication and engagement activities to ensure identified stakeholders are informed, involved and consulted when appropriate.
- Identification of appropriate timescales and communications methods to be adopted to engage and meet the needs of stakeholder groups.
- Consultation will be based upon the Government Consultation Principles 2018.
- The Corporate Communications Team will lead on consultation and communication for IRMP proposals to internal and external stakeholders.

11 Implementation

The implementation of larger changes will follow the WYFRS Project Management Framework and each proposal will be assigned a project manager relevant to the department that is most involved.

12 Monitor & Review

Progress against the annual programme of change and the Safer Communities Strategies will be reported to Management Team, Management Board and the relevant committees of the Fire Authority in line with the Performance Management Framework.

On an annual basis we will review and refresh the Integrated Risk Management Plan to take account of changes and development in:

- Operational Performance
- Community Risk
- Changes to the medium term financial plan
- External demand placed upon the service