GMFRS Programme for Change

GMCA Corporate Issues & Reform Overview & Scrutiny Committee Meeting

16th July 2019
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\textsuperscript{nd} 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\textsuperscript{nd} 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\textsuperscript{st} 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\textsuperscript{th} March - Consultation meetings with representative bodies (Mayor)
- 29\textsuperscript{th} March - Public consultation commenced
- 31\textsuperscript{st} May – Consultation closed - consultation feedback being analysed and report currently being compiled
- 29\textsuperscript{th} July - Consultation headlines presented to steering group

- Weekly trade union meetings taken place since 14\textsuperscript{th} 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
  - Focused 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.
### Role of the Firefighter

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<th>What did it include?</th>
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<td>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.</td>
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<td>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).</td>
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<td>Not trained to carry out specialist work; or trained to a high enough standard – plus added issue of being turned out, mid-activity.</td>
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<td>Needs to be developed alongside national FBU negotiations</td>
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<td>EMR broadly welcomed, but with sufficient training and recompense.</td>
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### Fire Cover Review

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<td>Ridership figures by far the most contentious issue raised by staff.</td>
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<td>Inexperienced crew / apprentices and the workforce planning to manage this.</td>
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<td>No major objections to the stations mergers, although Q’s around the need for new stations.</td>
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<td>Other reoccurring concerns around the OBC not taking suitable consideration of new developments (in particular high-rise), resilience at large and protracted incidents.</td>
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### Place Based Delivery*

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<td>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.</td>
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<td>OBC doesn’t recognise the specialist involvement of CSA’s and others with certain groups (youth engagement and complex cases).</td>
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<td>Removal of safe and well targets are broadly welcomed.</td>
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<td>PBW needs to be developed and delivered by the same teams to allow for continuous improvement.</td>
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<td>Need to consider existing evaluation of current prevention service delivery.</td>
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<td>Positives included – collaborative working with partners and upskilling staff (who are willing to embrace change).</td>
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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\textsuperscript{nd} July)
• Mayoral decision
• Programme management arrangements
• Implementation of proposals
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
Questions?