

Greater Manchester Police, Fire & Crime Panel

Date: 18th September 2023
Subject: GMFRS Draft Annual Delivery Report 2022-23
Report of: ACFO Leon Parkes

PURPOSE OF REPORT

The purpose of the report is to provide an overview of the Service's achievements and performance against the six strategic priorities detailed in the Annual Delivery Plan 2022-23, and overarching Fire Plan 2021-25.

RECOMMENDATIONS:

Members are asked to:

- Note the contents of the report and the supporting appendices:
 - Annual Delivery Report 2022-23 found at Appendix 1
 - Annual Delivery Summary Report 2022-23 found at Appendix 2

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Equalities Impact, Carbon, and Sustainability Assessment:
N/A

Risk Management

Appendix 1
Appendix 2

Legal Considerations

Appendix 1

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

Number of attachments included in the report:

BACKGROUND PAPERS:

[GMFRS Annual Delivery Plan 2022-23](#)

[GMFRS Fire Plan 21-25](#)

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 Annual Delivery Plan 2022-23 details the Improvement Programme for the following year, outlining the range of projects and activities that will deliver the commitments set out in the Mayor's Fire Plan. The programme focuses on improving and investing in the Service, whilst at the same time enabling the organisation to deliver against key elements of the HMICFRS improvement action plan.
2. Each year we produce an Annual Delivery Report (ADR). The report highlights the work that has been delivered over the course of the fiscal year against each of the six strategic priorities, some of our community activities, and how we have performed against our corporate key performance indicators.

ADR Contents:

- 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
- Community Activities
- Performance
- Assurance

CURRENT POSITION

3. Fiscal year 2022-23 has been particularly busy for GMFRS. Our workforce has risen to the challenge, working hard to deliver against an ambitious Annual Delivery Plan.
4. Over the last 12 months we have made considerable progress. The details below provide an overview of some of the key highlights against our strategic priorities:

Priority 1: Provide a fast, safe, and effective response

- ✓ We have successfully implemented our new terrorist response capability. As a result, the HMICFRS lifted their cause for concern.
- ✓ The new Incident Command and Leadership Development Academy was completed, providing a fully immersive training experience. The facilities are considered one of the best in the country for operational training and community fire safety education.
- ✓ We continue to support the requirements of the Manchester Arena Inquiry, with an ongoing focus to develop the multi-agency approach with partners.

- ✓ Our Wildfire Suppression Burns Team went live and is fully operational.
- ✓ Fire Cover Review proposals, based on extensive data and insight have been developed, and associated internal and external consultation and engagement activities have gone live.
- ✓ We completed our comprehensive Strategic Review of Special Appliances, setting out findings and recommendations for our fleet of forty-four special appliances.
- ✓ An Accident Reporting System was procured and implemented, enhancing performance data reporting and the identification of key themes.
- ✓ Media training was delivered to all Officers upskilling them in preparation for any PR related requests.
- ✓ Our new Response Strategy 2022-25 was developed, approved, and implemented.

Priority 2: Help people reduce the risk of fires and other emergencies

- ✓ We launched a fire setters intervention pilot – The Atlas Programme; a holistic and therapeutic approach for adults convicted of a fire setting crime. This is the first of its kind nationally and internationally.
- ✓ We undertook a feasibility study and sought approval to re-introduce a GMFRS Community Fire Cadets Programme.
- ✓ Following the launch of our new online home fire safety check tool, 23,889 home fire safety checks were completed.
- ✓ We committed to delivering our Team Programme in partnership with the Prince's Trust and delivering an expanded programme across Greater Manchester.
- ✓ We developed a new range of interactive, web-based resources for Fire Safety Education for Schools and our firefighting crews.
- ✓ We developed a Prevention Education Framework which outlines our offer to deliver prevention education and awareness across Greater Manchester.
- ✓ Our new Prevention Strategy 2022-25 was developed, approved, and implemented.

Priority 3: Help protect the built environment

- ✓ Our new Protection Strategy 2022-25 was developed, approved, and implemented.
- ✓ Built Environment programme formally closed.
- ✓ Business Engagement Strategy drafted and will be presented as a framework of the Business Engagement offer.
- ✓ Revised Protection Structure approved and implemented
- ✓ Operational Intelligence Policy launched in August 2022.

Priority 4: Use resources sustainably and deliver the most value

- ✓ Blackley fire station progressed to the planning application stage, continuing our plans to provide sustainable accommodation for our frontline staff.
- ✓ The Bury Training and Safety Centre site was completed, enabling us to move to one site, providing both financial efficiencies, and an improved staff experience.
- ✓ We successfully achieved planning approval for the £1.3m upgrade of Littleborough Fire Station and work commenced on site.
- ✓ The GMCA and GMFRS Sustainability Strategy was launched in August 2022.
- ✓ Carbon reduction schemes were delivered as part of our successful bid for £620,000 Public Sector Decarbonisation Scheme 1 funding.
- ✓ We went out to tender for new EV charging infrastructure at 18 sites to support the transition of our B fleet towards electric vehicles.
- ✓ The new Efficiencies and Productivity Plan 2022-23 was produced.
- ✓ We delivered financial efficiencies of £788K.

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

- ✓ We further embedded our leadership development programme across all levels, aligned to the NFCC Leadership Framework, and set out our leadership development offer for supervisory, middle, and strategic management levels.
- ✓ A new Promotions Pathway was introduced for operational colleagues.
- ✓ Our Service Leadership Team undertook Anti-Racist Practice sessions as part of our commitment to continue to nurture a positive and inclusive culture.
- ✓ The newly refreshed Recognition and Rewards Framework was launched.
- ✓ We continued to embed the NFCC Core Code of Ethics across the service, supporting our journey of continuous improvement.
- ✓ A Cultural Sounding Panel was developed, which will be represented by colleagues across a variety of roles.
- ✓ We continued to engage with staff through the B-Heard Staff Survey.
- ✓ We continued to invest in our leaders via our Engaged Leaders sessions.
- ✓ We launched our new Equality, Diversity, and Inclusion Strategy 2022-2025, setting out our ambitions and plans to ensure equality, diversity and inclusion are at the heart of our service delivery and our culture.

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

- ✓ We continued our collaboration with the Safer Roads Greater Manchester partnership, which delivers an award-winning performance-based road safety initiative – Safe Drive, Stay Alive.
- ✓ We invested in new immersive virtual reality technology which has a library of road safety videos including equestrian, cycling and motorbike safety.
- ✓ We hosted a Greater Manchester Water Safety Summit with partners.
- ✓ We continued to enhance our contribution to the Local Resilience Forum, through a dedicated resource.
- ✓ We introduced a Framework for Integrated and Place Based Working 2022-25, outlining thirty commitments to our partners and our communities to deliver services in a more integrated way.
- ✓ We revamped our website, specifically the ‘Your Area’ pages, now including interactive maps, information about the different fire vehicles and appliances at each station, and defibrillator information.

PERFORMANCE AGAINST KPIS

5. Overall, our performance over the past year has been positive. We have a total of 42 Corporate Key Performance Indicators (KPIs), and of the 26 KPIs where we can measure the direction of travel, 69% (18) are positive and 31% (8) are negative.
6. It is important to note that we currently have sixteen measures that do not have a direction of travel, this is because they are either new for 2022/23 or it is not appropriate to measure them in this way, but these are monitored as part of our performance management governance arrangements.

7. KPI Headlines –

- ✓ Average response time to life risk emergencies – during 2022/23 we have consistently performed better than the target of 7 minutes 30 seconds to arrive at a life risk incident. Our average performance over the year was 7 minutes 21 seconds.
- ✓ Accidental Dwelling Fires – despite a perception that ADFs would increase because of the Cost-of-Living crisis, we have delivered focused prevention campaigns and safety messages. Positively the number of ADFs are almost 10% less than the previous year with a positive direction of travel.

- ✓ Home Fire Safety Assessments completed – whilst the annual target has not been achieved, there was a significant increase in the number of HFSA's delivered during the second half of the year when compared to the first half of the year. We delivered a total of 23,889 HFSA's against a target of 32,600.
- ✓ Workforce: male/female – at the end of 2022-23 16.24% of GMFRS colleagues were female, an increase of 1.04% compared to the previous year.
- ✓ Workforce: ethnic minority - at the end of 2022-23 5.95% of GMFRS colleagues were in an ethnic minority group, an increase of 0.64% compared to the previous year.
- ✓ % of Apprentices from the current workforce – performance at the end of 2022/23 was 10.47% compared to a national target of 2.3%. The target has consistently been exceeded for at least the last 5 years.

CURRENT POSITION

8. The draft version of the ADR was presented to various groups for feedback, all of which was considered, and where appropriate, incorporated into the final version attached at Appendix 1.
9. Feedback from the Police, Fire & Crime Steering Group was that it was an excellent document, although very large and that a summarised version drawing out the key achievements against the strategic priorities would be really helpful. This feedback was taken on board and an ADR Summary has been produced attached at Appendix 2.
10. These documents are supported by our 'Year in Review' video, which provides a visual snapshot of the incredible work that has been undertaken by the Service over the last 12 months.
11. The ADR, ADR Summary report and 'Year in Review' video have been formally launched across our social media platforms and are available on the GMFRS website via the links below:
 - [Annual Delivery Report 2022/23 - Greater Manchester Fire Rescue Service](#)
 - [Annual Delivery Report 2022/23 Summary](#)
 - [Year in Review – Greater Manchester Fire Rescue Service](#)