



GREATER MANCHESTER
FIRE AND RESCUE SERVICE

Greater Manchester Fire and Rescue Service

Annual Report
2016-2017

manchesterfire.gov.uk



Headlines

31%

the increase in special service calls (including cardiac arrests)

36,000

the number of hours of service given by our volunteers

7%

the reduction in accidental house fires

121%

the increase in attacks on our firefighters

6%

the reduction in non-domestic fires

40%

the reduction of our carbon footprint since 2008

6%

the increase in the number of people we have rescued

£42m

the amount taken off our annual budget by 2020

28,000

the number of Safe and Well visits we have delivered

18%

the increase in the road accidents we have attended

5 mins 32 secs

our average response time to emergencies

3%

the increase in deliberate fires



Contents

Introduction	4
GMFRS in numbers	5
GMFRS service model	6
Save	8
Developments in 2016/17	9
Data	10
Case studies	11
Protect	14
Developments in 2016/17	15
Data	16
Case studies	17
Prevent	20
Developments in 2016/17	21
Data	22
Case studies	24
Public Value	26
Developments in 2016/17	27
Data	28
Case studies	29
Financial Information	32
People	34
Developments in 2016/17	35
Data	36
Case studies	37
Principles	40
Developments in 2016/17	41
Data	42
Case studies	42
Annual assurance statement	44
Service excellence	44
Delivery goals	45
Performance data	46

In 2016/17 we delivered even more for the people of Greater Manchester despite reduced funding and increased demand on our resources. This was the last year of the Fire Authority and I would like to thank them for their tireless hard work and scrutiny over the last 32 years. From May 2017, control of the fire and rescue service sits within the remit of the newly elected Greater Manchester Mayor who will also deliver the functions of the Police and Crime Commissioner.

We have always worked in partnership with our colleagues from Greater Manchester Police but this year, more than ever, we have undertaken even closer collaboration. This report looks at some of these joint initiatives including concern for welfare calls, tackling modern slavery with Operation Challenger, target-hardening for victims of crime and reducing anti-social behaviour on our streets. It also considers some of our joint training exercises with the Police, ambulance services and others to ensure we are prepared for terrorist attacks and wide-area flooding.

This year saw the first anniversary of our response to cardiac arrests on behalf of the North West Ambulance Service. Responding to cardiac arrests is part of our Survival Academy strategy to create a local population of lifesavers who have the skills and equipment to respond to cardiac arrests in the home, at work or in our communities.

Our pledge to improve the health of the people of Greater Manchester has continued at pace this year. We have rolled out Safe and Well visits across the entire region – these build on the success of our home safety checks by focussing on health issues and crime prevention as well as fire safety.

Working with Public Health England we have also used these visits to help reduce winter deaths. Further initiatives include partnerships with a number of hospitals to support discharged patients in their home and the recruitment of community fitness volunteers. You can find many more examples of our support for health and social care services in this report.

We have provided this improved service to our communities despite continued cuts to our funding. By 2019/20 our annual budget will have been reduced by over £40 million. On top of this certain emergency incidents are increasing in frequency. For the last three years we have seen continued rises in the total number of fires; the number of deliberate fires; and the number of rescues we have undertaken. The number of road traffic incidents we have attended has increased for the fifth year in a row. It is essential therefore that to keep our communities safe we must avoid any further cuts to our funding.

Our workforce is our most valuable asset and following this year's recruitment of new firefighters is becoming more reflective of the communities we serve. Despite the cuts to our funding, our extra support for our communities and the rise in certain emergencies, our response time to incidents has actually fallen to five minutes and 32 seconds, an incredible achievement by our firefighters. I cannot thank our workforce enough for their continued bravery, hard work and commitment to saving, protecting and improving the lives of people in Greater Manchester.



Peter O'Reilly,
GMFRS Chief Fire Officer



Andy Burnham,
Mayor of Greater Manchester

200 languages

Speaking up to 200 different languages, Greater Manchester is acknowledged as the most linguistically diverse city in Europe

21,500 incidents

This year GMFRS attended almost 2,000 accidental house fires, almost 8,200 deliberate fires and over 8,700 special service incidents of which almost 1,250 were road traffic collisions

500 square miles

GMFRS covers an area of approximately 500 square miles

12,500 fires

GMFRS responded to almost 12,500 fires this year

10 local authorities

10 local authorities fall within GMFRS' boundaries, linked by a complex transport network

45 sites

The Service is spread across 45 sites - which includes 41 fire stations, a training and development centre, a technical centre, our headquarters in Swinton and our new training and safety centre in Bury

48,500 calls

Over the last five years GMFRS has received an average of 48,500 emergency calls per year

2.8 million residents

GMFRS serves a growing population of around 2.8 million residents, with many other people working or visiting the region

1,716 staff

In March 2017, GMFRS had 1,288 uniformed staff and 428 non-uniformed staff





Service Model

	Save	Protect	Prevent	Public Value	People	Principles
What we aim to do	Plan and prepare for emergencies that may happen and make a high quality, effective and resilient response to them	Influence and regulate the built environment to protect people, property and the environment from harm	Engage, inform and educate people in how to reduce the risk of fires and other emergencies, improve the quality of their lives and do all we can to prevent crime and disorder	Manage risk through using resources flexibly, efficiently and effectively, continuously improving our use of public money in ways our communities will value	Work with people with the right skills and attitude to deliver high quality, value for money services in a positive environment for everyone	Operate in accordance with the law and our values, and ensure that safety, sustainability, partnership and inclusivity run through all we do
Our Key Processes	<p>Modelling the risk of emergencies to inform response standards, crewing needs and resource deployment</p> <p>Risk based incident planning to determine the incidents we will respond to and protect life and Greater Manchester's critical assets and heritage</p> <p>Effective business continuity arrangements</p> <p>Mutual support arrangements, regionally, nationally and internationally</p> <p>Managing calls to emergencies and other incidents</p> <p>Responding to incidents and evaluating and improving the effectiveness of our response</p> <p>Working collaboratively with partners and stakeholders to benefit Greater Manchester</p> <p>Researching and developing new techniques and equipment</p>	<p>Targeted marketing, advice and education to change behaviour</p> <p>A risk based audit and inspection programme that focuses on life safety and protects Greater Manchester's critical assets and heritage</p> <p>Responding to concerns over fire safety and enforcing fire safety law in the public interest</p> <p>Investigating fires and learning from incidents</p> <p>Monitoring, evaluating and improving the effectiveness of protection services</p> <p>Working collaboratively with partners and stakeholders to benefit Greater Manchester</p>	<p>Targeted marketing, advice and education to change behaviour</p> <p>Understanding the factors that lead to deliberate fires and help prevent crime</p> <p>Understanding the nature of our diverse communities and help reduce the risks they face</p> <p>Learning from incidents to understand the factors that lead to fires and other emergencies and how to prevent them</p> <p>Monitoring, evaluating and improving the effectiveness of prevention activities</p> <p>Working collaboratively with partners and stakeholders to benefit Greater Manchester</p>	<p>Effective procurement, asset and financial management</p> <p>Pathways for education, employment and volunteering</p> <p>Effective and efficient risk planning and performance management</p> <p>Maximising the use of our resources and delivering services beyond our statutory duties</p> <p>Attracting additional funding, where necessary, to support the delivery of our aims</p> <p>Researching and developing technologies to improve our services and efficiency</p> <p>Consulting and involving our communities in the design, evaluation and delivery of our services</p> <p>Managing media relations and promoting our services and key messages</p> <p>Effective management of knowledge and research</p>	<p>Best practice approaches to recruiting and retaining the right people</p> <p>An integrated approach to workforce planning, succession planning and career development</p> <p>Effective learning and development programmes and facilities</p> <p>Maintaining competence and continued professional development with effective assessment and appraisal systems</p> <p>Recognising and rewarding good performance and dealing fairly and consistently with poor performance</p> <p>Informing, consulting and involving our people in issues that affect them</p> <p>Supporting the health, wellbeing and engagement of our employees</p>	<p>Effective internal and external communication</p> <p>Transparently improving the services we provide through internal and external assurance arrangements</p> <p>Working in partnership to achieve better outcomes than could be achieved alone</p> <p>Providing 'safe persons' and a healthy and safe working environment so far as is practicable in an emergency service</p> <p>Providing our services in a sustainable way</p> <p>Providing an inclusive service tailored to meet the needs of our diverse communities</p>
Outcomes	<p>DL2 Reduce deaths and injuries from fires and other emergencies</p> <p>DL4 Reduce property damage, economic loss and damage to the environment</p> <p>DL5 Preserve our heritage from fire damage</p> <p>DL6 Ensure the public are highly satisfied with our services</p> <p>DL7 Support business resilience and economic growth</p> <p>DL8 Maintain a high state of preparedness for emergencies</p> <p>DL9 Rescue people from harm and maintain resilience</p>	<p>DL1 Reduce the number of emergency calls</p> <p>DL2 Reduce deaths and injuries from fires and other emergencies</p> <p>DL3 Reduce crime and disorder</p> <p>DL4 Reduce property damage, economic loss and damage to the environment</p> <p>DL5 Preserve our heritage from fire damage</p> <p>DL6 Ensure the public are highly satisfied with our services</p> <p>DL7 Support business resilience and economic growth</p>	<p>DL1 Reduce the number of emergency calls</p> <p>DL2 Reduce deaths and injuries from fires and other emergencies</p> <p>DL3 Reduce crime and disorder</p> <p>DL4 Reduce property damage, economic loss and damage to the environment</p> <p>DL5 Preserve our heritage from fire damage</p> <p>DL6 Ensure the public are highly satisfied with our services</p>	<p>DL6 Ensure the public are highly satisfied with our services</p> <p>DL7 Support business resilience and economic growth</p> <p>DL10 Continually improve our service, providing public value</p> <p>DL11 Place the fire service and its fire stations at the heart of communities</p> <p>DL12 Protect our communities and provide improved quality of life outcomes</p> <p>DL13 Volunteers adding further value to the service</p>	<p>DL14 Maintain a high performing, engaged and healthy workforce</p>	<p>DL6 Ensure the public are highly satisfied with our services</p> <p>DL15 Deliver our services in a sustainable way</p> <p>DL16 Develop and maintain a safe workplace</p> <p>DL17 Respond to the needs of our diverse communities by ensuring GMFRS reflects those we serve</p>

Our purpose is to save, protect and improve the lives of the people in Greater Manchester

Save

- Our response time to incidents is five minutes and 32 seconds (around a minute quicker than the national average).
- Some 40 firefighters dealt with a large fire at Pendleton Sixth Form Centre in Salford during the exam period. Thanks to the fast actions of five fire engines from GMFRS all pupils and staff were accounted for, no injuries were reported and all exams took place.
- Fire deaths have fallen by 14% this year.
- In November, Storm Angus battered Greater Manchester and GMFRS received over 100 flooding and weather-related calls in just two hours. Crews dealt with 157 incidents in total including people trapped inside their homes and their cars by rapidly rising flood water.
- A woman in Heywood was rescued by firefighters after becoming stuck in a bog while trying to catch her horse. Firefighters used two inflatable paths to gain access and freed the woman who was waist-deep in mud, using a specialist lance.
- We have strengthened our resources with the purchase of five ResQsleds, inflatable and lightweight water crafts for water, ice, mud and snow rescues along with the introduction of a timber module to shore up collapsed buildings and trenches.
- Firefighters cut a man from the wreckage of a light aircraft, which crashed near Barton Aerodrome in August. After being freed from the aircraft, a man was treated at the scene and taken to hospital with serious, but not life-threatening injuries.
- The number of people we have rescued this year has gone up by 6% to 1850.
- Firefighters and our Technical Response Unit used chainsaws and an ultra-high pressure lance to extinguish a fire at King's Cash and Carry in Manchester from the outside. The use of the lance drastically reduced the damage to the property and to the flats above.
- The number of road traffic collisions attended by GMFRS has risen by 18% since last year, the fifth consecutive year of increases.
- We have undertaken a body-worn video trial. This has helped at complex emergencies, recording the critical decisions made on the incident ground. Fire investigation officers have also used the technology to gather evidence on inspections and when interviewing the public at incidents.



Developments in 2016/17

Following a cardiac arrest the chance of survival falls by 10% with every minute that passes. Now in Greater Manchester when someone suffers a suspected cardiac arrest an available fire engine within proximity is dispatched at the same time as the North West Ambulance Service (NWAS).

In the first year of this initiative we attended almost 3,000 Red 1 incidents alongside NWAS, 20% of all such incidents in Greater Manchester. This approach enables firefighters to begin basic life support on those occasions where they arrive at a cardiac arrest before paramedics (which was 400 incidents in the first year). Where paramedics are already in attendance firefighters can provide basic life support to allow paramedics to focus on more specialist interventions such as advanced airway management and the administration of intravenous drugs.

NWAS Consultant Paramedic, Dan Smith said: "NWAS staff have reported that having fire crews with them in these life-threatening situations gives them additional support and is of great benefit to the patient and their families. In Greater Manchester, the ambulance service receives approximately ten emergency calls for suspected cardiac arrests per day and utilising the skills of trained firefighters undoubtedly can improve the outcome for many of those patients."

Firefighters from Bolton were specifically praised by NWAS for their support at a recent cardiac arrest incident: "This is an excellent example of how early automated external defibrillator (AED) and good quality CPR has had a positive effect on a member of the public. Your staff are a credit to your organisation."

Independent cost benefit analysis by New Economy shows that for every £1 spent on our response to cardiac arrests, £6 is being saved by our partners.

As well as the financial savings, the analysis also identified:

- The potential to save an additional 63 lives each year
- An additional 77 people given 'good' neurological outcomes
- An eight minute reduction in average on-scene time for ambulances, freeing colleagues in NWAS to more quickly respond to other emergencies.

GMFRS is the only fire and rescue service in the country where all frontline fire engines respond to cardiac arrests alongside the ambulance service and is part of our Survival Academy network which is considered in the Prevention section of this report.

The introduction of our response to cardiac arrests has seen our response to incidents other than fire increase by 31%. Even with this extra responsibility and further cuts to our budget, we have this year reduced our response time to five minutes, 32 seconds.

This is partly due to our new pre-alert system whereby a message is sent to a station or fire engine to advise a crew that they may be mobilised prior to the completion of the emergency call at North West Fire Control (NWFC). This gives the crew the opportunity to prepare for the incident coming through from NWFC, reducing the time it takes to become mobile.

In spite of the increasingly difficult environment in which we operate, we are committed to providing resilience for the people of Greater Manchester. We train frequently with other emergency services, local authorities and relevant agencies to ensure that when a major emergency incident occurs we can deliver the most effective, joined-up response possible.

This year, recent large scale multi-agency training exercises have included:

- Exercise Winchesters Accord - simulated a full scale terrorist firearms attack in the Trafford Centre utilising 900 volunteers to play casualties and members of the public fleeing the situation. Firefighters, police officers, the ambulance service and the military were deployed to test response to a large scale marauding terrorist incident.
- Triton 2 - 36 organisations took part in a major emergency planning exercise, to test how local authorities, emergency services and other partners are equipped to tackle catastrophic flooding and a breached dam.

Response times

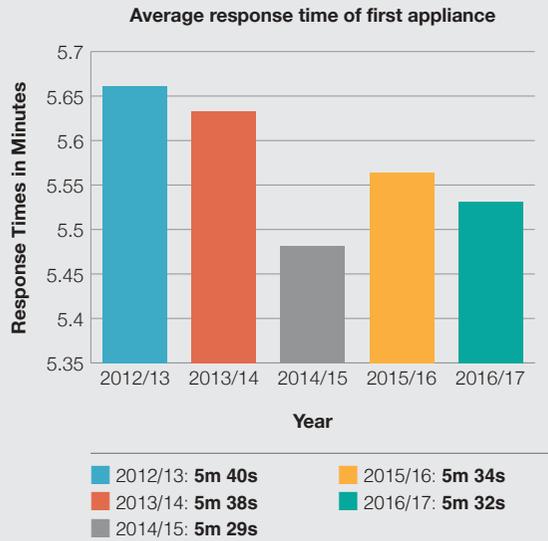
Why it's important

The quicker we arrive at an incident, the sooner we can rescue any reported persons, provide first aid and in the case of a fire, limit the damage.

How we performed

GMFRS is around a minute quicker than the national average response times for fire and rescue services.

Find out how quickly we have attended incidents in your area on manchesterfire.gov.uk.



Casualties resulting from fire

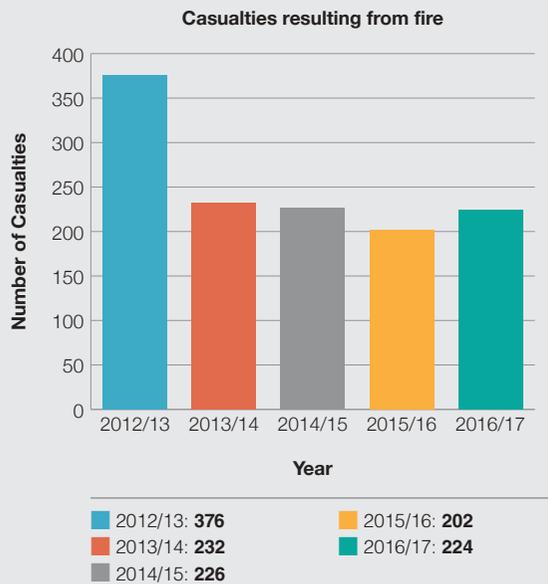
Why it's important

Fire deaths have fallen by 14% this year. However, because we have relatively low numbers of fire deaths each year it makes statistical analysis of trends less accurate. Analysing casualty information helps us to understand underlying risk factors and target our resources to ensure we further reduce the risk of deaths and injury from fire.

How we performed

This year we have seen casualties from fire rise by 11%. However, this is the first year since 2010/11 that casualties have not fallen. In that time, casualties from fire have decreased by a massive 59%.

This reflects the success of Safe and Well visits, community engagement and business support, as well as the speedy and effective response from our fire crews when fires do occur.



Crews deal with moorland fires and volunteers help during aftermath

Firefighters tackled huge moorland fires in spring 2016 involving land above Dovestone Reservoir and at Carrbrook.

After a blaze took hold on the moorland above Dovestone Reservoir in April, GMFRS volunteers returned to the area the following weekend to offer advice to help protect the habitat.

Five fire engines were mobilised to the fire off Bank Lane to a blaze covering around 60 square metres. Three engines returned to the incident the following day, when they damped down the fire.

Specialist volunteers from GMFRS worked closely with members of the RSPB following the incident and spoke with people in the area about fires and how quickly they can take hold.

Crews were also sent to Carrbrook in May after North West Fire Control received more than 70 calls reporting a blaze. At the height of the fire, six fire engines were on the scene along with the Wildfire Firefighting Unit using Forced Air Firefighting Units and beaters to extinguish the flames.

Crews used an ultra-high pressure lance to spray a water mist over the grassland in order to protect it and jets were used to wet the nearby buildings. The fire was quickly brought under control and crew left the scene in the early hours, with officers returning at first light the next morning to make an assessment.

Group Manager Phil Nelson, who was in charge of the incident, said:

“At its height, the fire was around 500-600 metres wide and the flames were leaping into the night sky, which made for quite a spectacular scene.”



GMFRS helps flood-stricken people across Stockport

Firefighters and officers from across GMFRS worked tirelessly in June 2016 to support flood-stricken residents across Stockport.

Stockport, Offerton, Bramhall and Hazel Grove were the worst hit areas and Cheshire Police declared a major incident. One particular incident on Fulmar Drive, on the Shearwater Road Estate in Offerton, affected the electrics in around 15 properties. Firefighters carried out inspections on all affected buildings to ensure people were safe while Post Incident Team volunteers and the borough teams worked with the community and the local authority to help residents recover.

On Bridge Lane in Bramhall, firefighters were forced to use a wheelie bin to rescue an elderly woman in urgent need of medical attention. Several roads in the affected areas were closed and GMFRS took to social media and the local press to advise the public to avoid travelling through the area.

Group Manager Ben Levy said:

“At the peak of the floods we had 18 appliances deployed around the county, mostly in the Stockport, Marple and Offerton areas. Crews worked hard to support local communities impacted by heavy rain and to assist our neighbours at Cheshire Fire and Rescue Service.”



Maple Mill demolished following its latest fire

Firefighters tackled a huge fire at a mill in Oldham for 10 days in the lead up to Christmas. The blaze broke out at 4.15am on December 15 when some 80 firefighters and officers were sent by control operators to Cardwell Street, Oldham.

Around 100 homes were evacuated at the height of the incident and Oldham Council opened up a rest centre for residents at the Honeywell Centre. People were allowed back into their homes in the days that followed.

Firefighters continued to tackle pockets of fire more than 100 hours after the huge blaze broke out. Aerial appliances and support engines remained on site for several days, working alongside demolition workers who dismantled the building. Local residents were asked to keep doors and windows closed when the fire broke out and for the coming days while smoke was present in the area, with our Communications and Engagement team working with colleagues at the other agencies involved in the incident. Crew members left the scene on Christmas Eve and investigations into the cause of the blaze are ongoing.



Protect

- The number of non-domestic fires has fallen by 6% this year.
- A partnership has been established between GMFRS, Historic England and Salford University to identify all of the old cotton mills in Greater Manchester and to establish ways to preserve their historical integrity.
- This year we have delivered over 4,000 business safety activities, consisting of audits, inspections and advice.
- The Fire Engineering Team has been involved in numerous large-scale new developments to ensure fire safety standards are met. These include the Manchester Business School Hotel - a hotel, conference venue, education centre, and suites with cooking facilities in the Oxford Road Corridor.
- GMFRS has taken over the co-ordination of fire safety courses for the entire North West region. We now deliver a Level 3 Certificate Fire Safety (Business Safety Advisors) accredited course through Skills For Justice.
- The number of false alarms caused by automatic detection apparatus has increased by 13% this year.
- Our Fire Engineering team organised a conference at our training centre on heritage properties, supporting our aims of protecting not just the life safety of the community, but also its history, culture and resources. Representatives included local authorities, architects, insurance specialists, the National Trust and Historic England.
- GMFRS worked closely with the Environment Agency to secure the conviction of Barry Kilroe following major and prolonged fires at his recycling plants in Bredbury and Salford.
- Our teams have delivered a number of sessions to members of the Rochdale Council of Mosques to help make their mosques and other local buildings safer from fire.

Developments in 2016/17

This year we have worked closely with Greater Manchester Police (GMP) on Operation Challenger which has seen more than 200 addresses visited during a crackdown on modern slavery. GMP arrested 27 people, 18 victims of slavery or human trafficking were rescued and suspected brothels were shut down. The arrests were for crimes including modern slavery, kidnapping, employing illegal workers and suspicion of illegal entry.

At the beginning of November, more than 50 members of our staff, including fire protection officers, business safety advisors and community safety managers were trained in modern slavery and human trafficking. Training was delivered by the GMFRS crime and disorder co-ordinator, a GMP detective and a local authority representative from the Challenger team. The training covered the Modern Slavery Act 2015, early identification of victims, and the actions to be taken upon identification.

Our research and experience has shown us that people who are exploiting others are likely to be those businesses that are also breaking fire safety legislation, and so we are sharing our intelligence with GMP and other partners to help disrupt organised crime in the region. The Service regularly attends joint visits to premises including nail bars, car washes, takeaways, food processing plants, clothing factories and massage parlours where fire safety issues have been identified. Firefighters help to improve the safety for people in those premises and identify any victims of crime.

The Primary Authority Scheme allows us to develop formal, effective partnerships with businesses that are compliant, providing them with a consistent approach to the way that their fire safety provisions are regulated, regardless of their location in the UK. Over the past few years we have formally entered into a number of partnerships including McDonalds Restaurants, The Co-operative Group, Johnnie Johnson Housing, the National Association for the Care and Resettlement of Offenders (NACRO) charity, Your Housing Group and the Charitable Retailers Association.

This year we signed an agreement with student accommodation provider Vero Group who operate the Prodigy and IQ brands.

They cover 54 sites in 25 locations across the UK providing 25,500 beds making them the second biggest student accommodation operator in the UK. We have also continued to work with and provide support to our current partners, and recently ran fire safety awareness courses for Johnnie Johnson Housing Trust (JJHT) following some significant fire incidents in 2015.

GMFRS provided a course covering awareness of Safe and Well issues, including what factors can make individuals at risk of fire, and how to make a referral to GMFRS. This was followed by a general update on fire protection in their premises including evacuation plans, fire alarms, mobility scooters along with other risks

This year we have also developed a new method for profiling risk in regulated premises. This approach scores premises not only according to risk from fire to the occupants but also the risk from fire to emergency responders, the environment, heritage, economic value and social/community value. The previous fire safety database had 60,000 records relating to regulated premises. We now have a full dataset of 190,000 records including a risk score for each one which fire protection staff can easily share with our partners. This new approach to profiling risk is nationally ground-breaking.



False alarms

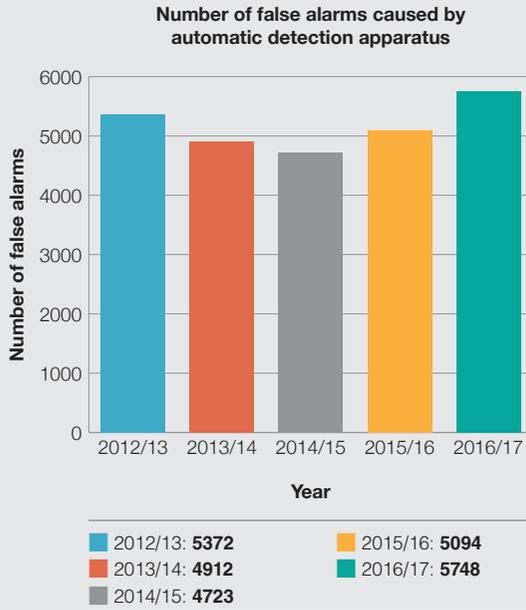
Why it's important

False alarms from automatic detection systems tie up our crews, making them temporarily unavailable for real incidents and also incur avoidable costs.

How we performed

Although this year saw a rise in the number of false alarms from automatic detection systems, since 2009/10 we have reduced the number of these call-outs by 22% by working proactively with building owners and occupiers.

We have also recently introduced a new data analysis tool to more quickly identify and target those locations that are causing the most false alarm call-outs.



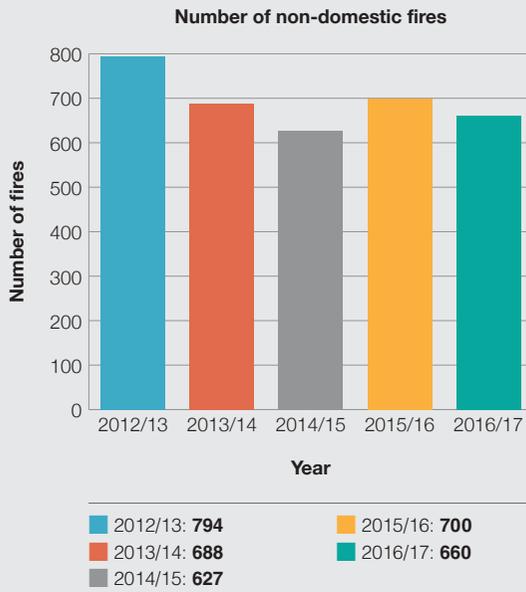
Non-domestic fires

Why it's important

Fires in non-domestic properties can result in significant injuries and loss of life. Helping businesses to improve fire safety also helps improve their resilience and saves Greater Manchester millions of pounds each year through avoiding damage and loss of economic growth.

How we performed

Fires in non-domestic properties have fallen by 6% this year and by 34% since 2009/10. This is clear evidence of the effectiveness of our targeted enforcement inspections and the wider business engagement we have been delivering to improve business safety. This year alone we have delivered over 4,000 business safety activities, consisting of audits, inspections and



Firefighters tackle fire at Cromwell High School

A fire occurred in April 2016 in the combined grounds of Cromwell High School and Astley Sports College. The fire involved the ground floor and roof space and firefighters used multiple jets, hose reels and breathing apparatus to bring it under control. At the height of the fire there were 10 fire engines and an aerial appliance dealing with the incident which saw certain sections of the high school, particularly the roof, severely damaged. Thanks to the hard work of firefighters in containing the fire and carrying out salvage operations, the other schools in the complex – Yew Tree Primary School, St Mary's RC Primary School and Oakdale School – were unaffected, with Astley Sports College only suffering minor damage.

GMFRS fire investigators were sent to the school to establish the cause. They were able to prove that the damage sustained by the school was from a fire that was deliberately set. As a result three persons have been arrested and are awaiting prosecution. Further work was undertaken by our investigators to ensure that the evidence provided is of the highest calibre to help our partners at Greater Manchester Police secure a conviction for a crime which had the potential to cost millions of pounds and which caused significant damage and disruption to the school's normal operation.

Group Manager Phil Nelson, who was in charge of the incident, said:

“Firefighters worked really hard to save as much of the building as possible and GMFRS met with partner agencies, including GMP and Tameside Council, on the Saturday morning to get the school open as quickly as possible.”





Rogue landlord jailed

A rogue landlord was given a 12-month prison sentence after fire safety officers discovered a raft of safety breaches in his property.

Karamat Hussain, 41, of Longsight pleaded guilty to 14 fire safety breaches at Manchester Crown Court in December. A fire safety officer visited Karamat Hussain's busy Longsight premises on Slade Lane to discover a potential death trap for his tenants.

Following an inspection an enforcement notice was served requiring work to address the problems. A number of subsequent inspections took place and on each occasion further problems were identified – damaged electrical wiring, a broken fire alarm, loose sockets, dripping water, a lack of effective fire doors, empty extinguishers used as doorstops, holes in roofs, a ceiling comprised of plastic sheeting enabling fire to spread, plus mattresses and boxes blocking fire exits all contributed to the risk of a blaze starting and spreading.

Hussain was ordered to serve a 12 month sentence, suspended for two years, with 200 hours unpaid work and £11,025 costs. Sentencing, Judge Field told Hussain there was "deliberate cost-cutting", and that this and his previous record revealed his "tendency to disregard the law relating to the safety of others."

"You have placed your tenants, their children and any visitors to the premises at risk of death or serious injury in case of fire." Judge Field added.

Case studies

Supporting the homelessness charter

Chief Fire Officer Peter O'Reilly signed a pledge in May 2016, committing GMFRS resources to help tackle homelessness and rough sleeping in the region, along with Greater Manchester Police (GMP), Mustard Tree, Booth Centre, Street Support Network, Homeless Link and Coalition of Relief.

The Charter builds upon our approach of offering advice and support to both business and members of the community. Through partnership working the Community Room at Manchester Central Community Fire Station has been opened up as an emergency night shelter offering emergency accommodation to vulnerable rough sleepers during cold weather. More information on this can be found in the Principles section of this report.

The local protection team work closely with the council and GMP to tackle the risks associated with squatting in empty buildings. There are no enforcement powers available in relation to fire safety where a building is being unlawfully occupied so we utilise our unique position as a trusted service to support building owners and also give vital safety advice to squatters to help reduce the risk of a fire. As soon as we are notified of a premises being used for squatting an operational crew attend and engage with the occupiers to highlight the risk of using the building and give them advice about reducing the risk of a fire occurring and what to do in the event of a fire. Training sessions are underway for key partners and activists which will include fire safety and CPR.





Prevent

- The total number of fires has increased by 0.7% this year.
- Positive Choices is a new engagement programme at Salford Community Fire Station working with local young people who have been affected by alcohol, either personally or via family members. Activities have included drill yard training, healthy eating, community fire safety and a high rope assault course.
- A fire engine became the canvas for Mancunian street artists to spread the word about a safety campaign. GMFRS communications officer, Dan Sims, organised the parade pump to be painted at the Manchester Art Battle in October as part of the Bonfire Night and Hallowe'en safety campaign Treacle.
- We have provided almost 28,000 homes with face to face safety advice including fire risk, crime prevention and health.
- Our hard-hitting multi-agency road safety stage production delivered at Middleton Arena was attended by 8,000 students this year. At Safe Drive Stay Alive students listen to police officers, firefighters, paramedics and families who have lost loved ones, talk about the horror of a fatal road accident.
- We have initiated a new project with our partners at Pennine Care NHS Foundation Trust to address deliberate fire setting involving mental health service users.
- The number of accidental house fires has fallen by 7% this year.
- We have established an agreement with the Stroke Association to promote referrals for Safe and Well visits and support from the Stroke Association's Life After Stroke Services in Manchester.
- In Tameside our delivery of Safe and Well visits and fitting child accident reduction equipment in the homes of under 5's has seen an overall reduction of 86% for all A&E attendances in targeted postcodes.



Developments in 2016/17

Our Survival Academy Network supports our response to out of hospital cardiac arrests. The Network has three key aims – to improve the health and wellbeing of the region's residents; to increase cardiopulmonary resuscitation (CPR) awareness; and to increase the ownership of public access defibrillators (PADs). With our partners in the North West Ambulance Service (NWAS) and the British Heart Foundation (BHF), it allows us to create a life cycle approach to the improvement of cardiac health through the extension of our prevention activities.

In the last year, our staff have delivered CPR training and awareness to over 10,000 people across Greater Manchester in schools, community fire stations and during awareness weeks. Events have included our own Healthy Heart Week and European Restart a Heart Day, as well as longer-term initiatives such as Safe Squad in Stockport and Tameside which saw 2,400 pupils receive CPR training in August and September. We have also provided on-going schemes such the regular Friday evening CPR training sessions at Cheadle Community Fire Station and long running CPR education activities at Bolton and Wigan fire stations as part of the BHF Heart Start programme. CPR training has now become a main activity within community events such as fire station open days and the annual 999 Day at the Trafford Centre.

The opening of our training and safety centre in Bury provides the opportunity to deliver CPR training to 120 school children every single day. Visiting schools and community groups will receive CPR training in a purpose built, immersive environment using bespoke audio-visual training resources. As well as this, CPR training will be delivered to all those taking part in our youth engagement programmes - Prince's Trust, Fire Cadets, Fire Team and Fire Fly.

We are introducing public access defibrillator (PADs) at the entrance to all our fire stations and our business support staff are actively encouraging ownership of PADs and assisting NWAS by mapping the location of them through every engagement with our business communities.

Our Safe and Well visits and fire station community gyms allow us to help people to improve their general health as well as their cardiac health, including supporting those that are being rehabilitated following a cardiac arrest and other health issues.

Our ultimate aim is to ensure that whenever a cardiac arrest occurs, someone is there that knows how to call for help, how to perform CPR, knows where the nearest PAD is and is able to use it to give the casualty the best possible chance of survival.

We are also helping the integration of health and social care, by committing resources to place-based teams across Greater Manchester.

In Salford and Tameside, for instance, it has opened up pathways with GP practices who are referring vulnerable patients to us who would benefit from a Safe and Well visit. In Oldham we have established a partnership with The Royal Oldham Hospital and with the authority's adult social care team, providing Safe and Well visits to discharged patients. There are similar arrangements with the falls team at Rochdale Infirmary. As part of our partnership agreement with Oldham adult social care, we have launched an initiative offering clients a Safe and Well visit after returning from a short stay care facility. This has many benefits, ensuring the client has settled safely back into their home and highlighting any difficulties so we can alert adult social care support services to try to reduce repeat A&E admissions.

Home safety visits

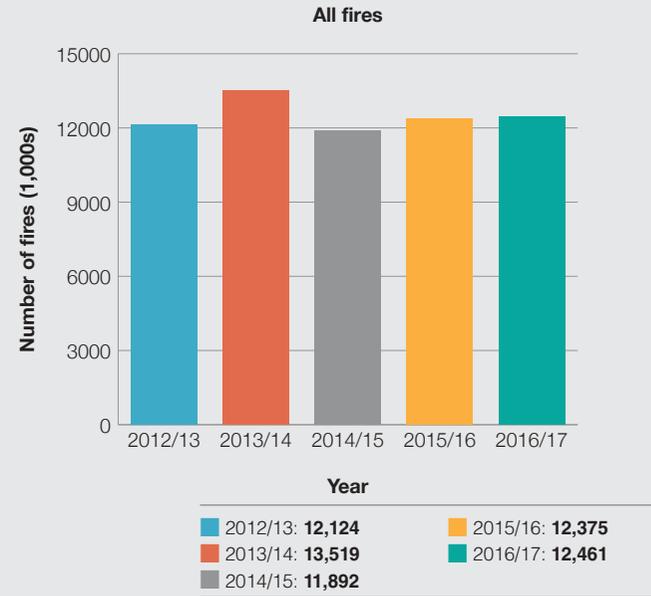
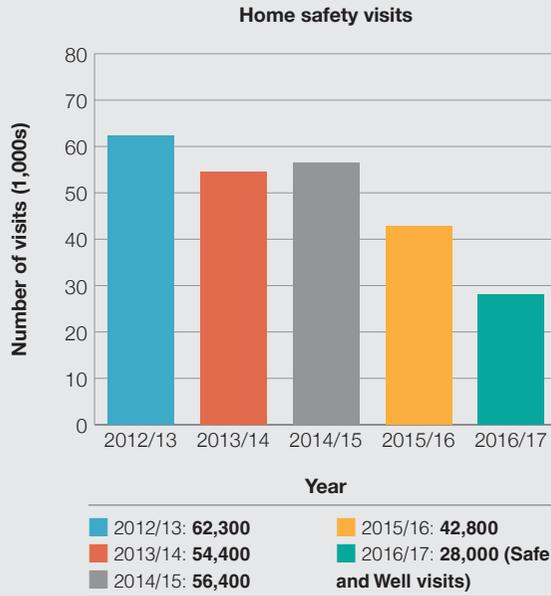
Why it's important

We have been committed to engaging with our communities to inform and educate people in how to reduce the risk of fires in their homes. In 2016 we introduced wider Safe and Well Visits. These visits take longer than previous home safety checks meaning we are able to deliver less per annum. However, Safe and Well assessments now focus on health and crime prevention as well as fire safety. We are also working with Public Health England (PHE) to use these visits to address the main causes of winter deaths.

How we performed

Over the last five years the Service has provided safety advice to over 215,000 homes resulting in a 7% fall in accidental dwelling fires with a 47% fall since 2005/06. We are continuously refining our approach to targeting home safety and prevention activity using incident data, referrals from partners and social demographic tools to ensure our prevention work is effective and represents value for money.

Independent cost benefit analysis shows that for every £1 spent on Safe and Well, partners including the police, the NHS and local authorities save the fiscal equivalent of £2.52 in benefits (in year and recurrent) through demand reduction.



Fires

Why it's important

All fires have the potential to result in the loss of life, personal injury, damage to property and the environment. Preventing and responding to all types of fire is rightly seen as one of the main roles of the fire service.

How we performed

This year the total number of fires in Greater Manchester rose by 0.7% to 12,461. However, this is still a 54% reduction in the total number of fires since 2005/06.

This year's increase in the number of fires has been experienced by all the metropolitan fire authorities against which we benchmark our performance and incident data. Various factors can increase the number of fires including the number of deliberate fires and its correlation with hot and sunny weather. However, in 2016/17 GMFRS experienced its seventh consecutive year of funding cuts. At some point further cuts will inevitably impact on prevention work and our ability to reduce the number of fires in the region.

Firefighters respond to concerns for welfare

This year firefighters at Salford, Wythenshawe and Wigan stations began responding to high volume calls on behalf of GMP. The response to these calls is known as concern for welfare and marks the transition in delivery from Community Risk Intervention Teams (CRIT) to the firefighter model as agreed with the Fire Brigades Union.

At the request of GMP, CRIT began responding to lower priority incidents in 2014. Typical examples of this are where a vulnerable member of the public has not been seen for a couple of days; someone is missing from home; a patient has absconded from A&E or failed to attend a formal appointment with a GP, nurse or social worker; an elderly person has activated their emergency cord.

Like the service's move to responding to cardiac arrest incidents, the aim of our concern for welfare response is to help improve the quality of life for people in a way that also reduces impact on blue light services, benefits the NHS and social care providers, and has financial benefits for all partners. The response can include ensuring that the individual is well by delivering, as a minimum, the home safety elements of a Safe and Well visit, implementation of basic risk reduction equipment and making necessary referrals to appropriate partner agencies.



Family thanks Green Watch Atherton and NWAS crews for life-saving CPR

A Bolton family visited Atherton Community Fire Station to say thanks for their life-saving actions. Liam Spires, a 28-year-old primary school teacher from Westhoughton, suffered a cardiac arrest at home in July. Unbeknownst to Liam, he suffers from an irregular heart-beat called QT syndrome that triggered the emergency.

While waiting for emergency crews Liam's wife, Marie, started CPR with guidance from an NWAS call handler. NWAS crews were first on the scene, followed by Green Watch from Atherton. Crews worked on Liam for more than 30 minutes with Firefighter Gary Massingham providing CPR.

After spending over a week in Royal Bolton Hospital Liam made a good recovery and along with his family wanted to come back to the station to meet the emergency crews who saved his life. Green Watch Atherton was joined by NWAS crews at the station in September, and were reunited with Liam, Marie and 13-month-old son Charlie.



Healthy Heart Week sees 3,000 people learn CPR

GMFRS' first ever Healthy Heart Week saw 3,000 people trained to carry out life-saving skills. In association with the British Heart Foundation and the North West Ambulance Service crews from across the county along with officers, volunteers, non-uniformed and off-duty operational staff visited 40 schools, cadet sessions, youth and church groups and businesses over the course of the week.

Healthy Heart Week forms part of a wider Survival Academy vision to ensure no student in Greater Manchester leaves school without knowing how to save a life.

Feedback from schools has been extremely positive. Mick Newton, Complementary Curriculum Lead at Abraham Moss High School said: "Many thanks for a great day. Our school pupils and teachers were very impressed by how you and your team delivered this event."

Barbara Ormrod from Ashcroft School, Cheadle said: "On behalf of my school I would like to thank the Cheadle team of Stockport and Tameside who delivered a CPR session to our pupils. The team were very responsive and friendly to our young people and their needs. They all gained a great deal from the session - thank you very much."



Public value

- This year we made over £4 million of efficiency savings, helping us manage the £42 million of annual budget cuts we will have to make by 2020.
- Our volunteers have provided almost 36,000 hours of service.
- Cost benefit analysis shows that through response to fires alone, Greater Manchester firefighters saved the public over £1bn this year - that is £18 saved for every £1 spent.
- Our community rooms have been used almost 6,700 times by charities and community groups.
- Philips Park Community Fire and Ambulance Station opened in June 2016, saving money and improving partnership working between GMFRS and NWAS.
- A team from our Prince's Trust programme spent a week cleaning and decorating The Willows Centre in Deane, including a corner especially for children. The community project formed part of the team's 12-week development course and the young people raised the money themselves.
- Thousands of people attended the annual Emergency Services Day at the Trafford Centre in August. The theme this year was CPR and the collaborative work we are doing with NWAS in attending Red One calls. As well as demonstrations, around 500 people were taught life-saving skills.
- Our plans to build a new community fire and ambulance station in Wigan were approved by the Council and is due to open in July 2017.
- Our Prince's Trust programme has been scaled up from seven to 11 teams across Greater Manchester.



Developments in 2016/17

Greater Manchester Police (GMP) introduced an initial six week Victim Services Hub Pilot in 2016 and referred victims of crime to GMFRS. A wide range of target hardening and home security equipment was provided to us, which allowed our community safety staff to offer a Safe and Well visit to all victims of burglary, including the fitting of target hardening and home security equipment. Victims of other crimes who were aged over 65, were offered a Safe and Well visit to support our work with Public Health England to reduce excess winter deaths.

During the six week period, 75 referrals were received by GMFRS from the Hub. We used former CRIT team members and community safety advisors, who also carried out a Safe and Well visit to identify and address further risk factors, offering a broader and more holistic service to victims. A wide range of target hardening and home security equipment has been fitted including letter box jammers, window locks, personal safety alarms, door chains and light timers. We also delivered training to the staff in the Victim Services Hub Pilot to help them understand what makes a person at increased risk of fire and to ensure that appropriate referrals were made for a Safe and Well visit.

The Victim Services Hub pilot was extended for a further six months and GMFRS continued to receive referrals for Safe and Well visits.

Our initial data shows that at least 48% of all the people we visited met one or more of our person at increased risk of fire criteria and are therefore exactly the people we want to target.

Elsewhere our prevention teams have been working with the Police and Crime Commissioner to reduce anti-social behaviour amongst young people and the impact it has on our communities. Our youth engagement teams have delivered outreach work on the streets and in parks in Harpurhey, Gorton, Gorse Hill and Partington. We have engaged young people in caged soccer sessions, fire station visits, firefighter experiences, driving simulators and more.

Work with the Home Office continued with our new car crime prevention programme for prisons. The programme is being delivered as a 'train the trainer' session to prison staff across Greater Manchester and covers:

- Road safety - speeding, seatbelts, distractions, driving under the influence of alcohol and/or drugs.
- Driving simulator - prison officers are being trained to take the GMFRS driving simulator vehicle into prison estates and demonstrate road safety to offenders in a practical way
- Victim awareness - using real victim and offender case studies on how car crime has impacted on their lives.

And we have continued to deliver greater value for money internally by reviewing our back office functions. The streamlining undertaken so far will have saved the service over £850,000 by 2020 and further reviews are underway. On top of this our teams are also taking on extra functions. Our Communications and Engagement team and our ICT team now provide those functions for the entire Greater Manchester Combined Authority.

Revenue savings

Why it's important

In 2016/17 GMFRS experienced its seventh consecutive year of funding cuts. Over the last decade we have used technology and data to model risk and ensure our prevention work is targeted and our resources are available where and when they are required. For more information see our Integrated Risk Management Plan on our website.

How we performed

By being smarter about how we work, roster our staff, procure goods and use data to predict demand our annual budget will have reduced by around £42m by 2019/20.

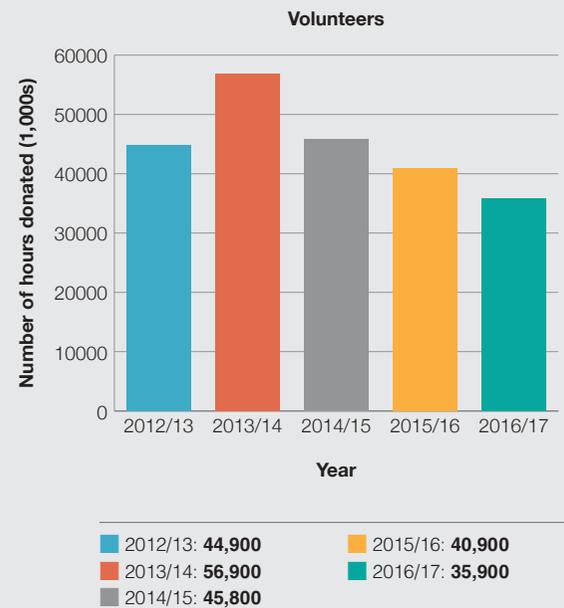
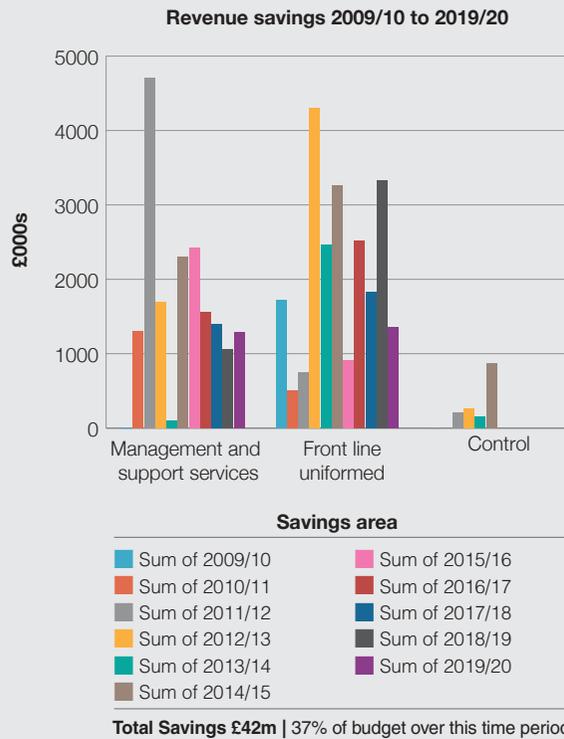
Volunteers

Why it's important

As well as delivering the best possible value, the continued development of our volunteer programme is about empowering local communities, and giving individuals within those communities opportunities to improve their chances of attaining paid employment or to enhance their career in line with the wider Greater Manchester Strategy, helping ensure economic growth in the region is inclusive growth.

How we performed

This year our fire service volunteers have provided almost 36,000 hours of service, bringing the total over the last five years to an incredible 225,000 hours.



Resilience exercise at Trafford Centre

Our volunteers supported GMP to carry out a simulated marauding terrorist firearms attack, which was arranged by GMFRS contingency planning officers with partner agencies. A multi-agency exercise took place at the Trafford Centre starting at midnight on May 9 2016 with 47 GMFRS volunteers joining hundreds more and acting out roles of shoppers and casualties until 3.30am the following morning.

Months prior to the event, Volunteering Development Officer Uzma Babb worked closely with GMFRS' Civil Contingencies Manager Mick Lawlor to help with the planning and coordination of volunteers to allow the exercise to take place and be as realistic as possible. Firefighters and police officers were deployed in the staged exercise, codenamed Exercise Winchester Accord, to test response to a large scale marauding terrorist firearms attack.

Mick said: "We worked with partner agencies both at local and national level to plan the response to a simulated major terrorist event which unfolded across the North West between May 9 and 11.

The exercise was planned around a response to a Paris or Brussels type firearms attack on civilians. A co-ordinated multi-agency response commenced, resulting in partners from police, fire, ambulance and the military attending the scene to deal with the threat and manage injured casualties."

Mick was later commended for his work by the National Police Chief's Council.

Our involvement included the use of crews from Heywood and Leigh, wearing specialist personal protective equipment working with North West Ambulance's Hazard Area Response Teams to recover injured casualties from the scene. These rescues were co-ordinated by a team of National Inter-agency Liaison Officers from both agencies. The unfolding event was captured by the GMFRS Air Unit drone and the pictures from it were live streamed into the multi-agency command and control suites, where GMFRS officers worked closely with GMP and Northwest Counter Terrorism colleagues.

GMFRS joins forces with Public Health England to keep people warm and well this winter

GMFRS staff joined forces with Public Health England (PHE) this winter to help communities stay well and warm through the cold months. The Stay Well This Winter campaign saw fire and rescue staff across the city region offering advice to residents during Safe and Well visits on how to stay warm and healthy.

The Service has teamed up for the initiative with PHE to help ease pressure on the city region's hospitals and GP surgeries. The campaign began in November and continued until spring 2017.

ACFO Geoff Harris, said:

“Years of prevention work across Greater Manchester has taught us how closely linked fire risk and poor health are. Safe and Well visits have put our crew firmly within the public health workforce and it's only natural for us to support our colleagues in the NHS.”



Survival Academy volunteers

In support of the Survival Academy's aim to improve the survival rates of out of hospital cardiac arrest (OHCA) we have been recruiting a team of volunteers. The role will promote prompt recognition of OHCA and calling for help as well as early, high quality CPR, to buy time and early defibrillation to restart the heart. The team will work with the public, firefighters and other GMFRS staff and with partner agencies to help improve patient outcomes across Greater Manchester.

Survival Academy volunteers will be trained in delivery of Basic Life Support (BLS) and training delivery. BLS includes recognising the signs of cardiac arrest; what to expect during a 999 call; bystander CPR and use of an Automated Electronic Defibrillator (AED).

Importantly, volunteers will also engage staff and members of the public to raise awareness of the contributing factors to OHCA (e.g. high blood pressure, bad diet, lack of exercise etc.) and how to take steps to minimise the risk, including self-check blood pressure, healthy eating and regular exercise.

In the last five years, more than 225,000 hours have been donated by our volunteers, carrying out various roles in the community. To recognise and thank our volunteers a celebration event took place in June 2016. Uzma Babb, GMFRS Volunteer Development Officer, said: “Our volunteers are fantastic and without their dedication and hard work we wouldn't be able to do as much work as we do in the community. Volunteers and staff from across the Service nominated volunteers who had gone the extra mile, which helped us to select the winners.”

Winners of the awards were: Young Volunteer of the Year – Rebecca Ellison and Mark Lowe; Volunteer of the Year – Rebecca Ramsay; Volunteers' Choice – Mike Dixon. In addition to the above categories, there was an Over and Above award, for all those who helped out during the terrorist exercise at the Trafford Centre.



This table shows what the Authority spent and breaks this down into the ongoing running costs and the major capital investments.

Please note the following:

- The figures are based on an extended financial year of 13, rather than 12 months
- The information provided is in a different format to the Statement of Accounts and excludes pensions technical adjustments.

Expenditure by service area 2016/17 (13 months)	
Service area	£m net expenditure
Effective governance	0.8
Emergency planning	0.4
Community safety	15.4
Firefighting and rescue operations	69.2
Management and support services	17.7
Pensions	2.6
Total	106.1
Funded by:	£m
Precept income	47.0
Non-domestic rates	33.2
Revenue support grant	29.4
Other grants	0.8
Total	110.4
Capital Expenditure	£m
Premises	13.3
Information and communication technology	0.8
Vehicles and equipment	1.0
Total	15.1
Cost per head of population (adjusted to 12 months)	£34.96





People

- White Watch Bury was nominated for a WOW! Award by Vicki Johnson. Over the past 10 years her son Jakub has been to the station once a month and has learned many new skills. Vicki said: "These guys are amazing. They are so kind and caring in all that they do. They have made a big impact on his life."
- Family, friends and colleagues gathered in September for a street name unveiling ceremony in Miles Platting to honour fallen Firefighter Stephen Hunt. Stephen was tragically killed in the line of duty in July 2013 at an incident at Paul's Hair World in Oldham Street, Manchester.
- Firefighter Dave Pike was presented with a British Empire Medal by the Lord Lieutenant of Greater Manchester, in a ceremony at Manchester Town Hall in April 2016 for his fantastic work with the community of Irlam.
- A massive 1,435 compliments and thank yous were received in relation to the service we provide and the actions of our employees, an increase of almost 20% since last year.
- A pledge has been signed by fire service workers to commit to helping colleagues who are experiencing mental health issues.
- Between October and December 2016 more than 2,500 people across Greater Manchester were asked about their contact with firefighters and fire safety staff. Over 97% of survey respondents said they were satisfied with the service received and of those who had a house fire, 100% said they were satisfied.
- In collaboration with 10 local partners, we launched the GreaterJobs careers site which advertises careers in the North West, inspires candidates about living in the area, and enables us to share our stories as an employer of choice. In its first three months it attracted almost 400,000 users.
- Since our successful application to become an accredited centre for Skills for Justice we are now delivering 21 qualifications for internal and external learners, across operational, prevention and protection, and youth engagement programmes. This has saved us over £500,000 in two years.
- Irlam Blue Watch and volunteers were presented with a WOW! Award in a ceremony at the station in July. Julia Block from Salford City Council nominated the station for its fantastic community work, in particular engagement with the community through its climbing wall.

Over the summer of 2016 our attraction strategy was implemented, with the objective of ensuring our workforce is more reflective of the diverse communities we serve. Through community led attraction campaigns the interest in the Fire Service from people who had not previously considered a career with us significantly increased, leading to one of the most diverse recruits courses we have had.

In December 2016, 18 new recruits successfully completed the course with 44% being from our under-represented groups, namely females and people from a black or minority ethnic background. These new recruits included a paratrooper, a boxing grandmother and a design agency account manager.

This has also been an incredibly busy year for volunteer recruitment as we have been targeting key communities to recruit community fitness volunteers. These volunteers will work to promote physical activity and healthy lifestyles as part of our wider commitment to improving cardiac health across the city region. The candidates that have come through the recent recruitment have been more representative of the communities across Greater Manchester. The outreach work carried out by the Talent and resourcing team targeted certain gyms and leisure facilities to ensure the skills of individuals were appropriate to the role including the ability to work with diverse groups, resulting in a more representative group of volunteers coming forward.

This programme will directly contribute to our ongoing commitment to be an organisation that reflects the community it serves.

Elsewhere, four occupational therapy students from the University of Salford have been placed with the community safety teams in Stockport and Tameside and Bury, Oldham and Rochdale. The students are using their time to jointly deliver Safe and Well visits with community safety advisors and operational crews; demonstrate person-centred practice; and apply their skills and knowledge to identify opportunities to further enhance the health and wellbeing of the vulnerable people we engage with every day.

The health of our own staff has also been a priority this year. In 2016 we appointed a health and wellbeing team in response to a health-needs analysis, carried out by the University of Salford. In their first year the team has delivered numerous initiatives including more than 700 physio sessions; almost 400 counselling sessions; 350 inoculations and around 60 TRiM interventions. TRiM is a proactive trauma risk management programme, peer-delivered to support individuals following exposure to traumatic events. The TRiM protocol has been adopted by all UK Armed Forces, many police forces and a number of fire and ambulance services. In October the health and wellbeing team recruited an occupational psychologist to help our staff develop psychological resilience specific to their roles.

Finally, GMFRS has been hailed as one of the most innovative services in the UK at the British Quality Foundation (BQF) awards. The service scooped the Innovation award for advances it has made in training and assessing firefighters using a virtual environment. Since 2013, the Service has been using XVR software packages to assess all of our Incident Commanders (ICs) from Crew Manager up to and including the Chief Fire Officer. The software allows firefighters to be assessed in a pre-built virtual environment. The assessors can create a broad range of realistic scenarios from severe fires to explosions and large scale chemical leaks etc. The system reacts to an IC's decisions in real time, giving them the chance to control multiple fire engines without having to use any of GMFRS' actual pumps. Assessing our staff in this manner has led to significant financial and logistical savings by replacing what was previously a very resource intensive and costly way of assessment.

Sickness absence

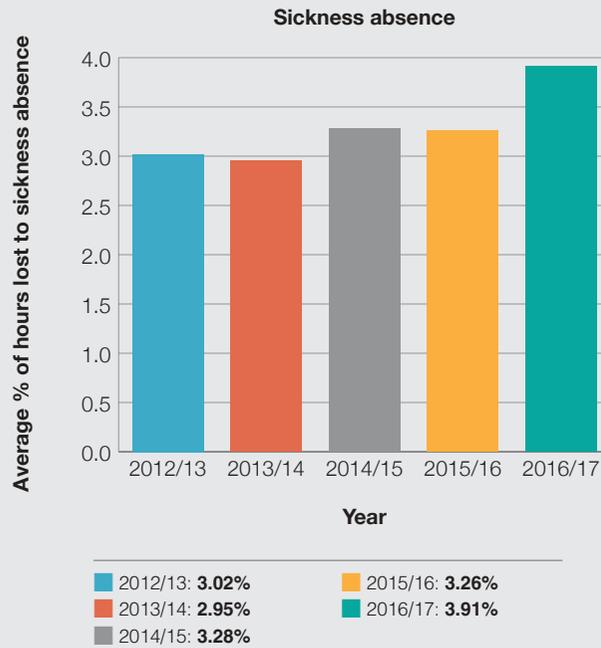
Why it's important

Staying healthy and feeling good is essential to delivering high quality services to the communities we serve. There's also a clear economic value in that every year in the UK over 130m working days are lost to sickness costing the economy £12 billion.

How we performed

We are further developing the health and fitness support available to all of our employees. We have trained over 100 watch-based fitness champions to deliver role-specific fitness training to all operational staff. We are also promoting a wide variety of health-related initiatives, including information sessions, corporate challenges, mental health signposting and support, physio sessions, counselling sessions, inoculations and TRiM interventions.

Such initiatives have kept our absence levels lower than the local government average (as reported by the CIPD) despite the demanding physical nature of a firefighter's role.



Bury Training and Safety Centre launched

A ribbon-cutting ceremony marked the opening of our brand new safety centre and cutting-edge emergency service training facility on Friday, March 24.

The GMFRS Training and Safety Centre in Bury offers visitors a unique immersive experience, featuring various accidents and emergencies that have been built around a real-size terraced street in the facility. Visitors can explore a car crash scene where expert guides offer road safety advice as well as a hazard-filled terraced house that has been destroyed by fire.

Children from St Stephen's School, Bury, performed the ribbon-cutting to mark the centre's official opening, with numerous other schools booked in to visit the centre and learn about fire safety over the coming months.

The training facilities utilise existing features on the site including a warehouse, tunnels and culverts, cellars, bridges, cuttings, embankments, rubble and the river, allowing firefighters to train for a wide variety of rescues. New elements have been added including a collapsed building for urban search and rescue training and a train, tram, ship and aeroplane for transport emergency training. Streets have been created including different house types, commercial properties and a multi-storey building, to train firefighters how to tackle different fire incidents. The site also has the facilities to train our crews how to deal with industrial, chemical and hazardous material emergencies.

We are working with the police and ambulance services to explore how the site may be shared and how multi-agency training can be delivered on incidents such as civil disorder and terrorist firearm attacks. The site provides the space and facilities to support a wider blue-light innovation centre developing new technology, techniques and training for the emergency services.

Community risk advisors training

In 2016, training was carried out by the first batch of community risk advisors (CRA) for a trial that ran from April until August 31. The positions are part of a new delivery model for the service, aimed at supporting businesses to understand their statutory obligations, help the most vulnerable in their homes, fitting a wide range of risk reduction equipment, and further risk reduction by seeking to change behaviours.

The CRAs were based at Eccles and Stretford Community Fire Stations and provided cover in the Salford and Trafford area seven days a week, including evenings. The successful applicants came from existing community safety teams, CRIT team members and apprentices, and combined the learning from these roles.

The CRAs have undertaken a variety of training, including a module delivered by Salford-based charity Disability Living to enable them to deliver person-centred support; identifying potential risks in people's homes including falls prevention and installing minor home adaptations. The advisors worked with our estates teams in fitting equipment in people's homes to facilitate timely discharge from hospital following assessments by Trafford's occupational therapists. These households were all offered a follow-up Safe and Well visit.

The teams have also been involved in a range of other activities including school visits; FireSmart interventions, post incident work, concerns for welfare follow-up activity, community/partnership events and revisiting people on our vulnerable persons register.

The integration of the community and business sides of our engagement workforce has led to increased opportunities to reduce risk in houses in multiple occupation, residential homes, residences above businesses, small industrial units and office units.

The learning from this pilot will inform the final design when we roll community risk advisors out across the city region. These new risk reduction roles will enhance the service's ability to support our communities with advice and interventions in the home and in businesses. The new roles showcase the determination of staff to provide the most flexible and supportive approach to delivering our objectives and those of our partners while improving job variety and opportunities.



Apprentice awards

GMFRS celebrated the work of our apprentices currently gaining qualifications and work experience at the Service as part of national apprentice week.

Ryan Lee, an apprentice in the Emergency Response Hub, said: "Being an apprentice at GMFRS is great, it has taught me lots of valuable experiences and I have met lots of good people."

GMFRS has apprentices across several teams and sites including our headquarters, training and development centre and our technical centre. The apprentices are working towards qualifications in business administration, motor vehicle maintenance and digital marketing.

Apprentice Keeley Southern said: "It's very interesting being an apprentice within GMFRS. Seeing how helpful and friendly everyone is and seeing how everyone works together within the organisation and behind the scenes to help save lives is great. I know that the information I have learned on this apprenticeship will really help me in the future."

As well as this, GMFRS has been working in partnership with Manchester College since 2012 to deliver community fire safety and business fire safety apprenticeships. Cheryl Peet, Associate Partner for Talent, Attraction and Retention said: "Due to the success of our apprentices we will be looking for delivering these apprentices internally as an employer-provide.

Future apprenticeship opportunities will include safety advisors, financial posts and potential opportunities for internal staff to support staff development."

Mayor of Greater Manchester Andy Burnham said:
 "GMFRS has created a long-lasting pathway of skills development and opportunities from volunteering to youth programmes and apprenticeships. GMFRS can take someone at school age and provide them with a range of experiences to give them skills that employers would benefit from – and there is proof the scheme can lead to young people gaining employment with many now working at GMFRS after successfully completing an apprenticeship."





Principles

- Our carbon footprint has reduced by a massive 40% since the 2008/09 baseline.
- One of our Prince's Trust teams raised money and renovated the outdoor sensory and secret garden area at Walmsley Unitarian Chapel in Egerton. The garden is used by many small children and elderly members of the community with Alzheimer's and dementia.
- Firefighters completed an eight, 848m ladder climb equivalent to the height of Mount Everest by climbing ladders at Stockport's Merseyway shopping centre to raise money for charities including When You Wish Upon a Star who grant wishes for poorly children and their families.
- Environmental champions at Bolton Central Fire Station won first prize in the Service's Green Hose Awards after working with a local scout group to plant trees outside the station; using the station's food waste to make compost; housing bee hives; and reducing the station's energy consumption.
- Since the 2008/09 baseline we have reduced our electricity use by 40%; reduced our gas use by 39%; and reduced our diesel use by 25%
- Firefighters from Green Watch Rochdale and Community Safety Advisor Rod Holmes joined residents and representatives of the Alzheimer's Society for a seminar in Rochdale station's community room during Dementia Awareness Week.
- Station Manager Mark Doggett of Rochdale Community Fire Station and Jon Hill, fire safety manager, attended a number of mosques in the town to get an insight into day-to-day activities which included youth engagement, mums and tots groups, prayer sessions and more.
- At this year's Manchester Pride parade our entry was led by the GMFRS pipe band, along with the parade pump crewed by our Cracker mascot. They were joined by the children's fire engine, a host of flag waving staff and volunteers, our gigantic firefighter puppet, costume characters and fire bikes.
- Community safety advisors have been working to spread fire safety messages in new and emerging communities in Rochdale, engaging with people from local English for speakers of other languages classes who are newly arrived in the UK.
- We have launched a partnership with GM Dementia Action Alliance to help make GMFRS a dementia-friendly workforce.

We are committed to improving the diversity of our workforce. As well as our recent success at recruiting firefighters from under-represented groups, this year we have also helped fund and produce a research paper with the Asian Fire Service Association, Middlesex University and the Fire Service Research and Training Trust. The report will be launched in the House of Commons with a presentation given directly to the fire minister.

Although the brief was to specifically consider the position of ethnic minority staff within the fire and rescue service, much of the paper's 14 recommendations apply equally to other aspects of diversity, in particular to the recruitment and treatment of women and lesbian, gay, bisexual, and transgender staff. Amongst other things the paper summarises why there is now a consensus that a workforce more representative of the communities it serves is not an optional extra but a pre-requisite of a modern and effective service. It considers the research across blue light services and the wider public sector about what works and it considers what practical steps fire and rescue services and the Government should now take.

This year we have also made further progress against our sustainability strategy. Launched in 2014 the strategy includes the pledge to reduce our greenhouse gas emissions by 50% from the 2008/09 baseline up to 2020. Since the strategy was launched we have reduced our electricity use by 40% and our gas use by 39%. This translates to real savings on utility bills, with a total cumulative cost avoidance of £3.5m since 2008/09, and a reduction in our carbon footprint by a massive 40%.

We have achieved these successes by implementing numerous invest to save projects such as LED lighting, insulation, boiler replacements, photovoltaic solar panels, dehumidifiers and voltage power optimisation. Solar panels are now installed on 22 sites, with enough capacity to power 229 homes. They are generating 15% of GMFRS total annual electricity demand. In the last three years alone £224k of subsidy income has been received and £182k saved on electricity bills. The first panels installed four years ago have already paid back 65% of their cost. The Service has 11 electric vehicles and seven charging points. Having been successfully selected by the government's Office for Low Emission Vehicles, GMFRS was granted 75% funding.

Our new electric vehicles produce 75% less carbon than their diesel equivalents, are 65% cheaper to run and help cut air pollution in our towns and cities.

Environmental risk assessments are now carried out for all incidents to identify the potential risks posed by fire service actions on the environment and the control measures, which can be applied to reduce or, where possible, prevent environmental damage. Specialist training sessions have been completed by all crews and repeated annually to remind and inform of procedures and developments regarding environmental protection at incidents.

We are committed to become carbon positive by 2050, so that the existence of the Service averts more greenhouse gases than it produces. Rochdale Community Fire Station was the first fire station in the UK to achieve this target. Every day we see clearly the impact of climate change and its demand on our resources – the increase in road traffic collisions during wet weather, storm damage, wildfires on our moorlands during hot, dry spells and wide-area flooding.

Resource usage reduction breakdown since 2008/09

39%

Gas Usage Down

40%

CO₂ Emissions Down

40%

Electricity Usage Down

25%

Total Waste Down

25%

Fuel Usage Down

Carbon footprint

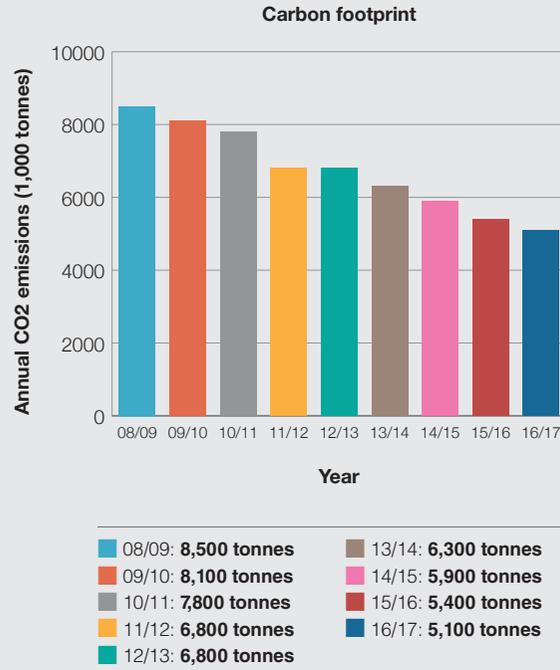
Why it's important

The climate is changing and this is resulting in changes to the risks we need to be prepared for.

Warmer, drier summers increase the number of wild fires and wetter, milder winters increase the risk of flooding and road traffic collisions. We work with partners and communities across the region to help those at risk to be prepared. We have 45 sites and have a social responsibility to reduce our own direct carbon footprint and improve biodiversity.

How we performed

Our carbon footprint for 2016/17 was 5,100 tonnes of CO₂, an incredible 40% lower than the 2008/9 baseline year.



Case studies

Christmas lifeline to lonely residents

GMFRS community wellbeing volunteers carried out visits across Salford and Trafford to support vulnerable residents at risk of, or who are, experiencing social isolation and loneliness.

During their visits the volunteers discussed support needs, practical solutions and referred residents to other agencies wherever possible. Volunteers, Gaynor Loughnane and Dan Waltham, recently completed their fourth visit to a gentleman living in Salford. Charles was originally offered this service by the community safety advisors at Salford during a Safe and Well visit. Charles stated that he had been feeling a bit low, that he felt isolated in his flat and that he wanted to get his life back. Gaynor and Dan explored different solutions for Charles and he has now been referred to

several support programmes, including Ring and Ride and Age UK's door knocking service. Talking about the initiative, Kate Pemrick, volunteer co-ordinator for Salford and Trafford said: "Gaynor and Dan have made a huge positive impact on Charles' life and hopefully given him the motivation required to gain independence and make a difference for himself."

Elsewhere our Prince's Trust and community safety teams worked with Home Instead Senior Care and Chorlton High School to deliver gifts to vulnerable residents whom fire service staff had visited and thought could be alone at Christmas. The teams also checked they were managing to keep warm and offered advice to stay safe during winter.

GMFRS celebrates International Women's Day

Women across the fire service in Greater Manchester were celebrated this year on International Women's day. From firefighters to health and wellbeing workers, apprentice communicators to fire prevention leaders, GMFRS marked the international event to showcase the women that contribute to saving lives in Greater Manchester.

Currently, just 3% of the firefighters in Greater Manchester are women - a statistic the Service is determined to improve. Rochdale-based firefighter Michelle Armitage made a career change from marketing to firefighting last year. She said: "I never thought about becoming a firefighter. I used to work behind a desk, so it is a bit of a change. Like any job, if you put the effort in and work hard, you can do it - woman or not! The training course was intense, but even as the mother of a three-year-old, it was manageable. If you want to do it, do it. If I can do it, anyone can!"

Taster sessions were run across Greater Manchester to give people an insight into the physical fitness and attributes needed. They also had the opportunity to engage with female firefighters and learn more about how the role has evolved and the breadth of activities and skills now required to deliver the work of a modern fire and rescue service.

Hollins firefighter Jenna Cahill, helped put participants through their paces at a taster session in Manchester. She explained: "When I went through training no-one treated me any differently. Everyone is a colleague, everyone is a firefighter. You do the same work and lift the same weights. Working for GMFRS is like a family. You are working with your best friends. Anyone who is interested should come and give it a go, it's simply the best job in the world."

There are also an array of other careers at GMFRS that see a range of people from different backgrounds and genders delivering vital roles including volunteers, apprenticeships, and managers.

Peter O'Reilly, Chief Fire Officer, concluded: "We are striving to make our Service reflective of the communities we serve. Anyone, man or woman, from any background, who has the drive and commitment to become a firefighter, can become a firefighter. The role of a firefighter has changed in recent years and we feel passionately that we need to do all we can to make our workforce one that truly is the best to serve the needs of Greater Manchester."

Manchester Central welcome rough sleepers

GMFRS has opened its doors to homeless people sleeping rough in Manchester when temperatures drop below zero degrees Celsius for three or more consecutive nights.

Manchester Central Community Fire Station converted its community room into beds and hosted between 12 and 16 rough sleepers in February. This is part of the SWEP (Severe Weather Emergency Protocol) which aims to prevent rough sleepers from taking ill during the freezing conditions and to ensure that all efforts are made to engage with those accommodated so that they do not return to the streets.

Food, drink and a comfortable environment is provided to those in need each night and safety procedures are in place to ensure the wellbeing of the rough sleepers and the security of the station. Manchester Central's station manager, Dave Wilson, said: "Moving into winter, one of the key issues is severe cold weather and trying to keep some of our most vulnerable people safe. We know that squats are not safe, as was evidenced in the Chinatown fire earlier this month, so efforts are being made to provide alternatives for our rough sleepers. GMFRS is working together with Riverside Housing, Manchester City Council and homeless charities to provide night shelter to the 78 recorded rough sleepers in Manchester. In addition to the shelter we aim to provide basic survival skills to the homeless including CPR."





Annual assurance statement

Our statement of assurance is part of our annual governance report and is available on the GMFRS website. One of its principal aims is to provide an accessible way for the government, stakeholders and the communities we serve to assess our effectiveness and the value for money we offer. The statement includes details of our assurance framework, the method by which we are audited in the areas of finance, governance principles and performance. There is further information about our assurance arrangements regarding prevention, protection and response, how we ensure local and national resilience as well as an introduction to our Integrated Risk Management Plan.

The statement includes a number of links to the full reports which assess our performance in these areas in detail. These include our statement of accounts, our operational, prevention and protection outturn reports, our risk model and our external assessment reports.

Service excellence

Our improvement journey with European Foundation for Quality Management (EFQM) started in 2011 when we undertook a light touch assessment to identify our areas for improvement. This continued into 2012 when we introduced the EFQM Excellence Model and underwent an independent assessment resulting in GMFRS being awarded three out of a possible five stars under the Recognised for Excellence process. The report identified where our strengths lay and in what areas we could improve.

Since 2012, our commitment to driving through these improvements has been recognised. In 2013 our approach to learning and development was hailed as “exemplary” and “outstanding” and scooped GMFRS a North of England Excellence Award. In 2014 we were hailed as “extraordinary” and “inspirational” and scooped the 2014 British Quality Foundation (BQF) Achievement Award for Leadership.

In 2015 we were assessed again against the EFQM Excellence Model and were awarded the maximum five stars, the only fire and rescue service in the UK to achieve this accolade.

“There is clear evidence of the range of GMFRS products and services being developed and enhanced well beyond the type of activity traditionally provided by a fire service so as to continually improve the value and level of service to both the general public and the business community.”

Quote from European Foundation for Quality Management 5 star report

We have also been recognised as the sector leader in sustainability, scooping a prestigious national award from the British Quality Foundation. The Sustainable Futures judging panel stated that, “GMFRS is an exemplary organisation that is pioneering innovative, environmentally enhancing initiatives. A definite role model for others to follow – where learning from initiatives is being taken to a national level and considered the new ‘norm’ across the service as a whole.”

This year we won the BQF Achievement Award in Innovation. Our submission was in relation to the development and use of state of the art technology in our Incident Command Academy. More information can be found in the People section above.

Delivery goals

Our delivery goals are the outcomes we expect to achieve through delivering our aims. These are measured and monitored through the Service’s key performance indicators. As with our development goals, progress in each case is reported to the Fire and Rescue Authority quarterly and can be tracked through the authority pages on our website.

Aims – prevention, protection, response, public value, people, principles



Provide for better community outcomes
Principles



Reduce the number of emergency calls
Prevention, protection



Reduce deaths and injuries from fires and other emergencies
Prevention, protection, response



Reduce crime and disorder
Prevention, protection



Reduce property damage, economic loss and damage to the environment
prevention, protection, response



Preserve our heritage from fire damage
Prevention, protection, response



Ensure the public are highly satisfied with our services
Prevention, protection, response, public value, principles



Support business resilience and economic growth
Prevention, response, public value



Maintain a high state of preparedness for emergencies
response



Rescue people from harm and maintain resilience
Response



Continually improve our service, providing public value
Public value



Place the fire service and its stations at the heart of communities
Public value



Provide improved quality of life outcomes for communities
Public value



Volunteers adding further value to our service
Public value



Maintain a high performing, engaged and healthy workforce
People



Deliver our service in a sustainable way
Principles



Develop and maintain a safe workplace
Principles

Description of measure	Actual performance				
	2012/13	2013/14	2014/15	2015/16	2016/17
DL1 - Reduce the number of emergency calls					
Emergency calls	54,248	50,663	52,530	N/A	36,357
All fires	12,124	13,519	11,892	12,375	12,461
Road traffic collisions (RTCs) attended by GMFRS	New KPI for 2016/17				1,248
False alarms	13,472	12,791	12,436	12,777	13,568
DL2 - Reduce Deaths and injuries from fires and other emergencies					
Fire deaths	21	17	12	21	18
Injuries from fire	376	232	226	202	224
Deaths from RTCs	44	40	57	41	59
Serious injuries from RTCs	664	664	745	601	668
DL3 - Reduce crime and disorder					
Deliberate fires	7,769	8,550	7,552	7,915	8,190
Firefighter hostilities	54	34	34	28	62
DL4 - Reduce property damage, economic loss and damage to the environment					
Number of non-domestic fires	794	688	627	700	660
Accidental dwelling fires	2,124	2,080	1,978	2,113	1,972
DL5 - Preserve our heritage from fire					
Fires in Grade 1,1* and 2 listed non-domestic properties	New KPI for 16/17			26	13
DL6 - Ensure the public are highly satisfied with our services					
Overall satisfaction with our services	99%	97%	98%	98%	97%
Compliments	New KPI for 14/15		442	1,201	1,435
% of complaints responded to within 5 working days	New KPI for 14/15		100%	99%	77%
DL7 - Support business resilience and economic growth					
% Spend within the local community	New KPI for 15/16			23%	32%
DL8 - Maintain a high state of preparedness for emergencies					
Average response time to emergencies	5 mins 40 secs	5 mins 38 secs	5 mins 29 secs	5 mins 34 secs	5 mins 32 secs
% fire appliances crewed and available	New KPI for 14/15		97.41%	97.49%	96.84%

DL9 - Rescue people from harm and maintain resilience	2012/13	2013/14	2014/15	2015/16	2016/17
Rescues from fires and other emergencies	1,903	1725	1,467	1,746	1,850
DL10 - Continually improve our service providing public value	2012/13	2013/14	2014/15	2015/16	2016/17
Cost/head of population	New KPI for 13/14	£38.10	£36.90	£37.12	£34.96
Planned efficiency savings £M	£6.45m	£2.73m	£6.84m	£3.71M	£4.07M
DL11 - Place the fire service and its stations at the heart of communities	2012/13	2013/14	2014/15	2015/16	2016/17
Community use of facilities - total bookings	New KPI for 14/15		980	1,651	6,690
DL12 - Protect our communities and provide improved quality of life outcomes	2012/13	2013/14	2014/15	2015/16	2016/17
All special service calls	4,087	3,849	3,758	6,656	8,718
Number of Safe and Well visits (during 2015/16 the home safety check was replaced by a Safe and Well visit. These extended the scope of the visit beyond fire risk reduction to include health, wellbeing and home security)	62,279	54,374	56,377	42,786	27,882
Princes Trust - % completion rate	New KPI for 15/16			82%	82%
DL13 - Volunteers adding further value to our service	2012/13	2013/14	2014/15	2015/16	2016/17
Hours donated by volunteers	44,874	56,898	45,732	40,900	35,963
DL14 - Maintain a high performing, engaged and healthy workforce	2012/13	2013/14	2014/15	2015/16	2016/17
Firefighter fitness (acceptable to excellent)	New KPI for 14/15		80.73%	82.54%	86.29%
Absence levels (% working time lost to sickness absence)	3.02%	2.95%	3.28%	3.26%	3.91%
DL15 - Deliver our services in a sustainable way	2012/13	2013/14	2014/15	2015/16	2016/17
% Reduction in our carbon footprint (compared to baseline year (2008/9))	-20%	-25%	-30%	-34%	-40%
DL16 - Develop and maintain a safe workplace	2012/13	2013/14	2014/15	2015/16	2016/17
Number of lost time accidents	New KPI for 14/15		31	27	13
DL17 - Provide for better community outcomes	2012/13	2013/14	2014/15	2015/16	2016/17
% of Workforce: female (Incl. volunteers)	New KPI for 15/16			19.08%	19.44%
% of Workforce; male (Incl. volunteers)	New KPI for 15/16			80.92%	80.56%
% of Workforce: black and minority ethnic groups (BME)	New KPI for 14/15		3.46%	4.05%	4.47%



GREATER MANCHESTER
FIRE AND RESCUE SERVICE

 [facebook.com/manchesterfire](https://www.facebook.com/manchesterfire)

 twitter.com/manchesterfire