

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: June 2022

Subject: Annual Delivery Plan 2022/23

Report of: DCFO Ben Norman, Director of Strategy, Planning & Performance

PURPOSE

This report presents the GMFRS Annual Delivery Plan 22-23, detailing our improvement programme activities for the next year, and introduces our Plan on Page. The plan also incorporates our Community Risk Management Plan (CRMP), the production of which is a statutory requirement under the Fire and Rescue Service National Framework.

RECOMMENDATIONS

To note the contents of the Annual Delivery Plan 22-23 and provide any feedback.

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BACKGROUND PAPERS:

[GMFRS Fire Plan 2021-25](#)

[GMFRS Annual Delivery Plan 2022-23](#)

1) INTRODUCTION

Greater Manchester Fire and Rescue Service is responsible for ensuring that the communities of Greater Manchester are protected and supported by an effective and efficient fire and rescue service. As set out in the Fire and Rescue Service National Framework document, the Service has a statutory duty to:

- be accountable to communities for the service they provide;
- identify and assess the full range of foreseeable fire and rescue related risks their areas face;
- make appropriate provision for fire prevention and protection activities and the response to fire and rescue related incidents;
- develop and maintain a workforce that is professional, resilient, skilled, flexible, and diverse;
- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.

These statutory requirements are fulfilled collectively through our Fire Plan and our Annual Delivery Plan, where the key challenges and risks facing the Service are set out along with how it is intended to meet and reduce them.

Each year, Greater Manchester Fire and Rescue Service publishes an Annual Delivery Plan (ADP), which is aligned to the Mayor's Fire Plan and details our improvement programme to be delivered over the next 12 months. The programme focuses on improving and investing in the Service, whilst at the same time enabling the organisation to deliver against key elements of the HMICFRS improvement action plan.

2. ANNUAL DELIVERY PLAN 22/23 DEVELOPMENT

In developing the Plan, it is essential for the Service to identify and assess the risks facing our communities and constantly evolve to respond to these effectively. Our Annual Strategic Assessment of Risk (SAoR) supports this process by considering all potential and foreseeable risks and ensures our planning, policies and decision-making is focused on risk and how mitigate them. This document details and analyses a wide range of information, providing an evidence base to support our decisions, allocate resources appropriately and inform the development of our Fire Plan and Annual Delivery Plans.

Our Annual Delivery Plans are developed on the Mayor's six strategic priorities, which are:

- 1) Provide a fast, safe, and effective response
- 2) Help people reduce the risk of fire and other emergencies
- 3) Help protect the built environment
- 4) Use resources sustainably and deliver the most value
- 5) Develop a culture of excellence, equality, and inclusivity
- 6) Integrate our services in every locality with those of partner agencies

3. ADP IMPROVEMENT PROGRAMME

Our Improvement Programme is made up of a number of priority improvement projects and a range of lower-level projects, all of which are aligned to the Fire Plan and the Annual Delivery Plan as the framework to deliver against. Deliverables across this portfolio of improvement projects will also contribute towards the HMICFRS action plan as can be seen in the table at Appendix A.

The ADP 22-23 is our second plan, and the full version can be found at Appendix B. This document introduces our 'plan on a page', which provides a simple summary of the key deliverables and can be found at Appendix C.

Following a prioritisation exercise the below key projects were agreed and make up the scope of the GMFRS Improvement Programme, and are known as our Priority Improvement Projects (PIPs):

Priority Improvement Projects

1. Manchester Arena Inquiry Learnings
2. New Marauding Terrorist Attack Operating Model
3. Bury Training & Safety Centre
4. Embed new Home Fire Safety Assessment (HFSA) Service
5. Prevention Education Framework
6. Grenfell Tower Learnings
7. Implement Estates Programme
8. Implement Sustainability Strategy
9. Talent Management Strategy
10. Place-Based Delivery Framework

4. GOVERNANCE FRAMEWORK

Progress against our ADP will be monitored and reported through our governance framework, with formal highlight reports providing updates on all PIPs and the remaining Directorate Projects reported through Directorate Actions Plans. Quarterly outturn reports will be produced tracking progress against each project. All reports are scrutinised at Improvement Board and Deputy Mayor's meetings in line with the six weekly meeting cycle providing the appropriate assurance regarding project progress delivery and benefits realisation.

5. EVALUATION

Following the introduction of the Evaluation Framework, GMFRS's Research and Evaluation Officer will work with each Directorate to develop evaluation plans and associated timelines. Once completed an updated Evaluation timeline will be reviewed and monitored through Improvement Board, with Evaluation Reports being presented in line with the timeline once completed. All recommendations will be considered and where appropriate incorporated into the relevant action plans.

APPENDIX A - ADP mapping to Fire Plan and HMICFRS Inspection Report

Mayor's Fire Plan Priority	GMFRS Change Priority	Improvement Programme: Priority Projects	Other Change Projects	GMFRS BaU	HMICFRS Framework
		<i>6 weekly reporting to IB</i>	<i>IB forward plan of 'call-ins'</i>	<i>Quarterly DAP reporting</i>	<i>Quarterly reporting to SLT</i>
P1 Provide a timely, safe, and effective response	Investing in Front-Line Delivery	<ul style="list-style-type: none"> • Manchester Arena Inquiry • Marauding Terrorist Attack (MTA) Capability <i>(HMI Cause of Concern)</i> 	<ul style="list-style-type: none"> • Bury TASC (Estates PIP) • Special Appliance Review • New Operational Vehicles • Emergency Fire Cover Review • Fitness Framework • Occupational Health & Safety Management System • New Non-Operational Vehicles 	<ul style="list-style-type: none"> • Response Strategy 22-25 • Wildfire Burns Suppression Team • Officer Media Training • Electric Vehicle Fires Research & Development 	Effectiveness 1.4 Responding to fires and other emergencies (GOOD) 1.5 Responding to major and multi-agency incidents (REQUIRES IMPROVEMENT)
P2 Help people reduce the risks of fires and other emergencies	Improving and Enhancing our Prevention and Youth Engagement Delivery	<ul style="list-style-type: none"> • Home Fire Safety Assessments • Prevention Education Framework 	<ul style="list-style-type: none"> • Review of Prevention campaigns and messaging • Updated Firesetters Programme • Prince's Trust Programme • New Cadet Model 	<ul style="list-style-type: none"> • New Prevention Strategy 22-25 	Effectiveness 1.2 Preventing fires and other risks (REQUIRES IMPROVEMENT)
P3 Help protect the built environment	Improving and Enhancing our Protection Delivery	<i>See 'call in' section for change projects under this priority</i>	<ul style="list-style-type: none"> • New Business Engagement Strategy • Supported Housing MOU • Ops Crews Fire Safety Training • Develop Protection Structure 	<ul style="list-style-type: none"> • New Protection Strategy 22-25 	Effectiveness 1.1 Understanding the risk of fire and other emergencies (GOOD) 1.3 Protecting the public through fire regulation (REQUIRES IMPROVEMENT)

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P3 Help protect the built environment	Protecting the Built Environment	<ul style="list-style-type: none"> • Grenfell Inquiry Learnings - Action Plan implementation 	<ul style="list-style-type: none"> • Launch Operational Intelligence Policy and supporting training 		Effectiveness 1.3 Protecting the public through fire regulation (REQUIRES IMPROVEMENT)
P4 Use resources sustainably and deliver the most value	Investing in our Buildings	<ul style="list-style-type: none"> • Estates Programme – including: <i>Bury TASC, Blackley & Littleborough</i> 	<ul style="list-style-type: none"> • Station Refresh Programme 	<ul style="list-style-type: none"> • Identify Co-location Opportunities 	Efficiency 2.1 Making best use of resources (REQUIRES IMPROVEMENT)
P4 Use resources sustainably and deliver the most value	Ensuring Financial Sustainability	<i>See 'call in' section for change projects under this priority</i>	<ul style="list-style-type: none"> • New Efficiencies and Productivity Plan • Deliver financial efficiencies - £788k 	<ul style="list-style-type: none"> • Station Profiling 	Efficiency 2.1 Making best use of resources (REQUIRES IMPROVEMENT) 2.2 Making the FRS affordable now and in the future (GOOD)
P4 Use resources sustainably and deliver the most value	Environmental Sustainability	<ul style="list-style-type: none"> • Sustainability Strategy 	<ul style="list-style-type: none"> • Carbon Reduction Schemes • Electric Vehicles Infrastructure • Carbon Literacy Training roll out to all staff 		Efficiency 2.1 Making best use of resources (REQUIRES IMPROVEMENT)
P4 Use resources sustainably and deliver the most value	Re-Investing for the Future	<i>See 'call in' section for change projects under this priority</i>	<ul style="list-style-type: none"> • Intranet tailored for GMFRS • GM One Network 	<ul style="list-style-type: none"> • Increase use of AV across the Service 	Efficiency 2.1 Making best use of resources (REQUIRES IMPROVEMENT)
P5 Develop a culture of excellence,	Investing in our People	<ul style="list-style-type: none"> • Leadership Development Programme 	<ul style="list-style-type: none"> • Reward and Recognition Framework • Core Code of Ethics • Cultural Sounding Board 	<ul style="list-style-type: none"> • New EDI Strategy 	People 3.1 Promoting the right values and culture (GOOD) 3.3 Ensuring fairness and

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equality, and inclusivity					<p>promoting diversity (GOOD) 3.4 Managing performance and developing leaders (REQUIRES IMPROVEMENT)</p>
P5 Develop a culture of excellence, equality, and inclusivity	Recruitment & Apprenticeships	<ul style="list-style-type: none"> • Talent Management Strategy • Attraction Strategy – including: Attraction, Recruitment & Retention activities 	<ul style="list-style-type: none"> • Personal Reflective Appraisals 		<p>People 3.2 Getting the right people with the right skills (GOOD) 3.4 Managing performance and developing leaders (REQUIRES IMPROVEMENT)</p>
P6 Integrate our services in every locality with those of partner agencies	Partnership Working	<ul style="list-style-type: none"> • Place Based Delivery Framework 	<ul style="list-style-type: none"> • Blue Light Collaboration • Water Safety • Road Safety • Diverse Leadership and Mutual Mentoring Programme 	<ul style="list-style-type: none"> • Introduce Assistive Technologies • Fire Station Community Pathway 	<p>Effectiveness 1.1 Understanding the risk of fire and other emergencies (GOOD) 1.4 Responding to fires and other emergencies (GOOD) Efficiency 2.1 Making best use of resources (REQUIRES IMPROVEMENT) People 3.4 Managing performance and developing leaders (REQUIRES IMPROVEMENT)</p>

OUR PLAN

Annual Delivery Plan 2022-23



OUR MISSION: Protecting communities, working together, saving lives

OUR VISION: A modern, flexible, resilient fire and rescue service

PRIORITY 1: Provide a fast, safe, and effective response

- Introduce our new Response Strategy.
- Implement learning from the Manchester Arena Inquiry.
- Implement a Service-wide MTA capability.
- Put our Fire Cover Review on a three-yearly cycle starting this year.
- Introduce a Wildfire Burns Team.
- Implement a new fitness policy.
- Introduce six new fire engines, a Scorpion vehicle, and 15 electric/hybrid vehicles.



PRIORITY 4: Use resources sustainably and deliver the most value

- Introduce our new Efficiencies and Productivity Plan and deliver efficiencies of £788k.
- Implement an intranet for GMFRS.
- Complete works at Littleborough fire station and Bury TASC.
- Start building a new community fire station in Blackley.
- Implement a station refresh programme investing £2M.
- Complete carbon reduction schemes at five fire stations.



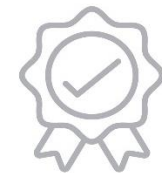
PRIORITY 2: Help people reduce the risk of fires and other emergencies

- Introduce our new Prevention Strategy and Education Framework.
- Embed our new Home Fire Safety Assessments and deliver 28K visits.
- Launch a refreshed Firesetters programme and introduce an adults' programme.
- Develop a plan to expand our Prince's Trust and Fire Cadet programmes.



PRIORITY 5: Develop a culture of excellence, equality, and inclusivity

- Implement our new EDI and Talent Management strategies.
- Launch a new Promotion Pathway and Leadership Development Framework.
- Deliver a Frontline Leaders' course for new Crew Managers and equivalent.
- Strengthen our Engaged Leaders' programme and implement a Cultural Sounding Board.
- Continue to build an increasingly diverse workforce.
- Launch our improved Employee Rewards and Recognition Framework.



PRIORITY 3: Help protect the built environment

- Introduce our new Protection and Business Engagement strategies.
- Plan for the introduction of the new Building Safety Regulator.
- Develop a strategy to further reduce attendance at AFAs.
- Pilot training for crews to do protection audits in low-risk premises.
- Continue to implement learning from the Grenfell Tower Inquiry.
- Implement a new Operational Intelligence Policy and Guidance.



PRIORITY 6: Integrate our services in every locality with those of partner agencies

- Introduce our new Framework for Integrated Place Based Working, including a pilot in Wigan.
- Continue to support the Local Resilience Forum.
- Create a three-year plan for blue light collaboration.
- Launch leadership development and mutual mentoring programmes.
- Support a Greater Manchester Water Safety Summit.
- Re-define our role within the Safer Roads Partnership.



OUR VALUES:

Excellence

Honesty

Inclusive

Professionalism In Our Role

Respect