**OUR PLAN – Proposed Annual Delivery Plan Improvement Portfolio (2023-2024)**

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| **OUR MISSION: Protecting communities, working together, saving lives** | **OUR VISION: A modern, flexible, and resilient Fire and Rescue Service** |
| **PRIORITY 1: Provide a fast, safe, and effective response** | **PRIORITY 2: Help people reduce the risk of fires and other emergencies** |
| * Implement recommendations from the Fire Control review (New multi-year project)
* Implement recommendations from the Fire Cover review (New project)
* Implement crewing system (Gartan) phase 2 (New project)
* Undertake scoping of a station to pilot a self-rostered shift duty system (New project)
* Implement recommendations from the strategic review of special appliances (Existing multi-year project)
* Continue to implement recommendations and learnings from the Manchester Arena inquiry (Existing multi-year project)
 | * Continue to implement a new operating model for how we respond to a marauding terrorism attack (Existing multi-year project)
* Continue to develop and implement a new Fitness Framework to help support Firefighter fitness alongside greater investment in new station-based fitness equipment and facilities (Existing multi-year project)
* Implement an Occupational Health and Safety Management system (Existing multi-year project)
* Implement a new operating model to manage contaminants on fire stations (New project)
 | **Enhancing Prevention: -*** Develop and implement a Prevention and Protection digital programme (New multi-year project)
* Implement an adult fire-setters programme (Roll-over project from 22/23)
* Scope and introduce prevention technologies (i.e., virtual reality and digital boards) (Roll-over project from 22/23)

  | **Youth Engagement delivery: -*** Implement a Fire Cadet’s scheme (New project)
* Adopt the National Fire Chief Council’s (NFCC) early intervention implementation framework (New project)
* Adopt Staywise (New project)
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| **PRIORITY 3: Help protect the built environment** | **PRIORITY 4: Use resources sustainably and deliver the most value** |
| **Enhancing Protection: -*** Implement and deliver new requirements under the Building Safety Act and Fire Safety Regulations (New project)
* Develop and expand fire safety training capability (New multi-year project)
* Develop new approaches for promoting fire safety compliance and fire prevention activity (New project)

**Protecting the Built Environment: -*** Continue to implement the recommendations from the Grenfell and Cube inquiries (Built Environment) (Existing multi-year project)
 | **Ensuring financial stability: -*** Implement the financial efficiencies plan (fire budget), including a review of future requirements re: headquarters accommodation (New project)

**Re-investing for the future: -*** Identify and implement a system re: management, maintenance, and testing of fleet and operational equipment (New multi-year project)
* Continue to implement GM One Network (Roll-over project from 22/23)
* Continue to implement a tailored intranet for GMFRS (Roll-over project from 22/23)
* Implement recommendations from the review of fleet and logistics (New project)
* Invest in our fleet (New project)
 | **Environmental sustainability: -*** Continue to implement our Sustainability Strategy: -
* Deliver carbon reduction schemes at Wigan, Ashton Bury, Rochdale and Horwich fire stations
* Deliver carbon reduction schemes at Oldham fire station, through Public Sector Decarbonisation Scheme (PSDS) funding
* Support through e-learning and specific face to face seminar type sessions, the delivery of climate change, environment, and sustainability training

(Existing multi-year project) | **Investing in our buildings: -*** Continue to implement our Estates programme: -
* Complete the extension and refurbishment works at Littleborough fire station
* Commence building new community fire stations at Blackley, and Whitefield
* Develop feasibility plans for refurbishment works at Leigh, and Withington fire stations

(Existing multi-year project)**Continue to implement the Station refurbishment programme: -*** Invest £3.2m across our fire stations, which will include updating internal and external decoration, new flooring, gym upgrades, and improved welfare facilities

(Existing multi-year project) |
| **PRIORITY 5: Develop a culture of excellence, equality, and inclusivity** | **PRIORITY 6: Integrate our services in every locality with those of partner agencies** |
| **Investing in our people: -*** Develop and embed a new Volunteering Strategy (GMFRS Volunteering Programme) (New multi-year project)
* Develop and implement an approach to create an ‘Engaged Workforce’ (New multi-year project)
* Deliver the British Firefighter Challenge (New project)
* Implement the recommendations from the workforce Recognition phase 2 report (New multi-year project)
* Continue to embed the Core Code of Ethics (Roll-over project from 22/23)
* Implement the Wellbeing and Occupational Health Strategy and Framework (New project)
* Implement the Equality, Diversity, and Inclusion action plan (New project)
 | * Extend the Leadership Development programme, including: -
* Mutual mentoring
* Implementing a programme to develop coaching skills
* Front line leaders course
* Leading others programme
* Middle managers development offer

(Existing multi-year project)**Recruitment and apprenticeships: -*** Implement the refreshed Recruitment and Attraction Strategy (2023-2025) (Existing multi-year project)
 | **Developing excellence: -*** Develop a business case re: a planning, performance, and projects digital solution (New project)
* Comply with the Fire Standards (New project)
* Embed evaluation principles across GMFRS (New project)
* Implement the recommendations from the independent review of operational training provision (New project)
* Implement the Organisational Learning Framework and system (New project)
* Develop and implement an approach to capture customer insights (New)
 | * Continue to develop / enhance and increase usage of the Bury Training and Safety Centre for prevention delivery (Roll-over project from 22/23)
* Implement a fire station community pathway (i.e., social media) (Roll-over project from 22/23)
* Implement integrated place-based working ‘What Works Forum’ (New project)
* Embed and evaluate place-based plans (PBP’s) (a suite of universal action plans providing clear guidance to our operational crews in terms of what will be delivered each year) (New project)
* Continue to enhance blue light service collaboration (Existing multi-year project)
* Prepare for the Serious Violence Duty legislative changes (New project)
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| **OUR VALUES:**  | **Excellence** | **Honesty** | **Inclusive** | **Professionalism in our role** | **Respect** |