

## Greater Manchester Police, Fire & Crime Panel

Date: 18th September 2024  
Subject: GMFRS Annual Delivery Report 2023-24  
Report of: DCFO Ben Norman  
Report author: Sarah Scoales, Head of Service Excellence

---

### 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 (ADP) 2023-24, and overarching Fire Plan 2021-25.

### RECOMMENDATIONS:

Members are asked to:

- Note the contents of the paper and the full Annual Delivery Report (ADR) 2023-24 found at Appendix 1

### CONTACT OFFICERS:

DCFO Ben Norman – [ben.norman@manchesterfire.gov.uk](mailto:ben.norman@manchesterfire.gov.uk)

Sarah Scoales, Head of Service Excellence – [scoales@manchesterfire.gov.uk](mailto:scoales@manchesterfire.gov.uk)

### Equalities Impact, Carbon, and Sustainability Assessment:

N/A

### Risk Management

Appendix 1

### 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 2023-24](#)

[GMFRS Fire Plan 21-25](#)

<b>TRACKING/PROCESS</b>		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes/No
<b>EXEMPTION FROM CALL IN</b>		
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 (ADP) 2023-24 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. The fiscal year 2023-24 has been particularly busy for GMFRS. Our workforce has risen to the challenge, working hard to deliver against an ambitious ADP. Over the last 12 months we have made considerable progress. The details below provide an overview of some of the key highlights against each of our six strategic priorities:

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

- ✓ Continued the implementation of Manchester Arena Inquiry recommendations, delivering lessons learned presentations nationally.
- ✓ Implemented revised operating model for firefighter contaminants, leading on key elements of the national workstream.
- ✓ Undertaken a strategic review of call handling arrangements at North West Fire Control (NWFC) and committed to NWFC partnership until 2033.
- ✓ Made significant progress on new workforce fitness framework and annual fitness testing.
- ✓ Conducted public consultation on the Fire Cover Review, and agreed a range of outcomes which will be delivered over the next two years, including increasing our operational fleet from 50 to 52 fire appliances.

- ✓ Improved our special appliance capabilities for Technical Rescue Units and Enhanced Rescue Stations.
- ✓ Enhanced our technical response with two Haaglund tracked wildfire vehicles.
- ✓ Commenced the Gartan crewing system update for frontline staff, which will provide increased functionality, enhance resource allocation and efficiency, and eliminate the need for paper-based systems.

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

- ✓ Introduced the use of virtual reality headsets for prevention education on fire, water, and road safety, targeting various age groups.
- ✓ Launched a new Community Fire Cadet model for at-risk youth aged 14-16 at four fire stations.
- ✓ Initiated a large-scale Prevention and Protection digital program for integrated data recording and efficiency.
- ✓ Implemented NFCC's Early Intervention Framework for young people and communities.
- ✓ StayWise platform adopted as primary education tool; and training is currently underway for staff.
- ✓ Strengthened prevention messaging for high-rise buildings; and engaged with housing providers and residents.
- ✓ Established a 'Safer Communities and Interventions Team' for tailored risk reduction interventions in areas like deliberate fire setting and violence.

### **Priority 3: Help protect the built environment**

- ✓ Protection team won at NFCC Awards: Training team won 'Outstanding Contribution Award' and 'Team Award'.
- ✓ Implemented new functional delivery model for efficient regulatory activities, improving consultation response times.
- ✓ Implemented Fire Safety England Regulations post-Grenfell Tower Inquiry Phase 1 recommendations.
- ✓ Expanded fire safety training capability, developing Level 4 Diploma for in-house training.
- ✓ Launched the Business Engagement Framework and provided advice to over 13,000 businesses on legal compliance.
- ✓ Collaborated on a campaign for Takeaways with North West fire and rescue services and the GM Centre of Regulatory Excellence.

#### **Priority 4: Use resources sustainably and deliver the most value**

- ✓ Commitment to sustainable fire estate and commenced the construction at Blackley; and completion of the Littleborough fire station refurbishment.
- ✓ Planning permission granted for new fire stations at Whitefield and King Street, Stockport.
- ✓ Refurbishments are ongoing at 20 stations; gym upgrades at 18 stations; rest and study facilities improvement underway.
- ✓ Upgrading decontamination facilities at stations for firefighter safety and wellbeing.
- ✓ Feasibility studies for carbon reduction schemes and electric vehicle charging across stations; to-date we have reduced our carbon footprint by 12%.
- ✓ Achieved financial efficiencies of £711,000
- ✓ Invested in 14 new fire engines for frontline response.

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

- ✓ Hosted British Firefighter Challenge in Manchester; with one of our firefighter from Whitefield, Helena Brown crowned British Female Champion.
- ✓ Leadership Development Framework fully embedded; hosted our second Diverse Leaders programme for underrepresented groups.
- ✓ New Volunteering Strategy implemented; and 24 new volunteers onboarded post-pandemic.
- ✓ Continued to build on the Rewards and Recognition Framework; and developing our new Organisational Learning Framework.
- ✓ Introduced system for capturing public feedback after incidents;
- ✓ Held third Power of Staff Networks Conference.
- ✓ Independent evaluation undertaken by P2P of EDI strategy; we are continuing to prioritise ongoing training to promote positive attitudes.
- ✓ White Ribbon Steering group successfully approved to co-design the Inclusive Leadership Programme with experts from Super Being Labs and Safe Lives.
- ✓ Enhanced our Bullying and Harassment policies; and introduced FRS Speak Up independent reporting line.

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

- ✓ Collaborative work with local partners undertaken to support serious violence reduction, which is being undertaken through a variety of programmes, interventions and activities. Learning package developed for the workforce.
- ✓ Implemented central digital platform for Greater Manchester emergency services to track collaboration activities.
- ✓ Embedding the Framework for Integrated and Place-Based Working; and implemented a digital approach to record activities that support the strategic priorities.
- ✓ Established the What Works Forum to reduce fire incidents in Greater Manchester by sharing best practices.
- ✓ Enhanced our engagement with local communities through social media platforms.
- ✓ Recognised as global civic engagement leader through our work to involve residents, we are now building on this by evolving our public participation model which will be trialled for the development of the next Fire Plan.

## **PERFORMANCE & ASSURANCE**

4. Overall, our performance over the past year has been positive. We have a total of 44 Corporate Key Performance Indicators (KPIs), and of the 26 KPIs where we can measure the direction of travel, 65% (17) are positive and 35% (9) are negative.
5. It is important to note that we currently have 16 measures that do not have a direction of travel, this is because they are either new for 2023/24 or it is not appropriate to measure them in this way, but these are monitored as part of our performance management governance arrangements.
6. **KPI Headlines –**
  - ✓ **Average response time to ‘life-risk’ emergencies** – during 2023/24 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 32 seconds to ‘life-risk emergencies, and 7 minutes 14 seconds to primary fires.
  - ✓ **% of appliances crewed and available** - Over the last year we have had 50 appliances available for 99.67% of the time.
  - ✓ **Accidental Dwelling Fires (ADFs)** – the majority of ADFs continue to be ‘cooking related’ (45%) which is similar to previous years. This year there have been 1,433 ADFs, which is a 2% increase, but a reduction of 24% over the last 5 years and is a reducing trend.

- ✓ **Home Fire Safety Assessments (HFSA) completed** – We delivered 30,506 HFSA's to those identified as being most at risk of fire during 2023/24, a continued increase versus previous years. The introduction of the HFSA process in January 2022, which focuses on households that represent the highest risk of fire, coupled with continued work to improve our referral process with partners across Greater Manchester, supports the increase.
- ✓ **Workforce: male/female** – at the end of 2023/24 17.71% of GMFRS colleagues were female, an increase of 1.47% compared to the previous year.
- ✓ **Workforce: ethnic minority** - at the end of 2023/24 5.90% of GMFRS colleagues were in an ethnic minority group, a decrease of 0.05% compared to the previous year.

## 7. Performance Stats Headlines -

- ✓ **91** new Apprentice Firefighters – 35% recruited from underrepresented groups.
- ✓ **13,549** businesses across Greater Manchester received fire safety advice.
- ✓ **4,025** residents received advice during our high rise days of action, 697 through face to face and 3,328 received our new leaflets.
- ✓ **2,225** people rescued from fires and other emergencies.
- ✓ **11,672** fire hydrants inspected.
- ✓ **5,365** fire safety interventions.
- ✓ **8,500** people attended our road safety partnership event 'Safe Drive, Stay Alive'.
- ✓ **3,105** volunteering hours delivered.

## ASSURANCE

### Annual Statement of Assurance

8. The Fire and Rescue National Framework mandates that English fire authorities must create an annual Assurance. Our statement details how GMFRS aligns with the Framework, Community Risk Management Plan, and strategic goals. Each year we produce an independent declaration as part of our governance assurance activities and reporting arrangements.
9. The statement outlines our compliance requirements in five areas: Operational Assurance, Prevention and Protection, Finance, Governance, and Workforce, concluding with a signed declaration from the Mayor of Greater Manchester and the Chief Fire Officer.
10. A copy of our current Annual Statement of Assurance can be found on our website - [Annual Statement of Assurance 2023-24](#)

## **His Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS)**

11. HMICFRS is an independent UK body that evaluates the efficiency of fire and rescue services. They assess Services against 11 areas to ensure effective delivery. Their goals include enhancing services, noting best practices, and boosting accountability to communities.
12. GMFRS has consistently improved since its 2019 inspection and was the most improved Service in this round of inspections. GMFRS achieved a 'Good' grade in 10 categories and 'Adequate' in one, demonstrating the significant progress made. Two 'Areas for Improvement' were identified, one of which is already resolved.
13. HMICFRS recognised GMFRS for positive and innovative practices, highlighting strengths like advanced training facilities, behaviour-change initiatives, and sustainability efforts.
14. Inspection reports are available on our website for reference - [HMICFRS Reports - Greater Manchester Fire Rescue Service](#)

### **DEVELOPMENT / PUBLICATION**

15. The draft version of the ADR was presented to various groups for feedback, all of which was considered, and were appropriate, incorporated into the final version attached at Appendix 1.
16. The final version of the ADR will be published on our website and can be on our Annual Delivery Report papers via the link below:

[Annual Delivery Report - Greater Manchester Fire Rescue Service](#)