



Service Plan 2022/23

Gloucestershire Fire and Rescue Service

Head of Service (or equivalent):

Mark Preece

Director:

Mark Preece

Cost Centre(s)

100040201

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14/03/22

Version:

V0.1

Service/Team vision, objectives and outcomes

Our Mission

Working Together for a Safer Gloucestershire.

Mission Statement

“Working together we will provide the highest standard of community safety and emergency response services to the communities of Gloucestershire”.

Strategic Aims

- **People:** Ensure our services are delivered by a professional, well equipped, highly skilled, motivated and well developed workforce which is able to work safely and whose composition reflects our diverse community
- **Prevention and Protection:** Work with our local communities to reduce risks to life, property and the environment from fire and other emergencies
- **Response and Resilience:** Respond promptly and efficiently to deal with fires and other emergencies when they occur
- **Our Performance:** Monitor our performance to ensure that we continually improve and deliver value for money

Our Core Values

- **Accountability** – we do what we say we will
- **Integrity** – we are honest, fair and speak up
- **Empowerment** – we enable communities and colleagues to be the best they can
- **Respect** – we value the listen to each other
- **Excellence** – we continually improve through listening, learning and innovation

NFCC Code of Ethics

- **Putting our communities first** – we put the interest of the public, the community and service users first
- **Integrity** – we act with integrity including being open, honest and consistent in everything we do
- **Dignity and respect** - making decisions objectively based on evidence, without discrimination or bias
- **Leadership** – we are all positive role models, always demonstrating flexibility and resilient leadership. We are all accountable for everything we do and challenge all behaviour that falls short of the highest standards
- **Equality, diversity, and inclusion (EDI)** – We continually recognise and promote the value of EDI both within the FRSs and the wider communities in which we serve. We stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference

Statutory Duties and Responsibilities

The legislation governing the Fire and Rescue Service is covered by the following:

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Fire and Rescue Service (Emergencies) (England) Order 2007
- Policing and Crime Act 2017
- Crime and Disorder Act 1998

The primary legislative provisions which determine the functions of the Service include:

- Promoting fire safety
- Extinguishing fires and protecting life and property
- Rescuing people from road traffic accidents (and a large range of other risks determined through the Emergencies Order)
- Responding to other types of emergencies
- Entering into reinforcement schemes with other fire authorities for mutual assistance
- Assessing the risk of emergencies occurring and use this to inform contingency planning
- Cooperate with other local responders to reduce crime, disorder and re-offending (including anti-social and other behaviour adversely affecting the local environment) and;
- A duty on Police, Fire and Rescue and emergency Ambulance Services to collaborate where it is in the interests of their efficiency or effectiveness

GCC Strategy 2022/26 – Building a better, stronger Gloucestershire

The Council Strategy covers a period of four years, but is refreshed annually and approved, along with the Medium Term Financial Strategy (MTFS), by the Full Council with Cabinet and the Corporate Leadership Team (CLT) responsible for its delivery.

The Council Strategy 2022–2026: Building a better, stronger Gloucestershire, Sets out the key priorities in eight different areas and details the actions that will be taken over the next four years to help achieve them. Transforming Gloucestershire Fire and Rescue Service is one of these eight priority areas.

Service Structure

Gloucestershire Fire and Rescue Service is an integral element of the County Council and is responsible for delivering Fire and Rescue Services to all of the communities throughout the county of Gloucestershire. The Service's headquarters are based within the county's Tri-Service Centre at Quedgeley and emergency response is delivered by 21 Community Fire Stations with 32 staffed frontline fire appliances, plus additional specialist assets, strategically located across Gloucestershire. Each appliance is resourced and mobilised according to the response required. For further information about the Service please visit www.glosfire.gov.uk.

The Service is broken down into five functional areas; Organisational Development & Transformation, Business Planning & Performance, Response & Resilience, Prevention & Protection and Logistics & Resources. These teams are supported by GCC support areas such as Fleet, Information, Communication & Technology (ICT), Finance, Procurement and HR.

Objective Setting

Our strategic objectives have been drawn from several sources over recent years. Our Cultural Review was conducted, evidencing need for cultural change within our Service. Whilst much work has been done we know we have much more to do.

GCC internal audit were welcomed into the Service to inspect our policies, procedures and processes. 18 reports with 118 recommendations were addressed through the establishment of an Improvement Board over the successive 2 years and we need to continue to reflect on and review our practices.

Our first formal inspection by Her Majesty's Inspectorate for Constabulary's Fire and Rescue Service (HMICFRS) highlighted the need for improvements across our Service. All of the above has assisted to make the Service more self-aware. In response we have established our Portfolio Management Office (PMO). This is designed to manage all projects and tasks, including those identified by our Cultural Review and our HMICFRS findings. Building on the success of our Improvement Board, we have established a Portfolio Management Board who scrutinise progress across all areas and provide, advice, support and resources where required to ensure we are progressing on our continuous improvement journey. In addition, we have learnt many new ways of working during Covid-19 that are an improvement on our usual practices and these will become embedded into future ways of workings.

Community Risk Management Plan (CRMP) 2022-26 Key Objectives

The Government outlines expectations of English Fire & Rescue Services through the Fire and Rescue National Framework for England (2018). One of the Governments expectations is the assessment of all foreseeable fire and rescue related risks that could affect communities, including those of a local, cross border, multi-authority and/or national nature ranging from fire to terrorist attacks.

Key priorities set out in the Framework include:

- Identifying and assessing the full range of foreseeable fire and rescue related risks that Gloucestershire faces
- Making appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Collaborating with emergency services and other local and national partners to increase efficiency and effectiveness of service provision
- Being accountable to the communities of Gloucestershire for the service we provide
- Developing and maintaining a workforce that is resilient, skilled, flexible and diverse

Under the framework all Fire & Rescue Services must produce a CRMP that gives due regard to Community Risk Registers and any other local risk analyses as appropriate. Gloucestershire Fire and Rescue Service's CRMP 2022–26 is the Service's strategic approach to effectively managing that risk over the identified period. This document is informed by the analysis provided within the Community Risk Profile (CRP) which can be viewed on the GFRS website.

The objectives set out in the CRMP 2022-26 are:

Strategic Aim – People *“Ensure our services are delivered by a professional, well equipped, highly skilled, motivated and well developed workforce which is able to work safely and whose composition reflects our diverse community.”*

- **Objective - People and Social Responsibility**

Further improve our inclusive culture to ensure that we attract, retain, support and develop a diverse workforce, which is truly representative of our communities.

- **Objective – Workforce ‘Fit for the future’**

Develop and shape our Workforce to be ‘fit for the future’, strengthening health and wellbeing and ensuring that our people are equipped with the knowledge, skills and experience to continue building a safe, effective and resilient service to the people of Gloucestershire.

Strategic Aim – Prevention and Protection *“Work with our local communities to reduce risks to life, property and the environment from fire and other emergencies.*

- **Objective – Prevention**

Deliver tailored prevention activities that effectively and efficiently improve the safety, health and wellbeing of the diverse people who live, work in or visit Gloucestershire.

- **Objective - Protection**

Deliver protection activities, to include inspections, audits, education and enforcement, which continue to reduce the likelihood and impact of fire in commercial buildings across Gloucestershire and reduce the risk to both the public and firefighters.

Strategic aim – Response and Resilience *“Respond promptly and efficiently to deal with fires and other emergencies when they occur.*

- **Objective - Response Arrangements**

Review our existing arrangements to ensure that we have the required number of resources, with the right people and equipment, at the right time, in the right location.

- **Objective - Response Standards**

Implement National Operational Guidance and approved National Fire Standards to assure and support operational competence, learning and preparedness.

- **Objective - Collaboration**

Collaboration is important in every organisation. We will collaborate by communicating with partners and building on ideas to innovate or do something differently in the public's interest.

Strategic Aim – Our Performance *“Monitor our performance to ensure that we continually improve and deliver value for money.”*

- **Objective - Asset Management**

Continue to provide best value facilities, vehicles, equipment and personal protective equipment (PPE), enabling us to deliver a professional service to our communities.

- **Objective - Digital, Data and Technology**

Increase the use of data and business intelligence tools to ensure that we understand our risks and maximise the use of technology to respond appropriately to those risks.

How GFRS intend to achieve each of these objectives is set out in the CRMP 2022-26. This document can be viewed on the GFRS website.

What are the current service drivers?

HMICFRS

The HMICFRS inspection methodology considers Fire and Rescue Service performance against three pillars (effectiveness, efficiency and people) for each of which a judgement is given; outstanding, good, requires improvement or inadequate.

The first inspection of GFRS carried out by HMICFRS occurred in 2019. It reported two Causes of Concern (CoC), one for how GFRS sets out its Protection Strategy and the other related to the Core Values of the Service and their credibility with staff.

GFRS were inspected for a second time in 2021. The full report for this inspection has not yet been published and therefore the complete findings are not yet known. However, the initial findings have been shared and reported as follows:

- The Service hasn't done enough since the last inspection to embed its values and associated behaviours, and promote a positive workplace culture.
- The Service hasn't done enough since the last inspection to improve understanding of the importance of equality, diversity and inclusion (EDI) or to remove barriers to establish EDI in the Service.

Inspections, Audits & Peer Reviews

In July 2021, GFRS invited the LGA and neighbouring Services Warwickshire and Oxfordshire to Peer Audit the growing Business Fire Safety Team (Protection). Following this in August 2021, GCC Internal Audit also attended GFRS and did a review of the progress within the team. Both of these processes have enabled GFRS to show both their self-awareness, in the areas required to improve, but also a clear direction of travel to complete the HMICFRS Action Plan and Grenfell inquiry recommendations. The Gloucestershire FRS Business Fire Safety Action Plan for 2022/23 has been developed using the findings from both of these audits incorporating the known areas of risk within the built environment that were highlighted through the internal risk profiling work. GFRS now feel that they have a robust Risk Based Inspection Programme (RBIP) that shows their continually improvement in Protection activity.

Moving forward, GCC internal audit will be included on the board for PMO to act as a critical friend, to provide challenge and scrutiny.

Staff Survey

GCC carry out regular staff surveys to understand how staff across all directorates are feeling about their work. These surveys are conducted using a likert scale and the results of the surveys are published with a breakdown of the results per directorate. The results of these surveys are monitored to identify where areas of improvement are required.

Performance Management

We use evidence-based insights to understand how well we are doing. This informs our decision making, policy, strategy development and improvement activity. Monthly and quarterly reporting against SMART targets to monitor our Business to make sure we understand the risks in our county can respond appropriately and have the right people with the right skills and in the right places.

Benchmarking

We are continually aiming to improve the outcomes of the service and regularly use data from the following sources to compare how we perform with other services, understand national risks and to promote good practice in all that we do:

- **National Statistics** – The 'Fire and Rescue incident statistics' are published quarterly and can be viewed at www.gov.uk/government/collections/fire-statistics-monitor
- **Chartered Institute of Public Finance and Accountancy (CIPFA)** – The public sector financial statistical data is published annually for the previous year and can be viewed at www.cipfa.org ('MyCIPFA' Login required)
- **South West Benchmarking Group** (regional fire statistics to facilitate benchmarking against fire and rescue services in our region in order to promote best practice)

Source – HMICFRS National Statistics, compares GFRS to HMICFRS Comparable group (16 Significantly Rural Fire Services) for 2020/21, current data tells us:

Good:

- **% Total staff that were female** – Within the top quartile of the comparable group with 23% of all staff being female and better than the national average of 18%.
- **% of Firefighters that were female** – Within the top quartile of the comparable group with 17% of all staff being female and better than the national average of 7.5%.
- **Total Incidents** – GFRS have the third lowest number of recorded total incidents within the comparable group and lower than the comparable group average.
- **Fire incidents attended and Dwelling fires attended** – GFRS have the second lowest number of fire incidents and Dwelling fires attended within the comparable group and lower than the comparable group average.
- **% Dwelling Fires that were Deliberate** – GFRS have the second lowest proportion of Deliberate Dwelling fires within the comparable group at 5% and better the national average 10%.
- **% of incidents that were Deliberate fires** – GFRS are within the top four performers in the comparable group with low proportions of incidents that are deliberate at 7% and better the national average 12%.
- **Road Traffic Collisions (RTC) attended** – GFRS is the top performer within the comparable group with the lowest number of RTC incidents and lower than the comparable group average. The number of RTCs have decreased by 37.6% from the previous year.
- **% Of non-fire incidents that were RTC** – GFRS have the second lowest proportion of RTC's within the comparable group at 9% and better the national average 15%.
- **% incidents that were false alarms** – GFRS have the third lowest proportion within the comparable group at 34% and better the national average 42%.
- **% of Fatalities of all fire incidents** – GFRS has one of the lowest proportions of fatalities of all fire incidents in the comparable group at 0.1% (1 Fatality) and better than the comparable group average 0.2% (5 Fatalities).

Poor:

- **Average response times to Dwelling and Primary fires** – GFRS have the third slowest average response times to Dwelling fires (9m 20s) and Primary fires (10m 06s) within the comparable group and worse than group average Dwelling fires (8m 39s) and Primary fires (9m 42s) and worse than national average Dwelling fires (7m 36s) and Primary fires (8m 35s).
- **Number of fire safety audits** – GFRS have the third lowest number of fire safety audits completed within comparable group and lower than group average.
- **Rate of Safe and Wells per 1000 population** – GFRS have dropped from the upper mid quartile to lower mid quartile within their comparable group in 2020-21 due to completion of less safe and well visits. GFRS had a rate of 8 safe and wells per 1000 population in 2019-20 down to 2.4 safe and wells per 1000 population in 2020-21.

Customer Insights

In line with GCC policy and the requirements of the Fire and Rescue National Framework for England (2018), the Service carried out public consultation on the draft CRMP between 1 October 2021 and the 26 November 2021. Gloucestershire County Council (GCC), as the Fire Authority, hosted the survey and supported GFRS with the engagement both internally and externally. A detailed communications plan was developed, and consisted of the following:

- GCC and GFRS social media;
- Paid social media and digital advertising
- Video and animation
- Media releases and other media opportunities

- E-mail marketing via GovDelivery
- Internal promotion to staff
- Council's Connected
- During our Safe and Well Visits
- At online events and meetings
- Individual letters to Unions, other agencies and Local Constituency Members of Parliament
- All county councillors.
- District councils and GFirst LEP with requests for them to share with their business networks.

In total, there was 247 responses to the survey, with 1,300 visitors to the consultation page online. There was over 1,000 clicks on the Facebook ad, which also had a reach of 143,786. In addition to this, there was also a reach of 135.6K on twitter.

As part of the consultation, we asked two questions for each proposal. The first question was 'to what extent do you agree with the proposal?' and the second question was 'how important is this priority for you'. When analysing the feedback of the consultation, overall, the responses received showed strong support for each of the proposals

Future Challenges

There are a number of themes that may influence or shape the future of Gloucestershire Fire and Rescue Service provision:

- The continued focus on maintaining discipline on public spending by Her Majesty's Government to ensure the UK lives within its means
- Achieving compliance with requirements outlined within the Police and Crime Act 2017 which focus on collaboration between Police and Fire wherever possible
- The implementation of the HMICFRS inspection recommendations looking at efficiency, effectiveness and people across all English Fire and Rescue Services
- A continued focus on governance arrangements for the Service which are being kept under review by the Police and Crime Commissioner
- Achieving compliance with any revisions to National Framework for Fire and Rescue Services (when introduced)
- Implementing Fire Standards and other NFCC initiatives

Resources to run the Service

Last years net revenue budget (2021/22):	£17.731m	Budget increase of £2.046m £428k pay inflation and NI increase £1160k investment in staffing £90k PPE & uniform £36k ICT £343k increased operational training demand -£11k increased income
(2022/23) net revenue budget:	£19.777m	

Funding Streams:

Total Budget Expenditure £25.413m
Funded via:

Staffing

Last year's FTE (As at 1st April 2021):	447.95
2022/23 FTE (As at 1st March 2022. This will increase throughout 2022 due to additional investment in staff):	440.50

Staffing Issues:

GCC	£19.777m
Government Grants	£5.385m
Income	£0.251m

Recruitment of on call fire-fighters to maintain the required cover remains a challenge due to the nature of the small geographical area that can be recruited from.

Financial challenges:

- Pension discrimination remedy costs
- Continued uncertainty regarding future funding from central government (only a one-year finance settlement was received despite SR21 covering a 3-year period)

Key Contracts - managed by this service/function (>£250k Platinum, or business critical)

Contract Ref	Contract Name & Description	Total Contract Value	Contract Owner	Contract End Date
DN87735	Fire PFI - Gloucestershire Fire & Rescue Community Safety Project	£86,440,000	Becky Wrightson	08/05/2037
DN81077	Fire - Severn Park Training Centre	£72,700,000	Adam Openshaw	31/05/2028
TBC	Varied Fire appliances (up to 10)	£1,000,000	John Townsend	TBC
DN215680	Breathing Apparatus	£698,000	James Grierson/ Obi Selassie	31/03/2022
DN431422	Replacement PPE (Helmets, Tunics, Leggings) Via Kent FRS framework agreement	£600,000	Obi Selassie	12/06/2023
DN463530	Fire Control Room Software (Vision 5)	£483,535	Mark Astle	22/07/2025
DN541959	Specialist PPE - swift water rescue equipment only	£300,000	Obi Selassie	TBC
DN541959	Specialist PPE - excluding swift water rescue equipment	£300,000	Obi Selassie	TBC
DN486664	Maintenance and support contract for the Integrated Communications Control System (ICCS).	£285,000	Mark Astle	30/09/2025
DN598302	GFRS pension contract extension	£280,000	Mark Preece	30/08/2028
TBC	Fire Ground Radios	£200,000	Obi Selassie	01/08/2022

Add rows as required

Change Projects & Programmes - *managed by this service/function* (incl. contract retendering)

Project Title & short description	Project Value	Project Manager	Decision Dates
Cultural Improvement Action Plan	Resourced from revenue	Organisational Development & Transformation	01/01/21 - 31/03/26
Implement National Operational Guidance	Resourced from revenue	Organisational Development & Transformation	01/02/20 - 31/01/26
Emergency Service Network Programme	TBC	Response & Resilience	01/01/11 - 31/12/26
Severn Park Training Centre Review	TBC	Organisational Development & Transformation	01/01/21 - 01/01/27
Front Line Appliances	£3.68m (Capital)	GCC Fleet	04/02/21 - 31/12/26
Specialist PPE	£289k	Logistics & Resources	01/04/21 - 30/04/23
Incident Command Unit	£350k (Capital)	GCC Fleet	02/07/21 - 30/03/24
Aerial Appliance	£750k (Capital)	GCC Fleet	01/05/21 - 31/12/26
Light Fleet	£1.16m (Capital)	GCC Fleet	04/02/21 - 30/03/23
Predictive Analysis and Modelling	£25,000	Business Planning & Performance	09/02/22 - 01/01/25
Power BI Data Improvements	Resourced from revenue & GCC	Business Planning & Performance	21/07/21 - 30/03/23
Fire Ground Radio Upgrade	£156k	Logistics & Resources	01/04/21 - 31/12/22
Asset Management Systems	Resourced from revenue & GCC	Logistics & Resources	01/07/21 - 31/12/22

Add rows as required

Business as Usual activity and Key Service Milestones

(E.G. reporting deadlines, statutory return dates, Cabinet report dates, events run by or impacting the service etc.)

Activity	Person Responsible	Key Dates <i>(will it need a decision?)</i>
GCC Annual Governance Statement	Business Planning & Performance	Published annually (Feb)
Statement of Assurance for Fire	Business Planning & Performance	Published annually (Sept - Oct)
CRMP Review	Business Planning & Performance	Reviewed annually (Jan – March)
FRSC meetings	Business Planning & Performance	Bi Monthly
FPR meetings	Business Planning & Performance	Bi Monthly
Improvement Board	Business Planning & Performance	Quarterly
Community Risk Profile Review	Business Planning & Performance	Reviewed Bi Annually
Portfolio Management Board	Business Planning & Performance	Monthly
KPI/ LPI setting	Business Planning & Performance	Reviewed Annually (Jan – March)
Corporate Risk Register review	All owners	Submitted to SLT quarterly
Performance Management Report	Business Planning & Performance	Submitted to SLT quarterly
Senior Leadership Team Meetings	All Members	Monthly

Add rows as required

***note: Further information on the Council's Decision Making Process - [The decision making process - Staffnet](#) Here you can access Cabinet dates / deadlines, templates and details of support available on the process. Please do include above which Cabinet dates you are aiming for (even if this is finalised).**

Any questions on Service Plans please email: pact@gloucestershire.gov.uk

Please remember: if you need to print - print in Black and White!

	Inphase code	Measure Title/Description	Unit	Polarity	Baseline	Targets				Owner	Reporting Basis
						2022/23 Target(s)					
						Q1	Q2	Q3	Q4		
Corporate Performance indicators for this area	GFRS04	% of Safe and Well visits undertaken to those in high risk groups	%	Bigger is better	83	83	83	83	83	Prevention	In Quarter
	GFRS01 and GFRS66	Average response time to dwelling fires	mm:ss	Smaller is better	8:35	9:00	9:00	9:00	9:00	Response	In Quarter
	GFRS02	Number of accidental dwelling fires (14% reduction based on 3 year rate each quarter)	Number	Smaller is better	TBC 01/04/22	TBC 01/04/22	TBC 01/04/22	TBC 01/04/22	TBC 01/04/22	Prevention	In Quarter
	GFRS56	Rate of Safe and Well visits undertaken per 1,000 population	Number	Bigger is better	3.43 (Avg. 0.9 Quarter)	2.3	2.3	2.3	2.3	Prevention	In Quarter
Internal Service Indicators	GFRS86	% of 7.2D premises within required frequency	%	Bigger is better	73.3	100	100	100	100	Protection	Snapshot Quarter End
	GFRS87	% of higher risk premises inspected within required time frame	%	Bigger is better	77.5	100	100	100	100	Protection	In Quarter
	GFRS54	% of operational Incident Commanders (in role) within 2 yearly requalification target	%	Bigger is better	99	100	100	100	100	Learning & Development	Snapshot Quarter End
	GFRS53	% of operational staff (In role -FF to WM) within 2 yearly requalification target for Breathing Apparatus	%	Bigger is better	99	100	100	100	100	Learning & Development	Snapshot Quarter End
	GFRS45	% of staff in GFRS from Black and Minority Ethnic groups (as a % of the total workforce)	%	Bigger is better	2.4	Last Q Snap shot	Last Q Snap shot	Last Q Snap shot	Last Q Snap shot	Organisational Development & Transformation	Snapshot Quarter End
	GFRS44	% of staff in GFRS that are female (as a % of the total workforce)	%	Bigger is better	22.7	Last Q Snap shot	Last Q Snap shot	Last Q Snap shot	Last Q Snap shot	Organisational Development & Transformation	Snapshot Quarter End
	GFRS59	% of teachers who think their pupils will make safer choices after a Skillzone safety session	%	Bigger is better	100	100	100	100	100	Prevention	In Quarter
	GFRS84	Average response time to Commercial fires	mm:ss	Smaller is better	TBC 01/04/22	10:00	10:00	10:00	10:00	Response	In Quarter
	GFRS65	Average response time to Primary fires	mm:ss	Smaller is better	TBC 01/04/22	10:00	10:00	10:00	10:00	Response	In Quarter
	CSD150	Number of deliberate fires (14% reduction based on 3 year rate each quarter)	Number	Smaller is better	TBC 01/04/22	TBC 01/04/22	TBC 01/04/22	TBC 01/04/22	TBC 01/04/22	Prevention	In Quarter

	GFRS64	Number of workforce temporary promoted within GFRS	Number	Smaller is better	30	25	25	25	25	Organisational Development & Transformation	Snapshot Quarter End
Good management of service indicators	GCC09	% forecast spend against budget	%	Smaller is better	2.47	0	0	0	0	Finance	Snapshot Quarter End
	GCC10	Number FOIs & EIRs	Number	Smaller is better	-	N/A	N/A	N/A	N/A	GCC	In Quarter
	GCC25	Number of SARs	Number	Smaller is better	-	N/A	N/A	N/A	N/A	GCC	In Quarter
	GCC11	Number FOIs, EIRs completed on time	Number	Bigger is better	-	N/A	N/A	N/A	N/A	GCC	In Quarter
		Number of SARs completed on time	Number	Bigger is better	-	N/A	N/A	N/A	N/A	GCC	In Quarter
	GCC12	Number of information security breaches	Number	Smaller is better	-	0	0	0	0	Business Planning & Performance	In Quarter
	GCC05	% PDRs complete & entered onto SAP	%	Bigger is better	49	100	100	100	100	Learning & Development	Snapshot Quarter End
		% PDRs complete & entered onto PDRpro	%	Bigger is better	49	100	100	100	100	Learning & Development	Snapshot Quarter End
	GFRS91	% Staff turnover rate	%	Smaller is better	16.7	Last Q Snap shot	Last Q Snap shot	Last Q Snap shot	Last Q Snap shot	Organisational Development & Transformation	Quarterly Rolling year
	GFRS22	Days lost to Sickness per FTE	Number	Smaller is better	1.87	2.21	2.21	2.21	2.21	GCC	In Quarter
	GFRS14	Days lost to Long Term Absence per FTE	Number	Smaller is better	1.32	1.52	1.52	1.52	1.52	GCC	In Quarter
	GFRS15	Days lost to Stress per FTE	Number	Smaller is better	0.35	0.77	0.77	0.77	0.77	GCC	In Quarter
CSD10F RS.4a	Number of RIDDOR injuries	Number	Smaller is better	5	0	0	0	0	Ops Assurance	In Quarter	

FOI = Freedom of Information Request, EIR = Environmental Information Request, SAR = Subject Access Request

Guidance & the Corporate Performance Indicators can be found on Staffnet, [Business Planning - Staffnet \(gloucestershire.gov.uk\)](https://www.gloucestershire.gov.uk/business-planning)

Significant Risks to/Opportunities for Service:

Risks/Opportunities	Inherent Risk/ Opportunity Score (5/5)	Controls/Enablers <i>(add hyperlink to full risk register as applicable)</i>	Residual Risk/ Opportunity Score (5/5)	Risk Owner
Staff resourcing is highlighted by HMICFRS and department leads as an issue. In addition an ageing workforce and potential for multiple retirements, leading to gaps in our establishment.	4/5	Establish workforce planning for all department leads, to be scrutinised through Workforce planning meeting. Ensure accurate leavers profile. Undertake phase 2 of workforce plan to undertake fulltime recruitment and establish a holding pool of w/t firefighters.	3/5	Adam Openshaw
Risks to overall firefighter competence levels due to reduction in response activity and increased staff turnover.	4/5	Under the Safer Firefighter Strategy, improve the standard of training and development for new firefighters. Also increase the competence levels of existing firefighters with improved operational assurance. At recruitment stage, consider competent transfers from other services.	3/5	Adam Openshaw
Impact of Fire Standards guidance on driver numbers for on-call stations due to the facility for them to be released for training from their primary employment.	4/5	Review the Fire Standards guidance into course content for new response drivers this will help to identify the proportion that can be delivered on-line, and shape the implementation strategy. Liaise with other FRS's to understand how they intend to overcome the issues.	3/5	Adam Openshaw
Without clear rationale, the Service not adhering to National Operational Guidance or best practice procedures relating to the Fire Standards Board.	4/4	Strategic gap analysis has been completed with actions for improvement identified. All current SOPs have been reviewed against NOG and updated to reflect any changes. Project being implemented to introduce NOG. Training packages being reviewed in line with NOG. NOG implementation plan in place. Implementation of Fire Standards Board notices as they are released.	4/4	Adam Openshaw
The ineffective management of the loss of an employee in service.	5/5	A business continuity plan exists for this event and operational teams are expected to familiarise themselves with it.	3/5	Jean Cole
The departure of the ICT Deputy Manager has impacted the Services out of hours cover.	5/5	A proposal has been made to keep ICT within GFRS rather than GCC so that GFRS can focus on recruitment for out of hours cover.	4/5	Rob Lacey
Public and media perceptions of the Service may be negatively affected by its own activities or the activities of GCC to deliver its statutory functions or key projects affecting reputation, integrity and credibility.	4/4	Community Safety Director is a member of CLT, various scrutiny committees regularly meet and scrutinise all GCC departments. Immediate creation of a working group is established to assist any investigation overriding any business as usual.	3/5	Mark Preece
Failure to adequately assess and prepare for the impact of changes within Fire and Rescue Governance in relation to the OPCC, national or local.	4/5	Political awareness of all SLT members led by the Director of Community Safety and Chief Fire Officer.	3/5	Mark Preece

Further information on Risk Management - <https://staffnet.risk-management>

***note** this is a summary of the key risks the service is facing/managing, & for the Service Plan purposes is scored out of 5. This may for example summarise risks held elsewhere (i.e. on risk registers & in your scoring out of 5 you're thinking about what impact it would have and how likely it is to happen). The GCC scoring matrix on the link above is what we use when compiling risk registers, which multiplies the inherent risk by a 'likelihood of it happening' score out of 5, so out of a maximum of 25.

Business Continuity:

Where can the Business Continuity Plan be found?

Has the BCP been tested in the last 12mos?

[Hyperlink here](#)

Yes

More Information on Business Continuity Management can be found at: <https://staffnet.gloucestershire.gov.uk.BCM>

	<i>Signature</i>	<i>Date</i>
Head of Service/ Lead Commissioner	<i>M. Preece</i>	<i>11.04.22</i>
Director	<i>M. Preece</i>	<i>11.04.22</i>