



Operational Response IRMP Supplement 2019-21 Action Impact Assessment

VERSION 1.0

STRATEGY & PERFORMANCE OPERATIONAL RESPONSE

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1. Introduction

The purpose of this briefing paper is to provide a high level assessment of the impact from actions contained within the Integrated Risk Management Plan (IRMP) 2019-21 Supplement. This paper specifically focuses on actions related to the Operational Response Function of Merseyside Fire & Rescue Service (MF&RS).

2. Methodology

Provided within this paper is a matrix which scores the impact of each supplemental action. The following lists:

- The actions taken from 2019-21 IRMP Supplement
- The Planning Principle for each action, where each planning principle has a weighting metric as follows¹:
 - Response to Emergencies: 0.26
 - Safety Focused: 0.17
 - Meeting Demand: 0.16
 - Focused on the Community: 0.13
 - Continuous Improvement and Innovation: 0.10
 - Value for Money: 0.09
 - Based in the Community: 0.09
- The Benefit Score (which measures the impact of each action), is then tallied by Operational Response management. The scores represent the following:
 - 0 = Worse,
 - 1 = No Difference
 - 2 = Minimal Benefits
 - 3 = Reasonable Benefits
 - 4 = Maximum Benefits
- The Planning Principle is then multiplied by the Benefit Score to produce a final score.

¹ Weightings are based on ORS report June 2016 findings, where points out of 105 were allocated by a focus group for each planning principal. Weighting calculated by dividing the points for each planning principal by 105 (making a total of 1). Original Points score then multiplied by the weighting to get a final score. Please note that the IRMP Actions for Operational Response for the 2019-2021 Supplement do not include the Planning Principle of "Value for Money" - equal to a multiplier of 0.09.

3. Findings

IRMP Planning Principle	Full Description	Action	Benefit Score	Weighting	Final Score	Notes
Response to Emergencies	We plan 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 retained). This is an increase on the 26 proposed in our original 2017-20 IRMP. We plan to achieve this increase in the number of fire engines from: 26 (18 fire engines immediately available 24/7; 6 day crewed fire engines (immediately available during the day and on 30 minute recall at night); and 2 fully wholetime retained fire engines which are available on a 30 minute recall 24/7) 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 wholetime retained fire engines which are available on a 30 minute recall 24/7 and 1 Search & Rescue Fire Appliance	30 appliances available during the day	4	0.26	1.04	Increased appliance numbers has aided in covering key locations during larger incidents and allowing more appliances to be available for Training.
		30 appliances available during the evening	4	0.26	1.04	Increased resilience has offered the service greater flexibility for dealing with larger incidents, including spate conditions occurring at night.
Safety Focused	This plan also includes a commitment to maintain fire engines with five firefighters on 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	Key Stations to staff 5 riders	4	0.17	0.68	Allows for extra resilience in firefighter numbers on shift and also for increased safe systems of work.
		Other stations to staff minimum of 4 riders	4	0.17	0.68	Important to allow the minimum safe system of work; delivered against on all available appliances.
Meeting Demand	Undertake recruitment between 2017-20 to ensure numbers & competence is maintained (making sure we have enough firefighters for the future). Our last firefighter recruit course ended in December 2018, with those firefighters joining their fire stations from January 2019. We intend to run three firefighter recruit courses a year up to 2021. 21 immediately available fire appliances (including a Search & Rescue appliance) during the night with a further 9 available within 30 minutes (for resilience purposes). To achieve this we intend to increase the number of firefighters employed by Merseyside Fire & Rescue Authority from 620 to 642 To achieve this we intend to recruit up to 60 new firefighters each year during the life of the plan to maintain the 642 figure.	To run 3 firefighter recruitment courses a year up to 2021	4	0.16	0.64	Due to succession planning against the organisation's retirement profile; this was very important to be delivered against.
		21 immediately available fire appliances during the night with a further 9 available within 30 minutes	4	0.16	0.64	Increased appliances has helped with coverage in areas where stations had previously been Day Crewing.

IRMP Planning Principle	Full Description	Action	Benefit Score	Weighting	Final Score	Notes
		Increase the number of firefighters from 620 to 642	4	0.16	0.64	Increased numbers utilised across all shift patterns for development and also to set up new Hybrid systems
		Recruit 60 new firefighters each year	4	0.16	0.64	Increased numbers utilised across all shift patterns for development and also to set up new Hybrid systems
Based in the Community	Completion of station mergers (closing two stations and building one new station) at three locations - (St Helens, Prescott & Saughall Massie).	Opening of Prescott, Saughall Massie and St Helens Stations	4	0.09	0.36	The merger of stations has been delivered. Prescott, Saughall Massie and St Helens are open and fully operational.
Continuous Improvement & Innovation	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 of the duty system and the capacity of a fire station to house the additional asset.	Review of appliance locations		0.1	0	The review was completed, but not delivered against, and has been carried over into the 2021-24 IRMP
		Review of Duty Systems		0.1	0	The review was completed, but not delivered against, and has been carried over into the 2021-24 IRMP
Focused on the Community	We propose that when the Emergency Medical Response trial is complete, Merseyside Fire & Rescue Authority will introduce EMR to all fire crews across Merseyside during the lifespan of this IRMP.	Reintroduction of EMR		0.09	0	EMR is yet to be reintroduced to the Service and is an ongoing piece of work.
Total					6.36 /	
					7.52	

The table describes the IRMP actions with their related Planning Principle and Benefit Scores. It identifies that the majority of actions have been satisfactorily achieved, with the exception of the Review of Appliance Locations, Duty Systems as well as the reintroduction of EMR.

The introduction of 30 appliances during both the day and night shifts have resulted in the greatest overall Final Score and therefore greatest positive impact to the service.