

# Greater Manchester Fire & Rescue Service



## Efficiency Plan 2016/17 to 2019/20



GREATER MANCHESTER  
FIRE AND RESCUE SERVICE

## Greater Manchester Fire & Rescue Authority- Efficiency Plan

The below template shows the Authority's Efficiency Plan up to 2019/20 and where the savings will be made from across the Service.

This plan closely links to the IRMP (Integrated Risk Management Plan) and the Corporate Plan which can be found at the links below:

[http://www.manchesterfire.gov.uk/about\\_us/policies\\_and\\_publications/corporate-plan-2015-18-consultation/](http://www.manchesterfire.gov.uk/about_us/policies_and_publications/corporate-plan-2015-18-consultation/)

### **Proposed Efficiency Plan- 2% Precept Increase 2017/18, 0% 2018/19 & 2019/20 Model**

Description	Financial Year				TOTAL ANNUAL SAVING BY 2019/20 £000s
	2016/17 £000s	2017/18 £000s	2018/19 £000s	2019/20 £000s	
<b>REQUIRED CUMULATIVE SAVINGS</b>	<b>5,297</b>	<b>10,310</b>	<b>12,352</b>	<b>13,620</b>	
<b>CUMULATIVE ONGOING SAVINGS IDENTIFIED BELOW</b>	<b>4,071</b>	<b>7,566</b>	<b>10,934</b>	<b>13,620</b>	
<b>SHORTFALL COVERED BY RESERVES IN YEAR</b>	<b>1,226</b>	<b>2,744</b>	<b>1,418</b>	<b>0</b>	

#### **Ongoing Savings**

##### **Reduction in Cost Pressures**

Pay Cost Pressures	30	50	50	50	<b>180</b>
	<b>30</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>180</b>

##### **Service Budget Savings**

Firefighter Posts	2,400	1,920	2,560	1,800	<b>8,680</b>
Firefighters Pension Scheme Employers Contribution	117	64	86	82	<b>349</b>
Sustainability- Utilities	150				<b>150</b>
Sustainability- Fuel	150				<b>150</b>
Back Office & Support Services Review	500	346	154		<b>1,000</b>
Prevention & Protection Directorate Review	450	350			<b>800</b>
LT Challenge		765	518	454	<b>1,737</b>
Income Target- Apprenticeships				300	<b>300</b>
	<b>3,767</b>	<b>3,445</b>	<b>3,318</b>	<b>2,636</b>	<b>13,166</b>

##### **Capital Financing Saving**

Non Pay- Capital Financing	274				<b>274</b>
	<b>274</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>274</b>

#### **Total Saving Required**

	<b>4,071</b>	<b>3,495</b>	<b>3,368</b>	<b>2,686</b>	<b>13,620</b>
					<b>TOTAL USE OF RESERVES</b>
Use of Specific Reserves	<b>0</b>	<b>0</b>			<b>0</b>
Required use of General Balances	<b>1,226</b>	<b>2,744</b>	<b>1,418</b>	<b>0</b>	<b>5,388</b>
<b>Total Use of Reserves</b>	<b>1,226</b>	<b>2,744</b>	<b>1,418</b>	<b>0</b>	<b>5,388</b>
<b>TOTAL ANNUAL SAVING REQUIRED</b>	<b>5,297</b>	<b>6,239</b>	<b>4,786</b>	<b>2,686</b>	

The key headings under this plan can be described as follows:

- Frontline Firefighter Posts- the total number of frontline posts are expected to reduce by 217 by 2019/20 to deliver savings of £8.7m and by the implementation of the 12 hour equal shift patterns
- Utility savings of £0.3m already achievable in 2016/17
- Back Office and Support Functions including Human Resources/ Organisational Development and Corporate Support functions of £1m savings over three years
- Prevention and Protection Directorate Review to save £0.8m by 2017/18
- Leadership team challenge target savings of £1.8m annually by 2019/20

The Leadership Team have been given a challenge exercise to plan how to deliver savings totaling £1.8m by 2019/20. This has now been approved by the Service's Budget Management Group. Items totaling £0.675m have been identified as deliverable savings in 2017/18, and a further strategy will continue this to plan the remaining savings to be found in equal installments to build up to the total required by 2019/20. Areas identified include further utility savings, ICT/ Procurement savings, process changes and reductions to areas where underspends have been reported.

In addition to this there is an expected income target as part of the Efficiency Plan to cover the cost of the apprenticeship levy.

The benefits brought by this plan can be summarised under the following headings as required by the Home Office.

## **Benefits to the Local Community**

### **Community fire stations**

Our fire stations were traditionally a base for our firefighters, firefighting equipment and fire engines. We are transforming the purpose of our stations so that they become community assets. We are creating multi-purpose stations that communities come to value as their own, providing a free space that groups can use for their own purposes, and providing facilities that improve health outcomes and reduce anti-social behaviour.

Our station in Irlam is a good example of how we are taking a place-based approach to local issues and adapting our assets to tackle and prevent local cases of ill health and anti-social behaviour. In 2010 Irlam firefighters living near their station noticed a dramatic increase in antisocial behaviour, which eventually led to a firefighter being attacked and seriously injured. In 2012, with the help of a team from the GMFRS volunteer programme firefighters introduced a five-a-side tournament using a 'cage soccer' unit outside the fire station every Friday night providing young people with an activity that not only contributes to improved health but is an alternative to drinking alcohol and the anti-social behaviour that results from this.

The success of this scheme led to further community initiatives – a fire cadet scheme was set up at the station, a climbing wall was launched, a community gym has opened, and firefighters started working with Incredible Edible Salford to build a vegetable plot outside the front of the station. The station hosts a number of health services including weight management sessions, parent and child bonding sessions, and mental health support services including Cognitive Behavioural Therapy.



When Irlam’s local police station closed, firefighters spearheaded efforts to move the local officers into the fire station. This collaboration grew and grew and now Irlam is a tri-station, Greater Manchester’s first combined Fire, Police and Ambulance station. Initiatives at Irlam tri-station have seen a 40% drop in the number of reported cases of anti-social behaviour in the community. These initiatives have been the recipients of a number of awards including the Spirit of Salford award, an MBE for Irlam firefighter Dave Pike and most recently a Wow! Award.

Julia Block from Salford City Council nominated the station for a Wow! Award for their fantastic community work, in particular their engagement with the community through the climbing wall – “The wall gives everyone an opportunity to try something new, improve their fitness and reach great heights both physically and mentally. The sense of achievement for the young people we took to the climbing wall was immense.”

The climbing wall is the first Realform climbing wall in the country to be permanently located at a fire station. It caters for all fitness levels and abilities and offers a great opportunity for those who find it hard to interact with large groups as climbing can be done working in pairs. It also brings a number of benefits to local youth and community groups, including the development of cognitive and physical skills.

Irlam is just one example of how we are transforming our stations into local community assets. In 2015/16 the community rooms in our fire stations were booked out by local groups over 1,600 times. Over 1,000 of these were in the final quarter of the year following the introduction of a new online booking system. It is expected that this simplification of the booking system will see a continued significant increase in uptake in 2016/17. Provisional figures from January 2016 to September 2016 are demonstrating 5,500 bookings by community groups in only nine months. This included groups helping communities with mindfulness; first aid training; healthy eating; smoking cessation; weight loss; falls prevention etc.

Other examples of our stations transforming into place-specific community assets include:

- Moss Side boxing club. Set up in Moss Side fire station to help reduce crime, anti-social behaviour and the influence of gangs in the community, whilst improving health outcomes, the boxing club now has over 400 active members. It provides a competitive amateur boxing club for local youngsters and in 2016 produced a national champion.
- Our stations are also now seen as local assets by other organisations. We provide offices to Greater Manchester Police at our stations in Stockport, Stalybridge and Mossley. The DVLA has opened a test centre at Cheadle fire station which we use to promote our road safety messages. We have just begun construction of a joint Fire and Ambulance station in Wigan that will also boast a community gym.



## Youth engagement schemes

We have developed a pathway for young people to connect with the Service via a range of youth engagement programmes. We are strengthening this pathway, making more visible the links between our various initiatives so that young people can see clearly how they can progress with us as they join school, leave school and gain the necessary skills, experience and qualifications to go into work either with us or elsewhere.



We have delivered initiatives which have earned young people in Greater Manchester over 3,000 qualifications in the last three years:

- In 2015 GMFRS Business Safety Adviser, Laura Broughton, won Apprentice of the Year at the National Apprenticeship Awards. The success of our schemes has led to inclusion in the Government's Apprenticeship Trailblazers project to develop national standards
- Since 2013, we have provided numerous entry level opportunities for those leaving our youth engagement schemes, including administrators, safety advisers, contact centre staff and large goods vehicle fitters
- More recently, a recruit from one of our Prince's Trust programmes has successfully qualified as a firefighter
- FireFly and Fire Team offer alternative curriculum courses to youngsters in danger of exclusion from school, to help integrate them back into mainstream services
- Community Fire Cadet schemes including bespoke programmes for specific communities involve community work and earning qualifications
- Caged soccer units that help us to reduce anti-social behaviour
- The Wigan Youth Forum creates opportunities for young people to improve themselves and their communities

- Our volunteer programme offers 30 areas of work, empowering individuals to help make their communities safer and creating opportunities to develop skills and increase employability. Last year volunteers provided over 46,000 hours of service including the Post Incident Team who help residents clear up after the devastating impact of fires.

Our youth engagement strategy is based on creating employment pathways, providing skills and experiences for youngsters from an early age, all the way into employment. Last year our innovative approach to resourcing these schemes saw us raise over £0.6m externally to help fund delivery.

### **Benefits to the Fire and Rescue Authority**

The benefits to the Fire and Rescue Authority are all inter-related with the above community benefits, the ability to provide an efficient and effective service, especially under the challenging times of the requirement to balance the budget with less funding.



### **Approach to Increasing Collaboration with Police and Local Public Sector Partners**

The Community Risk Intervention (CRI) pilot was established to help relieve the pressure on blue light and health and social care services. Teams responded to cardiac arrests and 27 other life-risk categories, as well as falls in the home on behalf of the North West Ambulance Service (NWAS) and concern for welfare calls on behalf of Greater Manchester Police (GMP). They also carried out holistic home safety checks to identify and mitigate risks in the home; fitting a wide range of risk reduction equipment to improve quality of life and reduce demand for services. New Economy's independent fiscal analysis found that for every pound spent on the CRI team by GMFRS, a total of £1.60 is directly saved by GMFRS, GMP and NWAS, and £7.67 is returned in social value.



As the CRI pilot progressed, GMFRS' positive discussions with representative bodies, the GMCA, NWAS, the wider NHS, GMP and local authorities, identified how the principles and functions of CRI could be expanded into a different delivery model resulting in improved transformation opportunities and creating even greater efficiencies and outcomes for all partners. A number of CRI functions have now been permanently implemented and are being delivered at scale, supporting the public service reform agenda and the wider Greater Manchester Strategy. Further transformation as a result of the CRI initiative includes:

- All GMFRS firefighters across the entire Service now respond to cardiac arrests in support of the North West Ambulance Service (NWAS) and mobilise to 20% of all cardiac arrests in Greater Manchester.
- GMFRS' Survival Academy strategy is an ambitious initiative with NWAS and the British Heart Foundation (BHF) to equip as many people in the region as possible with skills in CPR and defibrillator use, creating communities of lifesavers ready to act at home, on the street or in work. GMFRS will continue to develop and deliver life-saving training in fire stations, schools and in the community. The Service's Business Safety Advisers are working with businesses to have available defibrillators and train their staff in CPR. Last year on European Restart a Heart Day GMFRS firefighters, staff and volunteers went into secondary schools and taught life-saving skills to over 3,500 students. July 2016 saw the Service's first Healthy Heart Week - in association with the BHF and NWAS, firefighters, officers, volunteers and non-uniformed staff visited around 40 schools, cadet sessions, youth and church groups and businesses, equipping around 3,000 people with lifesaving skills

- Public Access Defibrillators (PADs) will be provided in all GMFRS fire stations, for use by employees, visitors and members of the community. Elsewhere, the Service will increase the number and availability of PADs across the region and map these life-saving kits so that 999 call handlers can provide callers with the location of their nearest available defibrillator. GMFRS will also increase the number of 'instructors and educators' who can teach CPR and the safe use of PADs to GM communities
- CRI's wider home safety visits have now been rolled out across the entire Service. *Safe and Well* visits are person-centered home visits which expand the scope of previous home checks by focussing on health and crime prevention, as well as fire risk factors. The visits take a holistic approach to risk reduction, and consider an individual, their home environment and lifestyle. The aim is to empower and motivate people to make positive changes. GMFRS was the first fire service in the UK to roll these visits out across the entire service. GMFRS is also one of three fire services nationally working with Public Health England to use these visits to address the main drivers of winter deaths – falls, flu, cold and social isolation.
- GMFRS firefighters at three community fire stations are now responding to concern for welfare calls on behalf of Greater Manchester Police, with an expectation that this will be rolled out to thirteen stations.
- GMFRS is currently working with the GMCA and the NHS to deliver a non-blue light approach to responding to falls.

To gain an early indication of the success of the wider role for firefighters and community safety teams GMFRS commissioned New Economy to calculate the direct fiscal savings of *Safe and Well* visits and response to cardiac arrests. With the functions of the CRI initiative now delivered at scale, the efficiencies have increased and the outcomes improved further, saving the public purse even more per pound invested.

- Response to cardiac arrests represents a cost-to-benefit ratio of approximately 1:6, for every £1 invested, £6 is saved
- For every £1 spent on *Safe and Well*, partners as a minimum are set to save the fiscal equivalent of £2.52 in benefits (in year and recurrent) through demand reduction



Other collaborative approaches include:

- GMFRS is a key partner within the Greater Manchester Casualty Reduction Partnership and is committed to reduce the numbers of people killed or injured on our roads.
- Firefighters are working directly with front-line police officers on initiatives such as Programme Challenger to help combat organised crime.
- A police officer has been seconded into GMFRS's fire investigation team improving arson detection rates in the region.
- GMFRS has located its fire safety enforcement officers in the regulatory teams of local authorities. Joint risk assessments, action plans and training enable staff to deliver education and awareness to businesses on behalf of each other, developing truly integrated management and delivery of regulatory services.

### **Approach to Increasing Collaboration- Procurement**

The Authority already has Collaboration as an important part of its procurement Strategy. The extract below states this:

“The Authority shall ensure a collaborative approach is taken on a national and regional basis to the procurement of major items of fire service specific items, such as vehicles, equipment and key services. The Authority shall demonstrate that all the options for the procurement of supplies and services, including collaboration with other fire brigades, local authorities, consortia and the private sector have been explored. Wherever possible all other items of a non-fire service nature will be purchased from public sector consortia arrangements.”

### **Use of Flexible Working Practices**

This efficiency plan expects to meet the savings target to reduce firefighter numbers by the implementation of the 12 hour Shift Duty System (SDS12). Some of the key benefits to this are noted below.

In considering SDS12, modelling and shift design has been undertaken with resources available as follows;

- Day: 50 appliances available
- Night: 46 appliances available

Under this modelling, no fire station would be without at least one appliance available 24 hours per day.

Equal shift lengths would provide an ability to consider reasonable requests for individuals to work an alternative pattern, e.g. days or nights only for a period of time. This may also benefit firefighters returning to work on modified duties following a period of absence.

Introducing SDS 12 would allow for the following benefit:

- i. more firefighter jobs will be retained,
- ii. more fire engines and firefighters will be available during the busiest periods when the community relies on them most,

- iii. fire engines will get to incidents more quickly than just maintaining the current system,
- iv. more community risk reduction and youth engagement activities can be completed,
- v. more operational training can take place.

Altering the shift start and end times to 1030hrs and 2230hrs would result in firefighters attending a significantly larger number of calls during their day shift (68% based on data) and, correspondingly, a lower number on night shift (32% based on data) when they are likely to be at most risk from the effects of cumulative fatigue.

Work routines on stations need not be overly prescriptive, and would allow local flexibility, including periods in which to maintain fitness levels. Periods of rest within the night shift can be provided in accordance with the Grey Book.

This review has included demand curves across the service and the effects of fatigue. Further information can be found at the following link:

<http://authority.manchesterfire.gov.uk/documents/s50005338/pdf%20161%2023%2006%2016%20Options%20and%20Proposals%20for%20Implementation%20of%20a%20Revised%20Shift%20Duty%20System%20Version%20202A.pdf>



## **Publication of Transparent Performance Information**

The Service is committed to the publication of transparent performance information, and we have a number of communications in place and readily available on our website that demonstrate this:-

- Our Corporate and Integrated Risk Management Plan (IRMP) satisfies our statutory duty to provide IRMP by summarising how, through planning, we consider all the fire and rescue related risks that could affect our communities and how we aim to tackle them.
- We have a suite of key performance indicators which are reported to the Fire Authority on a quarterly and annual basis.
- Our Annual Report looks at how well we performed against our purpose and aims and celebrates some of our many achievements and success stories over the last financial year.
- We produce annual benchmarking reports, utilising National Fire Statistics published by the [Home Office](#), to assess our performance against other Fire and Rescue Services and identify potential areas for improvement.

We are also committed to being open and transparent about our work and make our data publically available as per the Local Government Transparency Code. Our webpage detailing these publications can be found at the following

[http://www.manchesterfire.gov.uk/about\\_us/freedom\\_of\\_information/open-data/](http://www.manchesterfire.gov.uk/about_us/freedom_of_information/open-data/)

## **Strategy for the Use of Reserves**

Included in this Efficiency Plan is a commitment to utilise reserves across the 12 month period to support the phasing of the changes to the organisation and assist in smoothing the transition period. In this option there would be an additional call on general balances of £2.744m in 2017/18 and £1.418m in 2018/19. This makes the total use of general balances £5.4m from the £14m available at the end of 2015/16.

## **Efficiency Plan Risks and Mitigation**

All change projects as part of this Efficiency Plan are subject to separate wider reviews and project management. Risks are identified and will be reported alongside options for mitigation as part of this process. Any slippage or additional use of reserves required as part of the transition will be reported to Members and via the Combined Authority from April 2017 as part of Budget Monitoring on an ongoing basis.

## **Commitment to Publishing Annual Reports**

The agreement to the four year Strategy also requests a commitment to publish progress on this Efficiency Plan alongside the Authority's governance statement.