

GREATER MANCHESTER FIRE
AND RESCUE AUTHORITY

4 SEPTEMBER 2014

Subject: QUARTER ONE PERFORMANCE REVIEW 2014/15 AND ANNUAL
REPORT 2013/14

Report of the County Fire Officer & Chief Executive

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PURPOSE OF THE REPORT

This report presents to Members the Service's quarter one performance against the development and delivery goals contained within the 2014-17 Integrated Risk Management/Corporate Plan.

This report also includes the Service's 2013/14 Annual Report **Appendix C**. The Annual Report provides Authority Members, partners, staff and the public with an overview of the Service's achievements and performance against its plan for the preceding year.

EXECUTIVE SUMMARY

1. Greater Manchester Fire and Rescue Service (GMFRS) performed very strongly over the first quarter with fires down 33% and injuries (resulting from fires) down by 19%. This reflects the Service's effective risk based targeting of prevention and protection work in homes and businesses across the city region.
2. On the 28th May the Service successfully moved its call handling operations to the new North West Fire Control (NWFC). The new Control Centre coordinates a resource base twice the size of London in terms of stations and appliances. NWFC responds to emergency calls for around 6 million people and uses state of the art technology to bring together four very different fire and rescue services. During quarter one staff involved in the transition have worked exceptionally hard to ensure a high level of service to the public has been maintained.
3. Progress against the Service's other major development projects is summarised in **Appendix A**. These are broadly on track with some minor slippage encountered as a result of five periods of industrial action during the period. Members are reminded that there has been a significant increase in industrial action during quarter two with 48 periods of strike, and action short of a strike, up until 16th August.
4. The impact of these upon service delivery is being closely monitored through directorate meetings and programme boards to ensure high

levels of public service are maintained. Members are advised that this may result in delays to some of the Service's key development projects however arrangements are in place to resolve issues as they arise and reduce slippage as far as possible.

CORPORATE DELIVERY GOALS PROGRESS

5. **Appendix B** provides an overview of quarter one performance against the Service's key performance indicators (KPIs) and targets approved by the Authority on 24th April 2014 (minute 101 refers).
6. Members will recall, this year the KPIs have been aligned to the outcomes they support to help the Service understand how effectively it is achieving them. A general summary of progress against each measure is provided below.
7. At the end of any given quarter around 10% of incidents may not be fully completed in the Service's incident recording system. This doesn't affect the overall number of incidents reported but means that some of the details associated with the incident may not be available at the time of reporting. Following the move to NWFC there have been some delays in the transfer of incident records into the Service's recording system. This has been resolved but means that there are around 4% more incidents not fully complete than would normally be the case.

Reduce the number of emergency calls

Number of Emergency Calls

8. Up until the point of transfer to NWFC on 28th May 2014 we received a total of 8,586 emergency calls which is broadly comparable to the first two months of the previous year. Call figures following the move to NWFC will be available for reporting in quarter two once data reports have been produced and verified.

All Fires

9. The Service has performed very strongly over the first quarter with all fires down 33%.

All Special Service Calls

10. In quarter one the Service attended 907 special service calls. Road traffic collisions and lift rescues continue to account for the majority of these (32%). There were slight falls in most boroughs however Salford and Trafford saw increases of 19% and 30% respectively. The increases in these boroughs were due to an increase in lift releases (up 27%) and small increases in release of persons/other release and animal rescues.

All False Alarms

11. All false alarms include: False alarm due to apparatus (domestic and commercial), false alarms good intent and malicious false alarms or hoax calls. We have seen a 2% reduction year on year in the overall number of false alarms.
12. False alarms due to automatic detection apparatus have reduced by 6.6% with significant drops in Wigan (-26.8%), Tameside (-28%) and Oldham (-50%). In Tameside and Oldham the protection teams have been working proactively with hospitals which accounted for the majority of false alarms last year. Wigan has also seen significant reductions in education, retail and factory premises.

Reduce Deaths and injuries from fires and other emergencies

Number of Fire Deaths

13. There were two reported fire deaths in quarter one:

Whitehill – A smoking related fire in a semidetached house. The fire occurred in the ground floor living room and one elderly female was rescued by the Service.

Ashton – Fire involving a vehicle. Both fires are under investigation by the fire investigation team to understand underlying factors and possible learnings for the Service.

Number of Deaths from Road Traffic Collisions

14. This measure was introduced to the Service's KPI framework to begin to understand the impact of the Greater Manchester Casualty Reduction Partnership of which GMFRS is a member. This group's aims are:
 - To improve road safety and contribute to the achievement of national and local targets to reduce the number of people and children killed or seriously injured in road collisions
 - To reduce the level of road safety collisions and casualties in deprived areas
 - To improve road and community safety, particularly for the most vulnerable users of the transport network
 - To work closely with the local authorities, agencies and other stakeholders to develop a coordinated approach and solutions to problems through the delivery of joint road safety projects, and the exchange of information on best practice, development and best value for money
 - To produce road safety educational resources and high profile campaigns to raise awareness to create safer road user behaviour

15. Information about the number of people killed and seriously injured is provided by Transport for Greater Manchester. In quarter one there were 14 reported deaths from road traffic collisions and the Service extricated 43 individuals. A further 180 people were seriously injured.

Number of Injuries from Fires

16. The Service's targeted approach to fire prevention and protection in homes and businesses across Greater Manchester has resulted in further improvements to public safety. During quarter one injuries resulting from fire were down 19% on the previous year.

Reduce crime and disorder

Number of Deliberate Fires

17. The number of deliberate fires has significantly reduced by 41% year on year. Both deliberate primary fires (-22.7%) and deliberate secondary (-44.5%) fires have fallen.ⁱ Members will recall in quarter three the corporate planning and intelligence directorate undertook analysis to understand the contributory factors to deliberate secondary fires. These account for over 80% of deliberate fires the Service responds to.
18. The analysis found no strong correlation against any single variable however; weather, school holidays, changes to waste collection and increased reporting of fly tipping were the factors which showed greatest correlation.
19. In quarter one there were a total of 67 deliberate dwelling fires across Greater Manchester of which 54% were homes of single occupancy and 30% flats/maisonettes of multiple occupancy. The Fire Investigation Team (FIT) continues to work closely with Greater Manchester Police to investigate causes of suspicious fires. In this quarter 14 people were arrested and 3 were charged.

Firefighter Hostilities

20. During the quarter, four hostilities towards firefighters were reported, one in Bury, one in Manchester (Philips Park) and two in Tameside (Ashton and Hyde). This is the lowest level of hostilities since reporting was introduced in 2009/10 when there were 34 in the same period.

Reduce property damage, economic loss and damage to the environment

Number of Non-Domestic Fires

21. Non domestic fires are 17% down on last year with eight out of ten boroughs on target). A quarter of non-domestic fires were deliberate; with 10% occurring in prisons and 10% in primary schools.

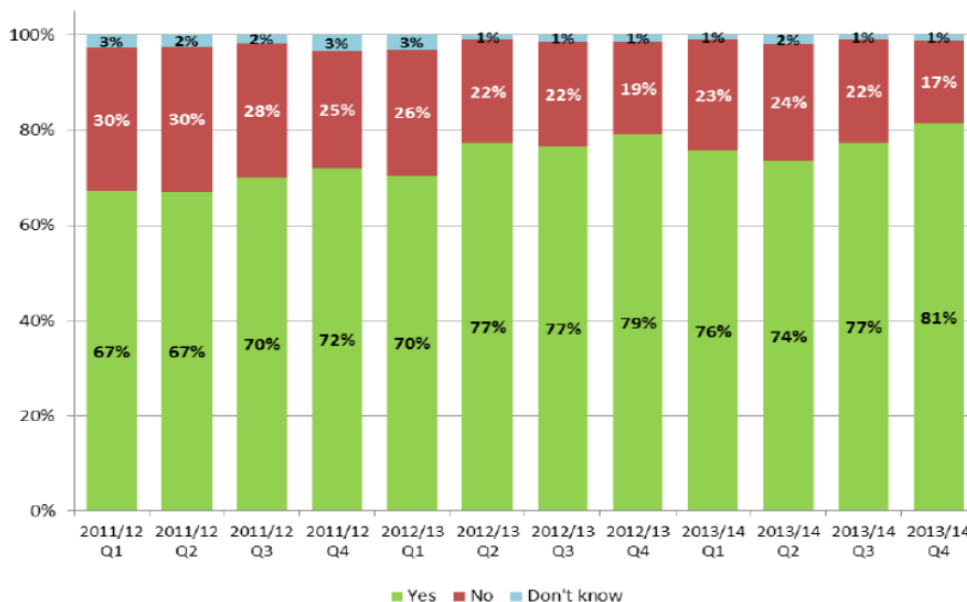
22. Retail, food and drink businesses, residential homes and hospitals continue to account for the majority of non-domestic fires. The Service introduced a new role of business safety advisors this year who will work alongside current Fire Protection Officers to increase the contact the Service has with the business community.
23. The Fire Protection team continues to target properties most at risk across Greater Manchester and in quarter one undertook 1,178 audits and inspections. The success of this approach is reflected in the year on year increase (16%) in the number of enforcement notices being served whilst the need to serve prohibition notices has fallen.

Accidental Dwelling Fires

24. Accidental dwelling fires are 18% lower than last year with 58% of accidental fires occurring in houses of single occupancy. Of these, the kitchen is the main room of origin (63%).
25. The % of dwelling fires with a smoke detector present has increased year on year with highest penetration in very high risk categories:

- Very High Risk 81.2%
- High Risk 77.6%
- Medium Risk 77.7%
- Low Risk 70.5%

Percentage of fire where a smoke detector was present (last 3 years)



26. Following any residential property fire, our teams also provide a post fire/incident follow up visit(s). During the period we have engaged with 512 people spending 453 hours with occupants that have suffered a fire at their property.

Number of Home Safety Checks

27. The Service's risk model identifies the areas most at risk of fire using information about previous fires, casualties and levels of deprivation. This was updated in May to determine the homes to be targeted for a priority home safety check.
28. A total of 13,624 home safety checks were delivered using operational crews, community safety teams and volunteers. Of these 63% were delivered in homes within very high and high risk categories. The success of the home safety checks is evident through the fall in dwelling fires and casualties, the increase in smoke detector presence, and high proportion of fires confined to the room of origin (93%).

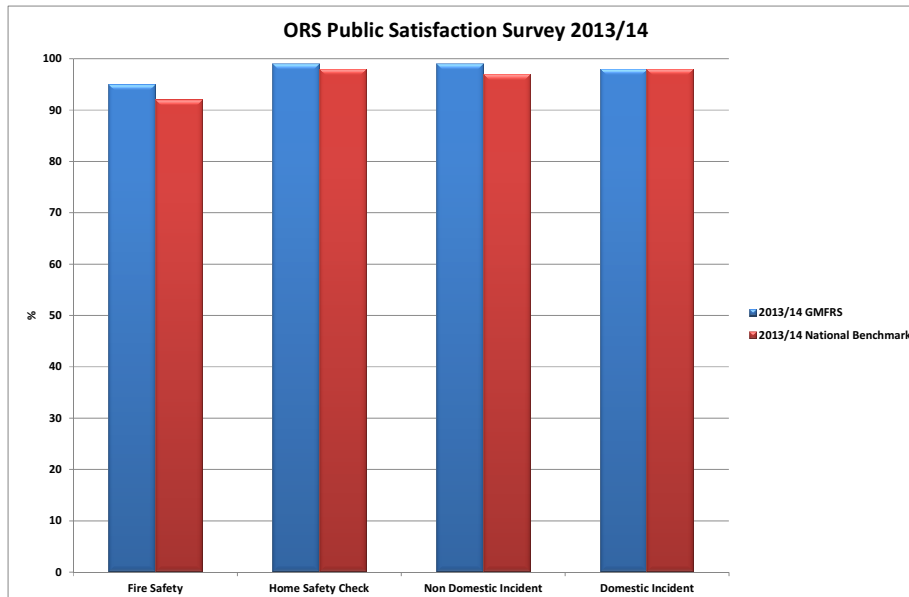
Preserve our heritage from fire

Number of Fires in Grade 1,1* and II Listed Buildings

29. This is a new KPI and the definition and measurement approach are currently being developed.

Ensure the public are highly satisfied with our services

Overall Satisfaction with our services



Number of Compliments

30. This measure includes letters and emails from the public, WOW nominations and positive comments from social media via our GMFRS Twitter and Facebook accounts. This has risen in quarter one following

the inclusion of social media compliments and two WOW award nominations.

Number of Complaints

31. There was an 18% drop in complaints year on year. With very low complaint numbers (13) no common themes have emerged. Each complaint is assigned an investigating officer who aims to investigate and resolve the complaint within 20 working days.

Support business resilience and economic growth

% Contracts Procured in Local Community

32. This is a new KPI and the definition and measurement approach are currently being developed.

Maintain a high state of preparedness for emergencies, effective emergency cover and a high quality response

Average Response Time to Emergencies

33. During the five periods of industrial action in quarter one Emergency Fire Crews (EFCs) were used to maintain operational cover in line with the Service's degradation policy. EFCs attend emergencies with blue lights and sirens but travel at normal road speed to ensure the safety of the public. In total, EFCs attended 331 incidents.
34. During periods of industrial action our IRMP response times are suspended and we get to incidents as quickly as possible (for those we decide to attend). Our overall average response time during industrial action was 11 minutes and 27 seconds.
35. The Service's overall average response time when adjusted for industrial action was similar to last year at 5 minutes and 52 seconds. The slight increase (5 seconds) appears to be the result of changes to the turnout arrangements and is being further investigated with crews.

% Fire Appliances Crewed and Available

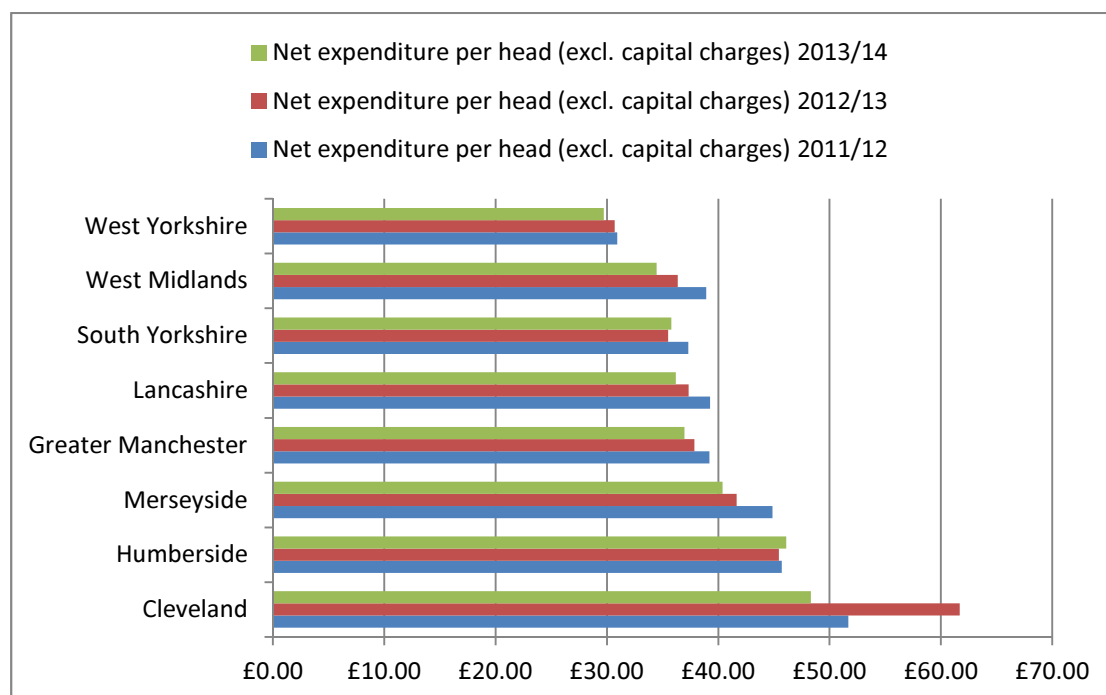
36. This is a new KPI and the definition and measurement approach are currently being developed.

Rescue people from harm and maintain resilience during peak activity and business disruption

37. This quarter the Service has rescued 253 people with the majority of these being lift rescues and extrications from vehicles, 11 were rescues from fires.

Cost/Head Population

38. The Service’s cost per head is calculated from data provided by CIPFA and reported figures reflect the previous year. Following cumulative efficiency savings of £32.4m from 2011 to 2014 the Service’s cost per head has reduced again in 2013/14.



Planned Efficiency Savings £m

39. The Service is targeting savings of £6.84m in 2014/15. The majority of savings will be achieved through rostering changes, reductions to costs in support functions and savings to insurance premium contributions.

Recognised for Excellence EFQM Rating

40. The Service is a finalist in the British Quality Foundation National Awards for Leadership Excellence alongside Virgin Rail and First Transpennine Express. These awards are the most prestigious excellence awards in the UK and the leadership award is given for innovative approaches to leadership which improve results for the public and the organisation.

Place fire stations at the heart of communities, valued and used by local people, organizations and partners

Community Use of Facilities – Total Bookings

41. Community rooms received a total of 647 bookings of which 343 were booked and used by external organisations. The development of a facilities management system is being scoped to enable the service to manage its facilities and resources more efficiently. The system will also make it easier for communities to book venues within the GMFRS estate and understand what facilities are available.

Provide improved quality of life outcomes for communities

Princes Trust % Pass Rate

42. This is one of a number of new measures in the corporate KPI framework designed to monitor the positive societal impact of the Service's youth engagement and education strategy. The outcomes for the 13 week Prince's Trust programme which commenced in January are summarised below.

TEAM	Retention Rate %	Employed	Education	Apprenticeship	Volunteering	Unemployed
Manchester	85	2	1	1	1	6
Trafford	100	3			5	5
Eccles	77	2		2	3	4
Stockport	83	2		4	2	2
Hyde	92	1	1	3		7
Salford	75	1				8
Bolton	69		1	3	3	2
Total	83	11	3	13	14	34

43. Prince's Trust team managers continue to support and stay in touch with the teams following completion of their personal development programme. So far from the January programmes, 55% have gone into employment, education, apprenticeships or volunteering. A new programme started in May and is due to complete in August.

Volunteers adding further value to our service

Hours Donated by Volunteers

44. Volunteer numbers are up 43% versus last year and the number of volunteering hours donated is also up year on year with 8,952 hours in quarter one. This is equivalent to 21 full time employees (pro rata) or around £405,000 of volunteered timeⁱⁱ.

Maintain a high performing, engaged and healthy workforce led by credible and authentic leaders

PPR Completion Rate

45. This is a new KPI to help track how effectively managers are managing the performance of staff and supporting their development against role competencies and the Service's values. The measure will be reported every six months.

Firefighter Fitness (Acceptable to Excellent)

46. This is a new KPI and the definition and measurement approach are currently being developed.

Absence Levels

47. Staff sickness had fallen sharply to 2.32% in quarter one. This is the lowest level since the introduction of the measure and around a quarter below the National Chartered Institute of Personnel and Development (CIPD) benchmark level of 3% for the sector.
48. Case reviews and the implementation of the Service's health and well-being strategy have contributed to this sustained improvement. The reduction is mainly attributable to a significant reduction in long term sickness of non-uniformed staff and a slight fall in short term sickness.

Number of Staff in Discipline

49. This is a new KPI and the definition and measurement approach are currently being developed.

Reduce our carbon footprint, use of natural resources and deliver our services in a sustainable way

Reduction in our Carbon Footprint

50. Our carbon footprint is 20% lower than for the same period in 2013/14. This is largely due to installation of solar panels at 15 sites, which are now generating 8% of GMFRS electricity demand. Most of this is generated over the summer months (42% predicted during quarter one) and electricity has a higher carbon burden, so the carbon footprint is expected to be closer to target by year end. Whilst gas use appears to have increased compared to last year, it is ahead of target. Fuel use continues to fall, but is slightly behind target.

Maintain a safe workplace with low rates of accidents and injuries for our people

Number of Lost time Accidents

51. There were a total of 35 people involved in accidents of which 5 resulted in lost time. The average time lost was 32 days per accident.

Provide for better community outcomes through equitable service delivery by a workforce that is representative of our collective diversity

Workforce Ratio (Male:Female)

52. The Service's overall male to female ratio is 5:1. The ratio amongst non-uniformed staff is roughly equal (0.7:1). Within the uniformed group the ratio has decreased as control staff have moved to NWFC (52:1). The ratio within our volunteers is 2.4:1.

% of Workforce; Black and Minority Ethnic Groups (BME)

53. The percentage of the Service's workforce from black and minority ethnic groups (including volunteers) is 2.78% compared to an average across Greater Manchester of around 20%.ⁱⁱⁱ A large proportion of the Service's full time employees have chosen not to disclose ethnicity information.

RECOMMENDATIONS

54. Members are recommended to:
- i) Note the Annual Report (**Appendix C**) and support its publication on the Service's website. This will form part of a wider communication with internal staff to celebrate their achievements.
 - ii) Note and discuss any performance issues arising and approve the quarter one outturn performance report.

STEVE McGUIRK
COUNTY FIRE OFFICER
& CHIEF EXECUTIVE

ⁱ Primary fires include all fires in buildings, vehicles and outdoor structures or any fire involving casualties, rescues or fires attended by five or more appliances. Secondary Fires are fire incidents that did not occur at a primary location, was not a chimney fire in an occupied building, did not involve casualties (otherwise categorised as a Primary incident) and was attended by four or fewer appliances.

ⁱⁱ Based on North West average earnings of £19,361 per annum

ⁱⁱⁱ Source: New Economy 2011 census summary :

http://www.google.co.uk/url?url=http://neweconomymanchester.com/downloads/2158-Briefing-4-Ethnicity-doc&rct=j&frm=1&q=&esrc=s&sa=U&ei=Zdz0U5XmG4aI0QXF0ICQDg&ved=0CDMQFjAE&usg=AFQjCNHG0CK0_Drr3ADlrEFGH7rx6ERTRw

There are no background papers to this report within the meaning of Section 100D of the Local Government Act 1972.

S. McGuirk
(Proper Officer)
21.8.14