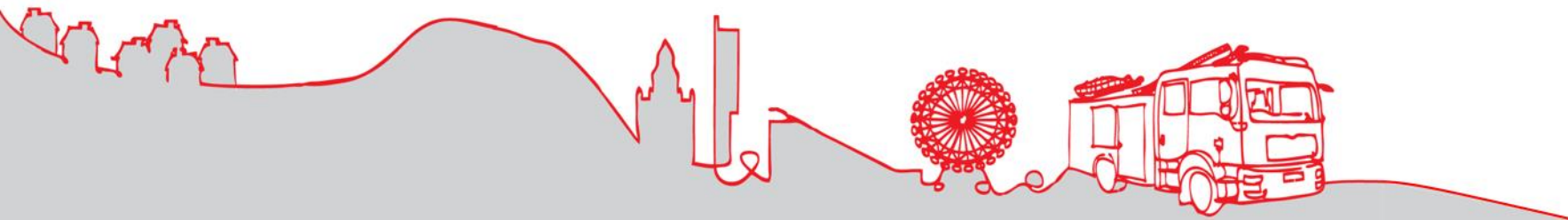


GMFRS Programme for Change

Monday, 11 March 2019



GREATER MANCHESTER
FIRE AND RESCUE SERVICE

GMFRS Programme for Change

Frontline first emergency service

- Refocus on frontline delivery
- Laying the foundations for an organisation that is sustainable, affordable, and delivers greater public value

A stronger organisation

- Keeping more firefighters in communities than previously proposed in the IRMP
- Integrated with place-based teams, targeting resources and meeting the needs of communities

Evidence-based proposals

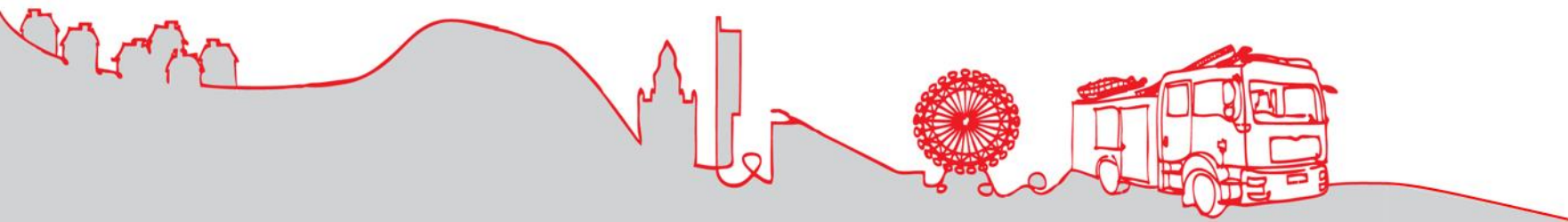
- Maximising fire cover across Greater Manchester with available resources

Firefighters at the heart of the Service

- More devolved power to the frontline
- Supported by an organisation, which has a culture of trust, respect and accountability

Improved working conditions

- Modern facilities, better training and equipment
- Family-friendly working arrangements



Background

May 17

- Mayor elected, taking over responsibility for fire and rescue services from the Greater Manchester Fire Authority
- Concerns raised by staff and FBU both prior to and post the Mayors appointment
- Manchester Arena Terrorist attack, leading to firefighters expressing their anger about decisions which delayed their attendance

Dec 17

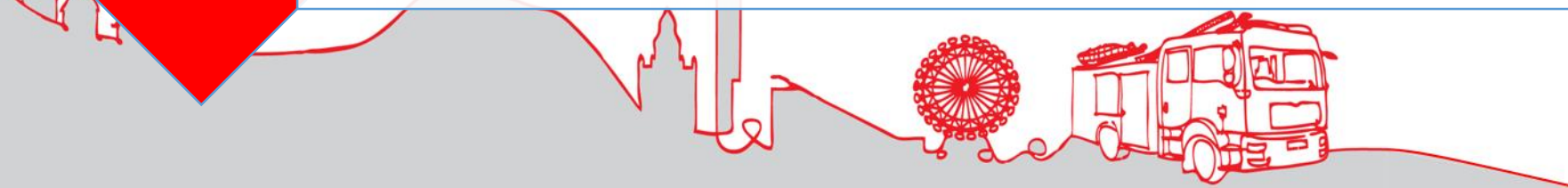
- Mayor and Deputy Mayor concerned about the financial position of the Service and high vacancy rate amongst firefighters
- IRMP and associated efficiency plans suspended due to lack of evidence
- Fire Cover Review subsequently initiated to determine evidence-based fire cover requirements across Greater Manchester

Mar 18

- Kerslake Review into Manchester Arena Attack published featuring a number of recommendations for GMFRS
- Mayor announced root and branch review of GMFRS

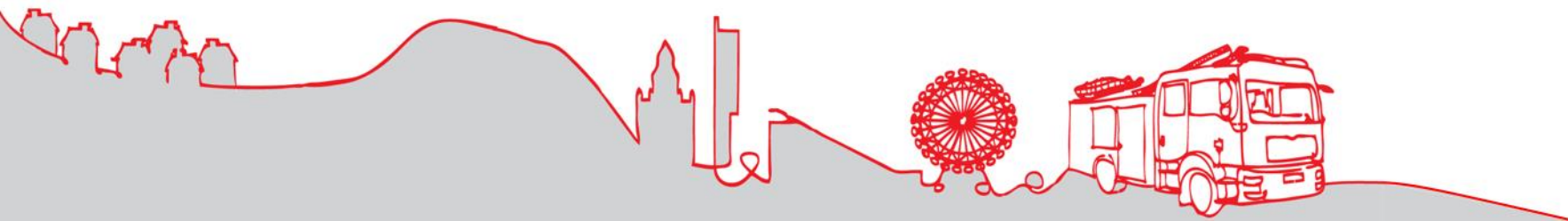
Apr 18

- Programme for Change (PfC) commissioned with the aim to develop a coherent case for change, addressing the challenges faced by the Service
- Work commenced to develop Outline Business Case, informed by the Fire Cover Review, together with options for a new Operating model for GMFRS



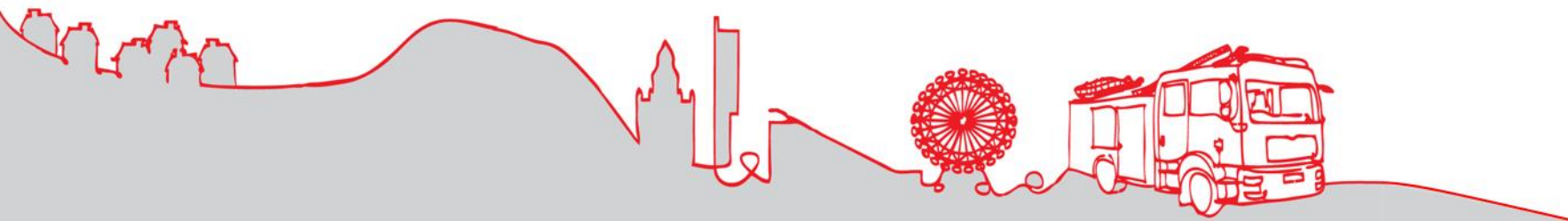
Review Approach

- **Listen** - Enabling staff to raise their concerns and ensuring feedback is fed into proposals
- **Learn** – Incorporating learnings from major incidents
- **Change** – Ensuring improvements are made quickly where possible, together with a longer-term delivery plan



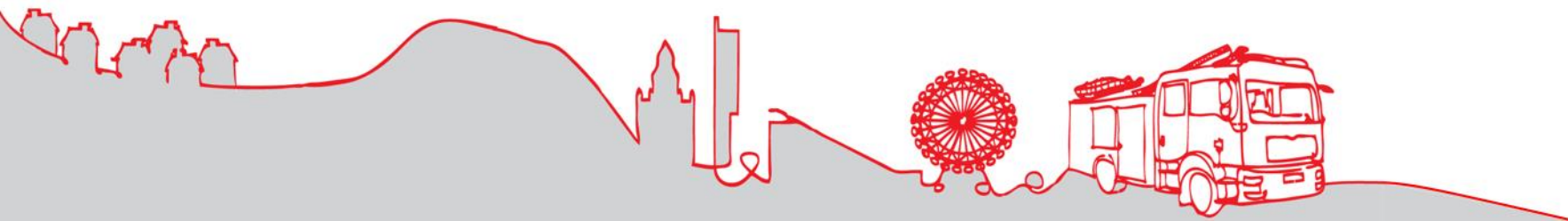
Programme for Change Headlines

- More devolved power to the frontline
- Focus on the role of the firefighter
- Place-based approach and improved partnership working
- Evidence-based Fire Cover proposals
- Building a culture of trust, respect and accountability
- Refreshed Vision and Purpose
- New delivery model for Prevention and person centred risk assessments
- Increased focus on Protection
- Sustainable & affordable delivery model



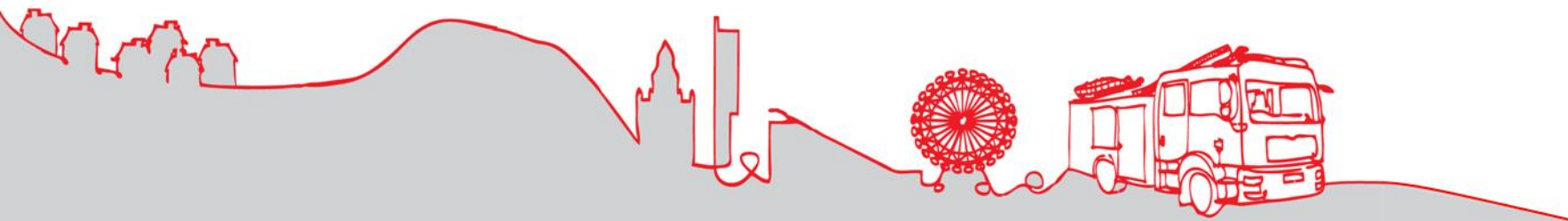
Changes Already Implemented

- Engaging with staff and adopting a frontline first focus
- Firefighter recruitment recommenced
- Changes to shift system and removal of roster reserves
- Changes to annual leave selection process creating greater flexibility
- Investment in the estate and improved facilities
- Changes to the Safe and Well approach



Vision and Mission

- **Vision** – A modern, flexible, resilient fire and rescue service
- **Mission** – Saving lives, protecting communities, working together



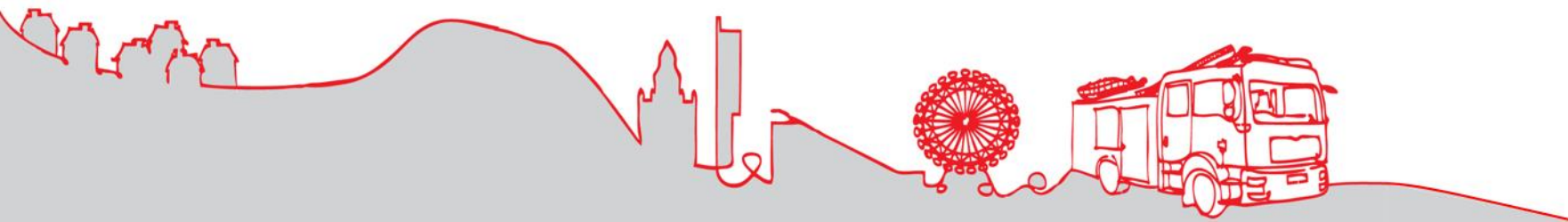
Re-investing in the future Service

Short-Term

- Introduction of a new shift system
- New annual leave arrangements implemented

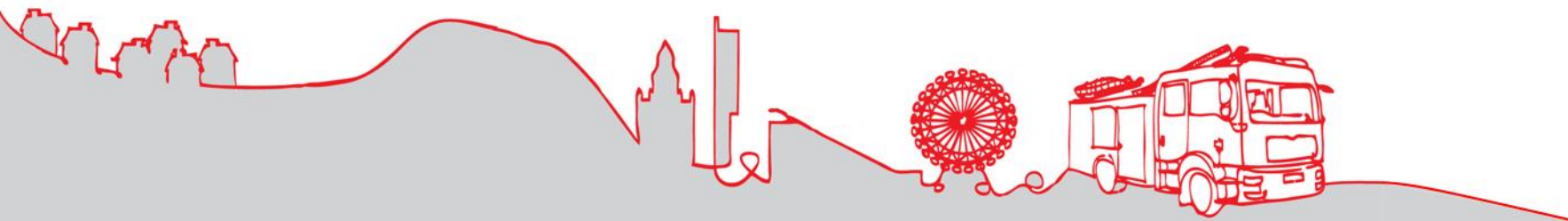
Long-Term

- Re-investing in local stations and improved facilities
- Investment in operational appliances and equipment
- Improved training and development
- Investment in supporting technology and systems



GMFRS Approach to Operational Risk

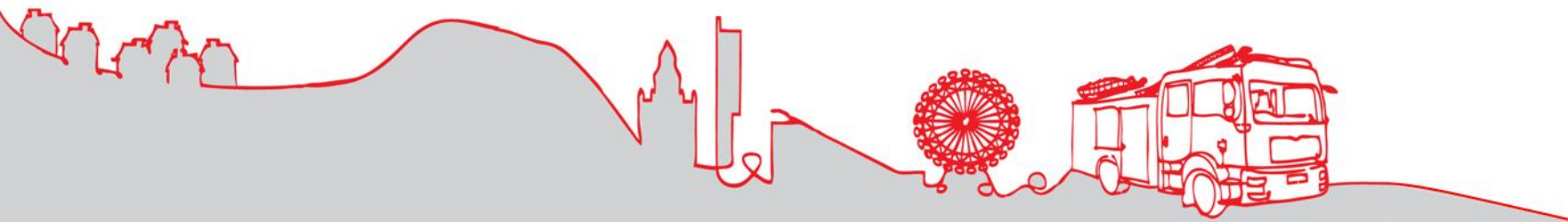
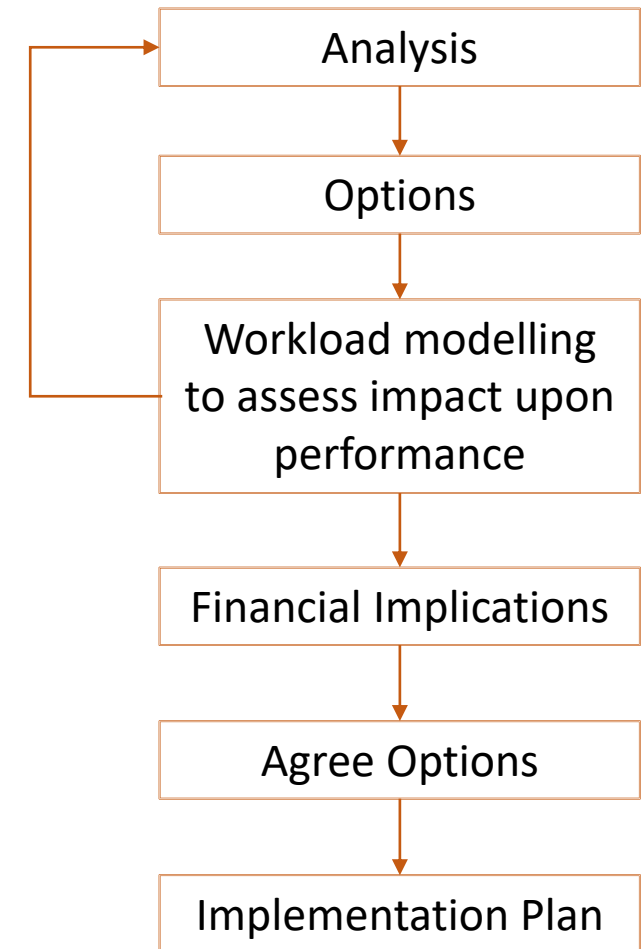
- IRMP 2016-2020 in place
- Fire Cover Review (FCR)
- FCR Scope
- FCR External Validation



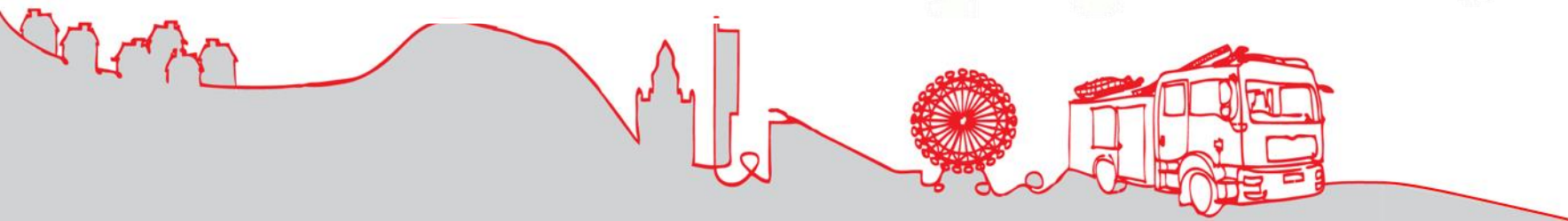
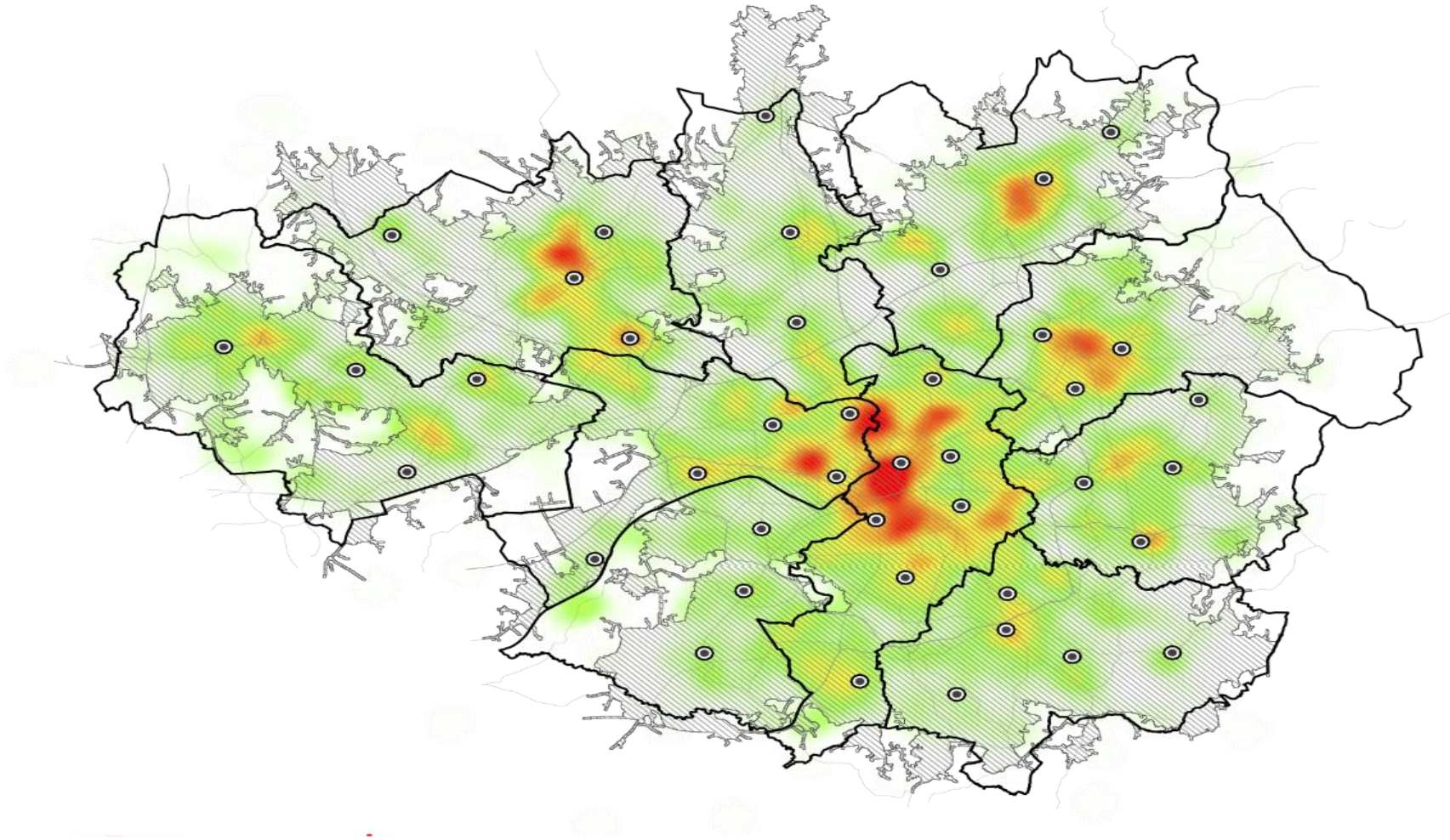
FCR Process

Data used in the analysis process to inform the options include:

- Number of life risk incidents
- Number of mobilisations
- Individual impact of change
- Geographical coverage and spread from other stations
- Mosaic data denoting likelihood of people having fires
- Risk Based Inspection Profile data
- Professional judgement

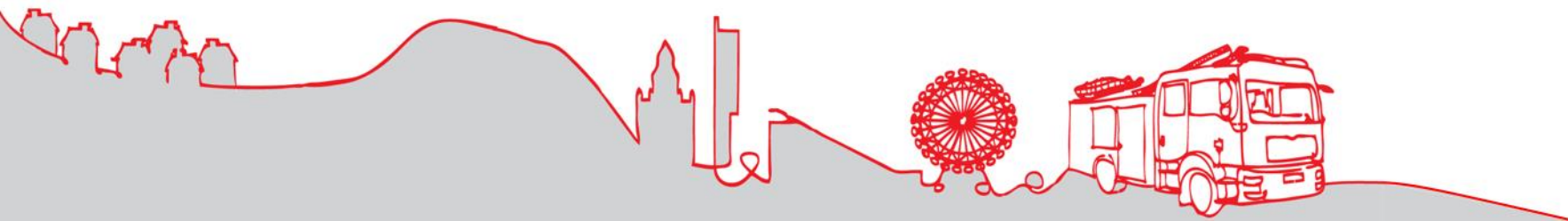


Response Planning Standard



The Proposed Package

- The removal of six 2nd fire engines at: Manchester Central, Blackley, Heywood, Moss Side, Oldham and Eccles;
- Crewing levels of 4 on all fire engines;
- Alter shift start and finish times and staffing numbers at the six day crewed stations;
- Remove a further two 2nd fire engines from Salford and Gorton;
- Undertake three station mergers at Bolton (Bolton Central & Bolton North), Manchester (Manchester Central & Philips Park) & Stockport (Stockport & Whitehill);
- Impact on performance at GM level for the 1st fire engine is just **10 seconds**. The least impact of any option explored;
- New delivery model for Prevention, Protection, Youth Engagement & Administration;
- Realise savings of £6.7m (year 1), £11.6m (year 2), and £12.8m (year 3).



Bolton Stations Merger

Bolton Central – G50



Bolton North – G51

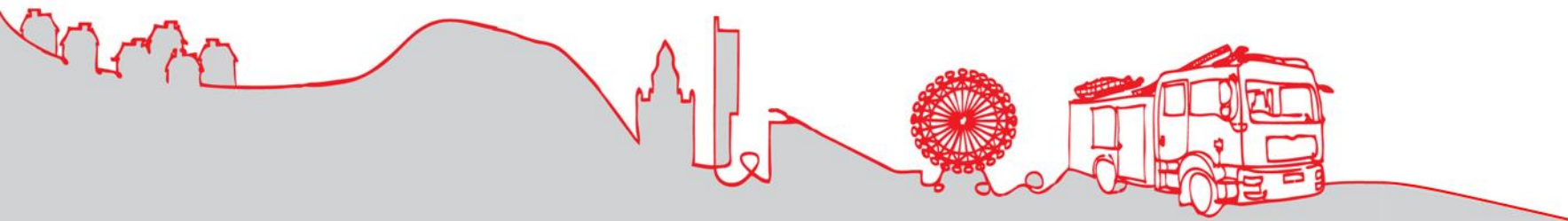


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Bolton Stations Merger

Key Information

- Existing interest in G50 site from College
- Would see 2 stations & 3 pumps merge into a single 2 pump station
- Small impact on attendance times in the North but still within 10 minute planning standard



Stockport Stations Merger

King Street – G21



Whitehill – G20

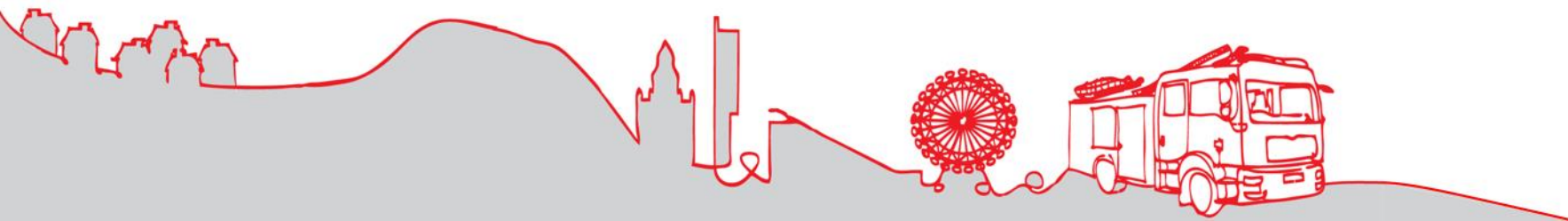


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Stockport Stations Merger

Key Information:

- Would see 2 stations & 2 pumps merge into a single 2 pump station
- **Attendance times improved as a result of the move**
- Potential land close to M60 to be considered / identified



Manchester Stations Merger

Manchester Central – G16



Philips Park – G18

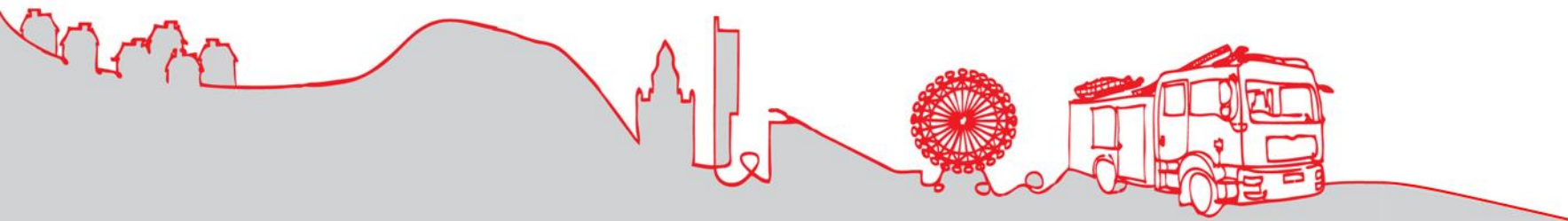


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Manchester Stations Merger

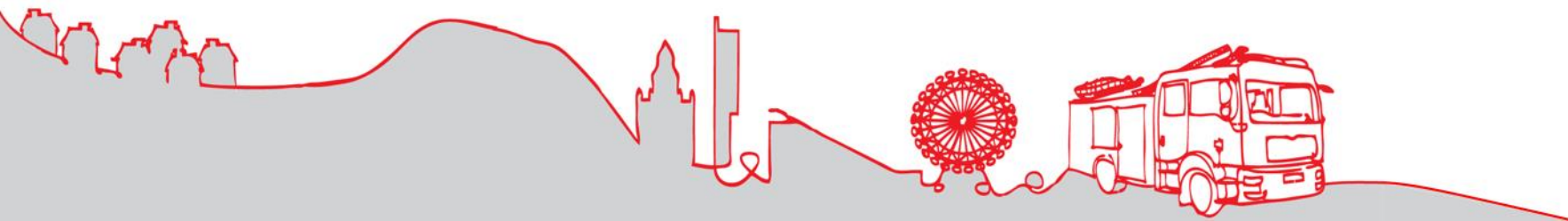
Key Information:

- Would see 2 stations & 3 pumps merge into a single 2 pump station
- 10 min response standard met
- Potential land to be identified by MCC



Crewing Levels of 4

- NWFC assesses the number of fire engines needed at an incident and send the nearest fire engines regardless of whether 4 or 5 firefighters are on board
- If all fire engines have a crew of 4, we will review the pre-determined attendance to ensure sufficient fire engines and crew are sent
- Task analysis review has determined that 4 firefighters per fire engine represents a safe system of work for initial phase of an incident

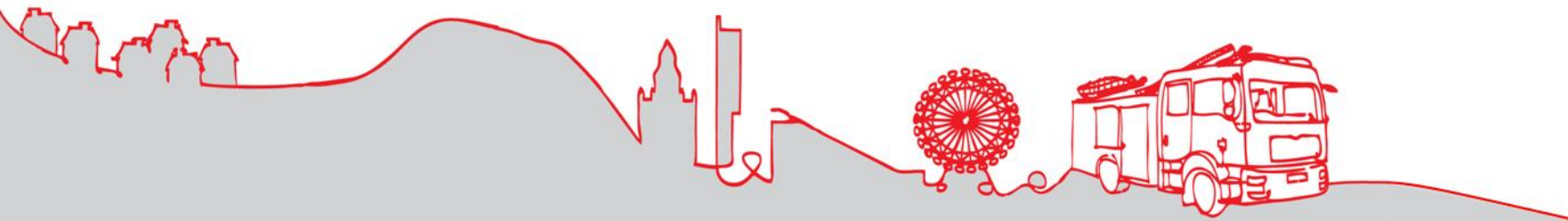


Impact Upon Performance - Option 'Packages'

- The graph shows impact upon performance all the options
- Overall first pump performance reduces by 1.0% to 2.6% as detailed in the options below
- The related average response time increases between 11 and 23 seconds.
- Impact upon the borough, station area, and ward, should also be considered for all options

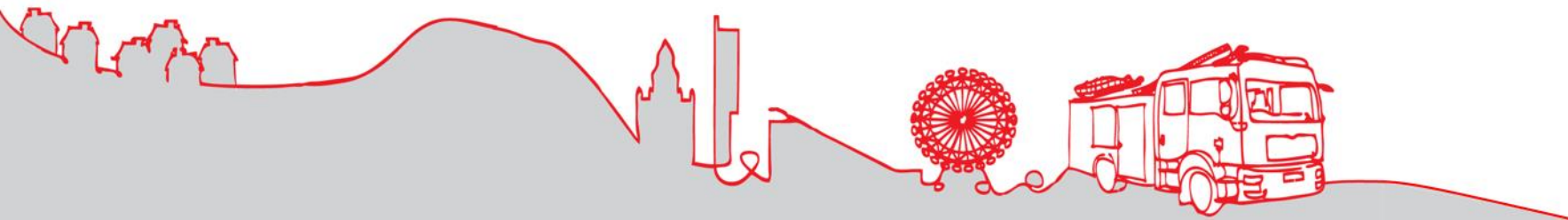
| Model | 1st Pump | | 2nd Pump | | 3rd Pump | |
|-----------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|
| | Performance | Diff vs historical | Performance | Diff vs historical | Performance | Diff vs historical |
| Historical | 87.5% | | 70.3% | | 47.7% | |
| April 2019 (50 pumps) | 86.6% | -0.9% | 64.7% | -5.6% | 40.1% | -7.6% |
| Option 3 | 86.5% | -1.0% | 62.8% | -7.5% | 34.8% | -12.9% |
| Option 4 | 86.1% | -1.4% | 63.4% | -7.0% | 35.8% | -11.9% |
| Option 5 | 84.9% | -2.6% | 60.2% | -10.2% | 30.8% | -16.9% |

| Model | 1st Pump | | 2nd Pump | | 3rd Pump | |
|-----------------------|----------------|--------------------|----------------|--------------------|----------------|--------------------|
| | Ave resp. time | Diff vs historical | Ave resp. time | Diff vs historical | Ave resp. time | Diff vs historical |
| Historical | 07:19 | | 09:28 | | 11:49 | |
| April 2019 (50 pumps) | 07:24 | 5 | 10:02 | 34 | 12:16 | 27 |
| Option 3 | 07:29 | 11 | 10:10 | 43 | 12:35 | 46 |
| Option 4 | 07:33 | 14 | 10:06 | 38 | 12:34 | 45 |
| Option 5 | 07:41 | 23 | 10:21 | 54 | 12:56 | 67 |



Prevention, Protection & Youth Engagement

- Prevention, Protection and Youth Engagement to be an integral part of place-based delivery
- New delivery model for Prevention which will place ownership on firefighters, station managers and borough managers
- Additional resources within Protection, together with an increase in firefighter involvement across protection activity
- Refocus youth engagement activity on fire-related interventions
- If proposals are adopted, there would be staff reductions, but the aim is for no compulsory redundancies



People /
Family / Place

Data /
Intelligence

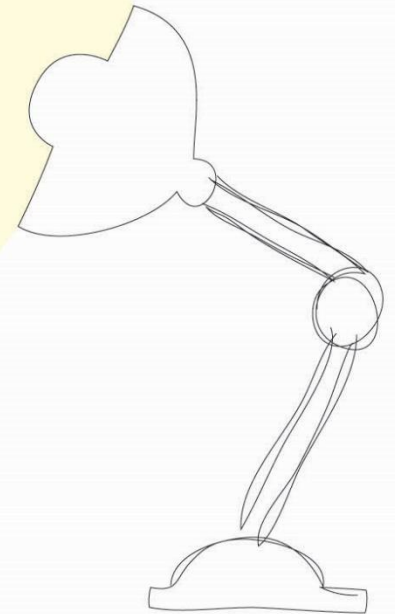
Place Based
Team

Person
Centered
Fire Risk
Assessment

Youth
Engagement

Fire
Protection

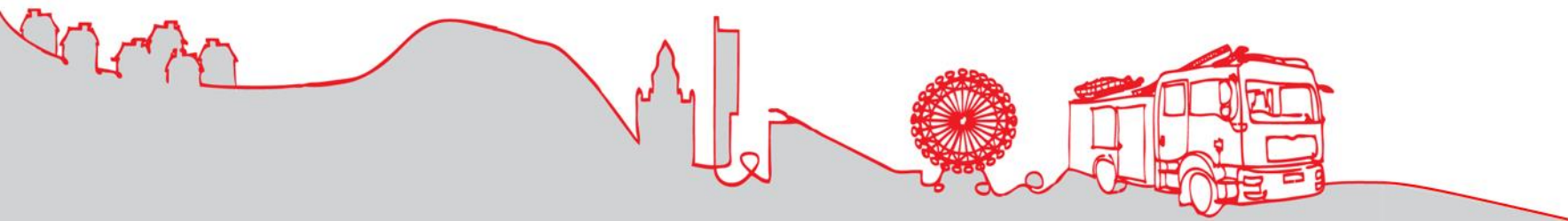
***Responding to
the Challenge***



**GREATER MANCHESTER
FIRE AND RESCUE SERVICE**

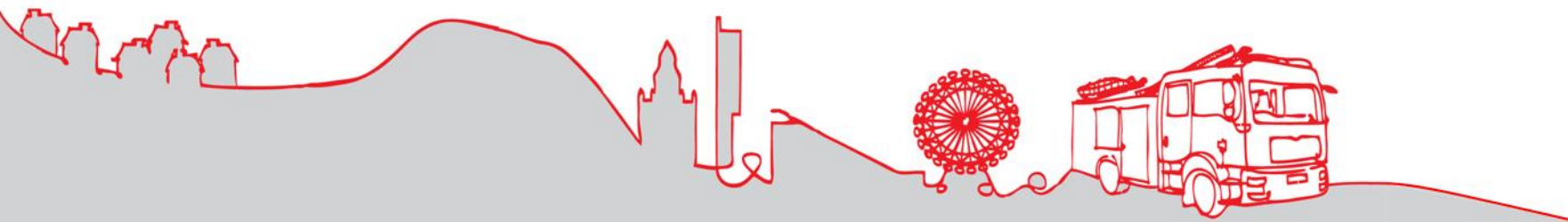
Administration Proposals

- New delivery model proposed for administration
- Central coordination with local ownership and accountability, streamlined processes and supporting technology
- If proposals are adopted, there would be staff reductions, but the aim is for no compulsory redundancies
- Need the help of GMCA, Local Authorities and other public sector partners to achieve this ambition



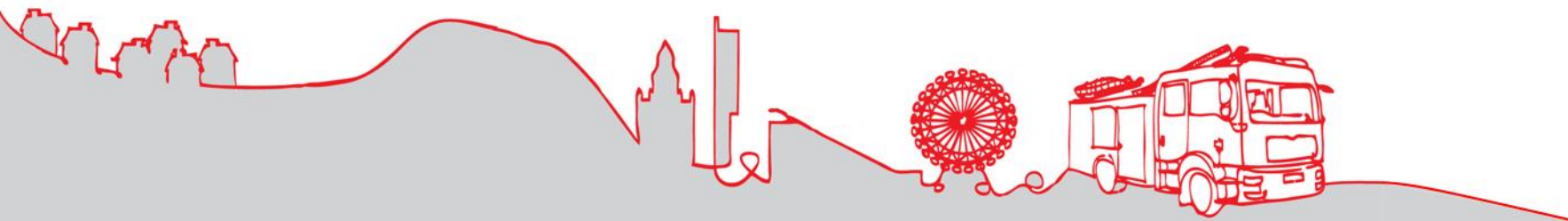
Proposed Transition

| | 2018 with roster reserves | 1 st April 2019: following removal of roster reserves and new shift arrangements | 2019/20 – Year 1 FCR Implementation | 2020/21 – Year 2 FCR Implementation Removal of 2 nd Fire Engine at Salford & Gorton | 2021/2022 onwards – Year 3 FCR Implementation (Post Station Mergers) |
|-----------------------|---------------------------|---|-------------------------------------|---|--|
| Fire Engines | 56 | 50 | 50 | 48 | 47 |
| Crewing Levels | 5:4,4 | 5:4,4 | 4:4,4 | 4:4,4 | 4:4,4 |
| Fire Stations | 41 | 41 | 41 | 41 | 38 |
| Uniform numbers | 1239 | 1246 | 1120 | 1080 | 1052 |
| Support Staff numbers | 423 | 423 | 338 | 310 | 310 |



What next?

- Launch of Union and Public Consultations
- GMCA Scrutiny Committee – 19th March
- GMCA Meeting – 29th March
- Consideration of feedback
- Implementation



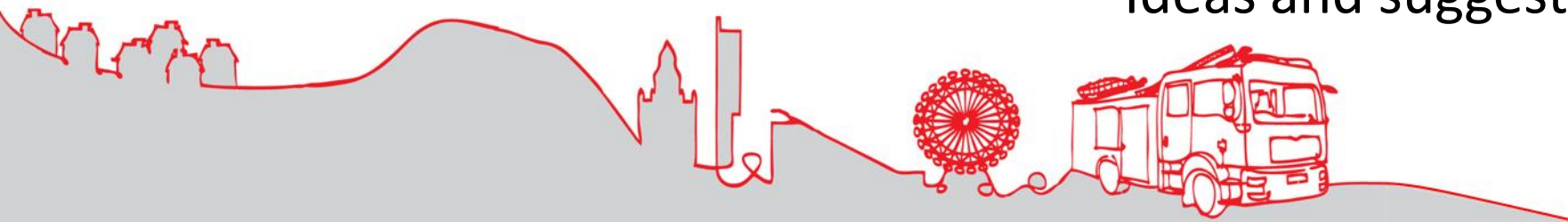
Approach to Consultation on Changes

We will consult with staff in the following ways:

- Collective Consultation with recognised trade unions
- Service Consultations with affected groups of staff
- Individual Consultation on a one to one basis

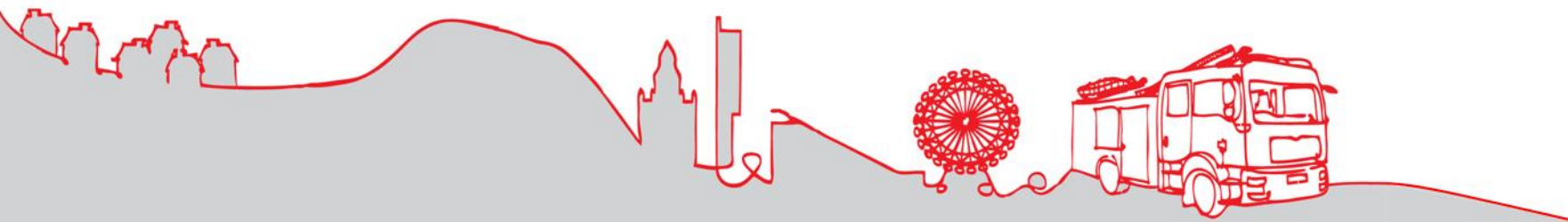
Areas for Discussion

- Key Proposals and Rationale
- Which groups of staff will be affected and how
- Where staff reductions are proposed, how we will go about this
- How we propose to mitigate for any adverse impact
- Support in place for affected staff
- Ideas and suggestions

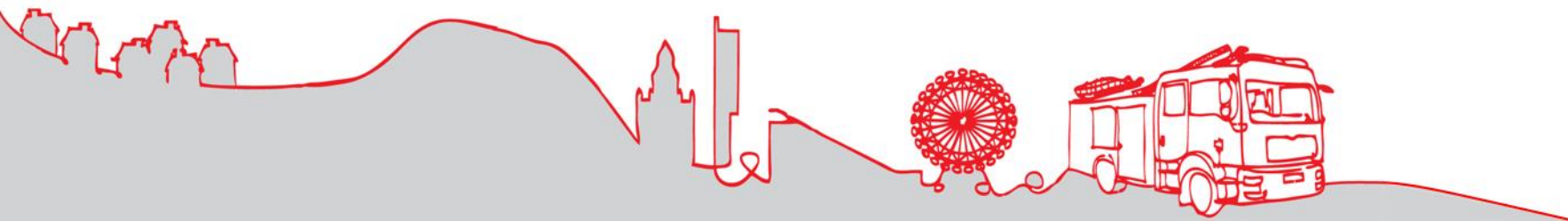


Proposed Timelines

| Activity | Proposed Timeline | Mechanisms |
|---|------------------------------|--|
| Collective Consultation | Week commencing 4 March 2019 | Commencement of ongoing meetings with trade unions |
| Approval & Formal Notification of proposals | 11 March 2019 | Committee Reports, notices, letters |
| Service Consultations | tbc | Service leads to meet with staff in group sessions |
| Individual Consultations | tbc | Line Managers meeting individually with staff |
| Proposed Implementation date | 1 September 2019 | |



Questions?



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