



# **Corporate Plan Development Goal Summary**

**Quarter 1 Report  
April 2014 – June 2015**



## Key

	Development Goal completed
	Development Goal progress on track
	Development Goal progress delayed

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# Corporate Development Goals

Service Development Goals	Owner	Quarterly Target Status	Progress made against 2014-2015 Key Activities
<p>By 8 August 2015</p> <p>Review the fleet of special appliances, make recommendations for improvements and implement as required.</p>	<p>Paul Argyle</p>	<p style="background-color: #90EE90;"> </p>	<p>Work is progressing well and includes:</p> <p><b>Wildfire Units</b></p> <ul style="list-style-type: none"> <li>• A Wildfire Advisory Group has been established to identify the training and procedural requirements and equipment needed to support this area of work.</li> <li>• Operational Crews at Bolton North; Bury and Stalybridge stations have received specialist training, enabling them to effectively operate WorkMax JCB and 'all-terrain off-road vehicles.</li> </ul> <p><b>Special Appliances</b></p> <p>A special appliance project board has been established to oversee the individual work streams summarised below:</p> <p><u>Aerial Appliances</u></p> <ul style="list-style-type: none"> <li>• An evaluation of the tenders for aerial appliances is currently in progress, with Greater Manchester Fire &amp; Rescue Service working in partnership with Lancashire Fire &amp; Rescue Service.</li> <li>• Subject to bidder responses being received / qualified by mid August the award to the preferred supplier is envisaged in September.</li> </ul> <p><u>Hose laying lorries</u></p> <ul style="list-style-type: none"> <li>• The tender process is complete for procuring new chassis. Estimated delivery is due in December</li> </ul> <p><u>Water incident units</u></p> <ul style="list-style-type: none"> <li>• Technical Services are in the process of procuring a dedicated water reserve unit. In the interim, a modified passenger carrying vehicle is acting as the reserve water incident unit.</li> </ul> <p><u>Incident Command Unit (ICT support)</u></p> <ul style="list-style-type: none"> <li>• Potential solutions to upgrade the infrastructure and ICT requirements of the Unit</li> </ul>




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			<p>have been identified. The proposed options are to be submitted to the Corporate Leadership Team for their consideration, after which the procurement process will commence for the tendering of the agreed equipment.</p> <p><u>Operational Crew Welfare Facilities</u></p> <ul style="list-style-type: none"> <li>The research and consultation to identify the welfare requirements has been completed in conjunction with fire fighters and the Salvation Army.</li> </ul>
<p>Page 11</p> <p><b>Vary crewing arrangements on fire stations to ensure they are fit for purpose and meet the risk and demand levels identified in each area.</b></p>	<p><b>Paul Argyle</b></p>		<p>Work is progressing well and includes:</p> <ul style="list-style-type: none"> <li>A series of consultation events with crews (initial focus Ramsbottom and Mossley stations) between April and June. A draft proposal has been put to the FBU for a pilot crewing model at Ramsbottom station.</li> <li>An initial meeting has been held with our local Fire Brigade Union representative concerning amendments to the Rostering Agreement. Future meetings will be held with Gary Keary as the draft roster agreement evolves. The draft roster agreement will include an option for self-rostering.</li> <li>A joint crewing meeting has been established to maintain an on-going dialogue between key stakeholders and also to inform the review/develop processes at our non-SDS stations.</li> <li>Following the 'go-live' date for GMFRS at North West Fire Control, a need has been identified to re-assess the crewing platform. To support this review, an approach has been made to Lancashire Fire &amp; Rescue Service, with a view to utilising their 'Gartan System'.</li> </ul>

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<p><b>DV12</b></p> <p><b>Review our arrangements for incident command, make recommendations and implement as required</b></p>			<p>No actions due this quarter.</p>
<p><b>DV13</b></p> <p><b>Refurbish or build fire stations in accordance with the Fire &amp; Rescue Authority's Asset Management Plan to meet the needs of our risk modelling and effective service delivery.</b></p>	<p><b>Ged Murphy</b></p>		<p>The disposal of our existing fire station at Rochdale has been delayed due to a number of on-going issues, which still need to be resolved. In the meantime the Service is maximising the use of the site prior to disposal.</p>

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<p><b>DV15</b></p> <p><b>Provide a new technical solution for the delivery of our control (999) service prioritising opportunities for regional collaboration in the interests of public value.</b></p>	<p><b>Paul Argyle</b></p>		<p>This project is in its latter stage of formal implementation with Greater Manchester Fire &amp; Rescue's transition to live operation taking place on 28<sup>th</sup> May 2014.</p> <p>This development goal can now be considered 95% complete with the following tasks identified as outstanding:</p> <ul style="list-style-type: none"> <li>- Service acceptance testing and officer automatic vehicle location services.</li> </ul> <p>The North West Fire Control Centre has been successfully taking calls for the FRS since May 2014 and Greater Manchester Fire &amp; Rescue Service has started the process of decommissioning of their old control room(s).</p>
<p><b>DV18</b></p> <p><b>Identify opportunities for commissioning and /or sharing services with other public (in particular AGMA, the Association of Greater Manchester Authorities), private &amp; third sector organisations, make recommendations and implement as required.</b></p>	<p><b>Peter O'Reilly</b></p>		<p>Work is progressing well and includes:</p> <ul style="list-style-type: none"> <li>• The co-location of regulatory services at Tameside and Oldham stations to deliver a joined-up approach in delivering advisory services / enforcement of protection regulation to the business community.</li> <li>• We have successfully engaged The Co-operative and McDonalds as part of our on-going efforts to develop our Primary Authority portfolio. Other arrangements in the pipeline include INTU who operate from the Trafford Centre development.</li> </ul>
<p><b>DV20</b></p> <p><b>Provide new training facilities to improve real fire training for our fire fighters.</b></p>	<p><b>Paul Argyle</b></p>		<p>Overall the Bury operational site remains on track with its planned, preconstruction activities, however the project has experienced some delays due to:</p> <ul style="list-style-type: none"> <li>• Discrepancies with the site boundary. Amendments have been made and</li> </ul>

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			submitted to Bury Council.
<p>Page 23</p> <p>Conduct further reviews into functions in order to create further efficiencies and public value.</p>	<p><b>Ged Murphy</b></p>		<p>Work is progressing well and includes:</p> <ul style="list-style-type: none"> <li>• The procurement and implementation of an online payment solution to support various functions within GMFRS remains on track. A potential provider has been identified, which may overlap with the Greater Manchester tender for banking services. This opportunity is currently being investigated by the Head of Finance.</li> <li>• Efficiency savings (£6.84m targeted for 2014-15) including rostering changes, reviews and reductions to costs in support and development functions and saving to insurance costs.</li> </ul>
	<p><b>Peter O'Reilly</b></p>		<p>Prevention &amp; Protection activities to support this development goal are progressing well:</p> <ul style="list-style-type: none"> <li>• The review of 'unwanted fire signals strategy' has identified Cheshire Fire &amp; Rescue Service to develop a suite of options based on their procedures around the region. Once this piece of work is completed it will be reviewed by GMFRS to inform our next steps.</li> <li>• The online application form for petroleum application has been developed and tested. Confirmation of rollout due during quarter 2, along with the decision as to which merchant we will use to support the online application process.</li> </ul>

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	Jim Owen		The cancellation of Opinion Research Services to bring customer satisfaction surveys in house saving £12K per annum.
<p><b>DV24</b></p> <p><b>Continue to review and develop our business continuity arrangements to ensure we remain well placed to deal with disruption to our services.</b></p>	Paul Argyle		<p>The business continuity arrangements during periods of industrial action by members of the Fire Brigade Union continue to prove resilient under the stewardship of County Guard, with subsequent lessons learned captured to inform future planning requirements.</p> <p>A review of fuel resilience requirements to maintain 10 days uninterrupted supply has identified sites at Leigh, Bolton North, Whitehill and Manchester are suitable for hosting bulk fuel containers.</p>
<p><b>DV26</b></p> <p><b>Research and where appropriate, develop and implement new or revised firefighting techniques with the aim of improving our firefighting capabilities and public and firefighter safety.</b></p>	Paul Argyle		<p>Work is progressing well and includes:</p> <ul style="list-style-type: none"> <li>• The completion of the training programme for tactical ventilation and positive pressure ventilation to the whole operational workforce.</li> <li>• Phase 3 of the of the tactical ventilation implementation went live on 1<sup>st</sup> July 2014.</li> </ul>



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<p><b>DV27</b></p> <p><b>Implement our Inclusivity Strategy to foster a working environment for all staff and volunteers which is inclusive and supports the development of services appropriate to the needs of our diverse communities.</b></p>	<p><b>Alyson Hall</b></p> <p><b>Peter O'Reilly</b></p>		<p>Key activities this quarter include:</p> <ul style="list-style-type: none"> <li>• The publication of our current volunteers and workforce profiles as part of our commitment under this development goal to disseminate our equality monitoring data.</li> <li>• A range of publicity and promotional materials have been developed to support our service delivery needs.</li> <li>• Scanning and analysis of data related to BME businesses and incidents is underway.</li> </ul>
<p><b>DV28</b></p> <p><b>Develop and introduce a model to deliver a range of activities in a way that enables income generation and a re-investment of surpluses back to the Fire Authority</b></p>	<p><b>Peter O'Reilly</b></p>		<p>GMFRS has been exploring opportunities to develop a mutual which may offer the opportunity to deliver services in a more enterprising way. We have applied to the Cabinet Office mutual support programme, and are awaiting dates to attend their mutual development programme.</p>
<p><b>DV29</b></p> <p><b>Develop and implement an Integrated Service Excellence Framework to drive innovation and continuous improvement giving staff a voice in the way the Service delivers and achieves its Purpose and Aims.</b></p>	<p><b>Jim</b></p>		<p>Key activities this quarter include:</p> <p><u>Performance Portal</u></p> <ul style="list-style-type: none"> <li>• A new performance portal prototype has been built to open up performance data to all staff via the intranet. The first phase is due to go live in August and will enable any member of staff to look at current and historic incident performance along with any information captured during incident reporting. Further phases will incorporate other data in performance dashboards for stations, boroughs, areas and</li> </ul>



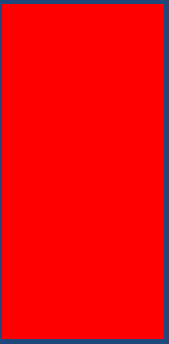

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	Owen		<p>directorates.</p> <p><u>Performance Process &amp; Improvement</u></p> <ul style="list-style-type: none"> <li>• Monthly KPI reporting is now in place for all corporate measures. The performance improvement team are using this to support stations, boroughs and directorates with targeted analysis and help to improve performance when not on target.</li> <li>• Performance improvement training has been provided to service excellence leads and 12 improvement projects have been initiated to deliver better community outcomes, improve service performance and reduce costs.</li> </ul>
<p><b>DV30</b>  <b>Develop GMFRS's engagement with communities to provide pathways which help improve people's employment prospects.</b></p>	Alyson Hall		<p>Key activities undertaken this quarter by the People &amp; Organisational Development directorate and Prevention &amp; Protection directorate include:</p> <ul style="list-style-type: none"> <li>• The completion of a review aimed at improving GMFRS's youth engagement approach to engage diverse groups in areas experiencing high unemployment. Our revised approach was successfully piloted to support a youth programme event at Moss Side station on 22<sup>nd</sup> June 2014.</li> </ul>

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	Peter O'Reilly		<ul style="list-style-type: none"> <li>The securing of funding via the Skills for Justice and the Programme Innovation &amp; Management Board to deliver up to 100 traineeships. Staff have been appointed to lead and deliver this programme.</li> </ul>
<b>DV31</b> Implement our health and wellbeing strategy to develop and maintain a healthy workforce with high attendance through education and supportive interventions	Alyson Hall		Work is progressing well against the delivery of this development goal: <ul style="list-style-type: none"> <li>The evaluation of the 'Fit for the Future' pilot has shown it has delivered a range of positive outcomes for programme participants. The Corporate Leadership Team have consented to develop the fitness infrastructure model across the remaining fire stations.</li> </ul>
<b>DV 32</b> Progress towards our vision of a net positive environmental impact through training staff in 'carbon literacy, halving our CO2 emissions and making environmental protection a day to day part of fire fighting.	Ged Murphy		Key activities undertaken this quarter include: <ul style="list-style-type: none"> <li>New Sustainability Strategy (2014-2020) has been produced and approved by members.</li> <li>Scoping of environmental awareness training through the carbon literacy programme is underway along with capital (invest to save) schemes.</li> </ul>

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<b>DV33</b> <b>Implement a series of workforce development and workforce planning strategies to support, engage and sustain an agile and flexible workforce.</b>	<b>Alyson Hall</b>		Work is progressing well which includes: <ul style="list-style-type: none"> <li>The evaluation of GMFRS's management development programme (Step Up) is underway; with an evaluation questionnaire in circulation to programme participants with the analyses of their feedback to be used to inform the next steps of the programme.</li> </ul>
	<b>Peter O'Reilly</b>		<ul style="list-style-type: none"> <li>The initial Fire Investigators Competency Framework is under development, and has been shared with the Chief Fire Officers Association for consultation.</li> </ul>
	<b>Alyson Hall</b>		<ul style="list-style-type: none"> <li>Consultation on the revised policies for attendance and capability is ongoing. The Service's senior managers and FBU officials attended a joint reconciliation meeting in July 2014 and reached agreement to develop the detail of the policies further. Discussions have continued subsequently.</li> </ul>
<b>DV34</b> <b>Develop innovative ways to integrate our work with other partners to enhance our ability to reduce risks in</b>	<b>Peter O'Reilly</b>		Key activities delivered this quarter include: <ul style="list-style-type: none"> <li>A partnership agreement has been signed with Greater Manchester West Mental Health Trust, with agreements with Manchester Mental Health &amp; Social Care Trust</li> </ul>

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<p><b>our communities.</b></p>			<p>across our 5 boroughs nearing completion.</p> <ul style="list-style-type: none"> <li>• We have submitted bids to the Fire Transformation Fund – a collaborative application involving North West Ambulance Service; Greater Manchester Police; Police Commissioners Office and a range of AGMA colleagues. The outcomes of our bids will be known by 31st December 2014.</li> <li>• We continue on-going dialogue with other strategic partners to explore / develop opportunities – particularly for initiatives which promote interoperability as part of the Transformation / Public Sector Reform Agenda(s). Geoff Harris in his new role as Head of Transformation, is continuing the development of opportunities initiated by the Director of Finance and ACFO Peter O'Reilly.</li> </ul>
<p><b>DV 35</b></p> <p><b>Review the design and functionality of our fire appliances and carry out appropriate modifications to ensure they meet the technical requirements of our modernised approach to fire fighting and rescue operations</b></p>	<p><b>Paul Argyle</b></p>		<p>No updates due this quarter.</p>

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