

Greater Manchester Police, Fire & Crime Panel

Date: 26th January 2023

Subject: GMFRS Mid-Year Performance Review – April to September 2022

Report of: DCFO Ben Norman

Report Author: Sarah Scoales, Head of Service Excellence

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 2022.

RECOMMENDATIONS:

Members are asked to:

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

CONTACT OFFICERS:

DCFO Ben Norman – ben.norman@manchesterfire.gov.uk

Sarah Scoales, Head of Service Excellence – scoales@manchesterfire.gov.uk

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 2023-23

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes/No
EXEMPTION FROM CALL IN		
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 2022.

CURRENT POSITION

4. In terms of this year's work plan there are 52 items in total, and these breakdown into:
 - **11 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.
 - **27 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.
 - **14 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 52 items supporting the delivery across all six priorities – 4 have been completed, 30 are making good progress and on track, 14 are experiencing minor delays and 4 are experiencing major delays.

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 14 projects supporting the delivery of this priority – 2 have been completed, 8 are on track, 3 have minor delays and 1 has major delays.
- ✓ HMICFRS cause for concern regarding our Marauding Terrorist Attack (MTA) capability was lifted on the 2nd September 2022.
 - ✓ Good progress is being made on the MTA Project, with all the relevant documentation drafted and awaiting final approval and ongoing training that is being supported by GMP and NWAS
 - ✓ Our average response time to emergencies is above target at 7mins 20 secs.
 - ✗ Delays to the Occupational Health and Safety Management System will not be implemented and will roll over into the ADP 23/24.
 - ✗ Delays experienced on the Bury Training & Safety Centre Programme have impacted across the site, particularly in relation to the Academy, but this is being monitored closely through governance arrangements and new completion dates have been agreed.
 - ✗ Attended 4,380 deliberate fires, 181 more than forecast and 48 more than last year.
 - ✗ Attended 3,790 special service calls, 529 than last year, partially due to 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, 8 are on track, 2 have minor delays and 1 has major delays.
- ✓ Fire Cadets Scheme feasibility study has commenced
 - ✓ Scoping activities to support the Adult Firesetters pilot are now underway
 - ✓ Fire Safety Education packages and resources are live on our website.
 - ✓ A new Prevention Education Lead has been appointed to progress the associated workstreams.
 - ✓ 8,230 Home Fire Safety Assessments delivered to high-risk homes across Greater Manchester.
 - ✗ Vacancies within the prevention teams continue to impact workloads and alternative options are being utilised to assist with filling these gaps.
 - ✗ Legacy digital systems are impacting on the delivery of work, options to address this are being progressed through a series of workshops.
 - ✗ Sadly there have been 8 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 – 1 has been completed, 4 are on track, and 2 have minor delays.

- ✓ Campaign launched to support the development of a Business Engagement Strategy
- ✓ Revised Protection Structure approved and implemented
- ✓ Operational Intelligence Policy launched in August 2022
- ✓ 5,379 businesses have received advice

- ✗ Limited progress is being made on some Built Environment project workstreams, additional meetings now in place to address and monitor
- ✗ 974 audits completed, delivery of these impacted due to summer period and high levels of annual leave, and new resources undergoing training.

Priority 4 - Use resources sustainably and deliver the most value

10. Of the 7 projects supporting the delivery of this priority – 3 are on track, and 2 have minor delays and 2 have major delays.

- ✓ Planning approval obtained for Littleborough Fire Station
- ✓ Carbon reduction and LED lighting schemes completed
- ✓ Sustainability Strategy launched in August 2022
- ✓ Use of the Audio Visual kit is progressing well with alternative delivery methods being utilised to engaged more widely across the Service.

- ✗ Delays to the Intranet Project have resulted in this being rolled over into the ADP 23/24.
- ✗ Supply chain issues have been experienced in relation to the GM One Network, that could result in this not being delivered this year.
- ✗ Minor delays to achieving the £788k efficiency savings but anticipated this will be resolved by the end of this financial year.

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

11. Of the 9 projects supporting the delivery of this priority – 5 are on track, and 4 have minor delays.

- ✓ Commencement of Frontline Leaders Programme pilot
- ✓ Launch of refreshed Recognition and Rewards Framework

- ✓ Core Code of Ethics continues to be embedded across the Service
- ✓ Equality, Diversity & Inclusion Strategy launched in
- ✓ Celebrated long service and good conduct of staff through a number of events
- ✓ Marginal improvement on the overall female workforce percentage now at 7.22%
- ✓ Improvement of 1.52% to overall proportion of staff from ethnic minority group now at 6.19%

- ✗ NFCC Direct Entry Scheme is currently on-hold at a national level.
- ✗ Staff absence levels still remains over target at 5.12%

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

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

- ✓ GM Water Safety Summit took place in September 2022
- ✓ The Mutual Mentoring Scheme launched in
- ✓ Workshops undertaken to support Integrated Place Based Working activities

- ✗ Delays to recruitment of a Blue Light Collaboration Programme Manager have stalled progress on this project, but this will be picked up through the strategic board.

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 three key evaluations were delivered, there were:

- ✓ Evaluation of GMFRS's response to the COVID-19 pandemic
- ✓ Evaluation of the Day Crewing System
- ✓ Firefighter Attraction Strategy evaluation.

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 32 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.
18. In total our Improvement Action Plan consists of 61 key activities to address all the areas highlighted in the inspection report. Of these 61 activities – 14 have been completed, 35 are making good progress and on track, and 12 have minor delays.
19. Internal reality testing continues to be delivered by the GMFRS HMICFRS Team, in order to assess the progress of GMFRS against the Areas for Improvement. Over 20 sessions have been completed, and the sessions included a cross-section of operational crews from firefighter to Group Manager, staff and specialists, and non-operational personnel.
20. All personnel engaged positively with the testing and the open and honest feedback enabled the GMFRS HMICFRS team to produce a valuable report which was presented to SLT in September. A second phase of reality testing is scheduled for October.
21. Work is now ongoing internally to prepare for the next inspection, which is anticipated to take place April / May 2023.

Fire Standards

22. 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.
23. There have been fourteen Fire Standards released to-date, the most recent people related standards both released in December 2022. Each standard sets out a range of compliance criteria requirements, with a total of 176 standard requirements across the fourteen released.

24. A considerable amount of assurance activities have been undertaken by the Service to assess our compliance against twelve of the Standards, with the exception of the two published in December, which has just commenced. Currently our evidence identifies that we are fully or partially compliant against 136 (96.4%) of the 141 requirements across the 12 standards.

NEXT STEPS

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