

Strategy Update

Year One progress against delivery
ACFO Carlos Meakin

Introduction

- HMICFRS report December 2021 highlighted gaps in current strategy documents
- June 2022 suite of strategies presented to PFCP following Dep Mayor approval in March
 - Prevention, Protection, Response and Framework for Integrated Place Based Working
- Strategies have clear alignment to the six priorities within the Mayoral Fire Plan 2021-25
- Equality, Diversity and Inclusion strategy launched Sept 2022
- Strategies outline a suite of 'commitments' to communities around what GMFRS will deliver
- Update to PFCP on what has been delivered in the first year of the strategies

Prevention Strategy – delivery against commitments

Our Prevention Strategy sets out how we meet our core functions under the Fire and Rescue Service (FRS) Act to promote fire safety, ***placing the prevention of fires and other emergencies at the heart of our activity.***

In addition, the strategy supports the requirement for FRS to promote prevention to those households and communities at greatest risk from fire in the home (targeted approach), and those most likely to engage in arson or deliberate fire setting as required by the Fire and Rescue National Framework (2018).

Our commitments in the Strategy are what underpins our commitment to continuous improvement

The 21 Commitments cover a number of thematic areas:

✓ Targeted approach to assessing risk	✓ Fire Safety in the home	✓ Safeguarding	✓ Volunteering
✓ Road safety	✓ Water and Wildfire	✓ Education	✓ Intervention Programmes

Prevention Strategy – In 2022/23 we delivered

- Adopted and promoted the Online Home Fire Safety Check (OHFSC) tool to all residents of Greater Manchester
- Adopted a person-centred, all age approach to home safety prevention (inclusive of eight core components (as set out in the NFCC Person Centred Framework)
- Support of development for locality plans through annual risk profiles (fire risk profiles and improved road and water safety data)
- Improved data sharing agreements with Hospitals and Housing Providers
- Annual Campaigns calendar for staff and public linked to National and local themes
- Supported the Safer Roads Greater Manchester Partnership Safe Drive Stay Alive campaign to reduce road traffic collisions.
- Delivered a Water Summit and created a Greater Manchester Water Safety Partnership (initial meeting Q1 23/24)
- Reviewed and improved our Education packages with access for staff and public and introduced technology for learning (eg; Virtual Reality headsets)
- Five Princes Trust teams now operating and completing the Princes Trust Programme
- Scoped the development of a Fire cadet programme (to be initiated in 2023/24)
- Delivered a new Volunteer Strategy and further developed relationships with partners
- Adult Fire Setters Pilot Programme (Atlas) to pave the way for delivery of a full programme in 2023/24

Prevention Strategy – In 2023/24 we will

- Review and implement best practice from the NFCC and GMFRS **ED&I Strategies** and improve our **community engagement**
- Develop and implement a **Prevention and Protection digital programme** that will provide a single digital solution to record all our activities.
- Implement an **Adult Fire-setters programme** to influence the behaviour of individuals who demonstrate fire setting behaviours.
- Scope and introduce **prevention technologies** to provide improved ways of delivering prevention education, campaigns and messaging. This will include expanding virtual reality and digital boards.
- Implement a **Fire Cadet's scheme** to support the development of young people, improving their future employment prospects and providing pathways to employment.
- Adopt the National Fire Chief's Council (NFCC) **Early Intervention Implementation Framework**, to meet the needs of young people and communities through the delivery of best practice programmes
- Adopt **Staywise** to introduce best practice for Prevention education delivery
- Embed the new **Volunteering Strategy** to support the GMFRS Volunteering Programme
- Further implement the **Serious Violence Duty Legislation** and support delivery with partners as a specified authority (eg; VRU, Programme Challenger, Navigator Project)
- Continue work to **reduce accidental dwelling fires** (in partnership and using assistive technology)
- Aim to **reduce Deliberate Fire setting** through a range of activities, programmes and interventions (within the scope for an Arson Task Force)



Protection Strategy – delivery against commitments

- Our Protection Strategy sets out how we will deliver work across our regulatory functions, develop our fire investigation capabilities and support a safe and effective operational response by effectively identifying, assessing and sharing information about risk
- Our commitments in the Strategy are what underpins our commitment to continuous improvement
- The Commitments cover a number of thematic areas:

✓ Business Engagement	✓ Effective Regulation	✓ Sharing Knowledge
✓ Fire Investigation	✓ Partnership Working	✓ Water

Protection Strategy – In 2022/23 we delivered

- Advice to 8241 business covering 39,000 premises through Business Engagement Events
- Implemented new letters to provide clear guidance on our inspections and the outcomes improving the experience of the 2000 premises we inspected
- Expanded our Primary Authority offer to new partners generating £79,000 of income we can reinvest in business engagement
- Requested 93 new water hydrants to support firefighting and inspected over 10,000 existing hydrants

Protection Strategy – In 2022/23 we delivered

- The completion of Level 2 Fire Investigation qualifications for Crew and Watch Managers and rolled out a Fire Investigation App to support investigations
- Expanded our Fire Investigation capability to 24 hours a day and welcomed Minnie and Blitz to the Fire Investigation Team
- Implemented a new Operational Intelligence Policy and provided face to face training and an accompanied visit to every Watch
- Developed a Level 2 Training Course for 'Fire Safety' Checks and piloted the delivery with Apprentices and 3 Watches prior to applying for Accreditation
- Developed and delivered 3 thematic training sessions to Flexi Duty Officers covering Care Homes, Factories and Warehouses and Fire Safety in Flats and the new Fire Safety England Regulations

Protection Strategy – In 2022/23 we delivered

- Ongoing support to the GM High Rise & Building Safety Task Force and GM Housing Providers
 - Co-ordinated a delegation of DLUHC officials to discuss Remediation Orders and trial case conferencing arrangements
 - Co-ordinated NW FRS involvement with the HSE Safety Case Trials
 - Implemented systems for reporting faults under the Fire Safety England Regulations and provided Information for Residents that all Housing Providers can use to comply with the new law
- Continued to engage with the NFCC and chair the NW Protection Group working collaboratively to improve our services

Protection Strategy – In 2023/24 we will

- Expand our training capability
 - commence roll out of a 3 year plan to deliver a Level 2 Award in Fire Safety Checks to all Operational Crews
 - Expand our range of accredited Fire Safety courses
- Launch our Business Engagement Framework and deliver a range of engagement events
- Commence development on a new digital solution for recording and sharing risk information and our interactions with the public – enabling us to collect information once and use many times
- Build on our existing partnerships to expand and enhance our multi-agency interventions to business engagement and enforcement

Response Strategy – Delivery against commitments

- Our Response Strategy sets out how we will deliver our emergency response functions to the communities of Greater Manchester. Our commitments in the Strategy also underpins our aim of continuous improvement.
- The Commitments cover a number of thematic areas

✓ People and systems	✓ Operational Training	✓ Response to Terrorist Attacks
✓ Fleet	✓ Water and Flood capabilities	✓ Wildfires response and capabilities

Response Strategy – In 2022/23 we delivered

Response to Terrorist Attacks

- We have equipped every fire engine with specialist equipment and trained every watch to respond to terrorist incidents
- From Monday 29th May 2023 we went fully live across GMFRS with our increased capacity and capability to respond to a marauding terrorist attack or mass casualty

Operational Training

- Improvements to the Bury Training and Safety Centre (£5.3 million Investment).
- Introduction of the New Incident Command and Leadership Development Academy
- New Drill Yard and Training Towers for Apprentice Training.
- Improved BA and Welfare Facilities.
- New Cold Smoke BA training Facility
- New outdoor Technical Training Area
- Working at Height and Technical Training Facility.

Response Strategy – In 2022/23 we delivered

Wildfires response and capabilities

- Implemented a new Wild fire burns suppression team
- Trained all operational crews at Littleborough in Burns suppression, attending courses alongside the Catalonian FRS
- Purchase and introduction of two Polaris all wheel drive vehicles

Water and flood capabilities

- Introduction of long reach poles to aid rescues sub surface
- Full replacement programme of dry suits for all operational crews

Fleet

- Introduction of 6 new appliances in June 23 (delayed due to chassis build in 22/23)
- Purchase of a Scorpion vehicle
- 15 Electric/hybrid vehicles ordered in October 23
- Special Appliance review completed

Response Strategy – In 2022/23 we delivered

People and Systems

- Introduction of the Gartan 5.4 system
- Availability of early CPD payments for newly qualified EFAD drivers
- Second MDT unit on all front line appliances – GMFRS winning Innovation in Digital Technology award
- Review of Productivity
- Upgrades to appliance mobile phones including the introduction of new Apps such as Fire investigation
- New IT equipment on station including the introduction of interactive screens and including Teams

Exercises

- 5 Medium Scale exercises (MTA) learning from MAI
- 3 Large scale exercises (HIGH RISE) learning from GTI
- 6 COMAH exercises

Response Strategy – In 2023/24 we plan to

- For MTA we will in 2023/24 will see further continuation training, including a series of large-scale multiagency exercise taking place in venues across Greater Manchester.
- Wild fire resources will continue to be enhanced with the purchasing of two Hagglund all terrain tracked vehicles and associated beavertail transportation
- Continue to embed our wild fire capabilities through developing partnerships with local landowners and continuation training
- 6 further appliances into service in June 23
- The Water incident Unit and TRU stations will see a replacement programme of Buoyancy aids and helmets
- Delivery of 15 Electric/hybrid vehicles
- Scope and implementation of the findings for the Special Appliance review
- Gartan delivering stand in requests, Day Crewing Stations and Flexi Duty Officer rota
- Further mobile device on fire appliances to support remote working

Integrated & Place Based Working

- Director of Service Delivery wrote to the Chief Executives of the 10 local authorities within Greater Manchester, to share the framework and extend an offer of further discussions with their nominated lead for place-based working
- An extensive series of internal engagement events were also undertaken (May and August 2022) with all Group Managers, Area-Based Station Managers, and Prevention and Protection managers
- The IPBW Framework has been delivered to all CSPs
- A SWOT (strengths, weaknesses, opportunities, threats) review of Service Delivery was undertaken in October 2022. One area identified was area based teams were not coterminous with GMP & local authorities. As result a sixth Area Based Group Manager has been introduced to improve partnership working
- To allow greater access to area based teams. A refresh of the 'Your Area' station pages on our website has been undertaken. Members of the community will see how to contact GMFRS and who their local officers are.

Integrated & Place Based Working

- To support GMP's implementation of Prevention Hubs. We now meet regular with our GMP colleagues to ensure we have robust communication pathways in and out of the hubs to assist in problem solving in the community
- Year 1 of implementation has been engagement and capture of some of the great IPBW we already do this includes:
 - Operation Vulcan
 - Extreme Heat Campaign
 - Joint training Including Standedge Rail Tunnel and Heinz
 - Atlas
- We are currently undertaking a maturity assessment of our IPBW to understand how embedded our partnership working is in the community. The assessment will see feedback from internal stakeholders and partners in the wider GM community
- Following the maturity assessment. We will create 'What Works Forums' both internal and externally to capture the great work we do with partners and replicate it in a more standard approach across all local authority areas

ED&I Strategy 2022-25

- EDI Embedded in our our Fire Plan as Priority 5: Deliver a Culture of Excellence, Equality and Inclusivity.
- Sets out the Service's ambitions to ensure EDI is at the heart of our service delivery and thoroughly embedded in our organisation's culture.
- It builds on our aim to change the culture of our organisation, helping us to embed positive behaviours in all that we do, for the benefit of our staff and our communities.

ED&I Strategy

- EDI Annual Action Plan is reviewed each year to ensure we continually drive inclusive culture forward for the workforce and the communities we serve.
- 14 actions to ensure we embed excellent practice across GMFRS include:
- Measure and evaluate progress, inclusive employee lifecycle, increase diversity and equity, Inclusive leadership, quality assurance, review policies, continually review facilities, equipment and uniform, comms and engagement, learning programmes, amplify staff networks, EDI resources, gender, racial and marginalised equity, partnership working, EDI campaigns and events, recognise and celebrate success.
- Reviewed and launched our new approach to Equality Impact Assessments (EIAs) to ensure meaningful completion, aligned to a robust governance structure.
- EIAs are a way of systematically assessing the effects that a policy, project or decision is likely to have on different people within our organisation, and our stakeholders.

ED&I Strategy – Highlights

Stonewall Equality Index

- We have secured a spot-on Stonewall's Top 100 list for the 2nd year, for leading LGBTQ+ inclusive employers, moving up to 50th position from 93rd last year. GMCA and GMFRS also won a Gold Employer Award for the 2nd Year from Stonewall in recognition of our ongoing commitment to inclusion of LGBTQ+ people in the workplace. For the very first time, we have won National Network of the Year Award 2023 from over 900 organisations across the country, for our dedication, commitment, and support through our Rainbow staff network.

Inclusive Culture Training

- This face-to-face training meets the HMICFRS recommendation of developing people's understanding of positive action, whilst touching on a range of other topics including unconscious bias, inclusive language and allyship, in line with the NFCC Code of Ethics. Nearly 700 staff have completed the training which started in August 2022. A huge success for the service!

Quality Assurance, Staff networks and Workforce Engagement

- HMICFRS 21-22: Good for Ensuring fairness and promoting diversity, preparing for next inspection for 2023.
- 5 Established Staff Networks: Race & Faith, Women's, Rainbow, Enable, Armed Forces and an active allies platform (124 EDI SPOC's)
- Successful Annual Power of staff network Conference to celebrate achievements supported by senior leads across the service, 2023 being planned for October.

ED&I Strategy – Highlights

- Diverse Leadership Programme completed by underrepresented staff.
- Reciprocal Mentoring programme for network members and senior leads completed for the 2nd year.
- Freedom to Speak Up Programme increased reporting
- Inclusive Essentials (Online learning) increasing learning and awareness across the service.
- Successful Anti-Racist Practice Training completed by all GMFRS Senior Leads, with ambitions to roll out across the service.
- White Ribbon Accreditation for GMFRS in partnership with GMCA
- New Culture First Board being co-designed to continually improve our service.

Any question?



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FIRE AND RESCUE SERVICE