



1. Three quarters of indicators are meeting or better than the target. Performance has been impacted by the number of Safe and Well visits that have been undertaken per 1,000 population.
2. Timeliness of responding to accidental dwelling fires was within tolerance of target at 9 minutes 29 seconds in Quarter 2; this is a decline compared to last quarter (8 minutes 39 seconds). An analysis was completed that identified the factors that affect attendance times to incidents. Practice changes have been made to improve response times and a review will be carried out over time, to understand the impact of those changes. Such practice changes include pre-alerting from Fire Control, additional training for staff and a greater appreciation of performance management. Performance is similar to the average rolling year (9 minutes 26 seconds) and is marginally better than our comparator group average (9 minutes 32 seconds).
3. The number of accidental dwelling fires has followed a reducing trend, with an average of 69 incidents per quarter in 2021/22 to date compared with 76 incidents on average 3 years ago and 81 incidents 6 years ago. There were 63 accidental dwelling fires in Quarter 2; this is similar to the same time last year. Incidents both in-quarter and financial year to date were slightly lower than our comparator group and better than target. Work was undertaken to explore information relating to accidental dwelling fires over time to draw out learning points, such as age groups, location and time of incidents and this has been used to inform the risk profiling work for the County.
4. Performance relating to the rate of Safe and Well visits (per 1,000 population) has continued to see small signs of recovery, up from 0.82 (523 visits) since September 2020 to 1.48 (945 visits) in Quarter 2 2021/22. This remains below target (2.35) and the historic comparator group average (1.50). The number of visits undertaken saw an 18% increase compared with Quarter 1, resulting in the backlog of visits waiting for more than 28 days reducing from 370 to 115 visits. However, incoming demand is high with referrals rising from 897 in Quarter 1 to 1091 in Quarter 2.

Note: this data includes Home Fire Safety Checks (HFSC's). The definition for Safe and Well visits as defined by HMICFRS does not include HFSC's. Data is being reviewed and will be reported separately from Quarter 3, along with revised targets. Of the overall number of safety checks and visits carried out in Quarter 2, 529 were Safe and Well Visits and 416 HFSC's. It's

anticipated that the number of Safe and Well visits will continue to improve, as crews are now able to carry out more visits following the lifting of COVID-19 restrictions.

5. The service continues positive work to reach the most vulnerable people in our community, with 83% of Safe and Well visits undertaken being to people in vulnerable groups. Performance is significantly above target (75%) and our comparator group (74%).
6. Throughout the pandemic, GFRS has been undertaking additional work to assist partners and protect those who are most vulnerable. This work is now easing and only a few activities remain; these include supporting the Ambulance service, swab tests and track and trace visits.
7. The response to and recovery from the Covid-19 pandemic is being well managed and resources are in place. The Civil protection team are adequately staffed 365 days a year, each directorate has an executive response in place and LRF training is ongoing and attended by all directorates. Therefore, risk of failure of the Council or a key partner to respond to a major incident that results in community disruption and failure to return to normal within required timescales remains rated as Moderate but the risk score has reduced from 12 to 9.
8. The risk relating to insufficient workforce capacity and/or instability adversely impacting on pace and sustainability of improvement and contributing to increased risk to firefighter safety or capability to deliver emergency services to the community remained rated as Moderate in Quarter 2, however, the risk score increased from 8 to 12. There has been a recruitment and selection process carried out to backfill substantive posts. In-year and MTFS bids are progressing to cover additional resources as well as funding for development and training. Nevertheless, even with these measures in place, the funding has not yet been secured and it is still recognised that there are many work pressures on staff.
9. Since leaving the EU there has been a slowly improving picture. However, there is recognition that over recent months the EU exit has contributed to gaps in recruitment in some key business areas. Therefore the risk of uncertainties arising from the UK leaving the EU with the possible impact on funding and policy change affecting Gloucestershire County Council and Local Government in general increased from Low (6) to Moderate (9) in Quarter 2.
10. A measure relating to inspections of commercial premises is currently under development.

Finance (As at the end of September)

Revenue

The Service revenue budget totals £17.7m. The forecast shows an overspend of £89k with COVID-19 related issues totalling £89k. The position excluding COVID-19, is therefore on target.

There are variances across all cost centres within GFRS which are mainly due to staff movements but the position evens out overall giving an on-target outturn position. However, this result includes full use of the £181k top-up reserve for on-call training and a £126.5k projected underspend from the in-year funding of £587k due to staff posts being filled later than anticipated. Should the overall position improve, it will be off-set by not claiming the full £181k on-call reserve.

The main pressure within the revenue budget is employee related costs. The Service has a very new operational workforce with 51% in development which results in an increased training burden. MTFS bids for base budget funding for trainer posts and courses has been submitted and has been recognised this year, through the provision of the in-year funding.

Capital

The 2021/22 capital budgets for GFRS total £616k split across the following schemes:

- Breathing apparatus £70k
- Mobile data terminals £25k
- Fire appliances and equipment £29k
- Light vehicles £358k
- Mobilising system upgrade £134k

A full spend is anticipated.

Portfolio Management Board (Projects at Risk Oct 2021)

Performance Framework in Preparation for PowerBi – Risk remains to ensure that managers are inputting their data regularly pending implementation of SQL solution. New data analyst has started and will receive a GFRS laptop shortly to relieve current burden.

Review our Safety, Health and Wellbeing functions - Health and Safety Adviser has resigned from the Service but recruitment has begun. Meanwhile a number of H&S activities are on hold with a few being addressed by a Watch Manager. H&S investigation completion rates are being monitored and outstanding reports are being chased.

Specialist PPE - Risks are currently being managed by supplying used specialist PPE to staff that require it. Risk that GCC will not support the capital funding for the project so replacement will be on a smaller scale - we won't know if our bid is successful until February 2022.

Fireground Radios – Current radios are obsolete. When radios are defective they are replaced from the limited stock held in GFRS. Funding still needing to be approved, the current radios are no longer manufactured or supported by Motorola - when they become defective they are not repairable and are disposed of and this impacts on stock levels.

Station gym equipment (provision and maintenance) – A risk that the project is not approved, therefore stations will continue to buy equipment in isolation which can lead to GFRS being liable for any injuries sustained while using the equipment. No decisions on the type of equipment to be procured or a plan for supporting staff in line with the fitness policy. No funding has been secured and this project is likely to be put back to 2023.

Implementation of National Operational Guidance (AFI) - Due to two watch managers leaving the service for promotion the team has been reduced to one Station Manager and one Watch Manager so we are recruiting people into the team. This has led to a reduction in workflow and will continue until these positions are filled and staff are embedded, this is not expected until November at the soonest.

Driver training linked to new driving national standard for emergency driving and training and driver instructor recruitment – A risk remains with low number of training hours available due to only 2 instructors being part time. The candidate for the full time driving instructor post declined the job offer so we have gone out to advert and hope to recruit by early December. A risk exists that we don't recruit, but notwithstanding, we do not expect to have a fully efficient team until early March 2022.

Safer Firefighter programme - Currently a WM and CM short in the Learning and Development Team requiring a prioritising of work. Until recruitment of a Watch Manager is successful LearnPro will not

be updated as regularly as required. An admin officer has also been drawn away to assist with the ongoing HMICFRS inspection whilst also supporting ongoing absence within the admin team.

Grenfell Phase 1 Recommendations - A full forecast for the spending of the Grenfell Infrastructure Grant has been shared with Finance and this is now starting to be spent. National issues around course allocation has slowed up the ability for Service to spend the money as some courses are not available until 2022. A New High Rise working group has been tasked to complete the open actions.

Review fire investigation against the new ISO 17020 standard and enhance level 1 knowledge across all levels of operational staff - Work with South West Region is ongoing and there is a potential financial impact of £7,500 to £5,000 per annum being asked for.

Control upgrade (Vision 5) – Due to a recent retirement there is a breach of our contractual agreement for 1st line maintenance because we do not have 24/7 on call cover. To overcome this GFRS are recruiting two additional ICT Technicians and averts have gone out seeking expressions of interest. GFRS could sign off the project but any issues with the software will be handed to Capita Support and may not be resolved promptly, therefore, the project will remain open until the v5.27 release in December 21 at which point in time we will know more about the attempted recruitment.

On Call Development - On Call Supervisory Managers do not have appropriate policies and guidance to follow to assist in effectively managing staff and this will be developed over the next 7 months. Wholtime and On Call Working Time Directive guidance is required as the organisation is at risk. Engagement with On Call employers is required to ensure appreciation and value is recognised. Driver Standards extended training requirements will impact on call appliance availability if the issue is not addressed, a national issue.

HMICFRS (Inspection commenced on 27.09.21 for 8 weeks)

GFRS submitted around 150 document before the inspection started. The Service also returned a self-assessment which was the basis for the strategic brief in week 1.

Our round two inspection started 27th September and includes six weeks of inspection over an eight week period.

So far the inspection has covered:

Week 1 – on site

- The strategic brief with SLT
- HMI Wendy Williams interview with Dave Norman.
- Six partner agency interviews
- Control room visit & manager interview
- A review of staff hub, our web site and the information we share with the public
- Incident Command reality test – level 4 (Clive Webber)

Week 2 - virtual

- Head of ICT – Rob Lacey
- Head of fleet – John Townsend

- Head of Performance – Clive Webber
- Head of Estates – Rob Barnes
- Chief Executive – Pete Bungard
- Protection Manager – Rich Lockyer
- Head of Finance – Maria Boon and Paul Blacker
- Prevention staff interview – Jo Glanville

Week 3 – on site

Desktop reviews.

- CRMP session 1 – planning & delivery
- CRMP session 2 – objective setting
- Protection manager and desktop review
- SSRI (risk information) manager and desktop review
- Major Incident desktop review – head of response, lead NILO, MTA lead and L&D
- Operational debrief desktop review – Ops Assurance team
- Prevention manager and desktop review of activity
- Attendance management desktop review
- Promotion process and desktop review
- Compliance (training records review)
- Diversity – equality impact statements assessments

Week 4 – virtual (w/c 25/10/21)

- EDI working group – focus group
- 3x Incident Command reality tests level 3 & 2
- Health, Safety and Welfare manager

The vast majority of interviews generate further requests for additional information. This allows HMICFRS to triangulate the evidence being collected. BP&P bring together this information but often has to request other departments provide data or documentation. To give context on the impact this has, in the last two weeks GFRS have provided 63 returns on additional information. GFRS have also returned nine sets of fieldwork/data prior to this week's desktop reviews.

HMICFRS produced a staff survey as they are aware they cannot see everyone during their inspection.

- The HMI staff survey opened on 14 September and closed on 8th October 2021.
- GFRS had 190 responses – 40% of the workforce (29% in round 1) – demonstrating good engagement levels.
- On-call responses – 23% (10% in round 1)
- The FBU/FOA/FRSA all returned rep body specific returns.
- GFRS and GCC HR worked together to return the HR specific response.
- HMICFRS have stated our return compares well with other services to date.

Initial feedback will be given to CFO Mark Preece and Cllr Dave Norman on 1st December 2021. Publication of Tranche 2 FRS's inspections will take place in Summer 2022.

HMICFRS have requested their usual data collection for this Autumn. This coincides with our inspection activity. Teams are aware of the data collection and that returns are required by 25th October when they will be checked for accuracy and approved by the CFO before final submission on the 12th November.

Community Risk Management Plan (CRMP) 2022 – 2025 (Consultation)

On 01 October 2021 a public survey was launched asking residents in the county to help shape the future of GFRS. The survey will last for 8 weeks, the summary of activity as of 26 October (25 days in) is as follows: -

There have been a total of 149 visits to the survey.

The maximum number of visitors on any one day has been 22.

So far 40 anonymous visitors have engaged with the survey.

Visits have tapered off since the launch requiring social media re-invigoration.

Visitors Summary

