



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

Efficiency and Productivity Plan 2024/25

April 2024

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Foreword

As we launch our Efficiency and Productivity Plan 2024/25, Greater Manchester Fire and Rescue Service (GMFRS) is committed to delivering the best possible services to the communities we serve, and we recognise that this requires constant attention to operational performance and financial sustainability. This Efficiency & Productivity Plan sets out a range of activities designed to enhance the service we provide.

We are committed to embracing new ways of working, identifying efficiencies, and driving positive change across the organisation. We recognise that uncertainty about our financial future requires us to be agile and adaptable in our approach, and we have developed a plan that puts us in a positive position to meet any challenges that lie ahead.

Looking towards the future with positivity, we know that we have committed and skilled staff across the Service who can help us deliver our vision. I am confident that by working together and focusing our efforts on delivering results, we can continue to drive improvements in productivity and efficiency while maintaining the highest standards of professionalism and quality.

The Efficiency & Productivity Plan is an important tool for GMFRS, but it is more than just a document. It is a statement of our commitment to the communities we serve and an affirmation of our dedication to the people who make our organisation what it is today. We must work together to make this plan a reality and to ensure that GMFRS continues to be a Service that our communities can rely on.

Dave Russel
Chief Fire Officer



Introduction

This Efficiency and Productivity Plan details how GMFRS will achieve efficiency and productivity targets during the 2021/22 to 2024/25 spending review period. These targets are in line with the recommendations proposed by the National Fire Chiefs' Council and the Local Government Association to create 2% of non-pay efficiencies and increase productivity by 3% across Fire and Rescue Services (FRSs) in England. The overarching vision and mission of GMFRS is to become a modern, flexible, and resilient fire and rescue service that is committed to protecting the communities it serves, working collaboratively with other organisations, and saving lives, as set out in our Fire Plan and Annual Delivery Plans.

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

This Plan demonstrates how the Service intends to fulfil this by implementing a range of measures designed to optimise performance and reduce costs without compromising the delivery of our prevention, protection, and response activities.



The Service has a proven track record in implementing various efficiency measures, such as fire cover reviews, crewing arrangements, procurement strategies, service reviews, and managing ill-health retirement, which have resulted in significant cost savings. These efforts have led to annual savings of almost £50 million since 2010.

Year	Savings	Delivered through
2009/10 to 2015/16	£28m	Changes to crewing arrangements, Control Room functions, flexible resource deployment and management and support services.
2016 to 2019	£13.3m	Changes to firefighter numbers, implementation of service reviews in several corporate functions, review of non-pay budgets including a Leadership Team challenge and reduction in cost of utilities and fuel, linked to sustainability strategy.
2019/20	£2.908m	Whole Service review and introduced a new operating model.
2020/21	£0.029m	Ongoing savings relating to Whole Service review, together with additional non-pay savings offset by non-recurring savings identified in previous years.
2021/22	£2.857m	Line-by-line budget review, lower than anticipated pay award in 2020/21, non-pay savings target.
2022/23	£0.788m	Line-by-line review and Business Rates payable review.
2023/24	£0.712m	Changes to resources in the crewing hub, line by line budget review and savings from procurement.

Part 1: Primary Information - Budget & Income

With increasing financial pressures, this plan aims to identify areas where we can make efficient use of our resources while maintaining the highest standard of service delivery. Through effective budgeting, resource allocation, and proactive measures to identify cost-saving opportunities, we aim to improve our financial efficiency without compromising on delivering our vision and mission.

Budget

The Medium-Term Financial Plan (MTFP) to 2026/27 has been updated to reflect pay and price inflation, known cost pressures and agreed savings. The Chancellor announced the Spending Review in December 2023 which presented a one-year settlement as the final year of the three-year government Spending Review. In relation to FRSs, the announcements covered the following:

- FRSs receiving an average 6.5% increase in core spending power.
- Flexibility on council tax precept for stand-alone FRSs of 3%.
- Services Grant reduction of 84%.
- Fire and Rescue Pensions Grant now within core spending power.

The MTFP includes an efficiency savings target for the financial year 2024/25, however, future years targets are to be confirmed due to the uncertainty around the level of potential further savings required within the next Comprehensive Spending Review period against the backdrop of uncertainty of future pressures. Whilst this is the case, future financial efficiencies are at the forefront of decision making within the Service.

The table below presents the budget requirements incorporating pressures and savings from 2023/24 onwards:

Medium Term Financial Plan	Original 2023/24	Revised 2023/24	Proposed Budget 2024/25	Indicative Budget 2025/26	Indicative Budget 2026/27
	£000	£000	£000	£000	£000
Fire and Rescue Service	115,365	115,365	125,437	135,464	137,581
Pay and price inflation	5,955	5,955	5,005	2,418	2,463
Savings	-712	-712	-1,629	0	0
Cost pressures and variations	4,828	4,828	6,651	-301	0
Cost of service	125,437	125,437	135,464	137,581	140,044
Capital Financing Charges	2,082	2,082	3,800	4,685	5,179
Transfer to Earmarked Reserves	2,637	2,842	0	0	0
Net Service Budget	130,156	130,361	139,264	142,266	145,223
Funded by:					
Localised Business Rates	10,649	10,743	11,347	11,347	11,347
Baseline funding	43,275	43,275	51,281	51,281	51,281
SFA - Services Grant	1,244	1,296	204	0	0
Section 31 - Business rates related	7,567	7,707	10,017	10,017	10,017
Section 31 - Pension related	5,605	5,605	0	0	0
Precept income (at £81.20 Band D)	60,463	60,433	65,555	66,211	66,211

Collection Fund surplus/deficit	531	479	444	444	444
Total Funding	129,334	129,538	138,848	139,300	139,300
Shortfall	822	823	416	2,966	5,923
Shortfall Funded by:					
Earmarked Reserves	822	822	416	0	0
General Reserves / Precept Increase	0	0	0	2,966	5,923
Use of Earmarked & General Reserves / Precept	822	822	416	2,966	5,923

Reserves

Taking account of the budget outlined in this paper, the reserves for GMFRS for 2024/25 are as follows:

Mayoral and GMFRS Reserves	Closing Balances March 2023 £000	Transfer out/(in) 2023/24 £000	Projected Balance March 2024 £000	Transfer out/(in) 2024/25 £000	Projected Balance March 2025 £000
General Reserve - Mayoral & GMFRS	-11,782		-11,782		-11,782
Capital Reserve	-10,870	-2,517	-13,387		-13,387
Capital Grants Unapplied	-12		-12		-12
Earmarked Budgets Reserve	-2,011	164	-1,847	416	-1,431
Revenue Grants Unapplied	-2,783	123	-2,660		-2,660
Insurance Reserve	-2,600		-2,600		-2,600

Business Rates Reserve	-1,128		-1,128		-1,128
Restructuring Reserve	-418		-418		-418
Innovation and Partnership CYP	-127		-127		-127
Transformation Fund	-3,604		-3,604		-3,604
Total Mayoral & GMFRS Reserves	-35,335	-2,230	-37,565	416	-37,149

The current General Fund Reserve balance stands at £12.1m, this is considered an appropriate level and there is no planned use of this reserve.

Precept

The precept of FRS functions in Greater Manchester is set as part of the Mayoral General precept under our devolution arrangements. On February 9th 2024, the GMCA – made up of the 10 council leaders in Greater Manchester, and the Mayor – approved a £5.00 increase in a Band D Council Tax Precept for 2024/25, in line with the Council Tax Referendum Principle.

The increase will allow us to invest in frontline services to enhance prevention, protection, and response to the ongoing transformation of the city-region, which includes an increasing number of high-rise buildings in and around central Manchester and an ageing infrastructure. The investment will reduce fire risks and improve our proactive response to such risks.

The increase amounts to £1.04 per week (£81.20 per household at Band D equivalent, or £1.56 per week) or an increased rate of £54.14 per Band A property. This will enable us to maintain frontline fire cover and ensure that we can proactively respond to the challenges of the changing region.

Part 2: Secondary Information - Efficiency & Productivity

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

The success in our recent HMICFRS inspection in September 2023, demonstrates our commitment to deliver excellent services to the communities of Greater Manchester. We were graded as 'Good' in Making the FRS affordable now and in the future, and 'Good' in Making best use of resources. The report highlighted that the Service has a sound understanding of future financial challenges and clear arrangements for the use of reserves.

Improvement Portfolio

GMFRS regularly reviews its services to improve delivery and resource allocation. Reviews identify areas of improvement, cost savings and address risks, enabling the delivery of higher-quality services while maintaining outstanding value.

Project	Description
Fire Cover Review	<p>During 2022/23 we carried out a Fire Cover Review to ensure we have the right resources, in the right place, at the right time, with the right equipment and training. The below bullets set out the outcomes of the review:</p> <ul style="list-style-type: none">• Introduce one additional wholetime fire engine at Manchester Central Community Fire Station – taking the fleet from 50 to 51.• Invest an additional £340k in Prevention and Protection activities.• Implement Enhanced Rescue Station (ERS) proposals at Leigh and Ashton Community Fire Stations.• Crews will continue to be based on station 24/7, and day crewing arrangements will not be progressed at Sale and Offerton fire stations.

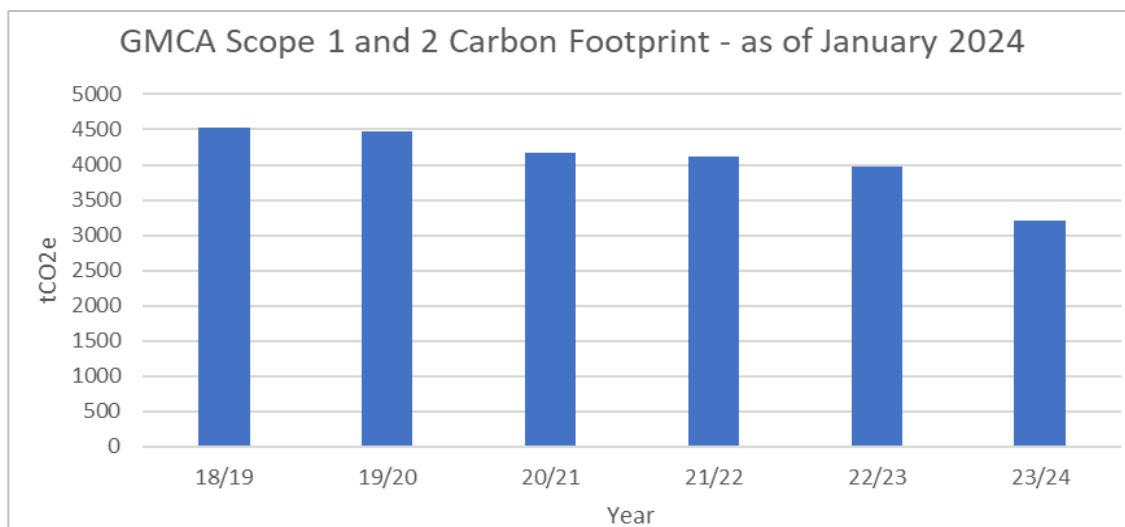
Special Appliance Review	<p>Alongside our Fire Cover Review, we carried out a review of our special appliances. This included 15 types of vehicles – a total of 44 appliances and found that of these vehicles:</p> <ul style="list-style-type: none"> • 28 are fit for purpose and require minor or no improvements, • 13 are not fit for purpose and require major improvements, • 3 appliances should be removed from service. <p>The outcome from the review is to implement all proposals.</p>
Fleet and Logistics Review	<p>The review identified cost savings and improved efficiency in the function, allowing for new investments at the Leigh Technical Services Centre. Funding for a new grade 4 position was made possible by redirecting one FTE grade 4 role, and a new grade 8 role was funded in the Corporate Support directorate to address ongoing pressures and risks.</p>
Operational Training Review	<p>The Operational Training team delivered the Operational Training Strategy 2020 – 2024, which includes delivering efficiencies. Local training sites are used for water training, and the Technical Training Centre will provide efficiencies for rope and technical training. Candidates for Initial Commanders Incident Command training are assessed by qualified instructors rather than Station Managers. Trained instructors now conduct Hazmats training, reducing the need for qualified HMEPOs to attend frequently. An improved operational training model is in development to maximise training and reduce potential detachments and costs. It will be introduced in 2024.</p>
Non-Operational Estate Review	<p>A review of future accommodation requirements for FSHQ, as well as all non-operational estate, including Manchester Training & Development Centre and Bury Training & Safety Centre, will be conducted. This review will result in the production of business case(s) that will consider the requirements of these locations.</p>
Facilities Management	<p>We are undertaking a review of facilities management and security across the GMFRS estate, to reduce costs in these areas.</p>

and Security Review	This will involve an assessment of existing arrangements, with an anticipated reduction in outsourced services required going forward, linked to changes across our GMFRS estates.
Capacity Project	This project aims to scope the volume of demands placed on our colleagues and teams. This will involve gathering and analysing data on a range of factors that impact capacity, such as workload, staffing levels, skillsets, equipment, and resources. The project will also involve consultations with key stakeholders, including frontline staff, managers, and partners, leading to the creation of a blueprint regarding how the Service can work more effectively, achieving greater productivity.

Sustainability

The GMCA Sustainability Strategy 2022-2026 focuses on reducing emissions from GMFRS fleet and estate. Five priority areas guide the strategy, such as climate adaptation, resource use, and carbon reduction. The graph below demonstrates the good progress being made towards our carbon reduction targets, progressing from a baseline of 4,519 tCO₂e in 2018/19 (3,676 tCO₂e as of Jan 2019) to 3,212 tCO₂e as of Jan 2024, demonstrating a 13% reduction in Jan 2024 compared to Jan 2019.

HMICFRS recognised the strategy as "Promising Practice" in effective carbon reduction and energy-use monitoring with an increased use of renewable energy.



To reduce carbon emissions, GMFRS embeds carbon reduction in its Estates Programme. New builds meet operational net-zero standards, and four fire stations plan

to transition from fossil fuels to renewable tech like air source heat pumps. Grant-funded carbon reduction projects, worth £0.620m, delivered LED lighting and solar PVs at 18 and 2 fire stations, respectively, reducing carbon emissions by approximately 32 tonnes yearly and providing a return on investment within four years. GMFRS received £99,000 grant to deliver carbon reduction feasibility surveys to six stations, including whole building retrofit and fabric quality improvements.

Estate Programme

GMFRS Estates is improving its facilities with a Phased Capital Improvement Programme, which adds new fire stations and refurbishes existing ones over a 12-year span. The Refresh Project modernises stations and training sites beyond Phase One. Currently the Estates Service oversees 41 stations, 19 houses, and 8 additional buildings, conducting ongoing reviews of compliance, maintenance, and improvements. Carbon reduction projects (Carbon 4 and Phase 2 of Carbon 6) improve older buildings' fabric and decrease carbon output.

Home Fire Safety Assessments

The Service introduced Safelincs, an online assessment tool for home fire safety risks, that systematically assesses incoming referrals and prioritises cases for a physical visit called Home Fire Safety Assessment (HFSA). The tool reduced inbound calls by 50% and generated over 27,000 referrals, with 20,000 people with a Manchester postcode accessing it since January 2022. Of these, 16,500 received tailored advice or a Home Fire Safety Assessment after completing the online assessment. The HFSA app now has pre-populated fields and improved hardware and forms to minimise time spent on visits and improve data quality.

Asset Management – Vehicles

We are exploring the use of technology to automate equipment checks and inventories, improving data quality and reducing admin time. We invest approximately £1.4m in fleet decarbonisation, including £400k for 13 fully electric vehicles and £1m for 27 Plug-in Hybrids. We aim to transition more fully with a procurement exercise to supply EV charging infrastructure across our estate. Our investment in technology and infrastructure demonstrates our commitment to reducing our carbon footprint, prioritising safety and wellbeing of personnel and the community.

Technology Investment

We have made strides in enhancing our operational capabilities through investments in equipment and technology. This includes hardware that has earned national innovation accolades, improving safety and communication in high-rise buildings. Rolling out 4/5G connectivity to fire vehicles will enhance situational awareness, while our Gartan crewing system and app will improve resource management. Further investment in new Surface Pro devices for vehicles will support prevention activities for efficient resource usage. Our prevention and protection activities are also improving processes and utilising digital technology to streamline information recording and expand the capability of operational crews, as well as assist planning, performance, and project management.

Governance

The Service introduced a Programme Management Office, Project Management and Evaluation frameworks for consistent, controlled program and project implementation. This approach has led to service improvements and "Promising Practice" recognition by HMICFRS. Benefits-based processes and governance drive productivity improvements, and an Organisational Learning Framework evaluates learning assurance. A refreshed Service Delivery Governance structure seeks to improve middle management productivity, and Equality and People Impact Assessments enhance policy development and employee well-being.

Procurement

GMFRS actively participates in collaborative procurement through the Association of Greater Manchester Authorities Collaborative Procurement Hub and NFCC Commercial Transformation Programme. We lead regional procurements, including Station Wear, Layflat Hoses, and Technical Rescue Jackets. Task and finish groups enforce best practices for implementing the Procurement Act 2023, reducing duplicated efforts while supporting collaborative procurement agenda. Through these efforts our recent new mobile phone contract has led to an annual saving of £49,000.

Income Generation

GMFRS generates extra income by extending the primary authority scheme and exploring commercial training opportunities. The £79,000 generated from the scheme went towards business engagement, and there are future plans to explore more income

generation opportunities linked to the completion of Bury Training and Safety Centre. Additionally, Wigan Community Fire and Ambulance Station is shared with NWS, generating £90,000 yearly, with NWS contributing 50% towards the building's running costs. GMFRS continues to collaborate with GMCA and partners to identify and maximise income generation opportunities.

Collaboration

Collaboration with partners and organisations can help GMFRS improve efficiencies and productivity by maximising resources, avoiding duplication, improving communication, and fostering innovation. Here are a few ways we achieve this:

Shared Estates

Out of the 41 GMFRS stations, 22 have a shared premises commitment. GMFRS has 11 shared premises with the Northwest Ambulance Services, of which 7 are under a shared premise agreement and 4 are bespoke. In addition, three GMFRS Stations are shared with Greater Manchester Police, while Mountain Rescue Teams in Bolton North and Bolton Central share two more. GMFRS estates are also shared with community groups such as Barnardo's, Boxing Club, and Telecommunications Services.

Shared Fire Control

North West Fire Control – collaboration between Greater Manchester, Cumbria, Lancashire, and Cheshire FRSs realising annual savings of £0.325m pa.

Atlas Programme

The Atlas Project, developed by our Safer Communities and Interventions Team in partnership with Greater Manchester Probation Service, is a unique community program that provides wraparound support for adults convicted of fire-setting crimes. It takes a holistic and therapeutic approach to assess, engage, educate, and develop support structures while raising fire safety awareness and utilising therapies to enhance the behaviour change. The program was recognised as promising practice by HMICFRS and awarded the 'Project of the Year' award at the Fire Magazine Excellence Awards.

Safe Drive Stay Alive

Safe Drive Stay Alive is a collaboration between all of our 999 services, Northern Care Alliance NHS Trust and Safer Roads Greater Manchester (Transport for Greater Manchester). Every year we invite all of our Greater Manchester colleges and youth groups to our emotionally engaging performances, where they hear real stories from people affected by Road Traffic Collisions (RTC). This initiative helps promote safe driving habits and supports the reduction of RTCs, injuries and fatalities.

Integrated Place-Based Working

Our Integrated Place-Based Working framework enables continuous improvement and partnership working with other key services. Alongside this our 'What Works Forum' will enable the sharing of best practice, identification, and prioritisation of initiative to deliver best value and allow a streamlined and efficient collaborative approach. We refreshed our station action plans, relaunched as simplified 'Place-Based Plans' and introduced an updated system for recording local place-based activities which is more user-friendly and provides automated updates to the 'Place-Based Plans' reducing time spent on administrative activities.

Blue Light Collaboration

GMFRS collaborates with other Blue Light Services to improve service delivery and provide greater value, with a focus on areas such as leadership and development, recruitment, estates, and operational opportunities. The Service has robust governance arrangements and frameworks in place to collaborate with GMP, local authorities, and Violence Reduction Units to deliver their Serious Violence Duty effectively and create safer communities. GMFRS continues to pursue collaborative work with community safety partnerships and Violence Reduction Units.

Prevention Referrals

GMFRS has the highest number of online tool referrals despite lower numbers than in previous years. In Summer 2022, we introduced a new training offer for partner organisations on Home Fire Safety, HFSAs, and referrals which reduced administration time, and increased attendees per session. A total of 30 sessions have been delivered with 698 attendees year-to-date.

Water Safety

We are driving England's first regional strategic water safety partnership, combining efforts and resources across local authorities, police and ambulance services, landowners, and water safety specialists to reduce risks in our waterways.

Operational Productivity

GMFRS is fully committed to increasing the productivity of our wholetime operational crews. We are implementing various initiatives to enhance our emergency response, prevention activities and community engagement, including streamlining processes, upgrading technology, and investing in enhancing skills and capabilities.

Resourcing to risk

GMFRS ensures that resources are matched to risk through the use of our Strategic Assessment of Risk, which helps identify and evaluate potential risks and develop tactics to manage them. This allows us to allocate the appropriate resources where they are most needed and prioritise our risk management efforts accordingly. Additionally, frequent revisions are made to the assessment to ensure that the resources remain aligned with the evolving risk landscape.

% of appliances crewed and available

Effective emergency response requires resilience, the ability to quickly mobilise the right type and number of resources. Measuring the percentage of appliances crewed and available is an effective way of helping deliver this. Over the last year we have had all 50 appliances available on 99.66% of occasions, which is the second highest in England.

Hybrid Working Arrangements

Ensuring we responded effectively to the pandemic, we modified our work practices for corporate personnel by adopting hybrid working, which provided them with increased flexibility. This proved successful, with no negative impact on productivity, and our staff welcomed the initiative. Consequently, we decided to continue with this flexible approach.

Station Work Routines

In addition to making changes to the Work Routine Planner to allow Watch Officers to plan work in a more efficient manner, we are reviewing and updating our Station Work Routines and Planning Policy to promote more efficient and productive use of time on station, by clarifying expectations and prioritising workloads.

PaperTrail

GMFRS is collaborating with suppliers to introduce a digital asset management system (PaperTrail) across the organisation. Leigh's Technical Services Centre already benefits from the system, and a pilot will start in Q1 of 2024-25 across six fire stations for three months. Following an assessment period, we plan to launch the system in all stations in Q3 of 2024-25. The paper-based system we currently use to record testing and maintenance of operational equipment will be replaced, leading to individual asset audits and reduced maintenance and testing time.

Performance management and monitoring

GMFRS Performance Management framework and reporting process measure workforce productivity, enabling ongoing scrutiny of performance and identification of areas for improvement through the Performance Improvement Team. Monthly/quarterly monitoring is done through various portals, attended by borough performance reference holders. An upcoming monthly performance tool will facilitate consistent performance and productivity monitoring with narrative inputs by Watch Officers, allowing further data analysis and additions by Station Managers and GMs.

Volunteering

As of February 2024, GMFRS has 63 volunteers, including 5 Chaplains. The need for additional support and increased capacity across the Service continues to grow and where appropriate support the delivery of key activities. During 2023-2024, GMFRS Volunteers provided over 2,730 hours of their free time to support the Service, its partners, and communities. The Volunteer Strategy, launched in March 2023, aligns with GMFRS's strategic priorities to maximise the potential of volunteers, and enhance the services delivered. Volunteer agreements, policies, and guidance have been updated and implemented for clear governance and expectations, resulting in more efficient processes for volunteer recruitment, coordination, training, and management.

Productivity Project

In 2022/23, we initiated a project to determine the current level of operational productivity across our 41 fire stations through self-reported activity logs and qualitative feedback from Watch Officers (WOs).

Twelve recommendations were identified and activities have been progressed to address these:

No.	Recommendation	Progress / Outcome	Status
1	Build in consideration of the apprentice-related additional time requirements to the process for allocating apprentices to stations and watches.	The Hub has built-in rules to help balance out stations and watches additional workload associated with apprentices to reduce the impact on any given watch.	Completed
2	Review and re-balance workloads for 7(2)(d) inspections and HFSA's across stations.	Area Based Group Managers (GM) manage and balance workloads across stations within their Boroughs. Area Managers have reiterated this approach to Area Based GMs who have conducted work to ensure workloads are better balanced.	Completed
3	Establish an organisational expectation for more productive use of the whole crew whilst off station conducting prevention or protection work.	Hydrant checks are undertaken during HFSA's, 7.2.d. inspections, have been reiterated to crews through various forums, resulting in a significant increase in the number conducted during 23-24.	Completed
4	Establish a focus group to look at how the amount of time spent on station routines, such as change of watch checks, standard tests,	Working group established. The asset tracking technology (PaperTrail) is being implemented by the Head of Fleet and Technical Service as a 2023-24	In Progress

	cleaning, etc. could be reduced without compromising safety.	ADP project is central to this work.	
5	Produce a set of time profiles for change of watch checks / maintenance for pumps and each special appliance type.	This is dependent on the roll out of the PaperTrail asset management system and will be completed as part of this work.	In Progress
6	Establish a working group to review the administration required of WOs and to investigate improvements to ICT systems to reducing time and effort.	Working group established. Procurement of a tablet for each fire appliance is part of this workstream.	In Progress
7	Signpost and promote targeted ICT training to WOs to enable them to use systems more easily, including Outlook training to help them to manage emails more efficiently.	iTrent Masterclasses and Microsoft Fundamentals sessions delivered - Outlook, Excel, Word, Powerpoint. 28 training sessions completed enabling systems to be more efficiently and effectively.	Completed
8	Reintroducing a feature on the Work Routine Planner (watch calendar tool), enabling recurrences to be set, saving WOs significant admin time.	Following feedback from Watch Officers the recurrence feature was reinstated on 7th September 2023. This saves time and has been well received by WOs.	Completed
9	Investigate supplying tablets to WOs to enable them to conduct administrative tasks whilst on the appliance.	A trial of suitable electronic tablets has been conducted with feedback now being collated.	In Progress
10	Further reduce the number of WOs vacancies in order to enable more efficient running of watches.	The 2022-23, pathway process substantially reduced the number of WOs vacancies. Remaining vacancies to be filled following the next pathway processes.	In Progress

11	Develop a system to accurately record and display productivity data across stations in a live format.	Requirements have been incorporated into the Planning, Performance and Project Management Solution Project.	In Progress
12	Investigate more automated means of capturing productivity data, including greater use of MDTs or use of a phone app.	Extending the use of MDTs is currently being explored and costed.	In Progress

Frontline Engagement Sessions

We hold Frontline Engaged Leaders sessions that allow open and honest conversations to gather feedback from personnel and drive future improvements. Over 200 interactions with approximately 40 teams have been conducted thus far. Crewing and detachments were identified as an area for improvement and we are responding to feedback by prioritising the roll-out of Gartan system upgrades and creating an action plan based on innovative and creative ways to bolster productivity, while maintaining high standards and quality.

Operational Crews Activities

Our operational crews undertake a range of activities including:

Home Fire Safety Assessments (HFSAs)

Operational crews use high-risk household lists to delivery HFSAs. This targeted approach is aimed at high-risk households or individuals more at risk of fire and defined via shared data sources and partner referrals.

School Visits

The move from the universal Year 6 school visit to a targeted approach focusing on Years 2, 4 and 8 was adopted from 23/24. During key periods such as Halloween and bonfire period, GMFRS collaborate with partners agencies to prevent, tackle, and protect against ASB and criminal damage. Targeted primary and secondary school visits were arranged for crews to deliver key messages.

Hydrant Inspections

An increased level of simultaneous activity by operational crews will increase capacity to complete hydrant inspections. Moving forward targets will be included within the monthly performance reporting to monitor completion and offer support to crews where necessary. Our Hydrant App is now well embedded within GMFRS, providing a quick and easy means of recording checks on hydrants.

7(2)(d) Visits

GMFRS gathers building risk information and conducts visits to keep the data up to date, with inspection frequency and level depending on the building's risk. City region development plans will increase the workload, and we plan to improve productivity by accurately recording time spent on this activity. Revised policies and inspection frequencies will lead to fewer inspections in 24/25, but increased capacity for operational crews.

Fire Safety Checks

From 2023, we aim to provide Level 2 Fire Safety training to all frontline crews. This aligns with our strategy to enhance staff knowledge and equip them for basic checks. Such checks will help us capture risk information and improve our assessments and inspections, responding to incidents with greater flexibility. We plan to leverage this approach to advise businesses and pinpoint emerging risks, safeguarding our communities. Following two years of operational crew training, we plan to start fire safety checks in 2024. Annually, we anticipate gathering the latest risk information for at least 1000 premises and providing fire safety advice to half of them, with an expected annual increase.

Fireworks Licensing Visits

Retail premises that apply for a license to sell fireworks are inspected by operational crews, with much of the work taking place in the lead up to Bonfire Night. In recent years, the amount of firework licenses applied for has varied from 250 to 330, with the number of inspections conducted by operational crew's dependent on demand for licenses.

High-rise ‘Days of Action’

Operational crews, working with Prevention Advisors and Protection Advisors, target high-risk high-rise properties speaking with residents about flat fire safety, smoke alarms and building evacuation procedures.

Table 1 below provides a summary of completed activities by operational crews for the reporting periods of 21/22 and 22/23, and the projected growth in productivity for the periods 23/24 and 24/25 across six prevention/protection activities.

Table 1

Activity	21/22*	22/23	Planned 23/24	Actual 23/24	Planned 24/25
HFSAs	4,977	18,498	27,800	28,308	29,000
School Visits	268	466	1,314	617	1500
Hydrant Inspections	884	1,447	2,500	2029	3,000
7(2)(d) Visits**	1,522	1,213	1,577	1,693	863
Fire Safety Checks**	NA	NA	NA	N/A	1000
Firework Licensing Visits**	304	282	250 to 330	288	250 to 330

* Figures for 21/22 were impacted by COVID restrictions.

** Protection activity figures are estimated and may be subject to change as a result of the introduction of new legislative / regulatory requirements.