

IRMP 2017-20 and 2019-21 Supplement - May 2021 Update

Action	Further details (as included in the IRMP/Supplement)	Responsible Department	Update n.b 2020 COVID-19 may impact on some of these responses temporarily	Status (Red, Amber, Green)
Operational Response				
Original proposals IRMP 2017-20				
1. During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents and 2 appliances that can be mobilised within 30 minutes.	Replaced – see below			
2. Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a	Replaced – see below			

further 8 available on a maximum 30 minute delay.				
<p>3. These additional fire engines will be available through the use of a secondary wholetime retained contracts for firefighters. (Retirement of 80-100 firefighters during 2017-20). <i>The secondary contract aspect of this action has been completed.</i></p>	Replaced – see below			
<p>4. Undertake recruitment between 2017-20 to ensure numbers and competence is maintained (making sure we</p>		<p>People and Organisational Development</p>	<p>This is ongoing and still on target The planned courses are proceeding in 2021/22 with a three-year recruitment schedule in place in conjunction with a revised Positive Action strategy to support this.</p>	<p>GREEN</p>

have enough firefighters for the future). <i>To be extended to 2021</i>				
5. We will change some shift patterns from wholetime to days only wholetime crewing (retained cover provided at night).		Response	Delivered	GREEN
<u>Alternative 2019-21 IRMP Supplement Proposal – Replacing 1, 2, 3 above</u>				
<i>We propose to improve our emergency response and resilience by having up to 30 fire appliances available during the day and night (a combination of Wholetime and</i>		Response/Preparedness	This is now delivered following the opening of the new St Helens station on 16 th October 2020.	GREEN

<p><i>Retained). This is an increase on the 26 proposed in our original 2017-20 IRMP.</i></p>				
<p><i>We propose to achieve this increase in the number of fire engines from 26 (18 immediately available 24/7; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); and 2 fully wholtime retained fire engines which are available on a 30 minute recall 24/7)</i></p>	<p><i>To 30 by providing 20 appliances immediately available; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); 3 fully wholtime retained fire engines which are available on a 30 minute recall 24/7 and 1 Search and Rescue fire appliance.</i></p> <p><i>In practical terms this will mean that during the day we will have 27 (inc Search and Rescue</i></p>	<p>Response/Estates</p>	<p>This is now delivered following the opening of the new St Helens station on 16th October.</p>	<p>GREEN</p>

	<p><i>appliance) immediately available fire appliances with a further 3 available within 30 mins (for resilience purposes). and 21 immediately available fire appliances (inc Search and Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes).</i></p>			
<p><i>To achieve this we intend to increase the number of firefighters employed by Merseyside Fire and Rescue Authority from 620 to 642.</i></p>	<p><i>To achieve this we intend to recruit up to 60 new firefighters each year during the life of this plan to maintain the 642 figure.</i></p>	<p>Response/People and Organisational Development</p>	<p>We are delivering three recruit courses a year.</p> <p>We have achieved 642 posts and are currently above this number (including recruits at the Training and Development Academy) Service-wide.</p>	<p>GREEN</p>
<p><i>This proposal also includes a</i></p>		<p>Response</p>	<p>This is now delivered following the opening of the new St Helens station on 16th October.</p>	<p>GREEN</p>

<p><i>commitment to maintain fire engines with five firefighters at Key locations (including those where five firefighters are required to operate our National Resilience assets) with other locations operating with four firefighters per fire engine.</i></p>				
<p><i>We will also review the location of our specialist appliances to determine what is the most suitable location based on the risk and demand in the area, the appropriateness</i></p>		<p>Preparedness</p>	<p>This action is continuing. A number of moves have been made but some remain to be completed.</p> <p>A Transport Strategy review has commenced to review ancillary vehicles, appliances, specialist appliances, senior officer vehicles and sponsorship of vehicles.</p> <p>The location of specialist appliances has been reviewed and implementation of this review is now included in the Draft IRMP 2021-24</p>	<p>GREEN</p>

<i>of the duty system and the capacity of a fire station to house the additional asset.</i>				
<i>We propose to increase the number of available fire engines by the introduction of a 'Hybrid' duty system at three locations; Liverpool City, Wallasey and St. Helens, this system combines elements of Days, Nights and Retained duties whilst also maintaining immediate cover with at least one 24/7 fire engine.</i>	<i>Adopting such a model would allow us to provide day, night and retained cover and provide three fire engines at each of the locations above (an increase on what was planned in the 2017-20 IRMP)</i> <i>The Hybrid would deliver immediate and continuous night-time cover at both Liverpool City and Wallasey fire stations</i>	Response/Estates	This is now delivered following the opening of the new St Helens station on 16 th October.	GREEN
<i>Two fire engines immediately available during</i>	<i>In practice, staff will work across all three appliances on a</i>	Response/Estates	As above.	GREEN

<p>the day between 0830hrs - 2030hrs and a third fire engine providing retained cover on a 30min recall to help deal with particular busy periods, large scale or protracted incidents. One fire engine immediately available during the night between 2030hrs – 0830hrs and two fire engines providing retained cover on a 30min recall to help deal with particular busy periods, large scale or protracted incidents</p>	<p>Hybrid duty system undertaking day shifts, night shifts and an equal amount of retained shifts. This equates to approximately 10 day shifts, 5 night shifts and 15 retained shifts per month and where a retained shift either follows a day shift or precedes a night shift, for example:</p> <ul style="list-style-type: none">• 12 hour day shift (0830-2030hrs) followed by a 12 hour retained shift (2030-0830hrs)• 12 hour retained shift during the day (0830-2030hrs) followed by a			
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	<p>night shift (2030- 0830hrs)</p> <p>These stations would enhance our response capabilities to terrorist threat, marine and environmental (flood) risk.</p> <p>The replacement of the original proposals 1-3 with the implementation of three Hybrid stations will increase MFRS appliance numbers from the current 26 to 30.</p> <p>This proposal is based on the analysis of risk, demand, vulnerability and performance (further details are available in the IRMP</p>			
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	<p>Supplement 2019-21).</p> <p>To achieve this the Authority will be required to utilise some of its financial reserves to pay off debt. This commitment will free up revenue budget that can be invested the front line and other priority areas.</p>			
Original proposals IRMP 2017-20				
<p>6.Completion of station mergers (closing 2 stations and building one new station in a central location) at 3 locations – St Helens, Prescott and Saughall Massie – <i>Prescot is now complete and open,</i></p>		Estates	Now completed.	GREEN

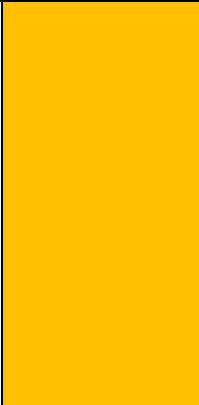
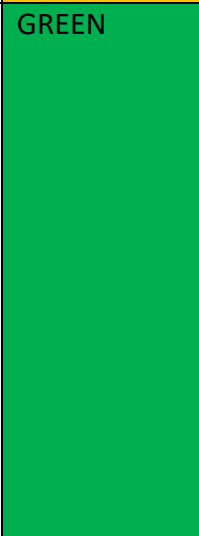

<p><i>Saughall Massie is being built (it is due to open in 2019). In October 2018 the Fire Authority agreed to seek planning permission for a new station in St Helens (on land off Milverney Way/Watson Street).</i></p>				
<p><u>New - 2019-21 IRMP Supplement Proposal</u></p>				
<p><i>We will continue to explore opportunities to improve the efficiency and effectiveness of the Service, including whether the current locations of our fire stations and other buildings allow us to provide the best</i></p>		<p>Response/Estates/Preparedness</p>	<p>We continue to review options for future mergers. These are at the initial stage of investigation.</p> <p>A review of possible station mergers has been completed and the merger of Aintree and Croxteth Fire Stations is included in the Draft IRMP 2021-24</p>	<p>GREEN</p>

<p><i>services and whether there is any scope for further station mergers.</i></p>				
<p>Original proposals IRMP 2017-20</p>				
<p>7. We propose that when the Emergency Medical Response (EMR) trial is complete, MFRA will introduce EMR to all fire crews across Merseyside during the lifespan of the IRMP 2017-20 – <i>this will remain in the IRMP and be reviewed when the outcomes of national negotiations are known</i></p>		<p>Response/Preparedness</p>	<p>Working with NWAS in this way has remained an aspiration and the following proposal is included in our Draft IRMP 2021/24:</p> <p>“We will continue to work with North West Ambulance Service to develop an Integrated Demand Management Programme for times of high demand such as during the Covid 19 pandemic. This expands our previous IRMP action to enter into Emergency Medical Response alongside the Ambulance Service.”</p>	<p>AMBER</p>

Operational Preparedness

Original proposals IRMP 2017-20

<p>8.We intend to add to the resilience of the Marauding Terrorist Firearms Attack (MTFA) capability by training and equipping proposed wholetime day duty shift stations to perform this function in addition to the Search and Rescue Team.</p>		<p>Preparedness</p>	<p>In September the Service began training (through Microsoft Teams) for all operational staff to improve knowledge and capability across all stations.</p> <p>Procurement and delivery of kit completed.</p> <p>Working with partners to understand relevant principles including exercises.</p>	<p>GREEN</p>
<p>9.We intend to supplement the resilience of the Urban Search and Rescue (USAR) team capability by</p>		<p>Preparedness</p>	<p>During this IRMP the Authority changed the length and content of the recruit course to allow three recruit courses per year.</p> <p>Recruits do not complete USAR training as part of the recruit course but are given an awareness of USAR and</p>	<p>AMBER</p>

<p>training all new recruits into MFRA to USAR technician level and create opportunities for staff to work in the USAR team.</p>			<p>do have the opportunity to move to the USAR team after their training course. There are increasing numbers of FF recruits wishing to join the SRT therefore the numbers of NR USAR trained staff is increasing</p> <p>This action is now closed as MFRA chose to take a different course with regard to USAR training</p>	
<p>10. We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B and C water rescue teams the Service can deploy.</p>		<p>Preparedness</p>	<p>During this IRMP the Authority changed the length and content of the recruit course to allow three recruit courses per year.</p> <p>Recruits do not receive swift water rescue training as part of the course due to time constraints and the loss of skills if they are not at a water rescue station. If put on a water specialist station training is given.</p>	<p>GREEN</p> 
<p>11. We are committed to maintaining robust assurance arrangements for</p>		<p>National Resilience</p>	<p>The assurance cycle is a current process within National Resilience working arrangements. The impacts of COVID-19 have affected the cycle for 2020/21 due to an inability to undertake assurance visits during the social distancing measures.</p>	<p>GREEN</p> 

<p>the National Resilience capabilities located across the English FRS on behalf of the Home Office.</p>			<p>National Resilience Assurance Team have completed an analysis of the impact that COVID-19 restrictions have had on the assurance cycle and will identify the necessary remedial measures as part of a recovery plan.</p> <p>A full assurance cycle has been delivered but was altered to reflect the Covid 19 pandemic</p>	
<p>12.We will work with the Home Office to fully embed the principle of devolution of responsibility for National Resilience capabilities to the sector through the Lead Authority arrangement.</p>		<p>National Resilience</p>	<p>National Resilience Lead Authority is fully embedded within MFRA with current agreements with Home Office now extended to 2024.</p>	<p>GREEN</p>
<p>13.As part of the collaboration programme with Merseyside Police,</p>		<p>Preparedness</p>	<p>Completed.</p> <p>This proposal is linked to the Joint Emergency Services Interoperability</p>	<p>GREEN</p>

<p>we are planning to include the Police MATRIX team in similar joint training plans to enhance response capability at major incidents.</p>			<p>Programme which was set up to improve the way the emergency services work together. Our Detection, Investigation and Monitoring team (part of our approach to National Resilience) currently trains with Matrix team and the location of the North West Ambulance Hazardous Area Response Team at Croxteth fire station means that fire and rescue and ambulance service teams work closely together.</p>	
<p>14. We may change how training is delivered in the longer term. We propose working with partner organisations to explore opportunities for efficiencies, driving further collaboration and improving effectiveness</p>		<p>Preparedness</p>	<p>This is now completed and treated as business as usual through the Collaboration Board (Fire/Police/Ambulance).</p>	<p>GREEN</p>

New - 2019-21 IRMP Supplement Proposal

<p><i>We will explore the feasibility of introducing a drone capability which would be provided on a retained basis by crews operating from a hybrid station.</i></p>		<p>Preparedness</p>	<p>A report to Operations Board 29.6.2020 detailed outline requirements to implement the capability.</p> <p>Feasibility study is complete and prepared. This action has been carried forward into the Draft IRMP 2021-24 under the Protection team.</p>	<p>GREEN</p>
<p><i>We will explore the use of technology to support the mobilisation of resources to all operational incidents types, using mobile phone capabilities (data/technology) to better inform the mobilisation and dispatch of fire engines and specialist vehicles – e.g. 999Eye (as</i></p>		<p>Preparedness/Strategy and Performance</p>	<p>Preliminary work has been undertaken in relation to the 999Eye application. Detailed consideration is to be given to this once the Computer Aided Dispatch (Control room) system upgrade is complete.</p> <p>Response Halo is also being explored; this is a tool to enable more dynamic mobilising of appliances.</p> <p>This action is linked to the launch of the Vision 5 mobilising system. This will carry forward to IRMP 2021-24</p>	<p>AMBER</p>

<i>used by West Midlands FRS).</i>				
<i>In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance the information we hold about risks in neighbouring fire and rescue services to assist us when we respond to over the border incidents.</i>		Preparedness/Response	<p>Cross border risk information has now been delivered and was initially only available through Resilience Direct. To improve accessibility all available risk information is now available to operational staff via appliance Mobile Data Terminals and intranet Portal pages.</p> <p>This action has been delivered</p>	GREEN
<i>In light of findings from the 2018 fire and rescue service inspection process we intend to consider how best to enhance cross border training with neighbouring fire and rescue</i>		Preparedness	<p>Business as usual as part of Joint Emergency Services Interoperability Programme.</p> <p>Cross border training is considered and arranged through North West Training Managers' meetings.</p> <p>This action has been delivered</p>	GREEN

<p><i>services to assist us when we respond to over the border incidents.</i></p>				
<p>Community Risk Management</p>				
<p>Original proposals IRMP 2017-20</p>				
<p>15.We are in discussion with local Clinical Commissioning Groups and Public Health professional in relation to the introduction of Safe and Well visits across Merseyside.</p>		<p>Prevention</p>	<p>MFRS Prevention Advocates are currently delivering Safe and Well visits across Merseyside. We had a planned meeting with Matt Ashton (Director of Public Health) regarding the COVID 19 situation and how to utilise Safe and Well for Health Intelligence and Insight over the coming months but Covid 19 has delayed delivery of this action.</p>	<p>AMBER</p>
<p>16.Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully</p>		<p>Prevention</p>	<p>MFRA and partners have changed direction in relation to this action since the IRMP was written:</p> <p>MFRS is embedded in the Wirral Hub, but the approach differs across Merseyside and the same arrangements may not be suitable in all areas.</p>	<p>AMBER</p>

<p>integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.</p>			<p>Some aspects of this work have diversified with the creation of the Violence Reduction Partnership (VRU), this is a Home Office sponsored project that brings multi-disciplinary teams and agencies together to reduce crime in particular those who are most at risk across Merseyside. MFRS is embedded in the Violence Reduction Partnership.</p>	
<p>17. With partners we are committed to the building of digitally inclusive community where everyone has access to affordable broadband and devices, has the right skills and confidence to use the internet and the ability to use technology to improve their</p>		<p>Prevention</p>	<p>This has not made significant progress in 2019 – 20. As a result of the learning from COVID-19. We will now consider broadening the remit of this action point to explore whether we can deliver a standalone/virtual Home Safety Application that can be of self-service for members of the community.</p> <p>It is proposed that the Authority amends this priority due to Local Authority change of priority since our IRMP was written.</p>	<p>AMBER</p>

<p>quality of life and get out of poverty. We propose to deliver a multi-disciplinary monitoring system, through smart smoke alarms linked to Fire Control to enable vulnerable residents to stay safe.</p>				
<p>18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify vulnerable people and to support the service</p>		<p>Prevention</p>	<p>MFRS volunteers programme has been established.</p> <p>As a result of COVID-19 we sought to expand the use of volunteers with existing staff. Over 250 staff registered and interest in volunteering and fulfilling key tasks within the COVID-19 response delivering excellent results for our communities.</p>	<p>GREEN</p>

directly in the delivery of community reassurance and CFOA themed campaigns.				
18a. MFRA would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes.		Prevention	<p>A review of Youth Engagement provision will explore more commercialisation and targeting of Merseyside and City Region Community Safety budgets.</p> <p>This action is still ongoing</p>	AMBER
19. Towards 2020 we will ensure targeting the right level of Protection expertise to the level of risk by using a wide range of data and intelligence sources.		Protection	A Risk Based Inspection Programme has been developed and implemented and is now business as usual.	GREEN

New - 2019-21 IRMP Supplement Proposal				
<p><i>We will increase the number of staff in our Protection team to carry out legislative fire safety work.</i></p> <p><i>We plan to introduce a non-uniformed role of Fire Engineer to provide technical expertise that will assist us provide expert advice to building owners and developers,</i></p>	<p>This new proposal reflects our additional commitment to Protection and helps to address concerns highlighted by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in their initial report on fire and rescue service inspection. This will help us improve the way in which we work closely with building owners and occupiers to improve compliance with legislation and take</p>	<p>Protection</p>	<p>Internal development of staff has resulted in a total of 14 Fire Safety Inspectors and six Fire Safety Auditors within current budgetary limitations.</p> <p>We have also been able to secure an additional three Watch Managers as part of the investment proposed in the 2019 – 2021 IRMP Supplement. This has enabled us to resource our Risk Based Inspection Programme more fully. However, the loss of four fully qualified Fire Safety Inspectors, mainly to the Private Sector continues to be an adverse factor on resourcing the Department.</p> <p>Recruitment and selection of a Fire Engineer has been completed. The new post holder is a Level 5 qualified fire Inspector and recently enrolled on the Level 6 Fire Engineering Degree at UCLAN.</p> <p>Recruitment of a further six permanent fire safety inspectors is being delivered.</p>	<p>GREEN</p>

	<p>action to deal with non-compliance.</p> <p>We believe that Protection is key to keeping people safe in public and commercial buildings and we propose to increase the number of staff carrying out Protection work by creating five new uniformed manager roles to help improve the capacity of the Protection team.</p>		<p>Recruitment of a further two fixed term contract fire safety inspectors is being delivered during the same period.</p> <p>Three fire safety auditors have recently successfully moved into fire safety inspector positions.</p>	
<p>20. We propose that Business Safety Advisors (this role has now been upgraded to Business Safety Auditors) will complement the work of Protection by further supporting</p>		<p>Protection</p>	<p>Business Safety Auditors and Fire Safety Inspectors continue to deliver against local and national campaigns, most recently the NFCC Business Safety Week Campaign.</p> <p>All 4 roles within the Protection Response Officer Team have now been filled by WMB's two of these posts are still development roles and we will be requesting that the two WMs are made permanent within Protection to ensure that the proposals within the 2019 -2021 IRMP supplement are met.</p>	<p>GREEN</p>

<p>our risk based strategy, developing initiatives and campaigns to target specific business premises across Merseyside.</p>			<p>The Team have been central in the development of Operational fire safety, including extending Simple Operational Fire Safety Assessment activity to additional premises types and delivering Service wide High Rise training to operational crews through targeted sessions.</p>	
<p>21. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely and effectively to fires with an enhanced knowledge of the built environment. We propose further involvement in planning activities, exercise support</p>		<p>Protection</p>	<p>Currently we have been unable to make progress due to the Business Support Group becoming inactive. We understand that this is due to the loss of representatives from a number of key partners and we will be reviewing how Protection can best meet this objective.</p>	<p>AMBER</p>

<p>and debriefing MFRA and multi-agency exercises. The team will support the management of risk through undertaking 'peak performance' inspections with partners.</p>				
<p>22. MFRA will develop a Merseyside Better Business for All approach by April 2018 working with local stakeholders. By working together to remove real and perceived barriers to growth by understanding each other's perspective, we</p>		<p>Protection</p>	<p>Currently we have been unable to make progress due to the Business Support Group becoming inactive. We understand that this is due to the loss of representatives from a number of key partners and we will be reviewing how Protection can best meet this objective.</p> <p>There have been changes in priorities due to Legislation being updated and moving more towards enforcement.</p>	<p>RED</p>

can develop our approach, tackle obstructions and find solutions to move forward.				
Finance				
Original proposals IRMP 2017-20				
<p>23.Financial proposals:</p> <ul style="list-style-type: none"> • Prepare a multi-year financial plan • Set council tax increase in line with the financial plan • Assume 2% pay increase for our staff for 2019/20 and each year thereafter • Look to reinvest £1m in frontline services and increase the number of firefighters from 620 to 642. • Fund the £1m investment from anticipated savings on future debt payments and pension deficit payments. • Deliver the saving plan approved in the 2018/19 financial plan. 	Finance	<p>Complete</p> <p>2020/21 budget set and confirmed all actions were completed in 2019/20 budget.</p>	GREEN	