

Greater Manchester Police, Fire & Crime Panel

Date: 14th May 2024
Subject: GMFRS Annual Delivery Plan 2024-25
Report of: DCFO Ben Norman
Report Author: Sarah Scoales, Head of Service Excellence

PURPOSE OF REPORT

This report presents the Greater Manchester Fire and Rescue Service (GMFRS) Annual Delivery Plan (ADP) 2024-25, detailing our improvement programme activities for the next year. The plan also incorporates our Community Risk Management Plan (CRMP), the production of which is a statutory requirement under the Fire and Rescue Service National Framework.

RECOMMENDATIONS:

Members are asked to note the contents of this report and supporting report found at Appendix A.

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Equalities Impact, Carbon, and Sustainability Assessment:

Appendix A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

Number of attachments included in the report:

BACKGROUND PAPERS:

- Draft ADP 24-25 Report – presented to PFC Steering Group
- [GMFRS Fire Plan 2021-25](#)
- [GMFRS Annual Delivery Plans](#)

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. GMFRS is responsible for ensuring that the communities of Greater Manchester are protected and supported by an effective and efficient fire and rescue service. As set out in the Fire and Rescue Service National Framework document, the Service has a statutory duty to:
 - be accountable to communities for the service they provide;
 - identify and assess the full range of foreseeable fire and rescue related risks their areas face;
 - make appropriate provision for fire prevention and protection activities and the response to fire and rescue related incidents;
 - develop and maintain a workforce that is professional, resilient, skilled, flexible, and diverse;
 - collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.
2. These statutory requirements are fulfilled collectively through our Fire Plan and our Annual Delivery Plan, where the key challenges and risks facing the Service are set out along with how it is intended to meet and reduce them.
3. Each year, GMFRS publishes an Annual Delivery Plan (ADP), which is aligned to the Mayor's Fire Plan and details our improvement programme to be delivered over the next 12 months. 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.

ANNUAL DELIVERY PLAN 2024-25 DEVELOPMENT

- 4 This is the final Annual Delivery Plan of our current four-year Fire Plan. This plan not only outlines new actions to be taken over the next year, but also reinforces our commitment to completing ongoing work that we have already started.
- 5 In developing the Plan, it is essential for the Service to identify and assess the risks facing our communities and constantly evolve to respond to these effectively. Our annual Strategic Assessment of Risk (SAoR) supports this process by considering all potential and foreseeable risks and ensures our planning, policies and decision-making is focused on risk and how mitigate them.
- 6 This document details and analyses a wide range of information, providing an evidence base to support our decisions, allocate resources appropriately and inform the development of our Fire Plan and ADPs.

- 7 Our Annual Delivery Plans are developed on the Mayor's six strategic priorities:
- 1) Provide a fast, safe, and effective response.
 - 2) Help people reduce the risk of fire and other emergencies.
 - 3) Help protect the built environment.
 - 4) Use resources sustainably and deliver the most value.
 - 5) Develop a culture of excellence, equality, and inclusivity.
 - 6) Integrate our services in every locality with those of partner agencies.

ENGAGEMENT ACTIVITIES

- 8 The Service has undertaken significant planning stages over the last few months with regards to creating the final ADP of the current fire plan and is in a strong position with regards to the programme and project propositions created. We engaged with our colleagues, external partners, and the public, inviting them to have their say on the proposed ADP for next year. The feedback has helped shape the final plan ahead of formal approval via the Deputy Mayor's (Fire) Executive meeting.
- 9 A strengthened approach to workforce engagement was led by the Communication and Engagement Team throughout the month of December, involving three aspects; an online survey, a live question, and answers session, and focus groups, resulting in a higher engagement rate compared to last year's approach. The results from the engagement activity have been analysed and presented to Executive Board. Importantly, the results have been triangulated, and key themes have emerged from the engagement activity.
- 10 With regards to the Service's existing programmes and projects (those that are multi-year and those whose lifecycle will continue through 24/25) consensus was received on the following:
- Projects which are underway should be resourced correctly first and only proceed if still have a valid business case.
 - Current projects should continue but the service should aim to 'do less but better'.
 - The Service needs to make projects meaningful and complete them to a high and thorough standard.
- 11 Further work was undertaken with SLT to ascertain and assure the Service that there was validity in continuing our existing programmes and projects. With regards to the services programme and project propositions for ADP 24/25 our workforce felt the focus should be on:
- Managing and improving the health, safety, and wellbeing of our workforce.

- Ensuring we have the right resources available, in the right place, at the right time, and in the right numbers.
- Creating development opportunities for all staff.
- Ensuring our fire stations and facilities are fit for purpose and reflect the needs of our workforce and the public.
- Ensuring the service gets the most value out of procurement.
- Projects should be prioritised based on need and risk.
- Business as usual, training, delivery, and other commitments need to be considered when planning resources and considering capacity.
- The service should strip back unnecessary work.
- Review areas of existing service delivery to ensure effectiveness and efficiency.

12 The initial ADP portfolio consisted of a total of **63** projects, which following the considerations of the engagement feedback was refined down to **35**. An overview of these is detailed in paragraph 13 below.

ADP IMPROVEMENT PROGRAMME

13 Our Improvement Programme is made up of a number of priority improvement projects and a range of lower-level projects and activities, all of which are aligned to the Fire Plan and the ADP as the framework to deliver against.

Directorate / Type	Corp. Support	P&P	Service Delivery	Service Support	Strategy, Perf & Workforce	ADP 24/25	ADP 23/24	ADP 22/23	ADP 21/22
PIP	4	5	2	5	3	19	15	11	14
Call-in	3	1	2	2	5	13	25	27	35
Activity	2	0	0	0	0	2	10	14	
Total	9	7	4	7	8	35	50	52	49

Number of PIPs, Call-in's and Activities under each Fire Plan priority: -

Priority / Type	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Total
Total	9	5	4	3	13	1	35

14 The ADP 24-25 is our fourth plan under our current Fire Plan 2021-25, and the full final version can be found at Appendix A.

GOVERNANCE FRAMEWORK

- 15 Progress against our ADP will be monitored and reported through our governance framework, with formal highlight reports providing updates on all PIPs and the remaining Directorate Projects reported through Directorate Actions Plans. Quarterly outturn reports will be produced tracking progress against each project. All reports are scrutinised at Improvement Board and Deputy Mayor's meetings in line with the six weekly meeting cycle providing the appropriate assurance regarding project progress delivery and benefits realisation.

NEXT STEPS

- 16 The ADP 2024-25 will be formally launched on the 15th April via the newsletter. It will also be added to the GMFRS website, and internal and external communication / engagement activities will commence. This will include via the intranet, leadership video, and externally on social media platforms etc. All will focus on our key priorities over the next year, and the continuing delivery against the Fire Plan commitments.