

Greater Manchester Police, Fire & Crime Panel

Date: 22nd September 2025

Subject: GMFRS Annual Delivery Report 2024-2025

Report of: DCFO Carlos Meakin – Director 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 aims detailed in the Annual Delivery Plan 2024-25 and overarching Fire Plan 2021-25.

Recommendations:

The Police, Fire and Crime Panel is requested to:

1. Note the contents of the paper and endorse the supporting Annual Delivery Report 2024-25 document found at Appendix A.
2. Approve the Annual Delivery Report 2024-25 for publication on the GMFRS website.

Contact Officers

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Implications

Equalities Impact, Carbon and Sustainability Assessment:

N/A

[Sustainability Decision Support Tool](#)

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Risk Management - The Annual Delivery Report 2024-25 reflects continued progress in mitigating operational and strategic risks. Key developments - such as the implementation of the Manchester Arena Inquiry recommendations, investment in new appliances and infrastructure, and improvements in firefighter fitness and training - strengthen GMFRS's resilience and preparedness. Ongoing performance monitoring and governance arrangements ensure that emerging risks are identified and addressed promptly, particularly in relation to building safety, climate-related incidents, and workforce wellbeing.

Legal Considerations - The report outlines GMFRS's compliance with statutory duties under the Fire and Rescue Services Act 2004, the Building Safety Act, and associated regulations. The Service continues to meet its legal obligations in areas such as fire safety enforcement, safeguarding, and operational assurance. Legal risks are mitigated through robust training, policy development, and multi-agency collaboration, particularly in high-risk environments and during major incidents.

Financial Consequences – Revenue - Revenue implications include the delivery of £0.450m in savings during 2024/25, contributing to the Service's financial sustainability. Continued investment in digital systems, training, and operational improvements is being managed within existing budgets. However, rising demand and inflationary pressures may impact future revenue requirements, particularly in areas such as staffing, equipment maintenance, and service delivery.

Financial Consequences – Capital - Capital investment has been significant, with progress on the Estates Improvement Programme, procurement of new fire engines and aerial appliances, and upgrades to fitness and training facilities. Projects such as the rebuild of Whitefield Fire Station and the development of King Street Fire Station in Stockport represent major capital commitments. These are funded through approved capital programmes, with ongoing oversight to ensure value for money and alignment with strategic priorities.

Number of attachments to the report: 1 – Attached to this report is GMFRS's Annual Delivery Plan 2024-25.

Comments/recommendations Overview & Scrutiny Committee - N/A

Background Papers – 2

[GMFRS Annual Delivery Plan 2024-25](#)

[GMFRS Fire Plan 21-25](#)

Tracking/ Process

Does this relate to a major strategic decision, as set out in the GMCA Constitution - No

Exemption from call in - N/A

Bee Network Committee - N/A

Overview and Scrutiny Committee - N/A

INTRODUCTION

1. The Annual Delivery Plan 2024-25 sets out the Service's Improvement Programme for the year ahead, detailing the key activities and projects that will deliver on the commitments outlined in the Mayor's Fire Plan. This programme is designed to drive meaningful improvements and investment across the organisation, while also supporting delivery against critical elements of the HMICFRS Improvement Action Plan.
2. Each year, we publish an Annual Delivery Report (ADR) that outlines our progress against the six strategic priorities, highlights community engagement activities, and evaluates our performance against corporate key performance indicators. The ADR provides transparency and accountability, demonstrating how we are delivering meaningful outcomes for our communities and continuously improving as a Service.

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. This year has been particularly busy for GMFRS, and our workforce has risen to the challenge, working tirelessly to deliver against an ambitious plan. Despite facing significant operational pressures, including major incidents and extreme weather events, our teams have demonstrated professionalism, resilience, and a steadfast commitment to public safety.
4. Over the last 12 months, we have made significant progress. Below are some of the key highlights aligned to our six strategic priorities:

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

- ✓ Introduced our 51st fire engine - the first addition to the frontline fleet in 16 years - responding to 667 incidents since December 2024.
- ✓ Established Enhanced Rescue Stations at Ashton and Leigh to support complex incidents including swift water rescues.
- ✓ Commenced procurement of new aerial appliances and modern command vehicles to strengthen operational capability.
- ✓ Delivered nationally recognised improvements through the Manchester Arena Inquiry Project, embedding lessons learned into practice.
- ✓ Rolled out a new Fitness Framework and upgraded gym facilities across all stations.
- ✓ Led the activities to support the procurement of a new North West Fire Control mobilising system to enhance emergency response.

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

- ✓ Delivered over 30,800 Home Fire Safety Assessments and provided fire safety advice to nearly 14,000 businesses.
- ✓ Expanded the Prevention in Prisons Programme (PiPP), now recognised nationally for reducing violence and fire risks in custodial settings.
- ✓ Launched the Bury Takeover Project, engaging over 100 young people in immersive safety education.
- ✓ Developed the requirements for an integrated risk recording system to streamline prevention, protection, and operational data.

Priority 3: Help protect the built environment

- ✓ Conducted 1,747 fire safety audits, with 58% deemed satisfactory - matching the national average.
- ✓ Delivered High-Rise Days of Action and large-scale training exercises in response to Grenfell Inquiry recommendations.
- ✓ Recruited and trained 21 new Fire Safety Regulators and launched a Protection Training and Development Suite.
- ✓ Supported implementation of the Building Safety Act through multi-disciplinary collaboration with the Building Safety Regulator

Priority 4: Use resources sustainably and deliver the most value

- ✓ Achieved a 24% reduction in carbon footprint compared to the 2018/19 baseline.
- ✓ Progressed major estate improvements, including new stations at Blackley and Whitefield, and refurbishments at Eccles, Leigh, and Sale.
- ✓ Launched a new intranet for 2,500 users, improving access to information and operational efficiency.
- ✓ Responded to major flooding incidents, rescuing over 1,000 residents in partnership with other agencies.

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

- ✓ 43% of new apprentice firefighters came from underrepresented groups.
- ✓ Delivered over 4,000 volunteer hours, with one volunteer progressing to become an apprentice firefighter.
- ✓ Launched the 'Strengthening Our Inclusive Culture' training programme and a new four-year Training Strategy.
- ✓ Increased female firefighter representation to 9.61% and ethnic minority representation to 7.14%.

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

- ✓ Established the What Works Forum to drive place-based collaboration and best practice sharing.
- ✓ Explored Emergency Medical Response opportunities with NWAS.
- ✓ Delivered the Mini Blue Light Project in Wigan, improving youth engagement and community trust.
- ✓ Partnered with the British Red Cross to designate fire stations as safe spaces for individuals in crisis.

PERFORMANCE AGAINST KPIs

5. Overall, our performance over the past year has shown a strong direction of travel. GMFRS monitors a total of 35 Corporate Key Performance Indicators (KPIs). Of the 24 KPIs where the direction of travel can be assessed, **67% (16)** show a **positive trend**, while **33% (8)** indicate a **negative trend**. This reflects continued progress across key areas of service delivery, with improvements in emergency response, diversity, sustainability, and community engagement.
6. It is important to note that we currently have 12 measures that do not have a direction of travel, this is because they are either new for 2024/25 or it is not appropriate to measure them in this way, but these are monitored as part of our performance management governance arrangements. Performance highlights include:

Emergency Response

- ✓ GMFRS maintained appliance availability at 99.70%, exceeding target of 99.50%.
- ✓ Average response time to life-risk incidents was 7 minutes 34 seconds, with 2,435 people rescued from fires and other emergencies.
- ✓ Firefighter fitness levels were strong, with 97.21% rated Acceptable to Excellent.

Prevention

- ✓ Delivered 30,840 Home Fire Safety Assessments (HFSAs), a slight increase from the previous year.
- ✓ Fire safety advice was provided to 13,672 businesses, and 1,747 fire safety audits were completed.
- ✓ Despite a 14.6% increase in fire-related injuries, there was a 13.74% reduction over five years, indicating long-term progress.
- ✓ Deliberate primary fires decreased by 11.34%, while deliberate secondary fires saw a 2.45% increase compared to last year.

Protection

- ✓ GMFRS conducted 5,333 fire safety interventions and inspected 12,500 fire hydrants.
- ✓ The number of audits resulting in formal enforcement dropped to 13%, suggesting improved compliance.
- ✓ False alarms due to apparatus (non-domestic) decreased by 2.66%, with hospitals and residential accommodation remaining the most frequent sources.

Sustainability and Value

- ✓ Achieved a 24% reduction in carbon footprint compared to the 2018/19 baseline.
- ✓ Delivered £0.450m in savings, contributing to financial sustainability.
- ✓ Electricity consumption dropped by 33%, largely due to solar PV and LED investments.

People and Culture

- ✓ Female firefighter representation increased to 9.61%, up from 5.9% the previous year.
- ✓ Ethnic minority representation among firefighters rose to 7.14%.
- ✓ The volunteer programme contributed 4,042 hours, with one volunteer progressing to become an apprentice firefighter.
- ✓ Sickness absence rose slightly to 5.72%, with targeted support provided through Occupational Health and the Employee Assistance Programme.

Partnerships and Community Engagement

- ✓ Safeguarding referral compliance improved to 87.9%, up from 79%.
- ✓ The Mini Blue Light Project and Bury Takeover engaged over 200 young people in immersive safety education.
- ✓ GMFRS responded to over 100 flooding incidents during New Year's Eve and New Year's Day, rescuing more than 1,000 residents.

NEXT STEPS

7. As we move forward into 2025/26, GMFRS remains committed to building on the progress made over the past year. Our focus will be on consolidating improvements, addressing areas of challenge, and continuing to deliver high-quality services that meet the needs of our communities.

Key next steps include:

- **Embedding New Systems and Processes**

Finalise and implement the integrated risk recording system to streamline operational, prevention, and protection data, improving service coordination and impact.

- **Strengthening Operational Capability**

Introduce the 52nd fire engine and continue the rollout of upgraded command vehicles and aerial appliances to enhance emergency response capacity.

- **Driving Cultural Transformation**

Expand the 'Strengthening Our Inclusive Culture' programme and continue to develop inclusive leadership through the Promotion Pathway and staff engagement initiatives.

- **Enhancing Building Safety**

Publish the local remediation action plan and continue working with Homes England and the Building Safety Regulator to accelerate improvements in high-risk buildings.

- **Improving Environmental Sustainability**

Progress the Estates Improvement Programme and explore further opportunities to reduce carbon emissions, including transitioning to air source heat pumps and expanding solar PV installations.

- **Deepening Partnership Working**

Scale up initiatives like the Mini Blue Light Project and explore the potential for GMFRS to support Emergency Medical Response in collaboration with NWS.

- **Preparing for Inspection**

Continue preparations for the next HMICFRS inspection in September 2025, ensuring all areas of improvement are embedded and sustained.

- **Monitoring and Evaluation**

Continue to refine performance management frameworks to ensure all KPIs - especially new and evolving measures - are effectively tracked and used to inform decision-making.

7. Any final feedback received will be reviewed and incorporated into the digital version of the ADR 2024-25. This ensures the final document reflects the most accurate and up-to-date information before publication.
8. Once endorsed, the report will be published on the GMFRS website, making it accessible to stakeholders, partners, and the public.