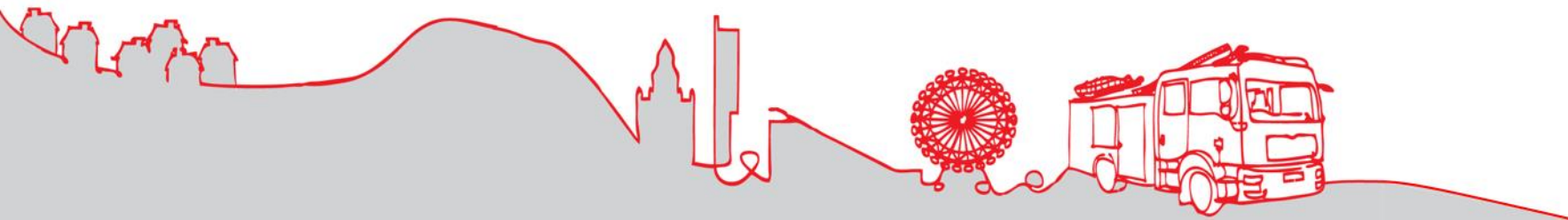


# GMFRS Programme for Change

## GMCA Corporate Issues & Reform Overview & Scrutiny Committee Meeting

16<sup>th</sup> July 2019



**GREATER MANCHESTER  
FIRE AND RESCUE SERVICE**

# Background

**May 17**

- Mayor elected, taking over responsibility for fire and rescue services from the Greater Manchester Fire Authority
- Concerns raised by staff and FBU both prior to and post the Mayors appointment
- Manchester Arena Terrorist attack, leading to firefighters expressing their anger about decisions which delayed their attendance

**Dec 17**

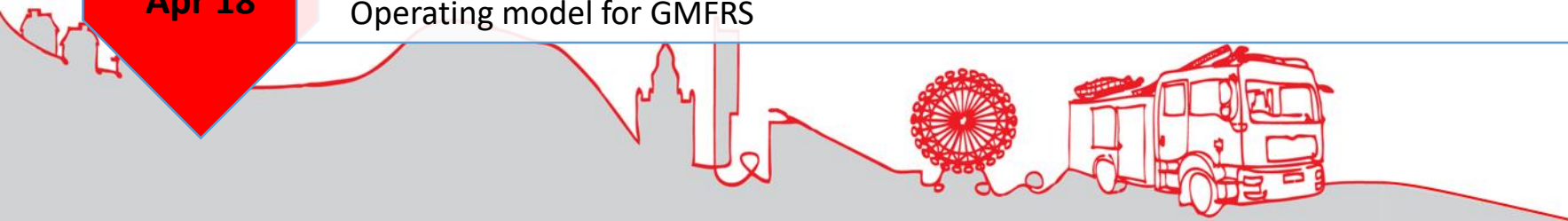
- Mayor and Deputy Mayor concerned about the financial position of the Service and high vacancy rate amongst firefighters
- IRMP and associated efficiency plans suspended due to lack of evidence
- Fire Cover Review subsequently initiated to determine evidence-based fire cover requirements across Greater Manchester

**Mar 18**

- Kerslake Review into Manchester Arena Attack published featuring a number of recommendations for GMFRS
- Mayor announced root and branch review of GMFRS

**Apr 18**

- Programme for Change (PfC) commissioned with the aim to develop a coherent case for change, addressing the challenges faced by the Service
- Work commenced to develop Outline Business Case, informed by the Fire Cover Review, together with options for a new Operating model for GMFRS



# GMFRS Programme for Change

## Frontline first emergency service

- Refocus on frontline delivery
- Laying the foundations for an organisation that is sustainable, affordable, and delivers greater public value

## A stronger organisation

- Keeping more firefighters in communities than previously proposed in the IRMP
- Integrated with place-based teams, targeting resources and meeting the needs of communities

## Evidence-based proposals

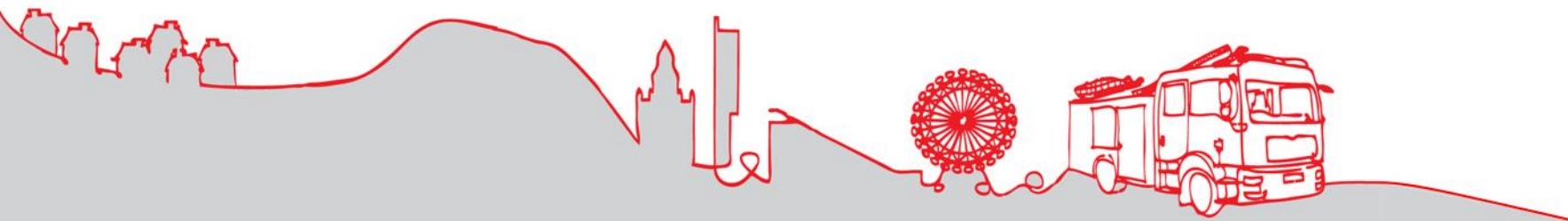
- Maximising fire cover across Greater Manchester with available resources

## Firefighters at the heart of the Service

- More devolved power to the frontline
- Supported by an organisation, which has a culture of trust, respect and accountability

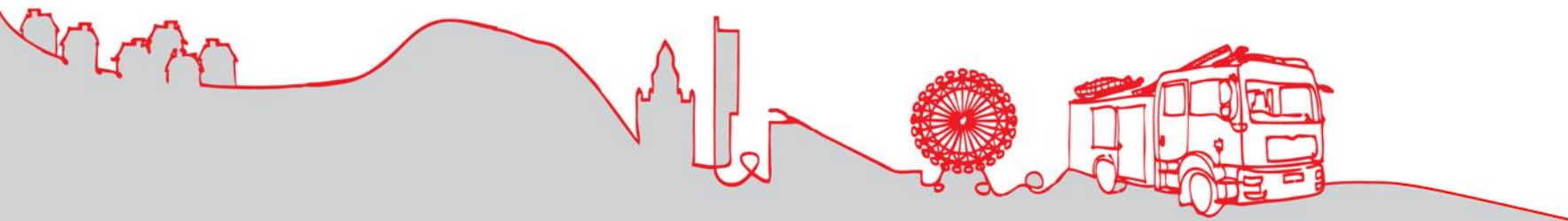
## Improved working conditions

- Modern facilities, better training and equipment
- Family-friendly working arrangements



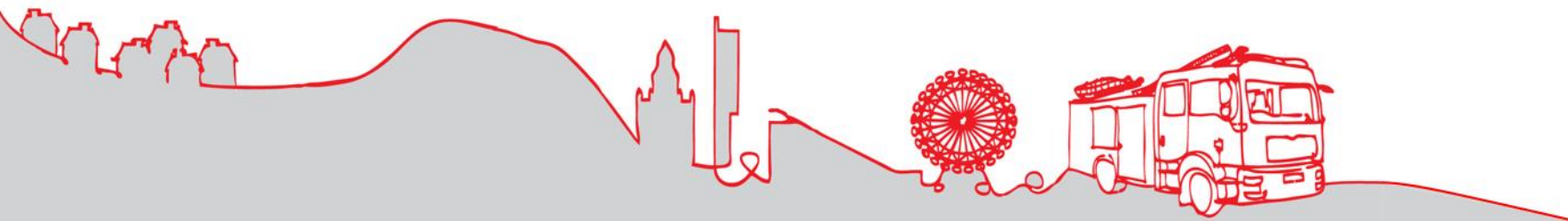
# Review Approach

- **Listen** - Enabling staff to raise their concerns and ensuring feedback is fed into proposals
- **Learn** – Incorporating learnings from major incidents
- **Change** – Ensuring improvements are made quickly where possible, together with a longer-term delivery plan



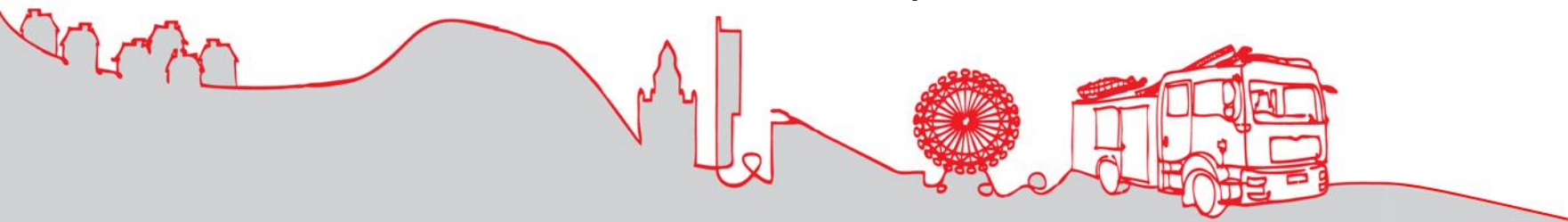
# Outline Business Case Priorities

- More devolved power to the frontline
- Focus on the role of the firefighter
- Place-based approach and improved partnership working
- Evidence-based Fire Cover proposals
- Building a culture of trust, respect and accountability
- Refreshed Vision and Purpose
- New delivery model for Prevention and person centred risk assessments
- Increased focus on Protection
- Sustainable & affordable delivery model



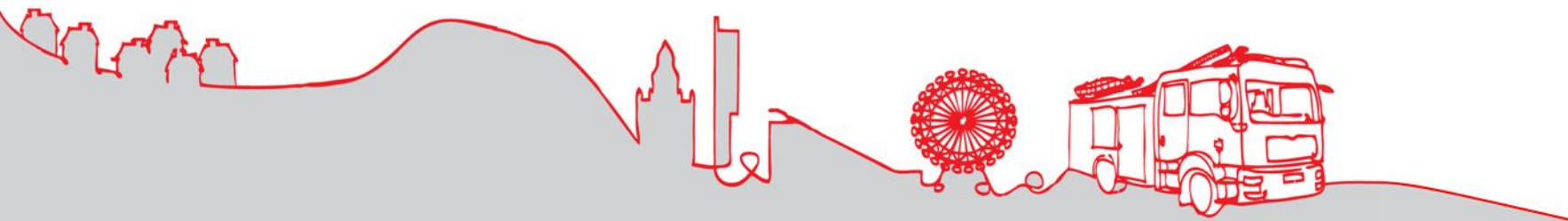
# Developing the Outline Business Case

- New target operating model developed
- Fire Cover Review – 33 work streams
- Over 300 models developed / external validation undertaken
- Narrowed down to 3 feasible options for fire cover in GM
- Reform of Prevention – fire fighters delivering and aligning to place based working
- Review of Protection – responding to Grenfell and reforming our approach (including fire fighters undertaking low level fire safety)
- Reform of administration provision



# The Proposed Package

- The removal of six 2<sup>nd</sup> fire engines at: Manchester Central, Blackley, Heywood, Moss Side, Oldham and Eccles;
- Crewing levels of 4 on all fire engines;
- Alter shift start and finish times and staffing numbers at the six day crewed stations;
- Remove a further two 2<sup>nd</sup> fire engines from Salford and Gorton;
- Undertake three station mergers at Bolton (Bolton Central & Bolton North), Manchester (Manchester Central & Phillips Park) & Stockport (Stockport & Whitehill);
- Impact on performance at GM level for the 1<sup>st</sup> fire engine is just **10 seconds**. The least impact of any option explored;
- New delivery model for Prevention, Protection, Youth Engagement & Administration;



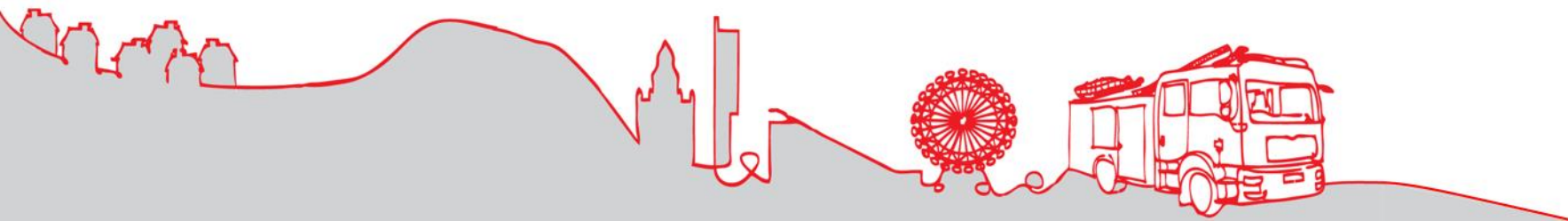
# Re-investing in the future Service

## Short-Term

- Introduction of a new shift system
- New annual leave arrangements implemented

## Long-Term

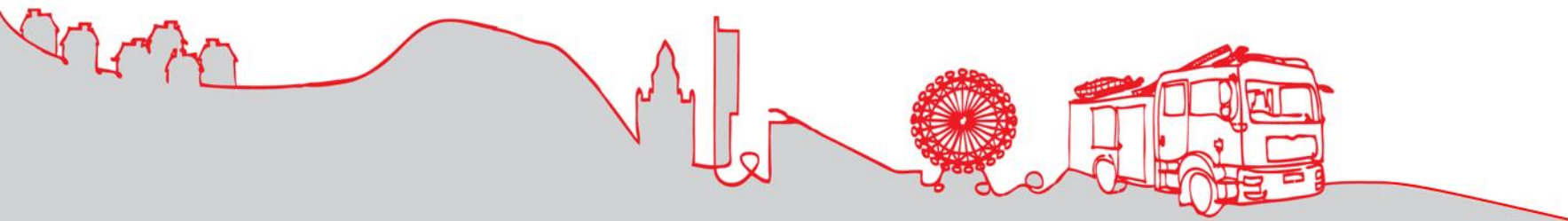
- Re-investing in local stations and improved facilities
- Investment in operational appliances and equipment
- Improved training and development
- Investment in supporting technology and systems





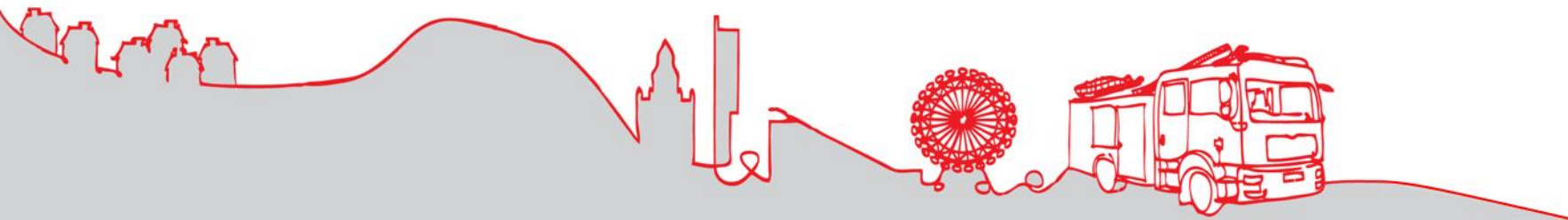
# Outline Business Case Consultation Dates

- 14<sup>th</sup> March - Consultation meetings with representative bodies (Mayor)
- 29<sup>th</sup> March - Public consultation commenced
- 31<sup>st</sup> May – Consultation closed - consultation feedback being analysed and report currently being compiled
- 29<sup>th</sup> July - Consultation headlines presented to steering group
  
- Weekly trade union meetings taken place since 14<sup>th</sup> March



# Consultation Overview

- The consultation was publicised widely and successfully, featuring in 31 news articles, 109 posts on social media. Posts on Facebook reached more than 208,000 people.
- Twitter posts also reached impressions in excess of 260,000, with one explanatory thread reaching 30,000 people. There was reasonably high engagement with the activity on social media.
- The communications and engagement team also engaged with representative organisations in the private and community and voluntary sectors to encourage participation in the consultation.
- Significant engagement with elected members, with all MPs and councillors sent the full business case, a presentation document summarising the contents, and a shorter summary document.
- Briefings to Leaders Strategy, Wider Leadership Team, Bolton and Wigan full Councils.
- An offer was made to all MPs and councils for members of the Corporate Leadership Team to meet to discuss any queries and concerns, which was taken up by a small number of elected members. Further communications were sent to elected members throughout the consultation process.



# Who Responded and what did they say

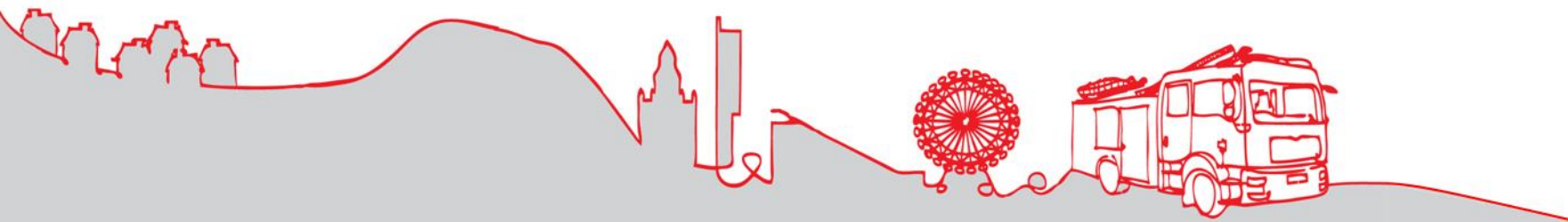
## Key public sector stakeholders

### Four MP's – only three were detailed responses (Rebecca Long-Bailey, Kate Green, Andrew Gwynne and Sir David Crausby)

- Understanding of the pressure that central government is putting on public spending
- Predominantly around operational issues (riding 4's, reduction in operational resources – 9 fire engines, 194 FF's)
- Change of shift system at non-SDS stations
- Merging of 6 fire stations, and the opening of three new ones
- Removal of some non-uniformed staff, with FF taking on the work
- Increased future engagement with parliamentary colleagues

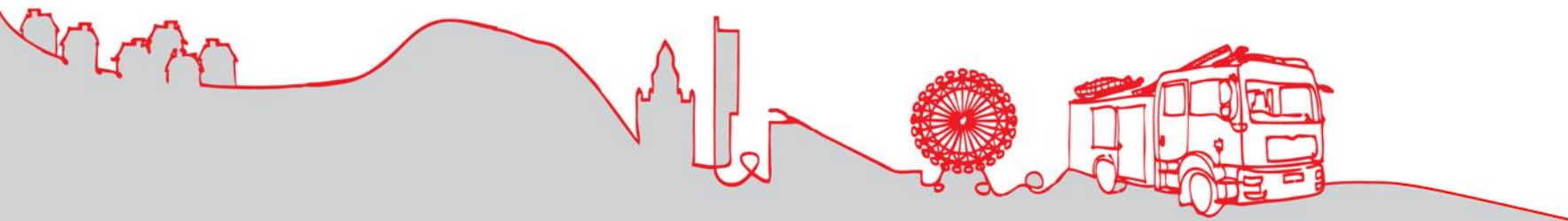
### Other Fire and Rescue Services (Surrey, South Wales, Lancashire)

- Surrey – Safe Drive Stay Alive
- South Wales – Impact on community safety, specifically around partnerships with health and social care.
- Lancashire – Cross boundary working, section 13 and section 16.



# Who Responded and what did they say

- **GM Local Authorities (Oldham, Salford, Stockport, Rochdale, Trafford (labour group), Bury)**
  - Recognition of the challenging financial landscape
  - Salford / Stockport – more mention of change to prevention delivery and needing reassurance that quality will remain
  - Salford – OBC doesn't give any indication that the 29 risks (for Salford, outlined in Emergency Plans) have been considered)
  - Trafford (labour group) – concern that the consultation has been inadequate
- **Greater Manchester Police (multiple responses)**
  - Programme Challenger and the positive impact of the Crime and Disorder Co-ordinator
  - FCR – 'This is an operational decision for GMFRS'
  - Blue Light Collaboration – welcome discussions about – 'Forcing Entry' (MOU 2017), searching for missing people and in time – integration of assets to improve interoperability.
- **Health and Social Care Partners (public health teams in Tameside, Bolton and Stockport), GMHSCP, Salford Royal, GM Mental Health NHS FT**
  - Focussed far more on the potential impact of delivering prevention services in a different way
  - Lack of detail in the OBC about how operational crews will carry out some of the additional prevention work; concern that it won't be consistent.



# Other group / organisation stakeholders

- Largely focussed around their specific geographical area; for example – Bolton Community and Voluntary Services , only completed a response about the merging of Bolton stations
- Respondent often described their positive, collaborative relationship with GMFRS and their own organisations contribution and the desire to carry on with this work (with a preference to continue ‘as is’ but recognising that they might have to work with GMFRS in a different way).

Prince’s Trust made several responses –

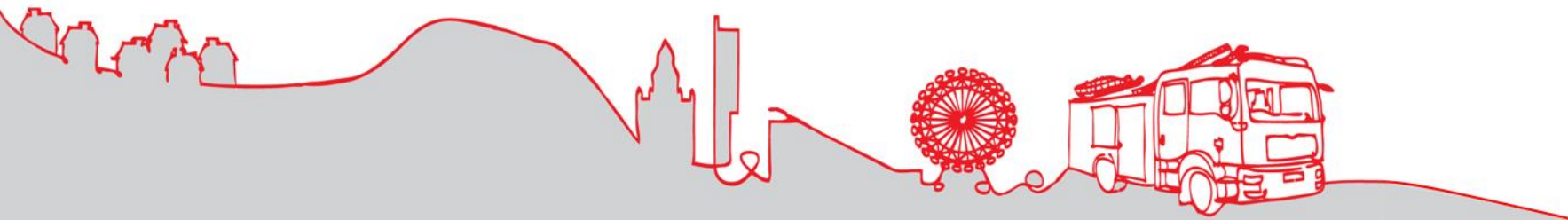
- Described current relationship (as an organisation) and personal information of the respondent
- Praise for current delivery of the service (vital part of the community)

Or organisations linked to Prince’s Trust

- Socialise (community garden)
- Positive Steps
- Manchester Mind

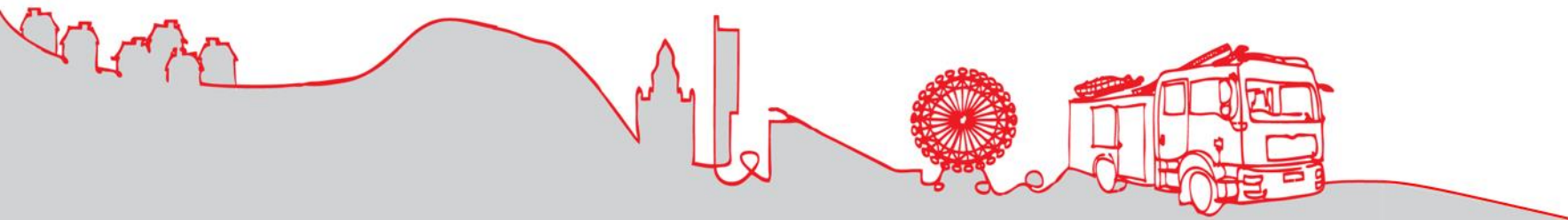
... This responses are largely made up of compliments for the service currently provided by the Youth Engagement team

Responses demonstrated a limited reference to the wider OBC.



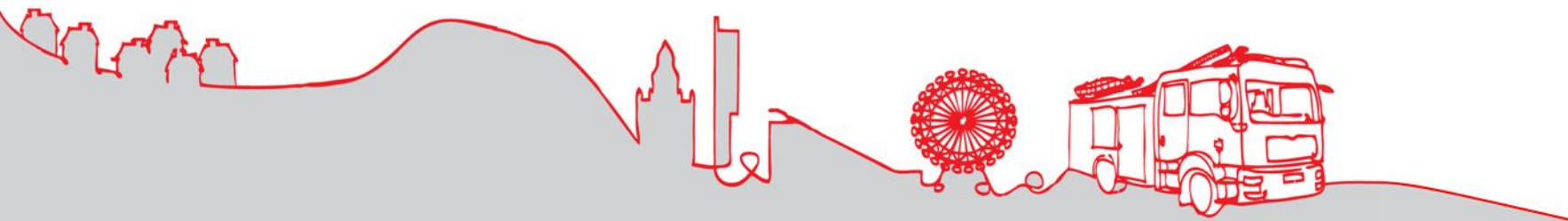
# Most talked about subject areas

Subject area	What did it include?
<b>Role of the Firefighter</b>  70 + inbox	<ul style="list-style-type: none"><li>▪ OBC doesn't accurately reflect how FF spend their time; concern around additional workload and capacity – priority for attending operational incidents and time for quality training.</li><li>▪ Repeat query of statement that FF want to do more prevention, protection and youth engagement work; reality is that this was only a small portion who wanted the role to be reviewed / expanded with appropriate training and pay (only fire context).</li><li>▪ Not trained to carry out specialist work; or trained to a high enough standard – plus added issue of being turned out, mid-activity.</li><li>▪ Needs to be developed alongside national FBU negotiations</li><li>▪ EMR broadly welcomed, but with sufficient training and recompense.</li></ul>
<b>Fire Cover Review</b>  40 + inbox	<ul style="list-style-type: none"><li>▪ Ridership figures by far the most contentious issue raised by staff.</li><li>▪ Inexperienced crew / apprentices and the workforce planning to manage this.</li><li>▪ No major objections to the stations mergers, although Q's around the need for new stations.</li><li>▪ Other reoccurring concerns around the OBC not taking suitable consideration of new developments (in particular high-rise), resilience at large and protracted incidents.</li></ul>
<b>Place Based Delivery*</b>  Inbox (+ 35)	<ul style="list-style-type: none"><li>▪ Primary concerns; quality of service by FF, no time for quality relationships with partners, feeling that proposals are vague and no consideration for differing Districts approach.</li><li>▪ OBC doesn't recognise the specialist involvement of CSA's and others with certain groups (youth engagement and complex cases).</li><li>▪ Removal of safe and well targets are broadly welcomed.</li><li>▪ PBW needs to be developed and delivered by the same teams to allow for continuous improvement.</li><li>▪ Need to consider existing evaluation of current prevention service delivery.</li><li>▪ Positives included – collaborative working with partners and upskilling staff (who are willing to embrace change).</li></ul>

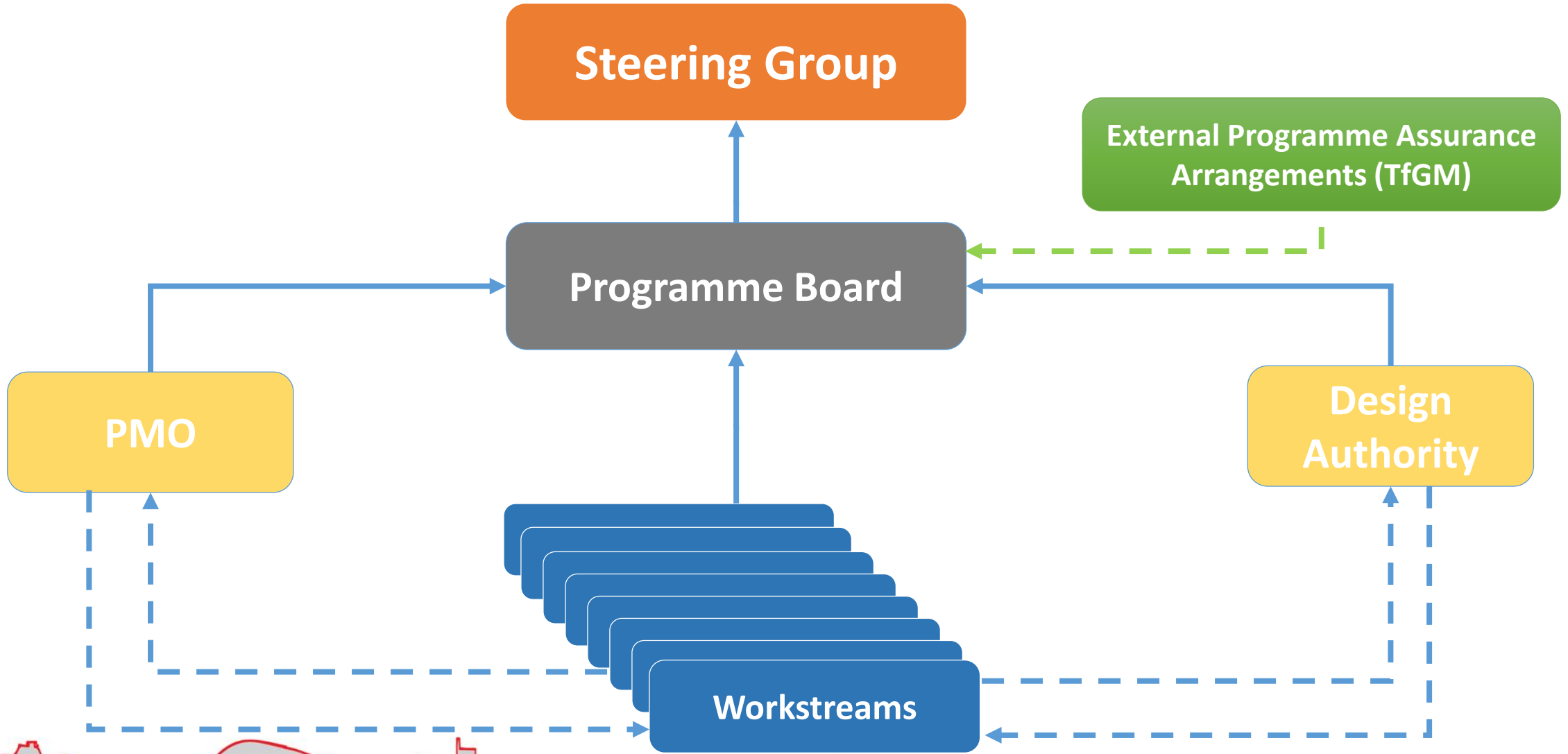


# Next Steps

- Interim structural changes to explore the implications of implementing the OBC
- Full consultation outcome report to Mayor
- Letter to GM Leaders and GM Councillors from GM Mayor (2<sup>nd</sup> July)
- Mayoral decision
- Programme management arrangements
- Implementation of proposals



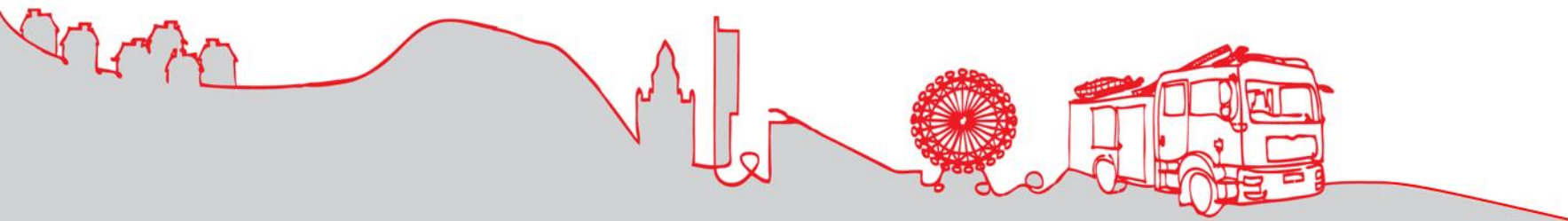
# Governance Structure





# Key Dates:

- 08/07/19: Implementation recommendations report drafted for review
- 16/07/19: Leaders Strategy meeting
- 16/07/19: Presentation to Corporate Issues & Reform Overview & Scrutiny
- 23/07/19: Programme Board
- 29/07/19: Steering Group
- 06/08/19: Deputy Mayors Executive Meeting
- 27/08/19: Programme Board
- 05/09/19: Steering Group
- 17/9/19: Corporate Issues & Reform Overview & Scrutiny
- CA end September (date tbc)



# HMICFRS Report Headlines

## Good

- Understanding risk and responding to emergencies
- Making the Service affordable now and in the future

## Requires Improvement

- Preventing fires and other emergencies
- Protecting the public through fire regulation
- Responding to national risks
- Promoting the right values and culture

## Inadequate

- Fairness and promoting diversity

**Note - Full HMICFRS Report to be presented at future meeting**

New Target Operating Model

GMFRS Efficiency and  
Investment plans

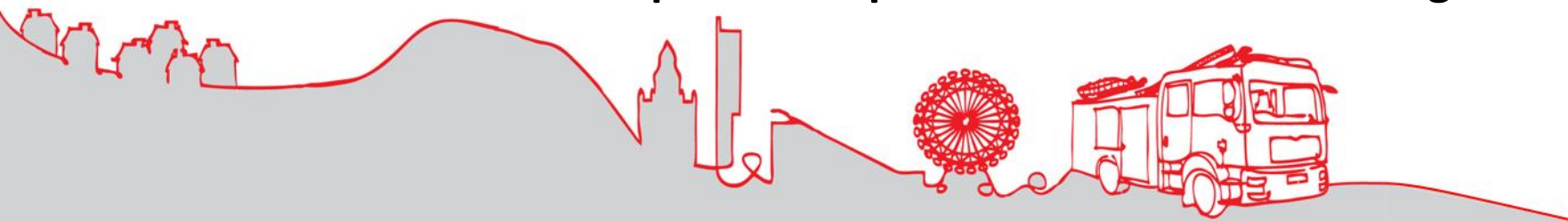
Fire Protection Reform

Leadership and Culture

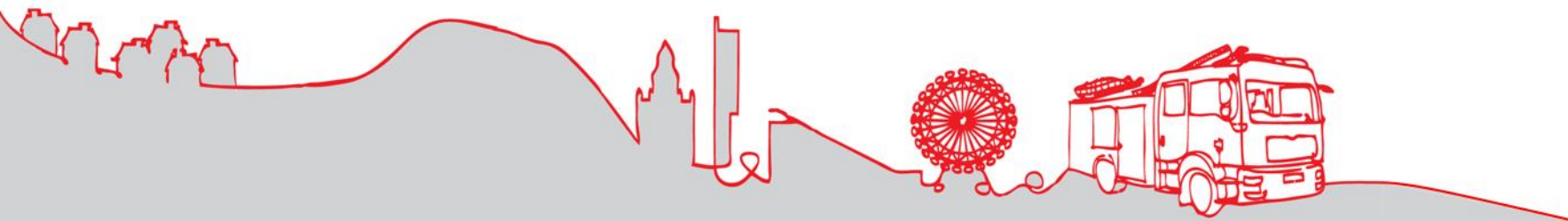
Prevention reform and place  
based working

Better Prepared

Service Improvement



# Questions?



**GREATER MANCHESTER  
FIRE AND RESCUE SERVICE**