

## GMFRS HMICFRS Inspection Report

Pillar	Inspection Report Diagnostic	Improvement Themes		
<u>Effectiveness</u>	Understanding the risk of fire and other emergencies - Good	The service should ensure it records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency		
	Preventing fires and other risks	The service should ensure it targets its prevention work at people most at risk, including those from hard-to-reach groups	The service should evaluate its prevention work so it understands what works.	
	Protecting the public through fire regulation	The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme	The service should ensure it allocates enough resources to respond effectively and in time to statutory building control consultations.	
	Responding to fires and other emergencies	The service should assure itself that risk assessments are accurately recorded and passed to oncoming crews.	The service should ensure it has an effective system for learning from operational incidents.	
	Responding to major and multi-agency incidents	<b>Greater Manchester FRS should have its own MTA response that is both resilient and timely.</b>	<b>The service should ensure it is properly prepared as part of a multi-agency response to terrorist incidents. This includes the provision of a timely response to ensure public safety. Response procedures must be understood by all staff and properly exercised and tested.</b>	The service should ensure it is well-prepared to form part of a multi-agency response to an incident and all relevant staff know how to apply Joint Emergency Services Interoperability Principles (JESIP).
<u>Efficiency</u>	Making best use of resources	The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the IRMP	The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity.	The service should assure itself that its IT systems are resilient, reliable, accurate and accessible
<u>People</u>	Promoting the right values and culture	The service should assure itself that senior managers demonstrate service values through their behaviours		
	Ensuring fairness and promoting diversity	The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.	The service should improve staff understanding of the purpose and benefits of positive action.	
	Managing performance and developing leaders	The service should improve all staff understanding and application of the performance development review process.	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	

*\* Cause of Concerns identified in the Inspection Report*

### HMICFRS Improvement Action Plan - Progress Dashboard

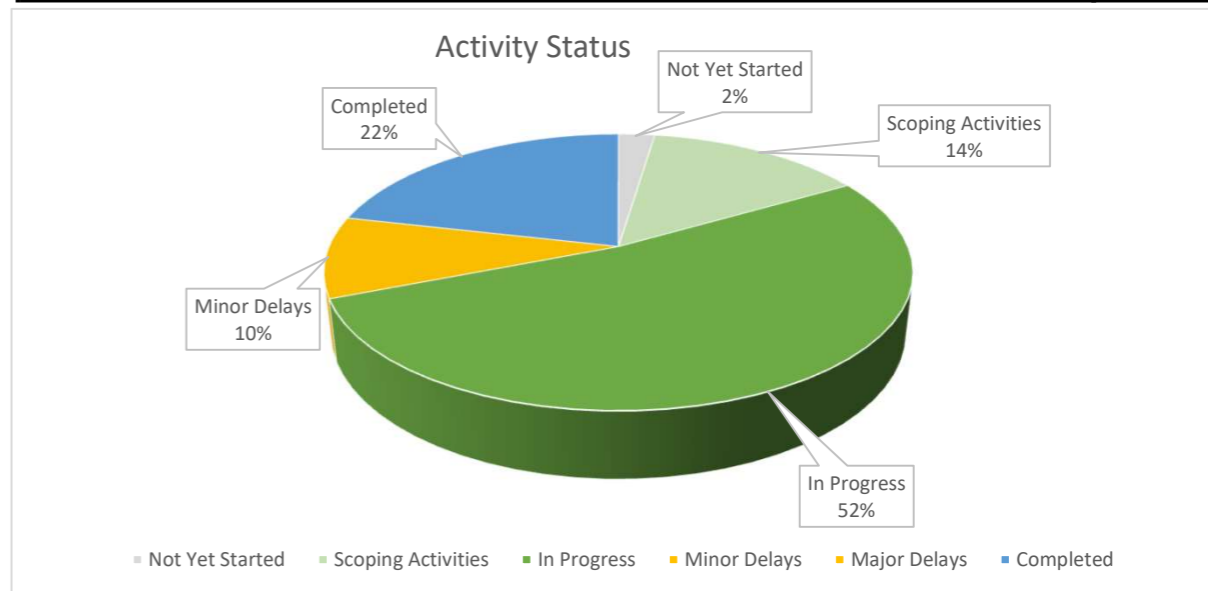
Area of Focus	Overall Grading	AFIs	CofC	Key Activities
Effectiveness	Requires improvement	8	1	42
Efficiency	Requires improvement	3	0	14
People	Good	5	0	15
		<b>16</b>	<b>1</b>	<b>71</b>

Not Yet Started	Scoping Activities	In Progress	Minor Delays	Major Delays	Completed	Totals
1	6	22	4	0	9	42
2	1	6	2	0	3	14
3	3	7	1	0	1	15
<b>6</b>	<b>10</b>	<b>35</b>	<b>7</b>	<b>0</b>	<b>13</b>	<b>71</b>

Area of Focus	Grading	AFIs	CofC	Key Activities
<b>Effectiveness</b>	<b>Requires improvement</b>			
Understanding the risk of fire and other emergencies	Good	1	0	8
Preventing fires and other risks	Requires improvement	2	0	16
Protecting the public through fire regulation	Requires improvement	2	0	0
Responding to fires and other emergencies	Good	2	0	5
Responding to major and multi-agency incidents	Requires improvement	1	1	1

<b>Efficiency</b>	<b>Requires improvement</b>			
Making best use of resources	Requires improvement	3	0	12
Making the fire and rescue service affordable now and in the future	Good	0	0	0

<b>People</b>	<b>Good</b>			
Promoting the right values and culture	Good	1	0	0
Getting the right people with the right skills	Good	0	0	3
Ensuring fairness and promoting diversity	Good	2	0	3
Managing performance and developing leaders	Requires improvement	2	0	9



Ref Number	Pillar	Descriptor	Cause of Concern Activity	HMICFRS Improvement Theme	HMI Comments	Strategic Action	Work Area	Key Activity	Strategic Sponsor	Accountable Person	Responsible Person(s)	Status
EFN1	Effectiveness	Understanding the risk of fire and other emergencies	No	Also links to - Responding to Fires and other emergencies.	Various links	ADP - Ensure a fast, safe and effective response, introduce new strategy. P1	Service Delivery	Introduce new Response Strategy 2022-25	Carlos Meakin	Paul Fearnhead / Mike Clark	Borough GM's	Completed
EFN2	Effectiveness	Understanding the risk of fire and other emergencies	No	Records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.	The service could have consulted more widely		Boroughs/Stations	Produce Borough Risk Profiles to be assist in developing risk registers and informing action plans.	Carlos Meakin	Paul Fearnhead / Mike Clark	Borough GM's	Scoping Activities
EFN3	Effectiveness	Understanding the risk of fire and other emergencies	No	Records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.	The service doesn't routinely collect risk assessments at incidents		Service Delivery	Introduction of Risk Assessments for operational crews	Carlos Meakin	Paul Fearnhead	Paul Fearnhead	Completed
EFN4	Effectiveness	Understanding the risk of fire and other emergencies	No	Records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.	The service doesn't routinely collect risk assessments at incidents		Ops Assurance	Introduce Decision Logs	Leon Parkes	Lee Coleman	Lee Bourne	In Progress - On Track
EFN5	Effectiveness	Understanding the risk of fire and other emergencies	No	Records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.	The service could improve its recording and sharing of this information	ADP - Procure and implement a new Accident Reporting System. P1	Ops Assurance	Review Debrief Policy	Leon Parkes	Lee Coleman	Lee Bourne	In Progress - On Track
EFN6	Effectiveness	Understanding the risk of fire and other emergencies	No	Records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.	The service could improve its recording and sharing of this information		Ops Assurance	Expand on the use of the Active Monitoring System (AMS)	Leon Parkes	Lee Coleman	Lee Bourne	In Progress - On Track
EFN7	Effectiveness	Understanding the risk of fire and other emergencies	No	Records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.	The service could improve its recording and sharing of this information		Ops Assurance	Free up capacity of Operational personnel so time is used as efficiently and effectively	Carlos Meakin	Paul Fearnhead	Lee Bourne	Completed
EFN8	Effectiveness	Preventing fires and other risks	No	Targets its prevention work at people most at risk, including those from hard-to-reach groups.	The service needs to target its most vulnerable people for home fire safety visits	ADP - Embed our brand new Home Fire Safety Assessment (HFSA) service. P2 ADP - Expand current technologies and media	Prevention	Adopt Safelincs into into HFSA tool and align to NFCC person centred framework	Leon Parkes	Billy Fenwick	Steve Jordan	Completed
EFN9	Effectiveness	Preventing fires and other risks	No	Targets its prevention work at people most at risk, including those from hard-to-reach groups.	The service needs to target its most vulnerable people for home fire safety visits	ADP - Expand current technologies and media platforms utilised to deliver Prevention activities and interventions. P2 ADP - Complete our investment programme in our Bury Training and Safety Centre encompassing new Incident Command and Leadership Development Academies. P4	Prevention	Seek opportunities to increase targeted groups accessing prevention education programmes at Bury TASC	Leon Parkes	Billy Fenwick	Katie Davis	In Progress - On Track
EFN10	Effectiveness	Preventing fires and other risks	No	Targets its prevention work at people most at risk, including those from hard-to-reach groups.	The service needs to target its most vulnerable people for home fire safety visits	ADP - Embed our brand new Home Fire Safety Assessment (HFSA) service. P2	Prevention	Launch new Home Fire Safety Assessment	Leon Parkes	Billy Fenwick	Steve Jordan	Completed
EFN11	Effectiveness	Preventing fires and other risks	No	Targets its prevention work at people most at risk, including those from hard-to-reach groups.	The service needs to target its most vulnerable people for home fire safety visits	ADP - Embed our brand new Home Fire Safety Assessment (HFSA) service. P2 ADP - Expand current technologies and media platforms utilised to deliver Prevention activities and interventions. P2	Prevention	Enable stations and boroughs to generate their own HFSAs and identify households and persons at risk	Leon Parkes	Billy Fenwick	Clare Nolan	In Progress - Minor Delays

EFN12	Effectiveness	Preventing fires and other risks	No	Evaluate its prevention activity so it understands what works.	The service is developing a new prevention strategy	ADP - Introduce our new Prevention Strategy 2022-25. P2 ADP - Develop and introduce a Prevention Education Framework that targets at risk groups of all ages. P2	Prevention	Introduce new Prevention Strategy 2022-25.	Leon Parkes	Billy Fenwick	Billy Fenwick	Completed
EFN13	Effectiveness	Preventing fires and other risks	No	Targets its prevention work at people most at risk, including those from hard-to-reach groups.	The service is developing a new prevention strategy	ADP - Introduce our new Framework for Integrated and Place Based Working 2022-25. P6	Service Delivery	Implement new Place Based Delivery Framework	Carlos Meakin	Mike Clarke	Mike Clarke	In Progress - On Track
EFN14	Effectiveness	Preventing fires and other risks	No	Evaluate its prevention activity so it understands what works.	Staff aren't confident in carrying out safe and well visits	ADP - Embed our brand new Home Fire Safety Assessment (HFSA) service. P2	Prevention	Improve Prevention training for personnel	Leon Parkes	Billy Fenwick	Steve Jordan	In Progress - On Track
EFN15	Effectiveness	Preventing fires and other risks	No	Evaluate its prevention activity so it understands what works.	The service needs to improve the quality of partner referrals	ADP - Embed our brand new Home Fire Safety Assessment (HFSA) service. P2	Prevention	Review the quality of partnership referrals and identify improvement opportunities	Leon Parkes	Billy Fenwick	Sarah Hardman	In Progress - On Track
EFN16	Effectiveness	Preventing fires and other risks	No	Evaluate its prevention activity so it understands what works.	The service doesn't routinely evaluate its prevention activity	ADP - Embed our brand new Home Fire Safety Assessment (HFSA) service. P3	Prevention	Evaluate Home Fire Safety Assessment (HFSA)	Leon Parkes	Billy Fenwick	Steve Jordan	In Progress - On Track
EFN17	Effectiveness	Preventing fires and other risks	No	Evaluate its prevention activity so it understands what works.	The service doesn't routinely evaluate its prevention activity		Prevention	Evaluate Prevention activities (need to be more specific)	Leon Parkes	Billy Fenwick	Emma Dean	In Progress - On Track
EFN18	Effectiveness	Preventing fires and other risks	No	Evaluate its prevention activity so it understands what works.	The service doesn't routinely evaluate its prevention activity	ADP - Support the multi-agency Greater Manchester Water Safety Summit. (P6)	Prevention	Evaluate Water Safety activities	Leon Parkes	Billy Fenwick	Sammy Alloway	In Progress - On Track
EFN19	Effectiveness	Preventing fires and other risks	No	Targets its prevention work at people most at risk, including those from hard-to-reach groups.	Prevention work generally happens in isolation	ADP - Support the multi-agency Greater Manchester Water Safety Summit. (P6) ADP - Expanding our approach to water safety	Protection	Identify opportunities to improve collaborative working and increase efficiency - Water Safety	Leon Parkes	Billy Fenwick	Steve Jordan	In Progress - On Track
EFN20	Effectiveness	Preventing fires and other risks	No	Allocates enough resources to a prioritised and risk-based inspection programme.	The service had carried out limited prevention activities at high-rise premises	ADP - Continue to support and develop new approaches to improving fire safety management in residential building, as part of the GM High Rise and Building Safety	Protection	Continue to support the GM High Rise and Building Safety Task Force	Leon Parkes	Jenni Seex	Jenni Seex	In Progress - On Track
EFN21	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to a prioritised and risk-based inspection programme.	The service doesn't have a protection strategy linked to its service plan	ADP - Introduce our new Protection Strategy 2022-25. (P3)	Protection	Introduce new Protection Strategy 2022-25	Leon Parkes	Jenni Seex	Jenni Seex	Completed
EFN22	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to a prioritised and risk-based inspection programme.	The service has increased it's Protection resources	ADP - Build capability and capacity to ensure we can effectively support a multi-disciplinary team in GM, working with the new Building Safety Regulator. (P3)	Protection	Build capability and capacity to ensure we can effectively work with the new Building Safety Regulator	Leon Parkes	Jenni Seex	Jenni Seex	In Progress - On Track
EFN23	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to a prioritised and risk-based inspection programme.	The service has increased it's Protection resources	ADP - Build capability and capacity to ensure we can effectively support a multi-disciplinary team in GM, working with the new Building Safety Regulator. (P3)	Protection	Improve communication channels between building control and GMFRS	Leon Parkes	Jenni Seex	Jenni Seex	Completed

EFN24	Effectiveness	Understanding the risk of fire and other emergencies	No	Evaluate its prevention activity so it understands what works.	The service doesn't have a protection strategy linked to its service plan	ADP - Increase our contributions to Road Safety Education. (P3)	Protection	Review road safety interventions	Leon Parkes	Billy Fenwick	Road Safety Lead	In Progress - Minor Delays
EFN25	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to respond effectively and in time to statutory building control consultations.	The service has increased it's Protection resources	ADP - Build capability and capacity to ensure we can effectively support a multi-disciplinary team in GM, working with the new Building Safety Regulator. (P3)	Protection	Recruit Fire Safety Regulators	Leon Parkes	Jenni Seex	Jenni Seex	In Progress - On Track
EFN26	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to respond effectively and in time to statutory building control consultations.	The service needs to improve its response times to building consultations		Protection	Improve response times to consultations	Leon Parkes	Jenni Seex	Jenni Seex	Completed
EFN27	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to a prioritised and risk-based inspection programme.	The service aligns Protection activity to risk		Protection	Explore ways of risk information gathering	Leon Parkes	Jenni Seex	Jenni Seex	In Progress - On Track
EFN28	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to a prioritised and risk-based inspection programme.	Quality assurance for fire safety audits is inconsistent		Protection	Develop new Assurance Framework for fire safety audits	Leon Parkes	Jenni Seex	Jenni Seex	In Progress - On Track
EFN29	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to a prioritised and risk-based inspection programme.	The service works closely with other agencies to regulate fire safety	ADP - Agree a Memorandum of Understanding for Supported Housing with GM Health and Social Care Partnerships, local authorities, and providers. (P3)	Protection	Explore alternative options to deliver Protection messages	Leon Parkes	Jenni Seex	Wayne Van Hecke	In Progress - On Track
EFN30	Effectiveness	Protecting the public through fire regulation	No	Allocates enough resources to a prioritised and risk-based inspection programme.	Unwanted fire signals have reduced		Protection	Review effectiveness of the AFA Policy and identify further improvement opportunities	Leon Parkes	Jenni Seex	Jenni Seex	In Progress - On Track
EFN31	Effectiveness	Responding to fires and other emergencies	No	It is well-prepared to form part of a multi-agency response to an incident and all relevant staff know how to apply Joint Emergency Services Interoperability Principles (JESIP).	The service aligns resources to the risks identified in its integrated risk management plan	ADP - Enhance our capability to respond to water and flooding. (P1) ADP - Introduction of a Fire Suppression Burns Team based at Littleborough Fire Station. (P1)	Service Delivery	Undertake training for operational personnel allocated to the Burns Team	Carlos Meakin	Paul Fearnhead	Paul Fearnhead	In Progress - On Track
EFN32	Effectiveness	Responding to fires and other emergencies	No	It is well-prepared to form part of a multi-agency response to an incident and all relevant staff know how to apply Joint Emergency Services Interoperability Principles (JESIP).	The service aligns resources to the risks identified in its integrated risk management plan	ADP - Enhance our capability to respond to water and flooding incidents. (P1) ADP - Introduction of a Fire Suppression Burns Team based at Littleborough Fire Station. (P1) ADP - Develop a new Occupational Health and Safety	Service Delivery	Enhance water capability for operational incidents	Carlos Meakin	Paul Fearnhead	Paul Fearnhead	In Progress - On Track
EFN33	Effectiveness	Responding to fires and other emergencies	No	It is well-prepared to form part of a multi-agency response to an incident and all relevant staff know how to apply Joint Emergency Services Interoperability Principles (JESIP).	The service aligns resources to the risks identified in its integrated risk management plan	ADP - Develop a new fitness framework. (P1)	Health and Safety	Introduce a new Occupational Health and Safety Management system to ensure the wellbeing, health and safety of operational Firefighters and staff	Natasha Brayne	Natasha Brayne	Rebecca Jones/Tom Ashworth	Scoping Activities
EFN34	Effectiveness	Responding to fires and other emergencies	No	Has an effective system for learning from operational incidents.	The service should improve the way it evaluates operational performance	ADP - Introduce our new Response Strategy 2022-25. (P1) ADP - Implement the recommendations and learning from the Manchester Area	Service Support	Improve governance around operational learning	Leon Parkes	Lee Coleman	Lee Coleman	In Progress - On Track
EFN35	Effectiveness	Responding to major and multi-agency incidents	Yes	It is well-prepared to form part of a multi-agency response to an incident and all relevant staff know how to apply Joint Emergency Services Interoperability Principles (JESIP).	The service must improve the resilience of its response to MTAs	ADP - Improve the capacity and capability of our response to a terrorist incident. (P1)	Service Support	Improve the capacity and capability of our response to a terrorist incidents - MTA Project	Leon Parkes	Ben Levy	Jason Rain	In Progress - On Track





Completion Date	Progress Update
Q1 22/23	New Response Strategy 22-25 now live and pipelined for PFC Panel meeting in September.
Q3 22/23	Borough Risk Profiles will be produced for Service Delivery teams alongside the annual Strategic Assessment of Risk document, which will be drafted and circulated in October. Mitigating activities will be captured in relevant action plans and progress reported quarterly.
Q4 21/22	New paper based Risk Assessments introduced for operational crews: Ops 25 form. <b>See evidence folder 1.4.</b>
TBC	Look at how we introduce decision log and improved training and guidance to support implementation. A number of actions are being progressed in relation to - the use of dictaphones, review of existing policies and procedures, completing the DPIA and exploring technological solutions to support this.
TBC	Debrief and Organisational Learning Policy published on the 27 May 2022. This will be evaluated after September 2022, to ensure it is embedded across the Service.
TBC	New "bucket" style AMS type system being looked at which will allow multiple departments to feed into one electronic system and share information
Q3 21/22	Nearest OAO now being dispatched instead of Duty OA for quicker operational response and to free up capacity of the team. <b>See evidence folder 1.4.</b>
Q3 21/22	Have been an early adopter of Safelincs and this has been incorporated into the HFSA tool. This is aligned to NFCC person centred framework and is risk aligned.
Q4 22/23	NW Strategic Prevention Group - The NFCC in collaboration with the operational Research in Health (ORH) have produced a "Proof of Concept" (PoC) which aims "to deliver an evidence-based and consistent methodology for determining 'level of risk' and national benchmarking capability for Domestic Dwelling Fires. The PoC includes a methodology that services can "adopt and adapt in their local area".  All NW FRS' will work together to evaluate the risk methodology for Domestic Dwelling Fires that is proposed within the Proof of Concept. This will be in the form of a trial which will include application of the methodology using data from a minimum of two FRS' in the region. The overriding aim will be to assess the utility and accuracy of the methodology, and to consider the need for local adaptations. The Pilot will culminate in a report and recommendations, which will be completed by 31st March 2023
Q4 21/22	New Home Fire Safety Assessment launched and progress will be reported through Prevention Priority Improvement Project at Improvement Board.
Q4 22/23	Work being undertaken to explore how stations and boroughs can generate their own HFSA's. GMFRS will utilise Experian's Mosaic dataset, in addition to other demographic and geographic data, to identify households that represent types of people who have an increased likelihood of having a fire.  HFSA High-Risk Household lists produced and provided to Frontline Service Delivery Crews to utilise to generate HFSA's. Guidance notes and online links are now available. KPIs have been developed for HFSA's with the Performance Team and these will be reported through the Measuring Progress report to SLT.  HFSA training delivered to 22 separate organisations.



Q1 22/23	New Prevention Strategy 22-25 now live and pipelined for PFC Panel meeting in September.
Q4 23/24	New Place Based Delivery Framework 2022-25 now live and activity against project progressing.
Q4 23/24	Stage 1: Face to face training on MS Teams has been undertaken and an online tool is available. Within 2 years, GMFRS is looking to incorporate a training programme on the NFCC core components for personnel
0	All partnerships are being reviewed and partners are being briefed on the new HFSA. GMFRS will also be offering them training on our HFSA. There are 120 partnerships need to be rationalised - Sarah Hardman undertaking virtual sessions on HFSA for partners in March 2022 and developing a programme with Pam Wilde utilising BTSC. Later, additional modules will be delivered
Q2 23/24	Prevention have introduced a task and finish group to implement the HFSA, and an audit process will be undertaken every quarter. This will involve Prevention Managers attending visits with crews. The AMS system will also be utilised more for feedback on the process. A full evaluation plan will be developed to ensure a full evaluation is undertaken post-implementation.
Q2 23/24	The Service's Evaluation Framework will be used to assess key Prevention activities, and where appropriate utilise benchmarking. NW strategic Prevention Group initiating work streams for evaluation. By 31 July 2022 all NW FRS' will pool all of their evaluations relating to prevention activities. The NW FRS will then consider the evaluations and identify any gaps. The gaps will be addressed through a focused evaluation plan which will be produced by 30 September 2022 and will be implemented by 30 September 2023. The workload for undertaking evaluations will be coordinated and shared across the region to improve efficiency. The overriding aim is to ensure that all NW FRS can demonstrate that they adequately evaluate their prevention activity
Q2 22/23	2021 water safety campaign evaluation will be undertaken and outputs used to inform content for the water safety summit. Meetings are currently taking place to determine the structure and content of the summit and a draft paper will be submitted to the DME for review and approval.
Q4 22/23	Activities linked to above.
Q4 22/23	GMFRS will continue to support the GM High Rise and Building Safety Task Force including proactively supporting residents and delivering a further £2.5m for the next phase of the Waking Watch Relief Fund for DLUHC
Q1 22/23	New Protection Strategy 22-25 now live and pipelined for PFC Panel meeting in September.
Q4 22/23	There is a team of Operational Risk Technicians now in place to assist with workloads although this is temporary. Looking to move towards a new delivery model and being more focussed. This will refine procedures to free up Fire Safety Regulators to undertake more inspections. New procedural guidance for statutory building control being implemented.
Q2 22/23	Ensuring that Building Control Bodies send all relevant information to ensure GMFRS can respond quickly and with relevant information. See no. 27

Q4 22/23	ADP 22-23 Activity: GMFRS will look at work around road safety and review our contribution/targeting
Q3 22/23	Ongoing recruitment of Fire Safety Regulators in place. Refining procedures to free up Fire Safety Regulators to undertake more inspections.
Q4 21/22	Implemented new procedures for building regs consultations and trained all staff to improve efficiency
Q4 22/23	Protection will progress Phase 2 of risk based inspection programme and explore digital methods to gather risk info from businesses.
Q4 22/23	Developing new assurance framework which will include peer review as well as manager assurance of all activity inc audits. All FS regulators will complete a 2 day audit refresher raining course
Q4 22/23	There is a proposal for a monthly theme to be attached to letters to business's. The intention would be to match these to the NFCC calendar
Q3 22/23	Targeted work being undertaken with hospitals to reduce AFA incidents and further review of the policy
Q3 22/23	New "Burns Team" being introduced. Training booked at Lancs for end of May, with training planned to be undertaken in Catalonia during Q1. Evaluation plan is being developed to obtain feedback from operational crews. Metrics will also be reviewed (how many wildfires / how many times crews used equipment etc.) utilise IRS system and burns plan documentaton. Evaluation to form recommendations that will be considered and, where appropriate, implemented.
Q4 22/23	Strategic Review of Sepcial Appliances - the provision of four additionl stations to be trained in an enhanced water rescue capability (Agreed) - May 17th IB. Most of this sits in Ops, equipment has been purchased, Rob McDonagh has arranged all the training at all 4 stations (to commence in Sept 22) - run 14 back to back courses, to be completed within 14 weeks.  Project lead SM Jason Westwell. Development of project plan in progress, to be finalised by beginning of Q2. Water Rescue Capability meeting scheduled 21st July.
Q4 22/23	H&S are looking to develop a new Occupational Health and Safety Management System to meet the standards of ISO 45001 accreditation. This will strengthen the foundations of health and safety management principles and practice within GMFRS
Q4 22/23	Improved governance utilising the Operational Learning Group and Operational Improvement Steering Group. Draft Organisational Learning Framework developed and shared with colleagures for feedback. This has been presented to SLT and changes / feedback is currently being incorporated. <del>Recommendations from the Manchester Arena Inquiry will be shared.</del>
Q4 22/233	MTA project Board in place. HMI SSL included and invited to meetings. FBU ballot now complete and Collective Agreement signed. Comprehensive training plan now implemented and feedback to-date has been positive. Dialogue continues with HMICFRS SLL and initial conversations have confirmed we are in a good positive to lift the Cause of Concern. No formal notification has yet been received.



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Ref Number	Pillar	Descriptor	Cause of Concern Activity	HMI Improvement Theme	HMI Comment	Strategic Action	Work Area	Key Activity	Strategic Sponsor	Accountable Person	Status	Completion Date
PEO1	People	Ensuring fairness and promoting diversity	No	The service should improve staff understanding of the purpose and benefits of positive action.	The promotion process requires some improvement	ADP - Implement the new Talent Management Strategy. P5	People Services	Develop a People Strategy	Mallicka Mandal	Carys Jones	Scoping Activities	Q3 22/23
PEO2	People	Ensuring fairness and promoting diversity	No	The service should improve staff understanding of the purpose and benefits of positive action.	The promotion process requires some improvement	ADP - Implement the new Talent Management Strategy. P5	People Services	Improve the promotion process	Mallicka Mandal	Anna Foster-Ressel	In Progress - On Track	Q3 22/23
PEO3	People	Ensuring fairness and promoting diversity	No	The service should improve staff understanding of the purpose and benefits of positive action.	The service needs to review its bullying, harassment and discrimination policy		People Services	Review the Bullying, Harassment and Discrimination Policy	Amanda Stevens	Carys Jones	Scoping Activities	Q3 22/23
PEO4	People	Managing performance and developing leaders	No	The service should improve all staff understanding and application of the performance development review process.	The service should ensure that it manages performance and development consistently for all staff	ADP - Launch the Mutual Mentoring Programme. P5	People Services	Launch the Mutual Mentoring Programme	Mallicka Mandal		Not Yet Started	Q3 22/23
PEO5	People	Managing performance and developing leaders	No	The service should improve all staff understanding and application of the performance development review process.	The service should ensure that it manages performance and development consistently for all staff		Service Support	Employ a system to record special appliance training	Leon Parkes	Val Hussain	Completed	N/A
PEO6	People	Managing performance and developing leaders	No	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	The service needs to invest more in developing leaders	ADP - Continue to develop and embed our leadership development programme. P5 ADP - Launch a Diverse Leadership Programme. P5	People Services	Develop frontline leaders course	Mallicka Mandal		In Progress - On Track	Q4 22/23
PEO7	People	Managing performance and developing leaders	No	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	The service needs to invest more in developing leaders	ADP - Continue to develop and embed our leadership development programme. P5 ADP - Launch a Diverse Leadership Programme. P5	People Services	Implement our Leadership Development Framework	Mallicka Mandal		In Progress - On Track	Q4 22/23
PEO8	People	Managing performance and developing leaders	No	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	The service needs to invest more in developing leaders	ADP - Continue to develop and embed our leadership development programme. P5 ADP - Launch a Diverse Leadership Programme. P5	People Services	Commence work with NFCC on a Direct Entry Scheme	Mallicka Mandal	Natasha Brayne	In Progress - On Track	Q4 22/23
PEO9	People	Managing performance and developing leaders	No	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	The service needs to invest more in developing leaders	ADP - Continue to develop and embed our leadership development. P5 ADP - Launch a Diverse Leadership Programme. P5	People Services	Launch of our Diverse Leadership Programme	Mallicka Mandal	Anna Foster-Ressel	In Progress - On Track	Q4 22/23
PEO10	People	Managing performance and developing leaders	No	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	The service needs to invest more in developing leaders	ADP - Implement the new Talent Management Strategy. P5	People Services	Implement the new Talent Management Strategy	Mallicka Mandal	Anna Foster-Ressel	Not Yet Started	Q4 22/23
PEO11	People	Managing performance and developing leaders	No	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	The service needs to invest more in developing leaders	ADP - Implement the new Talent Management Strategy. P5 ADP - Continue to develop and embed our leadership development. P5	People Services	Introduce a process to identify high potential personnel	Mallicka Mandal	Anna Foster-Ressel	In Progress - On Track	Q4 22/23
PEO12	People	Managing performance and developing leaders	No	The service should improve all staff understanding and application of the performance development review process.	The service needs to invest more in developing leaders	ADP - Continue to develop and embed our leadership development. P5	People Services	Embed the refreshed Personal Reflective Appraisals	Mallicka Mandal	Siobhan McLaughlin	Scoping Activities	Q3 22/23
PEO13	People	Getting the right people with the right skills	No	The service should assure itself that senior managers demonstrate service values through their behaviours.	The service gives health and safety training to all staff as part of their induction. However, there is limited evidence of regular refresher training.		Health and Safety	Ensure refresher Health and Safety training	Mallicka Mandal	Natasha Brayne	Not Yet Started	Q4 22/23



Progress Update
Development of People Strategy underway consultation; e-portfolio project underway. We have recruited an EDI trainer who will be delivering face to face/virtual training along with member of the Learning & Development team. Scoping stages will be picked up by SM Project Lead. Appointment to be made by end of July 2022.
The Promotions and Leadership Development Framework has been launched. This identifies high-potential staff and supports aspiring leaders to develop and progress within the organisation. This has been presented to Improvement Board. Approach to IFEs is being consulted on. Related longer term projects will roll-into new ADP. Middle Strategic CMM has been merged into the Organisational Resource Group. Standing agenda around talent mangement and succession planning now in place.
The Bullying and Harrassment policy has been refreshed and is soon to go out to consultation (unions, networks etc). Draft policy and guidance have been completed and feedback is being incorporated into document. Scoping stages will be picked up by SM Project Lead. Appointment to be made by end of July 2022.
Mutual Mentoring Programme to further support staff and maximise opportunities for growth at all levels will be launched. The Mutual Mentoring paper is complete and approval and launch plans are being developed (OD & Culture & EDI). This is to go to CA-SLT. It has already been approved by Improvement Board.
Recording of special appliance training in place and this has been communicated via an Ops Alert
Develop and embed our leadership development programme across all levels aligned to the NFCC Leadership Framework: There will be development and implementation of a specific Frontline Leaders Course [FF-CM-WM] for new entrants into these roles with work commencing on this in Q4. Co-design with operational staff and engagement is ongoing.
Implementation of our Leadership Development Framework that sets out our leadership development offer for supervisory, middle, and strategic management levels. Draft Leadership Development Framework presented to Improvement Board in January 2022; implementation to commence.
We have commence work with NFCC on a Direct Entry Scheme at Middle Management Level. Initial discussion with NFCC workstream leads; presentation of concept and related costs to Informal Exec Board; further information being sought from NFCC; Paper approved at Improvement Board and currently working with NFCC to implement.
Launch of our Diverse Leadership Programme to ensure staff from under-represented groups realise their full potential and support diverse talent at all management levels. We have a programme ready to implement. Ideally, we want to open this to GMFRS/GMCA and our blue light partners. May need explicit approval from IEB and CA-SLT.
Implement the new Talent Management Strategy: Development of People Strategy underway. A progressive and inclusive recruitment and apprenticeship strategy – recruitment plan in place to get up to establishment by Sept 2022 and diversify workforce; Project Board established to seek assurance/governance of decisions; regular reporting to Deputy Mayor; apprenticeships – self assessment for Ofsted to IEB, SLT for consultation; e-portfolio project underway.
Promotions and Leadership Development Framework has been launched, that identifies high-potential staff and supports aspiring leaders to develop and progress within the organisation. Presented to Improvement Board. Approach to IFEs being consulted on. Related longer term projects to roll-into new ADP.
Embed Personal Reflective Appraisals across the organization – refreshed approach to GMFRS PRA agreed last year; further engagement prior to roll out this year (2022). Staff engagement in Feb. 2022 Link to Code of Ethics being incorporated. Scoping stages will be picked up by SM Project Lead. Appointment to be made by end of July 2022.
Activities to be scoped and deliverables agreed.





## **Effectiveness**

**1. The service should ensure it records relevant and up-to-date risk information to help protect firefighters, the public and property during an emergency.**

Roll out of second MDTs

New paper based Risk Assessments introduced for Ops Crews / OPS 25

Introduce Decision Logs

Review Debrief Policy

Expand the use of AMS

Explore ways of risk information gathering (confirm outputs?)

## **Efficiency**

**1. The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the**

New Response Strategy

Introduction of new operational vehicles

Fire Cover Review

Strategic Assessment of Risk document

Borough Risk Profiles

Risk Modelling Documentation

Productivity Project - Station Profiling

Special Appliance Review

Review Productivity of Middle Managers

Crewing Footprints Project Recommendations (what are these?)

Review of FDS Policy - confirm what are the outcomes?

Implement Duty Officer role for SMs - need to document improvements

TRU Review

## **People**

**1. The service should assure itself that senior managers demonstrate service values through their behaviours.**

New People Strategy

New EDI Strategy and updated action plan

Engaged Leaders Sessions - Resulting Action Plan?

Leadership Videos

B-Heard Survey Results

Build on Values Framework

Refresher Health & Safety training

**2. The service should ensure it targets its prevention work at people most at risk, including those from hard-to-reach groups.**

New Prevention Strategy

New Place Based Delivery Framework

Updated Risk Stratification Process / Approach

New HFSA launched

Model to increase targeted groups - Bury TASC Prevention Education Programmes

Improved Safeguarding Training and Policy

Enable stations / boroughs to generate own HFSA

Expand Prince's Trust Programme -(confirm outputs?)

**2. The service should ensure it effectively monitors, reviews and evaluates the benefits and outcomes of any collaboration activity.**

Evaluation Framework

Estates Collaboration (opportunities through Estates Programme?)

**2. The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.**

New People Strategy

Refreshed Bullying and Harassment Policy

Refreshed Discrimination Policy

Review and update People Policies

### **3. The service should evaluate its prevention activity, so it understands what works.**

New Prevention Strategy

Evaluation Framework

Improved Prevention Training for personnel

Review quality of partnership referrals

Evaluation - HFSA and prevention activities in line with new framework

Evaluate water safety activities

Evaluate road safety interventions

### **3. The service should assure itself that its IT systems are resilient, reliable, accurate and accessible.**

New intranet tailored to GMFRS

GM One Network

Systems Review - Digital Services

New Accident Reporting System

Roll out of second MDTs

Review the Contact Centre System

Expanding the use of AV equipment

IRS Project - updating and refresh of system

Review Work Routine Planner

New Occupational Health & Safety Management System

System to record Special Appliance Training

### **3. The service should improve staff understanding of the purpose and benefits of positive action.**

New People Strategy

Engaged Leaders Sessions

#### **4. The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme.**

New Protection Strategy

Fire Safety Regulators Recruitment

Streamlining process and procedures to free up FS Regulators

Refreshed RBIP

Continue to Support High Rise & Building Safety Taskforce

Develop new Assurance Framework for fire safety audits

Review AFA Policy

#### **4. The service should improve all staff understanding and application of the performance development review process.**

Refreshed PRA Process

System to record Special Appliance Training

Improve the Promotion Process

**5. The service should ensure it allocates enough resources to respond effectively and in time to statutory building control consultations.**

Improved relationship with Building Control Bodies

Improved response times to consultations

**5. The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.**

New Talent Management Strategy

Leadership Development Programme

Diverse Leadership Programme

Mutual Mentoring Programme

Improve the Promotion Process

Direct Entry Scheme

Access to development opportunities - operational / non-operational staff

**6. The service should assure itself that risk assessments are accurately recorded and passed to oncoming crews.**

New Operational Intelligence Policy and Guidance materials

Bespoke training package for Operational Crews

ARA Module on AMS - Training and Guidance

**7. The service should ensure it has an effective system for learning from operational incidents.**

New Organisational Learning Strategy/Policy?

Improved governance arrangements - OLG / OISG

New Occupational Health & Safety Management System



**8. The service should ensure it is well-prepared to form part of a multi-agency response to an incident and all relevant staff know how to apply Joint Emergency Services Interoperability Principles**

Enhancing LRF - Dedicated Resource

Implementation of JESIP Doctrine - MiPlace / LMS System

New Burns Team operational training

Enhance Water Capabilities

New Occupational Health & Safety Mangement System

## 9. MTA Cause of Concern (p20)

MTA Project