

## Greater Manchester Police, Fire & Crime Panel

Date: 30th January 2024

Subject: GMFRS Mid-Year Performance Review – April to September 2023

Report of: DCFO Ben Norman

Report Author: Sarah Scoales, Head of Service Excellence

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### PURPOSE OF REPORT

This paper presents the Greater Manchester Fire and Rescue Service (GMFRS) mid-year performance review. The attached report identifies the progress we have made against the delivery of our current Annual Delivery Plan between April and September 2023.

### RECOMMENDATIONS:

Members are asked to:

- Note the contents of this paper and the GMFRS Mid-Year Performance report found at Appendix A.

### CONTACT OFFICERS:

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### Equalities Impact, Carbon, and Sustainability Assessment:

N/A

### Risk Management

N/A

## Legal Considerations

N/A

## Financial Consequences - Capital

N/A

## Financial Consequences - Revenue

N/A

Number of attachments included in the report:

### **BACKGROUND PAPERS:**

GMFRS Fire Plan 2021-25

Annual Delivery Plan 2023-24

<b>TRACKING/PROCESS</b>		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes/No
<b>EXEMPTION FROM CALL IN</b>		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		Yes/No
TfGMC	Overview & Scrutiny Committee	
N/A	N/A	

## INTRODUCTION

1. The Fire Plan (2021-2025) sets out the direction of travel for GMFRS, setting out a series of commitments, our six priorities, and the outcomes we want to achieve over the next four years, these are:
  - Priority 1 – Provide a fast, safe, and effective response
  - Priority 2 – Help people reduce the risk of fires and other emergencies
  - Priority 3 – Help protect the built environment
  - Priority 4 – Use resources sustainably and deliver the most value
  - Priority 5 – Develop a culture of excellence, equality, and inclusivity
  - Priority 6 – Integrate our services in every locality with those of partner agencies
2. The Annual Delivery Plan (ADP) sets out how GMFRS will meet these six priorities over a 12-month period, through a portfolio of improvement programmes / projects, all of which are governed by the GMFRS Improvement Board and supported by our corporate strategies.
3. The full report, found at Appendix A, covers in detail the progress GMFRS has made against the delivery of our current Annual Delivery Plan during the period April to September 2023.

## CURRENT POSITION

4. At the start of the year our work plan comprised of 50 items, but with any plan the ADP portfolio is subject to change as new programmes and projects can be added or removed at any point during the year, or closed when their deliverables are completed. As of the 30th September 2023, there were 53 items in the ADP portfolio and these breakdown into:
  - **18 Priority Improvement Projects (PIP)** – these are the projects identified by SLT as a priority and have different requirement regarding the approach and governance arrangements, with progress on PIPs reported to Improvement Board and Deputy Mayor’s Executive (Fire) meeting.
  - **25 Call-in Projects** – these are projects that have visibility through reporting progress in Directorate Action Plans and via Functional Boards. High-level progress is report to Improvement Board and Deputy Mayor’s Executive (Fire) meeting.
  - **10 Activities** – these are directorate tasks that support the delivery of the commitments set out in the Fire Plan, and likely produce a single output (i.e., a new policy or strategy).

5. Of the above 53 items supporting the delivery across all six priorities – 11 are complete, 28 are making good progress and on track, 8 are experiencing minor delays, 2 are experiencing major delays, 1 is on hold and 3 have not yet started.
6. The below section provides an overview of progress against each of the priorities:

### **Priority 1 - Provide a fast, safe, and effective response to emergencies**

7. Of the 12 projects supporting the delivery of this priority – 4 have been completed, 3 are on track, 3 have minor delays and 2 have not yet started.
  - ✓ GMFRS launched the Marauding Terrorist Attack capability in May 2023 and conducted a series of large scale multi-agency training events.
  - ✓ Our Wildfire Suppression Burns Team is now live and fully operational, and the team has undergone specialist training in Catalonia.
  - ✓ A new Fitness Framework is being developed for operational firefighters to maintain and improve their fitness, alongside planned annual fitness testing.
  - ✗ There have been delays to the work to refresh the gyms that were not included in the original scope, and work is being progressed with finance and the estates governance group to incorporate these.
  - ✗ Some minor delays in relation to the procurement of the equipment for the Managing Contaminants project, but this has not impacted implement and is still on track to complete by the end of Q4.
  - ✗ Average response time was 7 mins 35 seconds, which is slightly adverse to the target of 7 mins 30 seconds. Further analysis to determine root cause and improvement activities are underway.
  - ✗ Attended 3,419 deliberate fires, 7 more than forecast, but 73 less than last year.
  - ✗ Attended 4,237 special service calls, 445 more than last year. Whilst the direction of travel is negative, this partially reflect our increased support at incidents whereby we assist other agencies.

### **Priority 2 - Help people reduce the risks of fires & other emergencies**

8. Of the 7 projects supporting the delivery of this priority – 1 has been completed, 5 are on track, and 1 has major delays.
  - ✓ Virtual reality headsets have been introduced to assist with the delivery of realistic prevention messages to staff and the community.
  - ✓ Good progress continues to be made to deliver the NFCC Staywise Programme.
  - ✓ The Adult Firesetters project (Atlas) is now well underway. This pioneering project has been nominated for a range of awards.

- ✓ Four new Fire Cadet bases have been confirmed and the programme will commence at the end of October 2023.
- ✓ 15,489 Home Fire Safety Assessments delivered to high-risk homes across Greater Manchester.
- ✗ The Prevention Messaging project closure has been delayed due to undertaking a 'Day of Action' in August and will now close in Q3 23/24.
- ✗ Sadly there have been 10 fire related fatalities and 77 injuries as a result of fire.

### **Priority 3 - Help protect the built environment**

9. Of the 7 projects supporting the delivery of this priority – 4 have been completed, 1 is on track, 1 has minor delays, and 1 is on-hold.

- ✓ The Built Environment project implementing recommendations from Grenfell Tower and The Cube, was successfully completed, and further activities are now on-hold until the publication of the Phase 2 report.
- ✓ The Business Engagement Strategy has been launched.
- ✓ Successfully developed and agreed a Supported Housing Memorandum of Understanding to ensure a consistent and effective approach to managing fire safety responsibilities.
- ✓ Suitable resources now in place to deliver requirements of the Building Safety Act and Fire Safety Regulations.
- ✓ 3,542 businesses have received advice
- ✗ Limited progress is being made on the Built Safety Action and Fire Safety Regulations project due to the lack of information from the Building Safety Regulator, which is currently a national issue.
- ✗ 902 audits completed, whilst this is currently under our delivery target the direction of travel is positive and is a key area of focus.

### **Priority 4 - Use resources sustainably and deliver the most value**

10. Of the 8 projects supporting the delivery of this priority – 6 are on track, and 2 have minor delays.

- ✓ The multi-year Estates Programme is progressing well with planning consent approved for Blackley and Whitefield fire stations.
- ✓ Littleborough Fire Station refit is almost completed with operational crews expected to reoccupy the station by November.
- ✓ GMFRS awarded the Green Apple Environment Award for 2023 in the 'environmental best practice' category.

- ✓ 12 new fire engines were received into the Service representing £3.5million investment in our fleet.
- ✗ Delays to the Intranet Project experienced delays due to the procurement process, but the project has now been rescoped and the contract awarded.

### **Priority 5 - Develop a culture of excellence, equality, and inclusivity**

11. Of the 13 projects supporting the delivery of this priority – 2 have been completed, 9 are on track, 1 has minor delays, and 1 has major delays.

- ✓ Culture remains central to all Service activities, with the Culture First Board expanding its terms of reference to continue to support our cultural journey.
- ✓ Dashboard developed to capture positive and negative feedback from staff to assist in responding effectively.
- ✓ Core Code of Ethics continues to be embedded across the Service
- ✓ GMFRS hosted the successful British Firefighter Challenge 2023.
- ✓ Rolled out the new Promotion Pathway framework.
- ✓ Marginal improvement on the overall female workforce percentage now at 7.22%
- ✗ Delays experienced with the Planning, Performance & Projects Digital Solution to ensure effective engagement with key stakeholders in the development of requirements specifications, which will inform the final business case
- ✗ Staff absence levels still remains over target at 6.14%
- ✗ Marginal decrease of 0.13% to overall proportion of staff from ethnic minority group now at 6.06%

### **Priority 6 - Integrate our services in every locality with those of partner agencies**

12. Of the 6 projects supporting the delivery of this priority – 4 are on track, 1 has minor delays, and 1 has not yet started.

- ✓ Implementation of the new Place Based Plans has commenced.
- ✓ Work is ongoing to diversify and expand our social media platforms.
- ✓ GMFRS supporting the development of the Violence Reduction Unit Strategy and work plan for Programme Challenger.
- ✓ The Blue Light Collaboration Portal is now live and provides a platform to share good practice, lessons learned and future ideas.
- ✗ No project delays this period.

## Evaluation

13. Following the introduction of the Evaluation Framework work has been ongoing to effectively implement this and embed across the Service. All ADP projects have an evaluation plan to ensure that we can understand the outcomes and impacts of the activities delivered.
14. To further support this an Evaluation Portal has been developed and consists of an evaluation register providing an 'at a glance' view of all activities, a library of supporting information and materials, and a recommendations log that captures all the evaluation findings to enable progress to be effectively tracked.
15. During the first half of the year four key evaluations were delivered, these were:
  - ✓ The Atlas Project
  - ✓ Evaluation of MTA Training
  - ✓ Integrated Place Based Working Maturity Assessment
  - ✓ Framework for Operational Equipment and Technical Team

## **His Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS)**

16. GMFRS was first inspected by the HMICFRS in 2019 and subsequently in 2021. The outcomes from the 2021 inspection can be found on page 40 of the report.
17. An Improvement Action Plan was developed in response to the inspection findings. The action plan not only included the 16 identified Areas for Improvement, but also those areas the inspection had commented where the Service could be better, all of which have been completed and formally closed.
18. Work has been ongoing internally to prepare for the next inspection, which commenced in September 2023. As part of this process, we provide a comprehensive range of documents, data, and information for the HMICFRS to review. This included the production of a Self-Assessment of our Service all of which will inform the HMICFRS where we are on our improvement journey and the progress made since our last inspection.
19. Significant progress has been made since the last inspection and we look forward to welcoming HMICFRS into the Service to assess our progress. We anticipate our inspection report will be published in February 2024.

## **Fire Standards**

20. The Fire Standards Board has been set up to oversee the identification, organisation, development, and maintenance of professional Standards for fire and rescue services in England. Each Standard identifies the desired outcome, what Services must have in place to achieve that outcome and the expected benefits of meeting the Standard.
21. There have been sixteen Fire Standards released to-date, the most recent were Fire Control and Communication & Engagement standards both released in March 2023. Each standard sets out a range of compliance criteria requirements, with a total of 214 standard requirements across the sixteen released.
22. Assurance activities continue across a range of directorates to assess our compliance against 15 Standards, with the exception of Fire Control which is being progressed by North West Fire Control. Currently our evidence identifies that we are fully or partially compliant against 196 (99%) of the 199 requirements across these 15 standards.

## **NEXT STEPS**

23. This report will be circulated internally via the staff newsletter and published on the GMFRS external website.