



**GREATER  
MANCHESTER**  
FIRE AND RESCUE SERVICE

# MID YEAR PERFORMANCE REPORT

April 2022 - September 2022



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# Introduction

Welcome to Greater Manchester Fire and Rescue Service's (GMFRS) mid-year performance report. The report identifies the progress we have made against the delivery of our current Annual Delivery Plan between April and September 2022.

This summer saw unprecedented temperatures and fire incidents, and I am enormously proud of how our firefighters protected communities from the increasingly dangerous impact of the climate emergency.

The Service responded quickly to the risk posed by the ongoing cost of living crisis. We established a bespoke team that has focussed resources on the most vulnerable. Financial pressure has pushed some people to change the way they cook and keep warm, and our team has successfully targeted prevention work and guidance at those most at risk of an accidental fire.

I am also proud of the work we are driving to reduce deaths and injuries in the region's waterways. In September we convened Greater Manchester's first water safety summit. Partners across the region came together and agreed on the formation of a Greater Manchester water safety partnership. GMFRS will continue to drive this collaborative work forward to make our region as safe as we can.

There has been much to celebrate over the last six months, from our national excellence in speed of response to the inspectorate's recognition of the effectiveness of our new terrorist response capability. We will continue to push ourselves and evaluate what works to make our communities safer.



**“There has been much to celebrate over the last six months. We will continue to push ourselves and evaluate what works to make our communities safer “**

**DCFO Ben Norman**

Director of Planning, Performance  
& Workforce

# Executive Summary

The first six months of the year have been busy with England experiencing the warmest temperatures ever recorded by the Met Office coupled with less than average rainfall. Our analysis shows the weather has a direct impact on deliberate secondary fires; more sunshine and less rainfall has resulted in a 70% increase in secondary fires. This is particularly evident in GMFRS during July when there was an unprecedented heatwave and the highest volume of deliberate secondary fires, with 48 recorded on one day.

January 2022 saw the launch of the new Home Fire Safety Assessment (HFSA) process and supporting systems. This has continued throughout the year with good progress being made as the process is embedded. As expected, due to moving from a universal offer to a more targeted approach during Q1 we naturally saw a decline of referrals, however, Q2 saw an increase in the number of HFSA's delivered to those people in the Greater Manchester community most at risk of having a fire.

As a result of the national cost of living crisis during 2022, in July, GMFRS established a Cost of Living Response group. This group utilises incident data to identify and target prevention activities at those groups likely to be at increased risk due to unsafe behaviours related to cost of living pressures. Positively, as a result of our focussed prevention activities, GMFRS has not seen the perceived increase in accidental dwelling fires (ADFs) with **708** ADFs attended year to date, **8 less** than the forecast and **78 less** than the same period last year.

GMFRS has continued to make efficiencies with a total of **£488k** savings already made this year, despite ongoing supply chain pressures and increasing costs. This will continue to be a key area of focus to closely mitigate where possible the impact on projects and meet the remaining £300k planned savings.

In September 2022, GMFRS brought together key organisations and campaigners, including Greater Manchester Police, Royal Lifesaving Society and the Royal Society for the Prevention of Accidents for the first ever Greater Manchester Water Safety Summit. Figures have shown that over the past five years 68 people have died in our regions waterways, with deaths from drownings overtaking deaths as a result of fire for the first time last year. The summit will support the creation of a new Greater Manchester Water Safety Partnership and a new strategy for the city-region, aimed at reducing deaths from drowning in canals, rivers and open water.

# Our Plans

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:

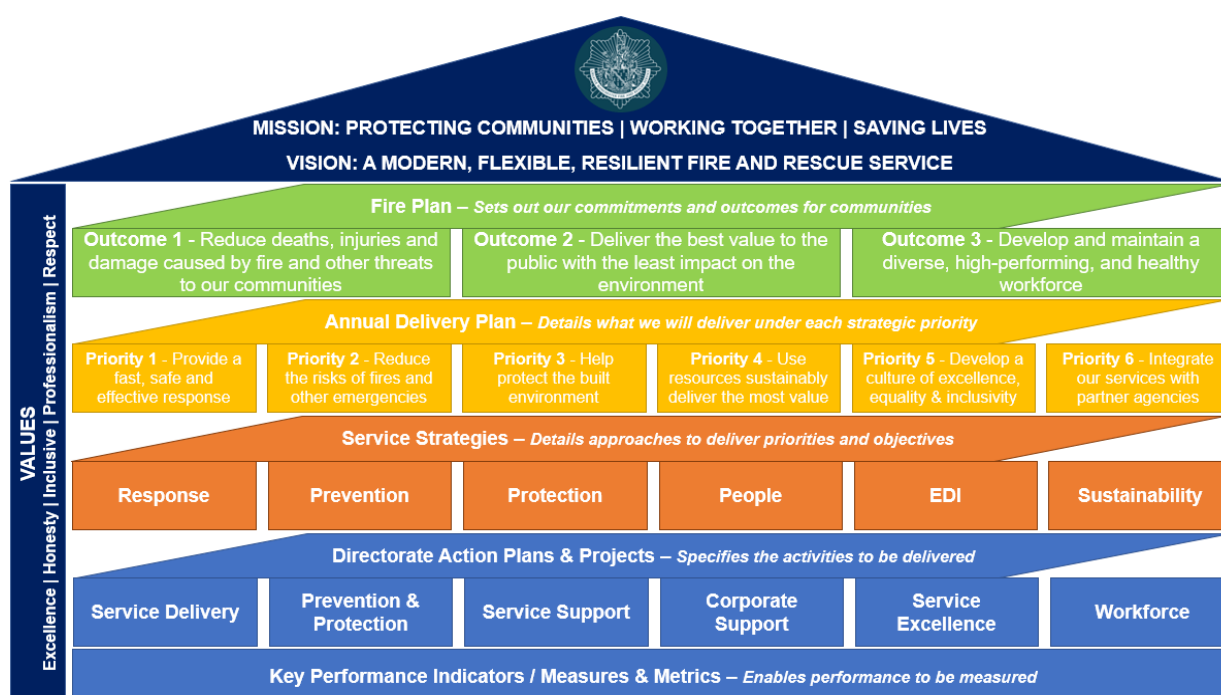


1. Provide a fast, safe and effective response
2. Help people reduce the risk of fires and other emergencies
3. Help protect the built environment
4. Use resources more sustainably and deliver the most value
5. Develop a culture of excellence, quality and inclusivity
6. Integrate our services in every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



The Annual Delivery Plan (ADP) sets out how GMFRS will meet the six priorities in the Fire Plan over each 12-month period, providing a focus for the service in the short term. The ADP is a portfolio of improvement programmes / projects, governed by the GMFRS Improvement Board, supported by our corporate strategies.

The below diagram sets out how all our plans and strategies link together to deliver the Service's mission and vision, and we recently launched an animation that brings this to life - [GMFRS Animation](#).

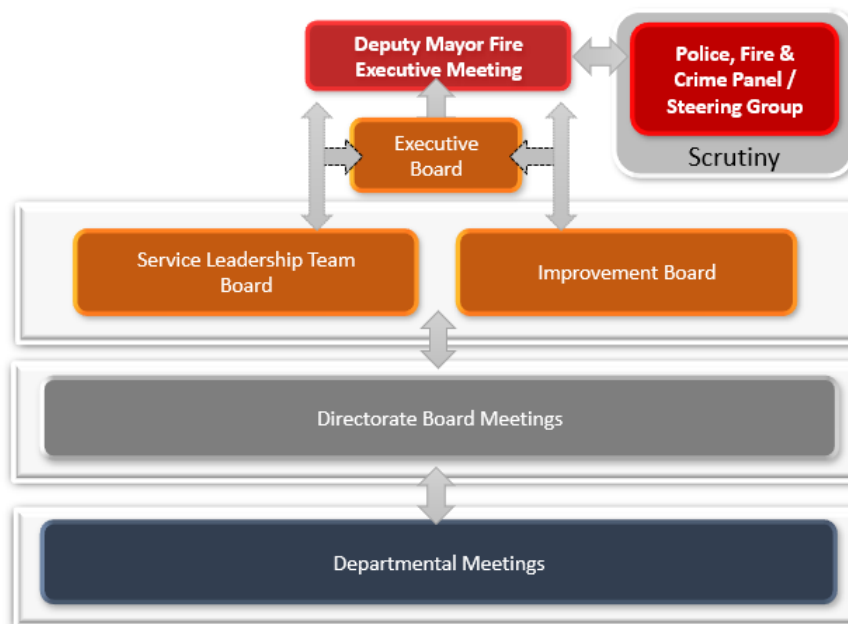


# Governance Arrangements

Our governance arrangements ensure that GMFRS carries out its functions in a way that demonstrates accountability, transparency, effectiveness, integrity, and inclusivity.

Good governance support our ability to effectively deliver our vision and mission and is designed to enable accountability and leadership to be aligned appropriately to support transparent and effective decision-making and reduce bureaucracy.

## GMFRS Meeting Governance Structure



The Service Excellence function is well established with the exception of the Programme Management Office (PMO) function which was permanently established at the commencement of 2022 and provide an independent, transparent, and robust reporting in line with the above governance arrangements.

The PMO Team have made significant progress since the start of 2022, focussing on establishing and embedding underpinning principles against which the function and the wider Service can operate, and includes:

- A PMO Service Charter articulating the functions of the PMO within GMFRS.
- A PMO 'Plan on a Page' articulating the activity the PMO will strive to achieve that year
- GMFRS Governance Framework and Toolkit.
- Project Management Framework and Toolkit.
- Project Management Training Course
- Establishment of a PMO Champion Challenges Group

# Annual Delivery Plan Performance

GMFRS is halfway through its second ADP of the current Fire Plan, and we are making relatively good progress against our ADP and the ambitious targets/forecasts for 2022/23. 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. These 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 Directorate 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).

On 30th September 2022, of the 52 items in the ADP: -

- **4** complete. (Introduction of the Response, Prevention and Protection Strategies, and the introduction of new Fire Engines).
- **30** making good progress and on track for delivery.
- **14** experiencing minor delays.
- **4** experiencing major delays (Bury Training and Safety Centre, Estates Programme, Prince's Trust, Intranet).





























The next section provides more detail under each of the six ADP priorities regarding on the progress on projects and performance against KPIs.

Key	
In Progress / On Track	Completed
Minor Delays	On Hold
Major Delays	Not Yet Started
Multi-Year	Roll Over into next ADP

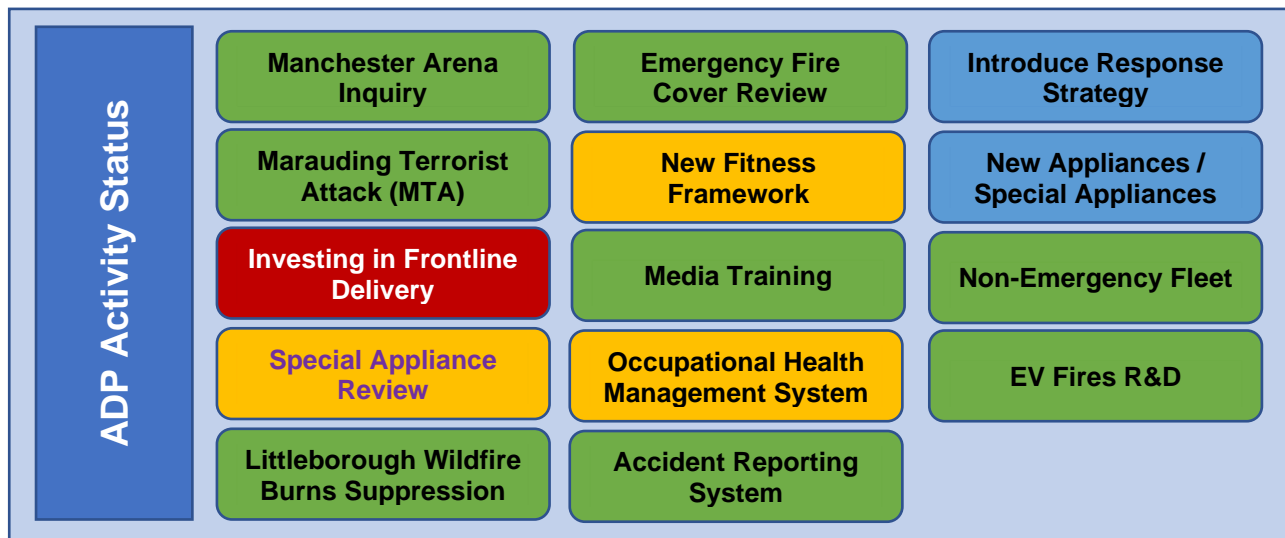
# Performance Highlights

Of the 15 KPIs presented in this report 73% (11) are green / positive and 27% (4) are red / negative.

	Key Performance Indicators	2020/21	2021/22	2022/23	Trend
	Average response time to 'life risk' emergencies (includes call handling, turnout and travel time)	7:01	7:20	7:20	
	% of appliances crewed and available	99.12%	99.97%	99.73%	
	Deliberate Fires	3,987	3,938	4,380	
	Accidental Dwelling Fires	812	786	708	
	Special Service Calls	2,478	3,261	3,790	
	Home Fire Safety Assessments completed	4,481 (Safe & Well visits)	3,609	8,230	
	Number of rescues from emergencies	699	973	1,149	
	Protection Audits completed.	293	1,210	974	
	Businesses provided with advice	2,362	5,143	5,379	
	Number of deaths from fire Number of injuries from fire	5 81	6 92	8 77	
	% of the workforce - male	84.99%	85.50%	84.97%	
	% of the workforce - female	15.01%	14.50%	15.03%	
	% of the workforce - ethnic minority	4.74%	4.67%	6.19%	
	% Absence levels – All Staff	2.92%	5.33%	5.12%	
Improving – <span style="color: green;">Green</span>   Declining – <span style="color: red;">Red</span>   No Change 					

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

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### Key achievements:

- ✓ The HMICFRS cause for concern re: Marauding Terrorist Attack (MTA) was lifted on 2nd September 2022.
- ✓ MTA feedback surveys identified that 96% of attendees stated GMFRS are achieving our aims of improving the capacity and capability of response to a terrorist incident.
- ✓ Overall, the MTA project is progressing well, with interim policies and procedures completed ready for final approval. Training continues to progress to target, fully supported by GMP and NWSAS partners.
- ✓ The fitness framework was approved and a secondee is now in post to support delivery.



### Project delays: -

- ✖ The Occupational Health and Safety Management System will not be implemented this year and approval given to roll over into the 23/24 ADP.
- ✖ The Bury Training and Safety Centre programme has experienced delays across the site, specifically around the Incident Command and Leadership Development Academy. This is being managed through the Governance Group and no impact is anticipated to the exit from the Training and Development Centre, or operational training. *(This has since been handed over by the Contractor and new completion dates agreed).*

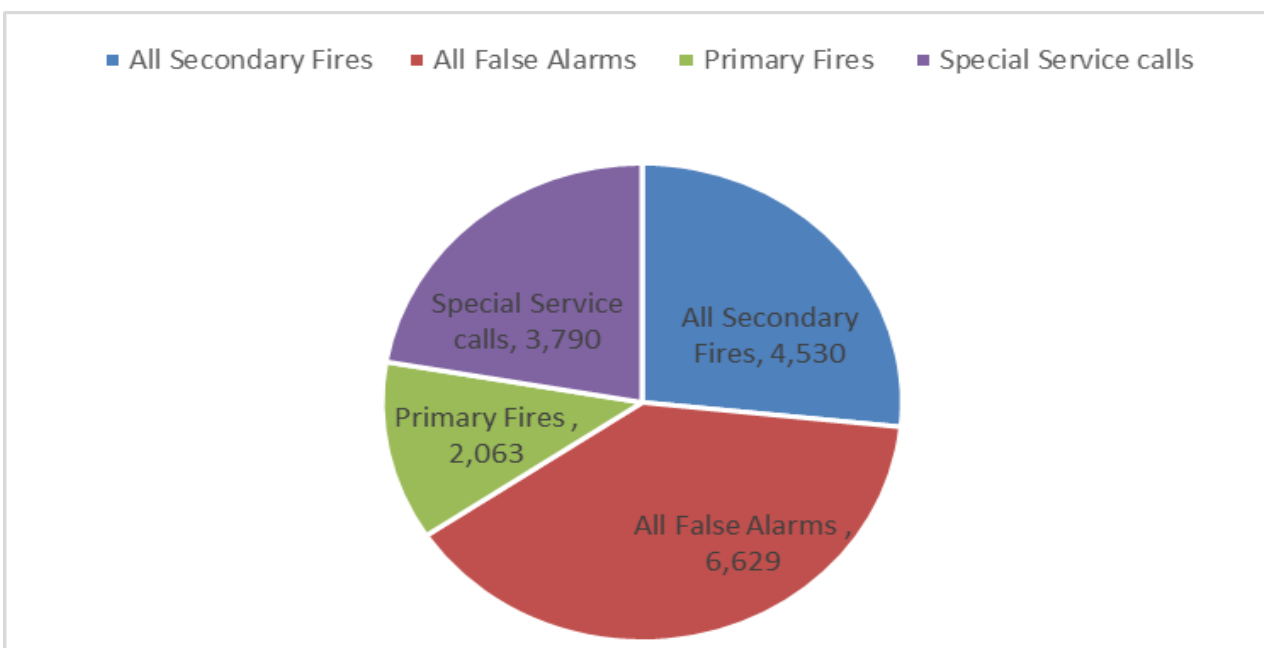


## All Incidents



This is the number of incidents that GMFRS attend with one or more fire appliances, and includes fires, special service calls, false alarms and collaborative work undertaken with other emergency services. For example, missing person searches on behalf of the Police and gaining entry incidents at the request of the Ambulance Service. This is not a KPI but provides an overview of the volume and types of incidents attended.

All Incidents	Year to Date	2022/2023 Quarter 2	Previous year to Date	2021/2022 Quarter 2
	17050	8843	15728	7815



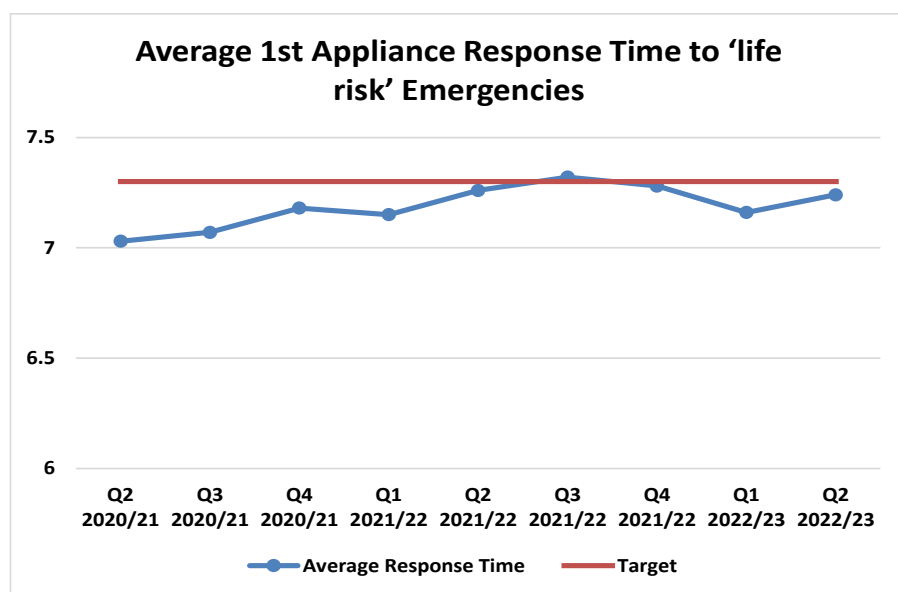
	<b>FALSE ALARM</b> incidents made up 39% of the Service's activity during the first half of 2022/23 and comprised; 48% Fire Alarm due to Apparatus (domestic and non-domestic), 28% Good Intent False Alarm, and 4% Malicious False Alarm.
	<b>SPECIAL SERVICE</b> incidents are made up of a number of different activities. Year to date the top 5 SSC types are; Road Traffic Collisions (RTCs) 960 (25%), Effecting entry/exit 633 (17%), Lift Release 270 (7%), No action (not false alarm) 244 (6%) and Flooding 209 (6%).
	<b>SECONDARY FIRE</b> incidents are typically anti-social behaviour fires. These mainly involve loose refuse and/or wheelie bins. During the period 1 <sup>st</sup> April 2022 to 30 <sup>th</sup> September 2022 'Loose refuse' continued to account for the largest proportion of deliberate secondary fires, 1,553 out of 3,614 (43%) and 'Wheelie Bins' accounted for the second highest proportion (372/10%).
	<b>PRIMARY FIRE</b> incidents encompass Deliberate Primary Fires at 766 (37%) and Accidental Dwelling Fires at 34% (708).

## Response time to emergencies



Year to date GMFRS 1st appliance average response time to 'life risk' emergency incidents was **7 mins 20 secs**, which is within the target of 7 mins 30 secs – and the same as last year's performance.

Following the lifting of restrictions in March 2021/22 there has continued to be a steady increase in the route back to a more normal life. People have returned to the workplace and resumed a more normal lifestyle, leading to more traffic on the roads and increasing our average response time as shown in the graph below.



We measure our performance when responding to incidents using our response standard:

***To respond to all life risk incidents within 10 minutes from the receipt of the emergency call at NWFC on 80% of occasions.***

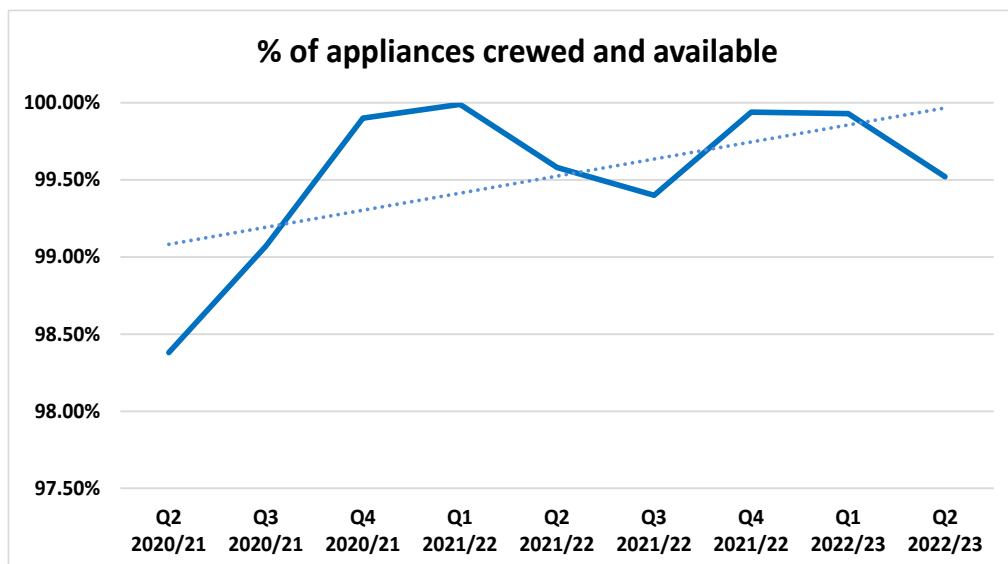
The measure includes call handling time at North West Fire Control, time for our crews to 'turn out' to the fire engine, put on their personal protective equipment (PPE), and includes travel time to the incident location. We measure our performance against this standard for those incidents that pose the greatest risk to life such as house fires and road traffic collisions, termed 'life risk incidents', and our current performance against this is **86%**.

In August 2022, the Home Office published response data in relation to all FRSs, which highlighted that the average response time to **primary fires in England for year ending March 2022** was **8 minutes 50 seconds**. **GMFRS average response time to primary fires** was **7 minutes 12 seconds**, which is **1 minute 38 seconds better** than the England average. GMFRS has the 4th best average response time when comparing to our Mets family group.



## Appliances crewed and available

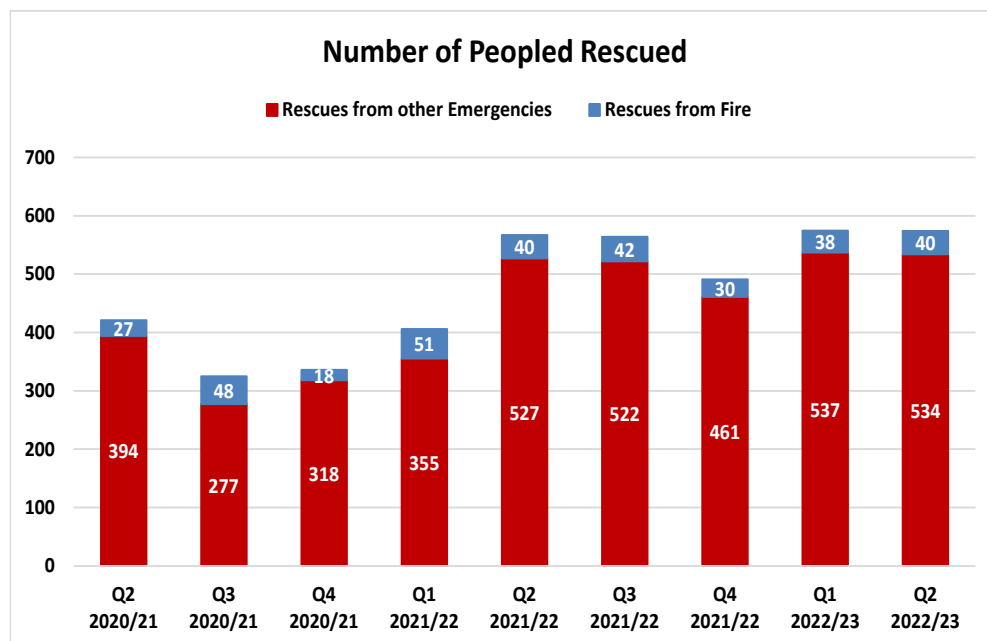
**99.73%** of appliances were crewed and available which is **comparable to the 99.77%** for the same period last year. This target has been assessed and refined for 2022/23 and a new target of 99.5% has been agreed and was achieved in Q2.



## Rescues from emergencies



**1,149 people were rescued from fire and other emergencies;** 78 from fires and 1,071 from other emergency incident types, for example, people trapped in a lift, medical incidents and suicide attempts to name a few. This was **176** more than the same period the previous year.

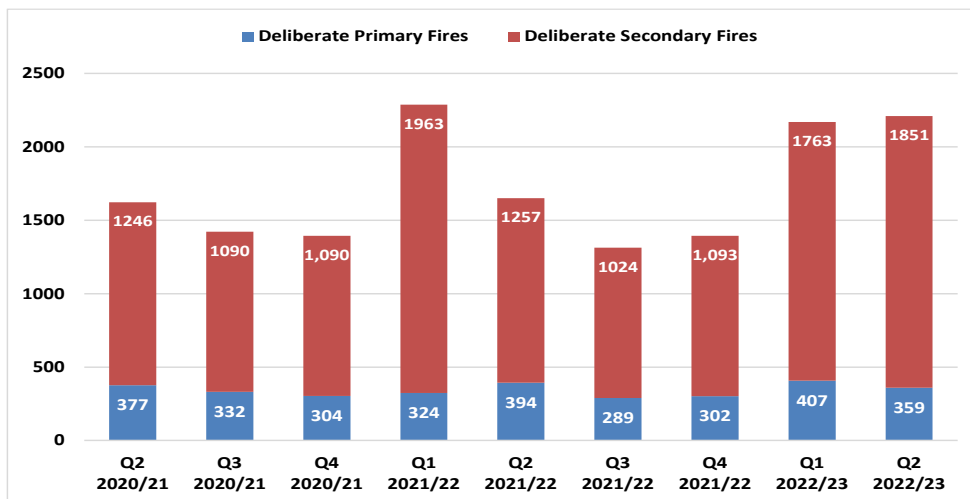


## Deliberate Fires



There were **4,380 deliberate fires** attended during the first half of the year. A total of **766 deliberate primary** fire attended, **181 more** than the forecast and **48 more** than last year. The majority of these incidents involve road vehicles (358) and buildings (328), with 77 outdoor.

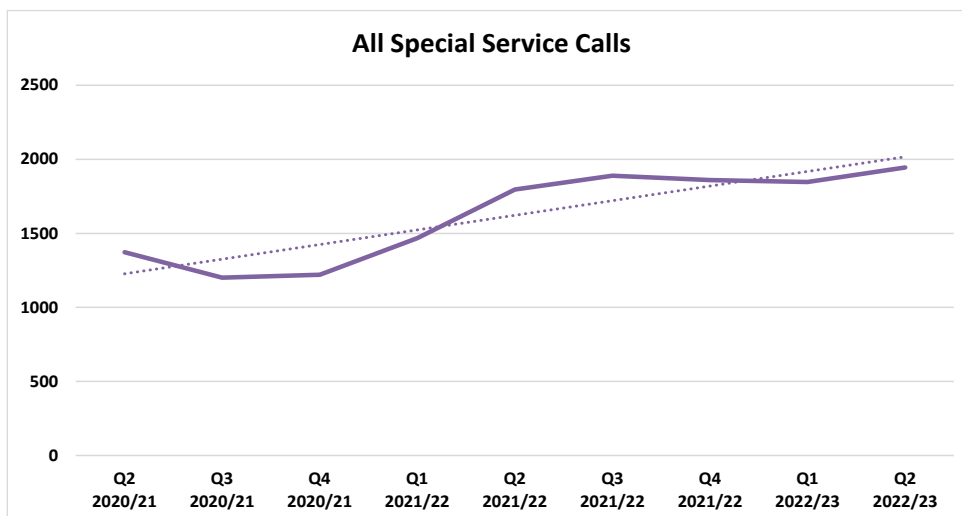
A total of **3,614 deliberate secondary** fires attended, adverse to the forecast of 2,958 and **394 more** than last year. The majority **1,553 (43%)** continue to involve 'loose refuse', with the second highest proportion involving 'wheelie bins' (**372/10%**).



## Special Service Calls (SSCs)



There were a total of **3,790 special service calls** attended, which is **529 (16.22%) more** than the 3,261 attended during the previous year. Whilst the direction of travel over the last 12 months is negative, this partially reflects our increased support at incidents whereby we assist other agencies.



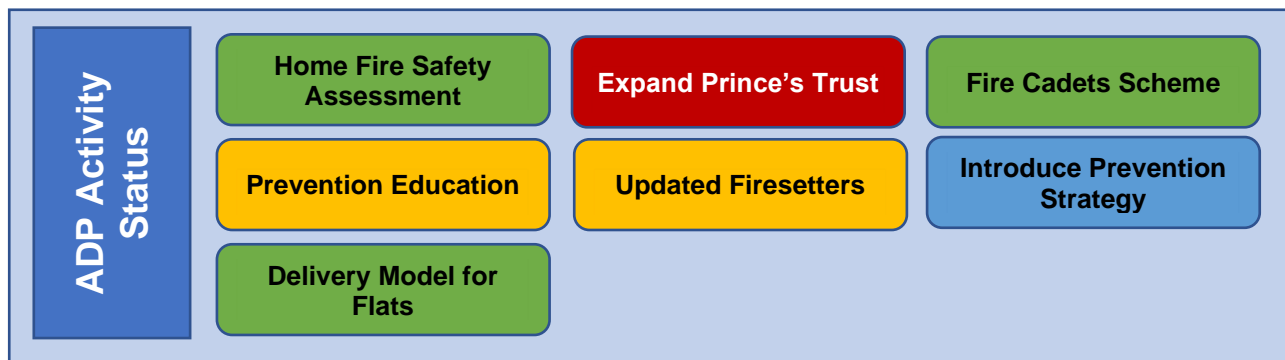
Increases can be seen across the majority of SSC types with the most significant increase associated with '**Effecting entry/exit**' incidents which accounted for the second highest volume of SSCs and **an increase of 218 (53%)** compared to the same period last year.

The table below provides a view of the top 5 SSC types and the variance:

SSC type	Mid-Year 2021/22	Mid-Year 2022/23	Variance	% Difference
RTC	1,028	951	77	-7%
Effecting entry/exit	413	631	-218	53%
Assist other agencies	160	292	-132	83%
Lift Release	189	269	-80	42%
Flooding	244	210	34	-14%

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

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### Key achievements:

- ✓ The feasibility study for the Fire Cadet's Scheme has commenced, with several consultative visits to partners to understand and learn from their successes / limitations with cadet schemes.
- ✓ A positive response has been received from GMCA and the Probation Services regarding the proposals put forth in relation to the Adult Firesetters pilot. Work is now underway to scope these options further.
- ✓ Fire Safety education packages and resources are now live on the website.
- ✓ A Prevention Education Lead has been onboarded and is progressing workstreams.
- ✓ The Home Fire Safety Assessment (HFSA) PIP has been downgraded from amber to green within this period, with work commencing on the digital performance dashboard.

### Project delays:

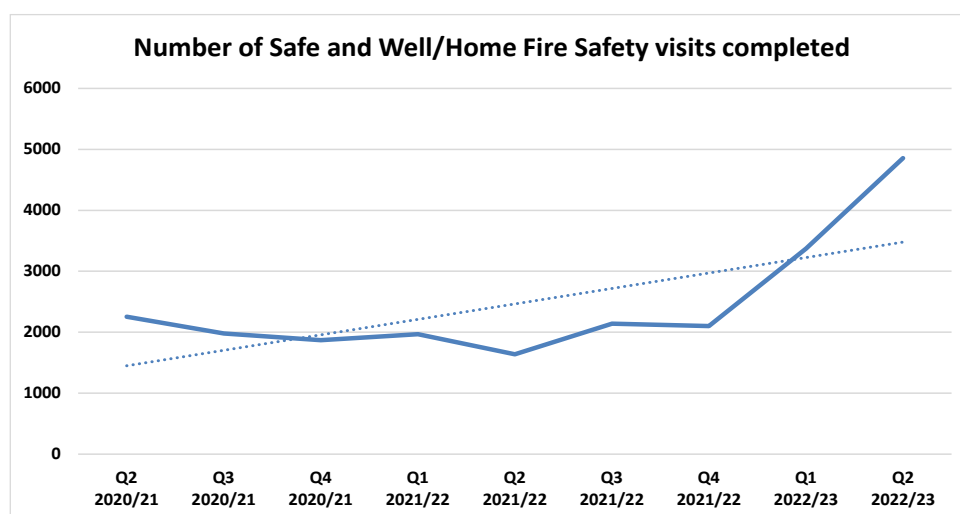
- ✗ Prevention projects have been impacted due to the number of vacancies and difficulties recruiting, which has been raised as a corporate risk across the whole portfolio. The Prevention team and GMFRS have worked creatively to fill these gaps, through alternative recruitment approaches.
- ✗ Whilst some gaps remain and continue to impact on the progress of projects e.g., the Prince's Trust, the approach taken has significantly limited the potential impact of these vacancies, ensuring work progresses on the fire cadet's scheme, the water safety summit, road safety education and assistive technologies (within prevention under priority 6), and the prevention education framework, by utilising these different approaches. *(Please note, since September 2022, Prince's Trust vacancies now successfully filled. Project on track to deliver schemes at five locations from Jan 2023).*

- ✖ The number of, and fragmentation, across the different digital systems within Prevention has been acknowledged by SLT as an important issue. The work continues with Digital, through a series of workshops to develop solutions, and a digital solution is being considered as a priority project for Prevention & Protection in the 2023-24 ADP.



## Home Fire Safety Assessments (HFSAs)

During April to September **8,230 Home Fire Safety Assessments** were delivered to high-risk homes across Greater Manchester, which is adverse to the target of 16,302, although the direction of travel is positive.



Whilst the year to date total number of HFSAs is 8,230, this excludes 748 low risk completed online assessments during the same period. These low risk assessments have been generated by staff promoting the online assessment tool with partners, at community events and by frontline staff undertaking post fire prevention initiatives such as Target 25s. Individuals who have accessed the online assessment and scored low are provided with personalised fire risk reduction advice which can be emailed to them and printed off.

Feedback has been received by frontline staff about representing time and effort spent on undertaking doorstep calling and recognising both completion and refusal figures. Prevention has acted upon this to add 'doorstep advice' as a further measure within the recording practices. It is accepted that doorstep advice should not be recorded as a completed HFSA. However, it should be acknowledged that some form of basic home safety advice has been provided, along with the time and effort taken by frontline delivery staff to provide this information.

High Risk Household HFSA Refused	HFSA Incomplete/Leaflet posted/ Property Inaccessible
1,077	9,102

A further area impacting on the delivery of HFSA's delivered by frontline staff was due to these resources being redirected to undertake water and wildfire prevention patrols during the two heatwaves that occurred in July 2022. This constituted over 800 hours of other prevention activity by frontline staff instead of completing HFSA's.

## Fatalities from fire



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Sadly, there have been **8 fire related fatalities** across Greater Manchester. Of these fatalities, seven occurred in an accidental dwelling fire and one in a deliberate dwelling fire.

Three of the accidental dwelling fires were in Manchester Borough, in different wards, with all 3 involving elderly members of the community (2 male and 1 female), with a further two in Salford (male) and Stockport (female), 4 of which are believed to have been caused by carelessly discarded smoking materials. Two were cooking appliance related (Bury and Wigan) were males over the age of 55 and lived alone.

The focused Cooking Fire Safety (GM wide) – Cook Safe - campaign ran between 29 April and 30 June. The campaign was scheduled to run during this time, but the fire deaths helped shape the campaign and its focus. The campaign warned people to never leave cooking unattended or get distracted while cooking, and never to cook whilst under the influence of alcohol. It also reminded people to take care when frying and encouraged them to use a safer alternative to chip pans.

GMFRS continues to undertake substantial work with partners at social care and housing providers updating them on our HFSA offer and the importance of referrals for persons most at risk of fire. This has been communicated and shared with all strategic leads across GM via the Community Safety Partnerships.

We also continue to undertake post fatal fire incident campaigns, targeting properties on street where incidents have happened via door knock and fire safety leaflet drop campaigns.

## Casualties from fire



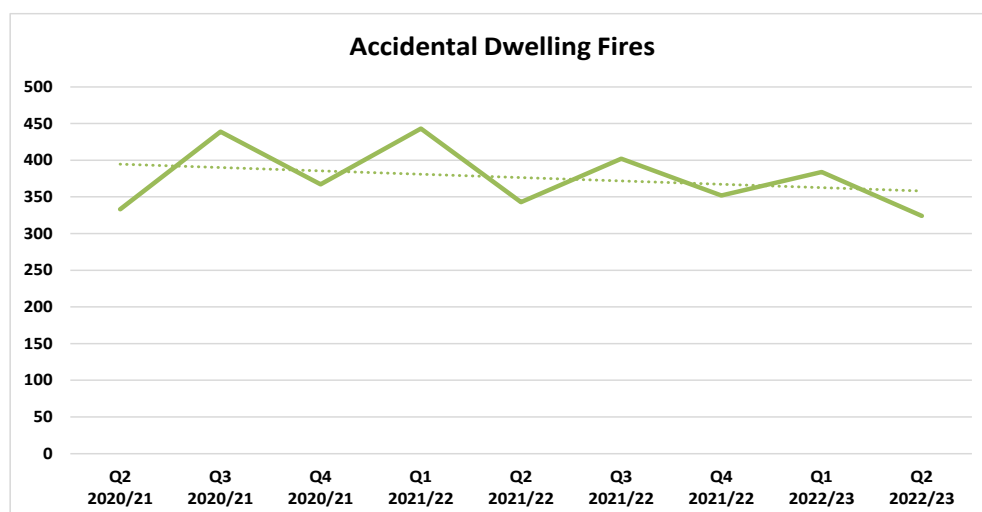
There have been **77 injuries** as a result of fire, **24 more** than the forecast and **15 less** than the same period last year. 64 of the injuries sustained were slight in nature and 12 serious. These injuries were associated with 26 unique incidents, of which 1 incident resulted in 4 casualties who required hospital treatment.

The majority of injuries continue to be sustained in dwelling fires, with 42 accidentally caused. We consistently promote home safety messages around safety cooking practices and carelessly disposing of smoking materials using a variety of media to help reduce injuries from fire and accidental dwelling fires.

## Accidental Dwelling Fires (ADFs)

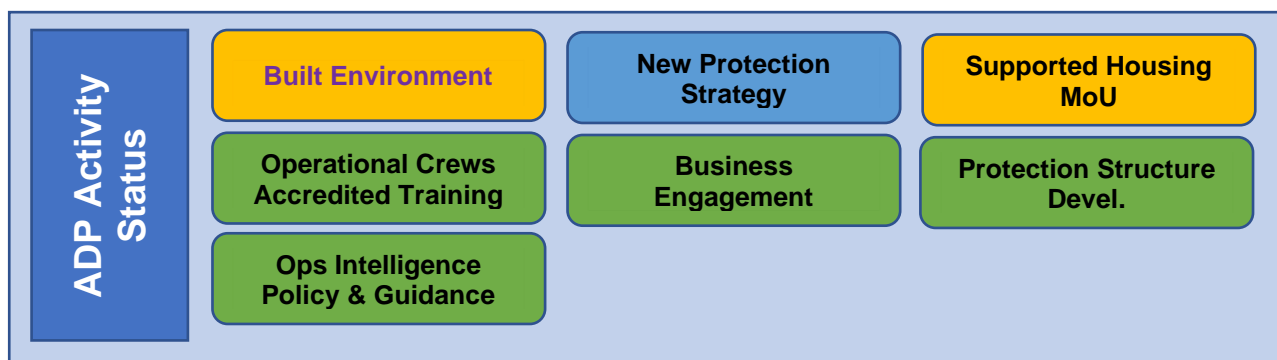


GMFRS attended **708 ADFs**, **8 less** than the forecast and **78 less** than the same period last year. 89% (627 out of 708) ADFs sustained fire damage confined to the room of origin and 80% (569) had a smoke alarm fitted.



During this period, 6 of the 10 boroughs demonstrated a reduction in ADFs, largely attributable to a fall in 'cooking related' incidents, believed to be a result of the focused Cooking Fire Safety (GM wide) 'Cook Safe' campaign, ran between April and June 2022.

## Priority 3: Help protect the built environment



### Key achievements

- ✓ Some milestones have been progressed regarding the Built Environment PIP, and some elements are now ready to be evaluated and closed
- ✓ Initial engagement has taken place throughout Q1 with relevant partners to develop the Business Engagement Strategy, and in Q2 a campaign was launched in conjunction with partners re: business engagement and education of hospitality premises
- ✓ The revised protection structure was approved at SLT in June 22 and following this the successful recruitment of 11 green book Fire Safety Inspectors, due to start at the end of October. This will enable positive progress of projects within the Protection remit, under priority 3
- ✓ The Operational Intelligence Policy was launched on the 19th August 2022.

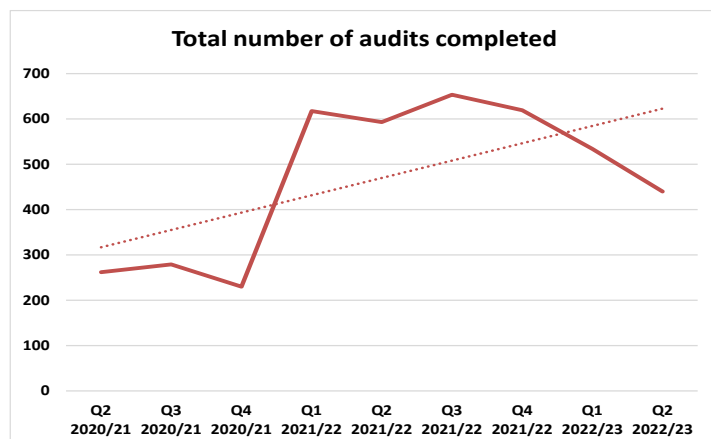
### Project delays:

- ✗ Progress on the Built Environment PIP has been limited, with varied ownership and priority of workstreams / actions across the organisation. Despite this, the project co-ordinator is pro-actively communicating with internal stakeholders to progress completion and closure of relevant references, and more recently further meetings have been put in place to successfully increase the robustness of the governance around this project

## Protection Audits



There have been **974 audits** completed during the first half of 2022/23.



The majority of auditing activity was focussed on the Risk Based Inspection Programme (RBIP), however there were a significant number of audits undertaken in response to complaints and intelligence, and 15 as a result of post incident activity. In addition to audits there were 76 Focussed Inspections undertaken, which involve a physical visit to the premises but are focussed on specific areas of compliance and are used to triage complaints and post-incident activity and on a regular basis to assess fire safety in high rise buildings which have an open case pending remediation.

There is ordinarily a reduction in auditing activity during Q2 due to the summer period and high levels of annual leave. This coupled with leave and significant days lost to sickness impacted on the delivery of auditing activities. This period also saw a significant amount of resource dedicated to training and assessment activity, for both current staff and new starters.

## Protection Advice

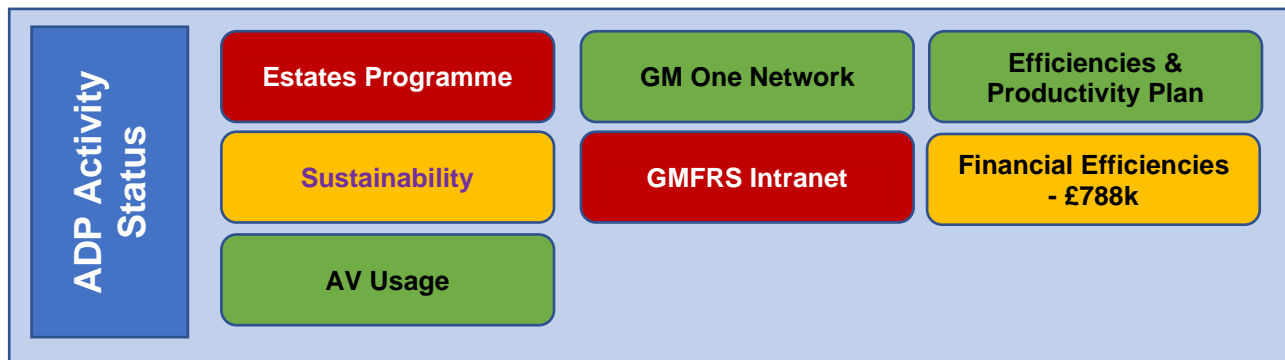


A total of **5,379 businesses received advice**, with the majority (4,784) being delivered during Q2. The significant increase is related to the provision of pro-active general advice to both schools and licensed premises. During the period of excess heat in July all schools across GM (1,106) received advice on fire safety in addition to water safety messaging in a combined Prevention and Protection communication.

September also saw the launch of a Business Engagement campaign focussed on licensed hospitality premises to raise awareness of the risks related to decorations and indoor fireworks.

## Priority 4: Use resources sustainably and deliver the most value

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### Key achievements:

- ✓ Full planning approval has been obtained for Littleborough Fire Station
- ✓ The Estates Governance meeting and relevant team are in place to support both the Estates refresh and rebuild programmes
- ✓ Carbon reduction and LED lighting schemes are completed through the PSDS programme.
- ✓ The Sustainability Strategy was launched in August 2022, which details plans for sustainability leadership and staff training in relation to the climate emergency. Plans are in place for the delivery of training in Q3
- ✓ AV usage is progressing well and expected to hit completion date of Q3 as planned.

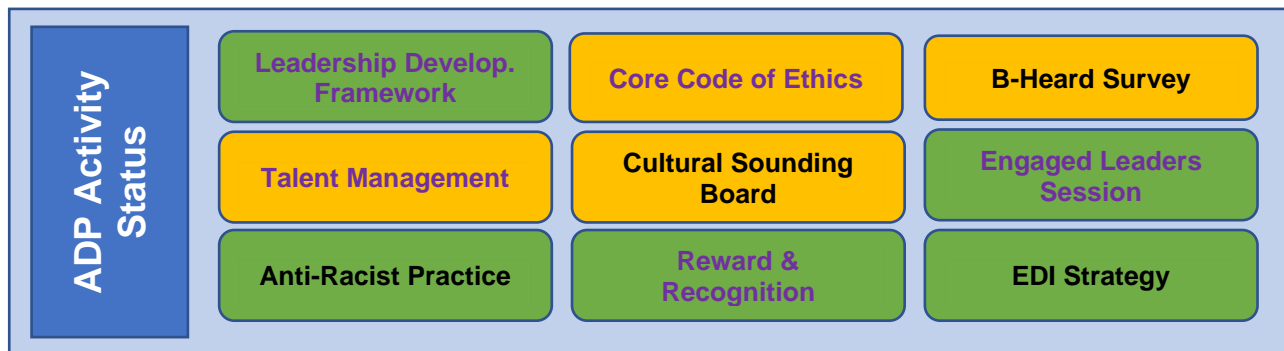


**Project delays:**

- ✖ The Intranet project is progressing with a team now in place to deliver, but will roll over into 23/24, due to the delay in procurement commencing.
- ✖ The issues with the supply chain for the GM One Network mean this project may not be implemented in 22/23. The impact on GMFRS is mitigated by the +1+1 contract with the current suppliers which can be invoked to ensure provision.
- ✖ There are minor delays to the £788k financial efficiencies, but it is anticipated that the full savings target will be achieved by Q4.

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

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### Key achievements:

- ✓ Work continues at pace across GMFRS to support the investment in leadership and talent management. The Frontline Leaders Programme pilot commenced with a new cohort of crew managers, and the Leadership Development Framework was formally launched to the workforce.
- ✓ A refreshed and re-branded Recognition and Rewards Framework has been successfully launched. An evaluation is now underway with recommendations to form the basis of a phase 2 paper, currently being drafted.
- ✓ The Core Code of Ethics continues to be embedded across the service.
- ✓ An NFCC e-learning module has been further developed and tested with colleagues will plans to launch this across the service as mandatory training in November 2022. Dedicated green book supervisory leaders Engaged Leaders sessions have been recently introduced, which was warmly received by staff, and sessions have been developed to include keynote speakers.
- ✓ Anti-Racist Practice training booked in for all GMFRS Service Leadership Team in Q3
- ✓ The Equality, Diversity and Inclusion strategy was successfully launched
- ✓ The Promotions Pathway Framework document has been finalised, and a station manager has been successfully appointed to support the project.
- ✓ We held three long service good conduct events in May – which saw 96 colleagues receive medals, celebrating a combined 1,920 years of service.

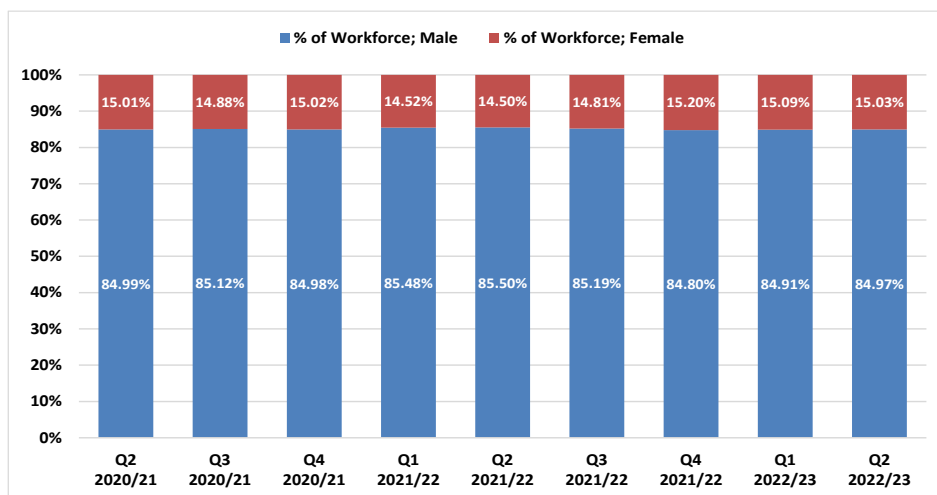
### Project delays:

- ✗ It is worth noting that the NFCC Direct Entry Scheme (an element of the Leadership Development Framework) is currently on hold at a national level



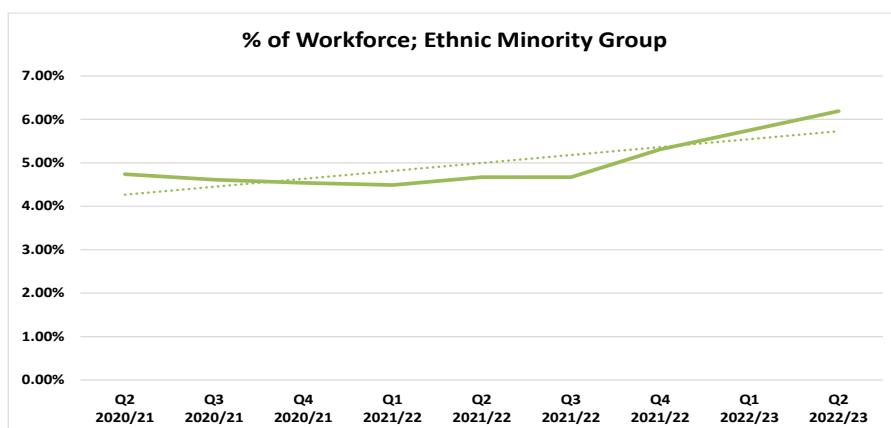
## Workforce – % Male / Female

The overall female workforce percentage has shown a **marginal improvement of 0.52%** when comparing to Q2 the previous year, although a slight reduction of 0.06% compared to the previous quarter. The number of female staff has not reduced however, the male workforce has increased causing a reduction in the female workforce percentage. At the end of Q2 2022/23 **7.22% of firefighters were women** compared with **6.57%** at the end of Q2 last year. This number continues to steadily increase from a low of 1.83% in April 2015.



## Workforce - % Ethnic Minority Group

The overall proportion of staff from an ethnic minority group was **6.19%** which shows an **increase of 1.52%** when compared to Q2 last year and an improvement of 0.44% compared to Q1 2022/23.



Diversifying our workforce also remains high on our priority, with EDI data showing an increase of 1.29% of support function colleagues who are Ethnically Diverse, compared to the previous year.

## Absence Levels – All Staff



The overall level of **sickness absence** for the first two quarters of 2022/23 is **5.12%** which is **adverse** to the new **target of 5%** introduced on 1st April 2022. There has also been a **minor increase of 0.05%** when compared to Q1 2022/23, but a **reduction of 0.86%** when compared to Q2 2021/22.

Sickness Absence	Q2 2020/21	Q3 2020/21	Q4 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Q1 2022/23	Q2 2022/23
Absence levels (%) Uniformed Staff	3.11%	4.12%	4.38%	4.55%	5.96%	7.08%	5.61%	5.03%	5.21%
Absence levels (%) Support Staff	1.62%	3.92%	4.31%	5.29%	6.32%	6.82%	5.82%	5.53%	4.72%

As per the table above, long term increases in both uniformed and support staff groups have been observed, albeit there has been a slight reduction in Support Staff absences in Q2. Overall, the top three reasons for sickness are COVID-19, Mental Health and Gastro Intestinal which make up almost 60% of long-term and short-term sickness, however in terms of time lost there was more time lost for Musculo skeletal injuries than Gastro Intestinal sickness.

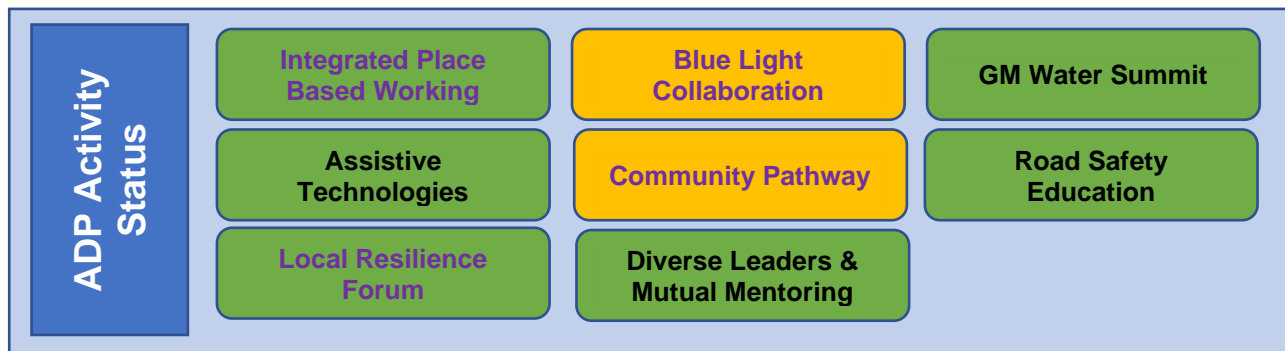
On 1 April 2022, many COVID measures ended in line with the "Living with Covid" plan. This meant the end of universal free COVID-19 testing, employers no longer obliged to explicitly refer to COVID-19 in their H&S risk assessments and the guidance on Self-Isolation changed.

The GMFRS stance on these changes with regards to sickness absence is, colleagues who are unwell with COVID-19 should book sickness absence and try to stay at home. Exemptions that were in place around COVID absence are no longer applicable and days off sick with COVID will be managed in line with the current absence management and capability policy.



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

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### Key achievements: -

- ✓ GM Water Safety Summit with partners took place on the 30th of September and was a well-received and useful exercise.
- ✓ Planned approach to road safety education proposed and agreed at Improvement Board.
- ✓ The Mutual Mentoring Scheme was successfully launched.
- ✓ The initial Diverse Leadership Programme is planned for launch in November 22, and staff have been engaged for expressions of interest in this scheme.
- ✓ A successful Practitioner Workshop was held (Wigan, place-based working), to form blueprint for further Integrated Place Based Working (IPBW) trials. Engagement sessions have been delivered internally (borough managers, station managers, prevention managers), and externally within the 10 local authority areas, and community safety partnerships.
- ✓ Positive progress is being made, particularly in relation to the introduction of the Integrated Place Based Working framework, with extensive engagement activity undertaken and planned with both internal and external stakeholders across GM.

## Project delays: -

- ✖ The Blue Light Collaboration programme has been upgraded to 'minor delays', due to the unsuccessful first round of recruitment for the Programme Manager role. This position will be closely monitored and may need to be reviewed again dependent on recruitment activities within Q3. *(Please note further recruitment has been unsuccessful, and this project is now classed as 'red – major delays')*.
- ✖ A key decision is required from Improvement Board regarding their appetite to progress and finance a new role and software to support multiple social media platforms at a station level, a paper is being developed by Service Delivery and the Communications team for Improvement Board (Fire Station Community Pathway project).



# Evaluation & Assurance Activities

## Evaluation

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The GMFRS Evaluation Framework was developed to provide guidance on best practise that should be used when conducting evaluation across the Service. This framework and supporting toolkit was first introduced in July 2021; however, the framework started to be applied consistently following the launch of the Fire Plan 2021-25 and the first Annual Delivery Plan (ADP).

During the period 1st April 2022 to 30th September 2022, there has been a focus on ensuring that projects outlined in the ADP are evaluated to understand the outcomes and impacts of the activities delivered. Evaluation is considered for all projects within the ADP and where appropriate, evaluation plans will be created for these projects. Evaluation plans outline the key lines of enquiry we would like the evaluation to address, metrics to be used for addressing evaluation questions and timescales for producing the evaluation report. During Q3 2022/23, work will commence to ensure that evaluation is also being considered for directorate level project (i.e., 'business as usual' type projects).

Work is ongoing to provide more visibility to the evaluations being completed across the Service. An 'Evaluation Portal' has been developed, and due to be launched in Q4 2022/23. The portal will contain the following information:

- An evaluation register: This is a list of all evaluation activities across GMFRS, and it will provide an 'at a glance' view of how each evaluation is progressing. It will also link to any relevant reports or documentation.
- An evaluation library: This will be a repository for all evaluation documentation and reports. It brings together all evaluation reports and documentation into one accessible location so colleagues can review evaluation findings from work that has been completed. This information may be useful in supporting planning for future projects.
- A recommendations log: This is a list of findings from evaluations to enable GMFRS to track progress of recommended actions, linking with wider organisational learning.
- Guidance and training materials: The portal will also contain links to GMFRS evaluation guidance and any other relevant training materials.

During the first half of the year, three key evaluations were delivered. These were:

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

The findings and recommendations from the above evaluations are currently being considered and actioned. Progress against these recommendations will be tracked via Organisational Learning. Key recommendations to date that have been implemented to date include:

- The Day Crewing evaluation recommended that GMFRS should explore the possibility of transferring some wholetime stations to the Day Crewing system. This is being considered as part of the ongoing Fire Cover Review.
- The Day Crewing evaluation also recommended that a working group is created to identify opportunities to improve and refine the Day Crewing system. A working group has been established and work is ongoing to identify ways to maximise the benefits of Day Crewing, outputs of which will be fed into the Organisational Learning Group.
- The GMFRS response to COVID-19 evaluation recommended that the organisation considers the use of technology in the delivery of interventions. Work is ongoing to ensure this is considered as part of the development of new delivery models.

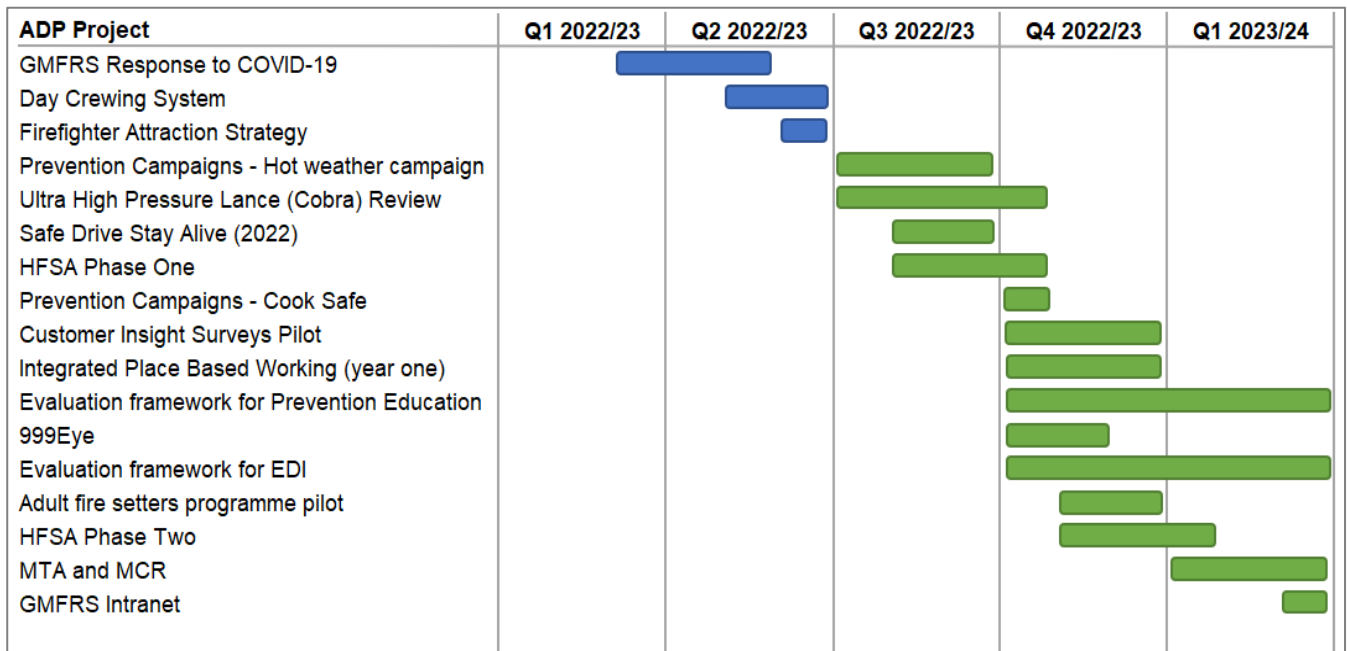
Work will continue to deliver evaluation activities during the remainder of 2022/23 and evaluation activities have already been planned for 2023/24. In the period 1st October 2022 to 31st March 2023, the following evaluations are expected to be completed:

- Ultra-High Pressure Cold Cutting Lance (Cobra) review
- Safe Drive Stay Alive (2022)
- HFSA Phase One evaluation (this will focus on the work completed to launch HFSA)
- Prevention Campaigns: Hot weather prevention activities
- Prevention Campaigns: Cook Safe
- Customer Insight Survey pilot
- Integrated Place Based Working (year one)
- 999Eye evaluation
- Adult Fire Setters Programme pilot

Also during the same period work will commence on a number of evaluation activities, which will be delivered during Q1 2023/24:

- HFSA phase two evaluation (this will focus on how well HFSA has been embedded)
- GMFRS intranet
- Evaluation framework for prevention education activities
- Evaluation framework for EDI projects / activities
- MTA evaluation

The figure below shows a timeline of key pieces of evaluation that are ongoing or are expected to be delivered over the coming months.



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




GMFRS was first inspected by the HMICFRS in 2019 and subsequently in 2021. The HMICFRS inspects each Fire and Rescue Service (FRS) against the 3 pillars of Effectiveness, Efficiency and People; within each of these pillars they assess specific areas of each FRS.




The outcomes from the 2021 inspection can be seen in the tables. Of particular note was the improvement in the People pillar which moved from a rating of “Inadequate” to a rating of “Good” – it is extremely rare for an FRS to improve by such a margin within such a short period of time.

GMFRS recognises our people are our most important resource and improvement in that area was seen as fundamental to improving the Service as a whole.

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.

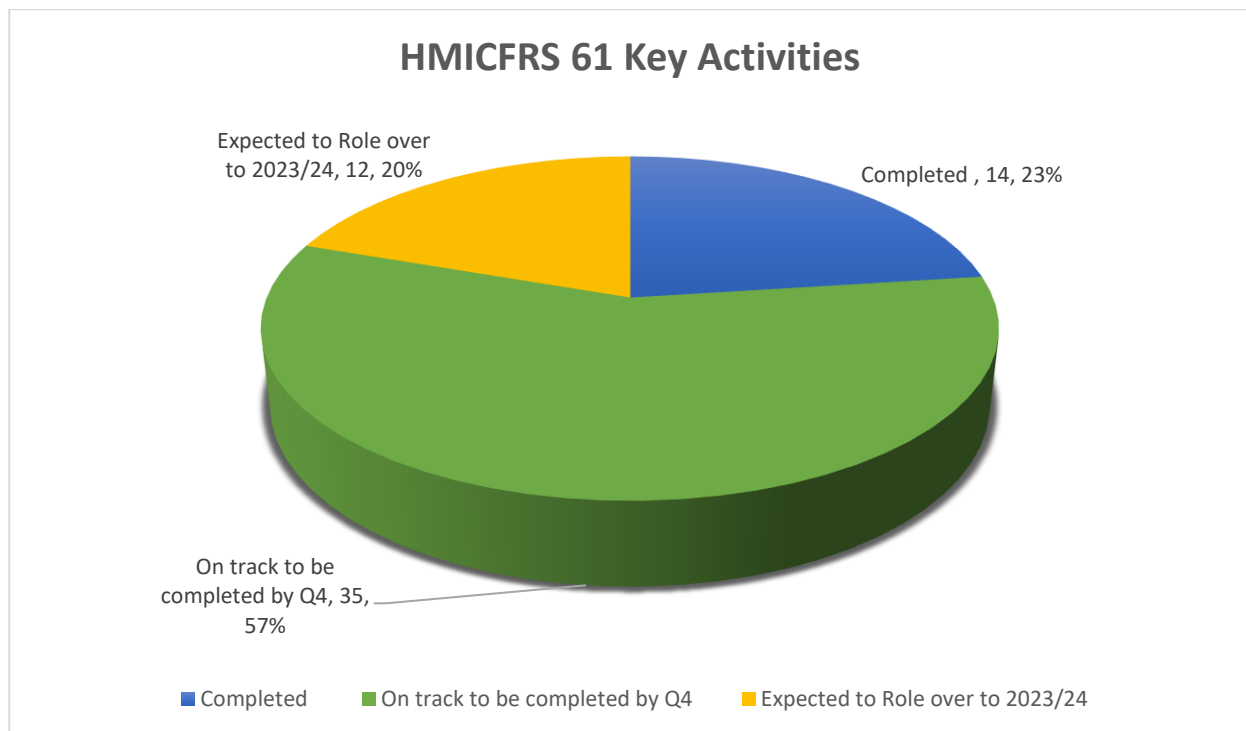
Significantly, GMFRS was issued with a Cause for Concern regarding its ability to respond to a marauding terrorist attack (MTA) and addressing this area has been a priority for the Service. Due to the extensive work addressing policies, procedures, training, exercising and the provision of equipment this Cause for Concern was closed by HMICFRS in July 2022. Further training, exercising and the provision of equipment continues to ensure that GMFRS has one of the best MTA responses in the UK.

Question	This inspection
 <b>Effectiveness</b>	 Requires improvement
Understanding fires and other risks	 Good
Preventing fires and other risks	 Requires improvement
Protecting the public through fire regulation	 Requires improvement
Responding to fires and other emergencies	 Good
Responding to major and multi-agency incidents	 Requires improvement

Question	This inspection
 <b>Efficiency</b>	 Requires improvement
Making best use of resources	 Requires improvement
Future affordability	 Good

Question	This inspection
 <b>People</b>	 Good
Promoting the right values and culture	 Good
Getting the right people with the right skills	 Good
Ensuring fairness and promoting diversity	 Good
Managing performance and developing leaders	 Requires improvement

The Improvement Action Plan consists of 61 key activities to address all areas of the HMICFRS report. Significant progress has been made in all areas with completion rates as of 30th September detailed below.



During June/July 2022 the HMICFRS team undertook phase one of reality testing, in order to assess the progress of GMFRS against the Areas for Improvement from the 2021 HMICFRS inspection. Over 20 sessions have been undertaken, and the sessions included a cross-section of operational crews from firefighter to Group Manager, staff and specialists, and non-operational personnel. All personnel engaged positively with the testing and the open and honest feedback enabled the HMICFRS team to produce a valuable report which was presented to SLT in September. A second phase of reality testing is scheduled for October.

The HMICFRS Team work closely with the GMFRS HMICFRS Service Liaison Lead (SLL), with more recently hosting a visit to the Greater Manchester Water Safety Summit on 30th September. Whilst our SLL was visiting, the team facilitated a tour of the city centre and an Operational Intelligence visit to a high rise building in interim measures with operational crews. The visit provided a much greater appreciation of the challenges GMFRS faces with the ever-expanding built environment and the socio-cultural aspects of the city centre.

## Fire Standards

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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 and is responsible for approving Standards and the approach to their development.

Each Standard identifies the desired outcome, what Services must have in place to achieve that outcome and the expected benefits of meeting the Standard. These Standards are principle-based rather than prescriptive, allowing GMFRS to implement them within the Service with a degree of individuality, whilst reassuring the public of commonality and consistency across the sector.

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.

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.



# Community Activities

Working with partners and in communities is a fundamental to ensure the effective delivery of our Services to the communities, and the below highlights some of these activities:

- In April 2022, we launched a new campaign after four residents lost their lives following house fires linked to chip pans in 2021. The Cook Safe campaign urges residents to be aware of the dangers of cooking-related fires and take simple steps to keep themselves and their families safe in the kitchen to help prevent fires. The first half of the year saw, 6 of the 10 boroughs demonstrating a reduction in accidental dwelling fires, largely attributable to a fall in 'cooking related' incidents, believed to be a result of this campaign.
- In addition to 'Cook Safe', we also supported the smoke alarm testing and escape planning campaign launched in June. This coincided with NFCC Home Safety Week and ran until mid-July. The campaign had universal messages for residents in Greater Manchester, which were shared on social media. We created some new content (reels) for Instagram with Firefighters, to encourage people to test their smoke alarms. The campaign has also been shared with partners, to promote to their service users. We also used it as an opportunity to promote our online home fire safety check / Home Fire Safety Assessments (HFSAs).
- To help tackle the increasing numbers of fires believed to have been started by anti-social behaviour, GMFRS works closely with partners. One example of this is in Abram ward, Wigan Borough, which had the highest volume of deliberate secondary fires across the whole service in Q2. In addition to an ongoing multi-agency approach to dealing with ASB related crime and fire incidents called Operation Bluefin, the Area Performance Rep also helped deliver anti-social behaviour contracts (ABCs) given to young offenders at the Police Station, with operational crews providing GMP with intelligence for follow up arrests.
- A joint approach between schools and GMP took place in early September to identify youths fire setting in different wards. The follow up saw the identified children spoken with, the parents also notified face-to-face and school staff engaging both individually and via class/whole school assemblies.

- Firefighters, staff, volunteers and their families took part in the first Manchester Pride parade for three years. Cheshire Fire and Rescue Service and Lancashire Fire and Rescue Service were right there alongside us too, living our shared values of inclusivity and respect.



- Operational crews from across the Service have organised various activities, including station open days and charity car washed, raising money for the Firefighter's Charity and other local charities.



# Incidents of Note

## Park Seventeen, Bury – April 2022.



GMFRS were called to an industrial estate to respond to a major hazmat incident, which involved the leak of approximately five tonnes of ammonia in a food processing plant. Full evacuation of premises took place with no casualties.

Four fire engines from Blackley, Bury, Broughton and Whitefield fire stations attended, alongside a command support unit from Atherton fire station.

## Bismark House, Oldham – May 2022.



A fire in the roof of a multi-occupied mill broke out in the early hours on the 7th May, that subsequently spread to the whole building and caused a partial collapse. Ten fire engines and three aerial appliances attended the scene, with operational crews on scene for a protracted period of time until the fire was fully extinguished.

In July 2022 during demolition of the buildings the remains of four people were found and GMFRS assisted GMP with a lengthy search operation.

### **Pioneer Mill, Bury – May 2022.**

Fire crews were called to a fire in a commercial premises, located unit next to a recycling plant.

The fire was brought under control effectively using jets and hose reels, stopping it from spreading to adjacent buildings. A total of 35 pumps were in use during the fire.



### **Dovestones - July 2022**

Firefighters were called to reports of a fire in an area of woodland close to Yeoman Hey Reservoir in Oldham. Operational fire crews from Oldham, Stalybridge, Ashton, and Bolton North fire stations attended the scene, utilising hose reels and specialist wildfire equipment to tackle the fire.



### **Ontario Basin, Salford – July 2022**

Emergency services were called to Salford quays on Saturday 16th July, when reports of a person getting into difficulty in the water were received. Specialist search teams arrived on-site and were deployed, but unfortunately the body of a teenage boy was recovered.



### **Crowswood Drive, Stalybridge – August 2022**

At around 6.30pm on Monday, August 15, firefighters were called out to Crowswood Drive, Stalybridge to reports of someone getting into difficulty in the water. Soaring temperatures, during the hot weather, saw people entering the water during the hot weather, and unfortunately one individual subsequently drowned. A number of fire service teams, including a boat crew and Technical Response Unit, worked with other emergency service search teams at the scene with search operations and body recovery.