

# **Merseyside Fire and Rescue Authority**

## **Integrated Risk Management Plan 2017-20**

### **2017/18 Update**

#### **Introduction**

Within the National Framework for Fire and Rescue Authorities, each fire and rescue authority is required to produce an integrated risk management plan (IRMP) which must:

- be easily accessible and publicly available
- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies, and partners
- cover at least a three year time span and be reviewed and revised as often as it is necessary to ensure that fire and rescue authorities are able to deliver the requirements set out in this Framework
- reflect up to date risk analyses and the evaluation of service delivery outcomes

The Merseyside Fire and Rescue Authority 2017/20 IRMP is available on our website <http://www.merseyfire.gov.uk/asp/pages/IRMP/IRMP2017-20/IRMP2017.html>

It is not intended to produce a new IRMP in 2018/19, as the existing IRMP is still current. But it is intended to include an IRMP update in the Service Delivery Plan for 2018/19, which will be published on our website by 1<sup>st</sup> April 2018.

In line with best practice, the IRMP has been reviewed to determine progress so far and whether there are any significant changes or new actions that need to be considered.

In general, our work has been progressing well, but some major developments have impacted on what we do now and will do in the future:

- Since the plan was published in April 2017 the tragic fire at Grenfell Tower has resulted in significant attention being placed on legislative fire safety, and this has also impacted on the way in which we work with our communities. We are able to report that our plans worked well and we delivered reassurance and legislative fire support to building owners and residents in partnership with several other agencies.

- In addition, the introduction of a Fire and Rescue Service inspectorate from 2018 is a new development that will have an impact on all FRSs and it will provide the government, the public and other stakeholders with more insight into the efficiency and effectiveness of all fire and rescue services.
- The Fire Brigades Union nationally have instructed their members not to take part in certain activities that were being widely piloted and rolled out across the fire and rescue service. This includes work in relation to emergency medical response and terrorist attacks.
- The Liverpool City Region Combined Authority is reviewing the governance arrangements for Merseyside Fire and Rescue Authority and more information about this will become available as the work progresses.

In order to inform the content of our Service Delivery Plan, Merseyside Fire and Rescue Authority is inviting members of the public and other stakeholders to read this update (and the current IRMP) and comment on our progress and intentions for the future.

An online survey is available [here](#), or stakeholders are invited to email [serviceplanning@merseyfire.gov.uk](mailto:serviceplanning@merseyfire.gov.uk) or write to the IRMP Officer at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle L40 3YD.

The consultation will close at 9am on 16<sup>th</sup> February.

## **Operational Response**

### **IRMP Proposal**

1. *During the day (0830-2030) we will continue to have 24 appliances immediately available to be deployed to incidents & two appliances that can be mobilised within 30 mins.*

### **Update**

Subject to dynamic day to day essential staffing changes, the Authority currently provides 27 immediately available fire and rescue appliances during the day. This includes the two additional non-established recruit development appliances located at Aintree and Kensington.

The ending of the trial of a 24 hour whole time shift system in 2017 removed 2 fully whole time retained appliances. This shortfall of response appliances is covered for the length of the current IRMP by the 2 additional recruit development pumps NB. Following a late adjustment to budget the Authority was able to reinstate an appliance based at Kirkdale Community Fire Station, increasing the number of available pumps during the day to 25 (not including the two whole time retained. This has resulted in the Authority being in a better position than was anticipated when the IRMP was published.

### **IRMP Proposal**

- 2. Overnight (2030-0830) this number will reduce to 18 immediately available fire engines with a further 8 available on a maximum 30 minute delay*

### **Update**

Subject to dynamic day to day essential staffing changes, the Authority currently provides 21 immediately available appliances during the night. This includes the 2 additional non established recruit development pumps located at Aintree and Kensington

The ending of the trial of a 24 hour whole time shift system in 2017 removed two fully whole time retained appliances. This shortfall of response appliances is covered for the length of the current IRMP by the 2 additional recruit development pumps NB. Following a late adjustment to budget the Authority was able to reinstate an appliance based at Kirkdale Community Fire Station, increasing the number of available pumps during the day to 19 (not including the two whole time retained. This has resulted in the Authority being in a better position than was anticipated when the IRMP was published.

### **IRMP Proposal**

- 3. These additional fires engines will be available through the use of secondary whole time retained contracts for firefighters.  
Retirement of 80-100 firefighters during 2017-20*

### **Update**

The ending of the trial of a 24 hour whole time shift system in 2017 removed two fully whole time retained appliances is covered by the two additional recruit development pumps.

There are currently no secondary whole time retained contracts in use  
30 Firefighters retired or left the Service left between 1/4/17 – 31/10/17

### **IRMP Proposal**

- 4. Undertake recruitment between 2017-20 to ensure numbers & competence is maintained (making sure we have enough firefighters for the future)*

### **Update**

The organisational recruitment strategy has been amended to incorporate a continual recruitment process in order to address the identified organisational need for the next five years.

16 recruits began a recruit course in August 2017 and finished the course in December 2017.

The next recruitment course will begin in February 2018 and recruitment for a course in August 2018 is already underway.

### **IRMP Proposal**

5. *We will change some shift patterns from whole time to days only whole time crewing (retained cover provided at night)*

### **Update**

Our shift pattern change is on schedule and lined up with recruitment and retirements to ensure that the Service is efficient and effective in the numbers of staff employed at any one time.

It is planned that in Quarter 4 of 2017/18, Crosby and Eccleston community fire stations will convert from the whole time duty system to a day crewing whole time retained duty system, increasing our total number of day crewing whole time retained appliances to 4 (6 if recruit development appliances are included).

It is planned that In Quarter 4 of 2018/19, Wallasey and Liverpool City community fire stations will convert from the whole time duty system to a day crewing whole time retained duty system. This will increase our total number of day crewing whole time retained appliances to 6 (8 if recruit development appliances are included) and deliver this IRMP commitment.

### **IRMP Proposal**

6. *Completion of station mergers (closing two stations and building one new station) at three locations - (St Helens, Prescot & Saughall Massie)*

### **Update**

Prescot: Works are progressing well on site. If there are no delays the station will be opened during 2017/18

Saughall Massie: Pending a successful transfer of the land, work will begin in mid-2018 with completion by mid-2019.

St. Helens: Negotiations regarding the land are taking longer than anticipated. If issues can be resolved satisfactorily, it is hoped that the new station will be complete by the end of 2019.

### **IRMP Proposal**

7. *We propose that when the Emergency Medical Response trial is complete, Merseyside Fire and Rescue Authority will introduce EMR to all fire crews across Merseyside during the lifespan of this IRMP.*

### **Update**

During the 18 month trial, crews based at Southport, Wallasey and Speke provided a response to cardiac arrest incidents (an ambulance was also mobilised). They were mobilised to assist 249 times during that period, were actively involved in CPR on 93 occasions and on 33 occasions the fire crew's action resulted in the casualty regaining spontaneous circulation.

Nationally, the Fire Brigades Union instructed its members to cease carrying out Emergency Medical Response duties in September 2017, effectively ending the

provision of EMR by fire and rescue services in most parts of the country. However, Merseyside Fire and Rescue Authority is convinced of the benefits of continuing to provide EMR services and is working to explore ways to do this.

## **Operational Preparedness**

### **IRMP Proposal**

8. *We intend to add to the resilience of the marauding terrorist firearms attack (MTFA) capability by training and equipping proposed whole time day duty shift stations to perform this function in addition to the Search & Rescue Team.*

### **Update**

The Authority continues to support MTFA and the proposed National resilience uplift programme by using staff at Croxteth community fire station. MTFA is now explicitly referred to within the contracts for recruit firefighters. Planning is ongoing with Merseyside Police to support operational procedures. Identification of stations to support the MTFA uplift is ongoing.

### **IRMP Proposal**

9. *We intend to supplement the resilience of the Urban Search and Rescue (USAR) capability by training all new recruits in to the Service to USAR technician level & create opportunities for staff to work in the USAR team.*
10. *We will also train all new recruits to Swift Water Rescue Technician in order to increase the number of Type B & C water rescue teams the Service can deploy.*

### **Update**

USAR and National Resilience awareness form part of the recruit course. It is proposed to offer the opportunity of a secondment into the Search and Rescue Team to all staff including new recruits.

Swift water training does not now form part of the initial recruit course training programme, however water awareness does. Any staff who take up the above mentioned secondments into the Search and Rescue Team will be given a swift water training course. It is intended type C boat teams will be provided by the day crewing stations.

We will consider the implications of any additional requests for secondments in relation to how we deliver USAR capability in the future.

### **IRMP Proposal**

- 11. We are committed to maintaining robust assurance arrangements for the National Resilience capabilities located across the English FRS on behalf of Home Office.*
- 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.*

### **Update**

All National Resilience Assurance Team (NRAT) posts have been filled by staff from various UK fire and rescue services and a three year assurance process is now in place. A National Resilience Assurance Team Capability advisor has also been recruited who will focus on assurance for the capability. The wider assurance of National Resilience assets is an ongoing focus for Home Office and the National Resilience Board.

MFRA as Lead Authority has now been established. National Resilience Fire Control, NRAT, the LTCM and NR Training are swiftly becoming business as usual elements of the service.

Future years will see the NRAT identify and deliver additional training courses to fully embed devolution of responsibility.

### **IRMP Proposal**

- 13. As part of the collaboration programme with Merseyside Police, we are planning to include the Police MATRIX team in similar joint training plans to further enhance response capability at major incidents.*

### **Update**

The USAR team and National Resilience asset hosting stations are exercised on a frequent basis with our multi agency partners.

Operational planning department are now fully integrated with their counterparts, which will enhance planning and training opportunities.

A number of areas for joint training have been identified and will be progressed in future years.

### **IRMP Proposal**

- 14. We may change how we training is delivered in the longer term. We propose to work with partner organisations to explore opportunities for efficiencies, driving further collaboration & improving effectiveness.*

### **Update**

This is picked up as part for the collaboration process and all potential training opportunities are discussed by the relevant training managers.

It is currently anticipated that training will remain centralised at the MFRA Training and Development Academy in Croxteth, where a redevelopment will take place.

## **Community Risk Management**

The Grenfell Tower tragedy in June 2017 has had a significant impact on Prevention and Protection (legislative fire safety) work during the second half of the year. It has resulted in the requirement to carry out preventative, reassurance and legislative work with residents and owners of high rise blocks that wasn't anticipated when the IRMP was first published. However, it is important to point out that MFRA has a risk based inspection programme that enables Protection teams to react to emerging trends and risks regarding fires in buildings both locally and nationally and consequently MFRA worked with partners to respond well to the impact of the Grenfell fires for Merseyside.

The tragedy also had a short term impact on the normal home safety strategy (focusing on over 65s) as we provided reassurance campaigns for residents of high rise properties throughout Merseyside.

The implications of the incident will be far reaching locally and nationally and it is expected that they will continue to have an impact on Protection in particular, in the coming years.

## **Prevention**

### **IRMP Proposal**

*15. We are in discussion with local Clinical Commissioning Groups & Public Health professionals in relation to the introduction of Safe and Well visits across Merseyside.*

## **Update**

Excellent progress has been made against this objective, with a Safe and Well pilot delivered by Community Risk Management staff well underway.

In conjunction with Cheshire FRS and the NHS, the initiative has won awards such as the 'Innovation in Healthcare' award at the Transforming Healthcare Awards, in London for the contribution that the Safe and Well initiative has made to improving bowel cancer screening take up.

An evaluation is being carried out by Liverpool John Moores University and Public Health England and this will inform future developments with Safe and Well.

If the evaluation indicates that Safe and Well is effective and having a positive impact on vulnerable members of the community, MFRA will have to consider whether it is feasible to roll this initiative out further and will need to include approaching health service commissioning bodies for funding to continue delivering the initiative.

### **IRMP Proposal**

*16. Alongside Merseyside Police and our Local Authorities we are exploring the concept of fully integrated early help services, creating shared service Community Safety/Early Help Hubs, which it is envisaged will better co-ordinate resources.*

### **Update**

The Wirral Hub is currently operating and MFRS is embedded within it. The Knowsley Hub is expected to be the next to be launched. The Hub is working well with all partner organisations collaborating and working as a team.

Other areas are expected to roll out in coming years if the Hub model is productive and seen to be delivering positive results for communities.

### **IRMP Proposal**

*17. With partners:*

- We are committed to the building of digitally inclusive community where everyone has access to affordable broadband & devices, has the right skills & confidence to use the internet and the ability to use technology to improve their quality of life & 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.*

### **Update**

Officers have instigated a Smart home pilot via the Wirral Leadership Academy which has now been formally handed over to the Home Safety team to progress.

Evaluation of the project will determine the next steps.

### **IRMP Proposal**

*18. We aim to develop a volunteer cohort to support engagement events, work with other community stakeholders to identify*

### **Update**



The initiative has gone well in its first year with 20 volunteers recruited and another 17 due to start in 2018. The volunteers have been helping with community safety campaigns and promotion.

As well as recruiting community volunteers, we encourage staff to volunteer to use the specialist skills that they acquired have to improve outcomes for communities even further.

Evaluation of the project will determine the next steps.

### **NEW Proposal**

*Marketing and Funding Strategy - MFRS would like to explore opportunities for funding and sponsorship from the private sector to support its Youth Engagement programmes*

## **Protection**

### **IRMP Proposal**

*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 & intelligence sources.*

### **Update**

The Grenfell Tower incident was an extraordinary event that required an extraordinary response from all FRSs and it has resulted in a national focus on fire safety legislation.

Since the incident in June, the Protection focus has been on high rise properties and this has resulted in partners, such as local authorities, working more closely with MFRS.

### **IRMP Proposal**

*20. We propose that Business Fire Safety Advisors will complement the work of Protection by further supporting our risk based strategy, developing initiatives & campaigns to target specific business premises across Merseyside.*

### **Update**

A successful round of recruitment was completed with eight Business Fire Safety Advisors starting work and becoming important members of the Protection team, contributing to campaigns and routine workload.

The current Business Fire Safety Advisors have now developed into auditor roles and a Business Fire Safety Advisor apprenticeship scheme will be launched to develop Business Fire Safety Advisors for the future and improve the capacity of the department to deliver against its objectives.

### **IRMP Proposal**

*21. Introduction of the Protection Response Team will ensure operational crews are fully prepared to respond safely & effectively to fires with a heightened knowledge of the built environment.*

*We propose further involvement in planning activities, exercise support & debriefing MFRS & multi-agency exercises.*

*The team will support the management of risk through undertaking 'peak performance' inspections with partners.*

### **Update**

The team is partially in place but is not able to provide the full anticipated service as yet.

MFRS will consider alternative approaches to improve the capacity of this team and this work will continue into future years.

Work in relation to planning and exercising has started and will continue in future years.

A number of Peak Hours inspections (eg visiting night clubs during their opening hours) have taken place and these will increase as the capacity of the team is improved (see above).

### **IRMP Proposal**

*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 can develop our approach, tackle obstructions & find solutions to move forward.*

### **Update**

Better Business for All is part of the Government's Better Regulation agenda, designed to support economic growth through reducing unnecessary regulatory burdens whilst increasing the level of compliance with safety regulations. BBFA is a fundamental partnership that will help to assess these matters across Merseyside and the wider City Region.

Some progress has been made in this area and it is expected that the entire focus of

business regulation and the practice of self-regulation will be scrutinised over time as a result of the Grenfell Tower fire.

## **Finance**

### **IRMP Proposal**

#### *23. Financial proposals:*

- *Prepare a multi-year financial plan*
- *Set council tax increase in line with the financial plan*
- *Assume 1% pay increase for our staff for 2016/17-2019/20*
- *Focus our search for efficiencies on collaboration, management, support staff costs & other technical reviews. Assume £9.1m of savings by 2019/20*
- *Deliver station mergers programme to provide £2.6m outstanding from 2015/16 financial plan.*
- *Identify operational response proposals which will have the least negative impact on service delivery to deliver £1.9m of savings.*
- *Envisage the reduction in firefighters will be achieved by natural retirement by 2018/19.*

### **Update**

The Medium Term Financial Plan (MTFP) to 2021/22 was approved at the 2017/18 Budget Authority meeting. At each future Budget Authority meeting it will be reviewed and rolled forward one additional year.

The MTFP assumes that council tax will be set at just below the 2% referendum limit. This was the case in 2017/18 and the assumption in future years.

At the time of writing the 2017/18 Firefighter pay award has not been settled and the risk of a higher settlement than 1% is high. Pressure on Public Pay restraint may require a review of the pay assumption in the MTFP – this will be picked-up in the 2018/19 budget making process.

The approved 2017/18 – 2021/22 MTFP delivers the £9.1m savings in non-front line services

The building of the stations is still ongoing but the saving is delivered in cash terms.

Revised duty systems have delivered the operational response saving and maintained the response target.

The reduction in firefighters has been achieved for 2017/18 and is expected to be achieved for future years.

