



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

OUR PLAN

**ANNUAL
DELIVERY
PLAN**

2022-2023



INTRODUCTION

Greater Manchester Fire and Rescue Service (GMFRS) is an organisation with its sights set on the future.

Throughout 2021, we continued to respond to the impacts of the Covid-19 pandemic with positive spirit – working hard, looking out for each other, and protecting those most in need. We have faced significant challenges yet when we pull together, our Service is a formidable force that can adapt quickly and work together as one to overcome those challenges.

The world in which we live has witnessed fundamental change as a result of the pandemic and the last two years have seen huge adjustments to the way we work. We continue to demonstrate that we can do things just as effectively and efficiently, using our resources wisely, but in different and innovative ways, and I am incredibly proud and hugely thankful to all our staff and volunteers for rising to the challenge to support our communities during such unprecedented times.

Looking ahead, we expect volume two of the Manchester Arena Inquiry report to be published this year. While we have already made improvements as a Service, we remain committed to the inquiry process and to addressing its recommendations with an unrelenting resolve to learn and deliver continuous improvement. We also expect to see the publication of the Government's White Paper on Fire Reform, and whilst its detail is not yet known, we do know its content will be framed around three pillars: People, Professionalism and Governance.

Our recent inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) confirms we are an evolving and improving Service and inspectors reported a positive shift in the leadership and culture of GMFRS. I am unequivocal in my belief that if we get the culture right, most other improvements will closely follow, and that a powerful and empowering culture is, above anything else, a surer route to organisational success.

The real return on culture is slowly beginning to happen because we are starting to get more deliberate about it – by writing it down, debating it, taking it apart and putting it back together differently, which will over time re-write how things are done around here in GMFRS.

Despite the challenges of the pandemic, we have made clear progress over the past year which we are committed to building on in 2022-23. We have continued to progress and implement our plans in many areas, making great strides and continuing to take forward the objectives in our Fire Plan 2021-25.

I am enormously proud of everything our Service has achieved since the publication of our first Annual Delivery Plan (Our Plan), having delivered 28 of the projects we planned to complete in 2021, with the outstanding four projects carried over into 2022-23. There remains much to do, and challenges ahead, but with solid foundations now in place to build on, we continue to strive to turn our ambitious vision into reality and continue to make a positive difference for the people of Greater Manchester.

This is our second Annual Delivery Plan, which demonstrates how we will meet the six priorities in the Fire Plan over the next year. This year we have also created a 'Plan on a Page', which we hope will provide a simple summary of the key work to be delivered this year.

My plan remains unchanged from day one: 1) deliver our statutory core functions extraordinarily well, and 2) deliver an increasingly outward facing Service – our new Framework for Integrated Place Based Working will provide the catalyst for change in this area.

We are an organisation building at pace, with serious intent and enormous drive, and in doing so we are defining a new era for our Service, for the communities we serve and our workforce. We can be confident and optimistic about our future, we have clear direction and purpose, display increasing levels of self-awareness and we have momentum, which is vital.

We all have a part to play in shaping the future of GMFRS and I am proud of the ambitions that we have for our workforce, our communities, and our city-region.

Dave Russel

Chief Fire Officer



“ There remains much to do and challenges ahead, but with solid foundations now in place to build on, we continue to strive to turn our ambitious vision into reality and continue to make a positive difference for the people of Greater Manchester. ”

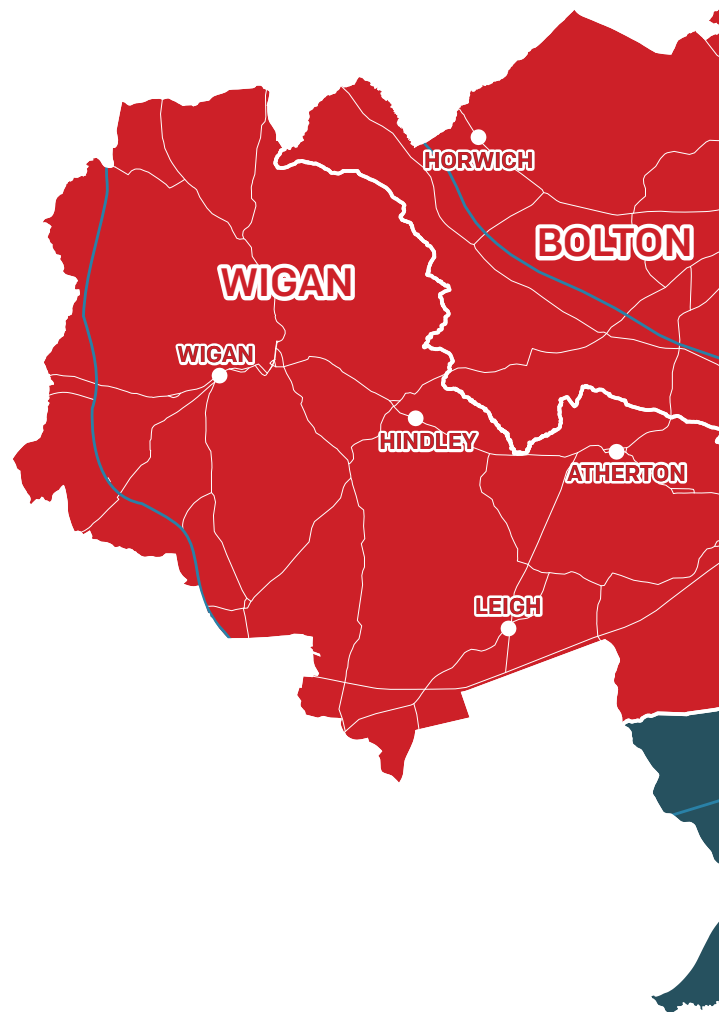
SERVICE AREA OVERVIEW

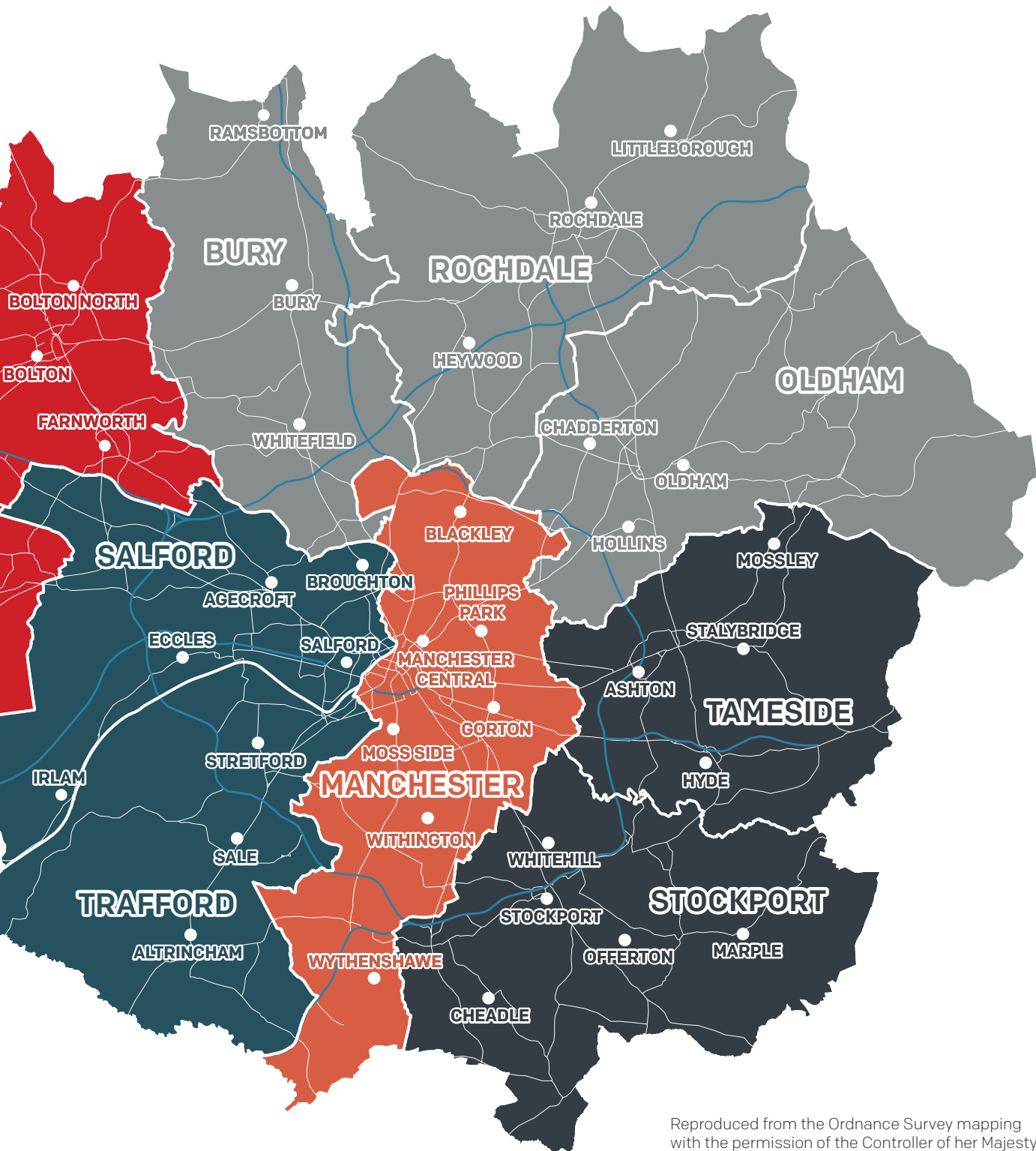
GMFRS provides a fire and rescue service from 41 strategically placed fire stations across Greater Manchester. The region is split into five area teams, which are illustrated on the map below. In addition to these stations, we have a Training and Safety Centre, Training and Development Centre, Technical Services Centre, and our Headquarters in Swinton.

The Service is part of Greater Manchester Combined Authority (GMCA), which is run jointly by the leaders of the 10 councils, and the Mayor of Greater Manchester Andy Burnham. The Chief Executive is Eamonn Boylan.

The Mayor is responsible for the overall governance, strategic and financial management of the Service, and is supported by Bev Hughes, Deputy Mayor for Policing, Crime, Criminal Justice and Fire, who oversees GMFRS on behalf of the Mayor. The day-to-day running of the Service is undertaken by the Chief Fire Officer, Dave Russel.

Scrutiny of the Service is provided by the Mayor and Deputy Mayor, who are themselves held to account by the Police, Fire and Crime Panel. The Panel is made up of appointed councillors from across the Greater Manchester local authority areas, five Greater Manchester councillors co-opted directly by the Panel and two independent members co-opted by the Panel. They are consulted on the running of the fire service, including precept proposals, major strategies, and the allocation of budgets.





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OVERVIEW OF GREATER MANCHESTER

**GMFRS
PROTECTS
1.22
MILLION**

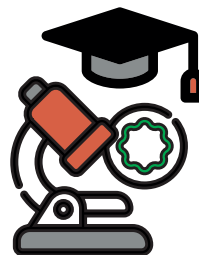


households, a quarter of which are in areas that are in the 10% most deprived nationally

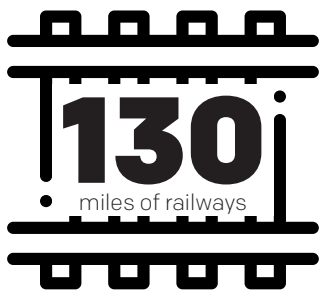


57

town and city centres

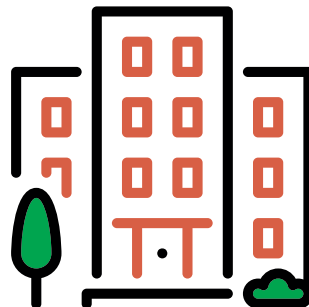


Internationally renowned
**UNIVERSITY
& RESEARCH**
facilities



130

miles of railways



743+

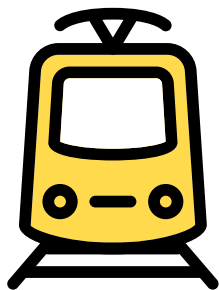
residential and commercial high-rise buildings



4
sq

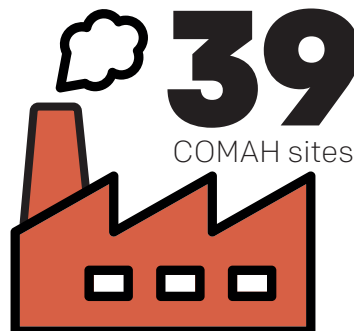
10

motorways



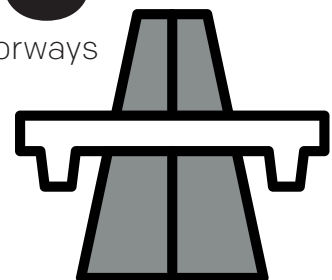
62

miles of Metrolink track



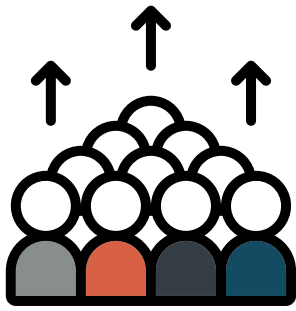
39

COMAH sites



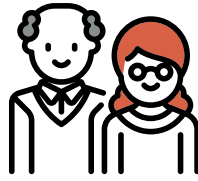
468

miles of canals



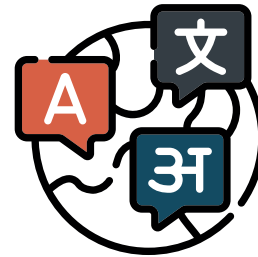
2.8
MILLION

residents



55,000

over 85s (set to increase 70% by 2043)



200+

different languages spoken



493

square miles



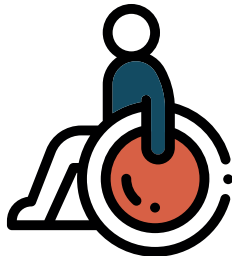
451,000

over 65s (set to increase 31% by 2043)



551,000

people living with long-term health conditions



100,000

people receiving disability allowance

10000s

of acres of moorland



we attend

THOUSANDS OF INCIDENTS

including fires, road traffic collisions, flooding and rescues

MIA

Manchester International Airport



OUR

MISSION

PROTECTING
COMMUNITIES.
WORKING TOGETHER.
SAVING LIVES.

Our Mission is why we exist and what we are here for. It centres around three clear elements that are at the heart of our work.

We have always been focussed on saving lives, and now more than ever our role is about protecting the wider communities we serve and being part of an integrated city-region that works together for the good of all our residents.

OUR

VISION

A MODERN, FLEXIBLE,
RESILIENT FIRE AND
RESCUE SERVICE.

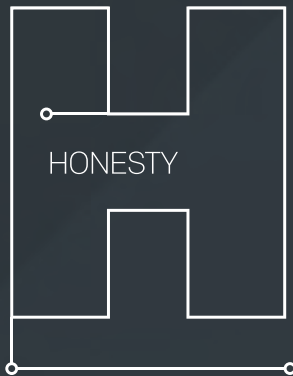
Our Vision describes what we want the Service to be and how we want our staff and the public to see us.

Our values set out what we believe in. They are the qualities we believe are the most important to us and describe the expectations the public have of us and that we have of each other. They set the standards our communities deserve and the way we should interact with one another across all levels of the Service.

Our focus is on driving change across the Service, leading our people and the behaviours we value to create a diverse and inclusive workforce, and building a culture of trust, respect and accountability.



Striving to develop, to ensure our contributions make our Fire and Rescue Service the best it can be



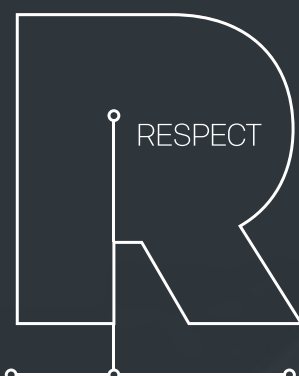
Committed to creating and maintaining an open and truthful environment, which is fair and consistent



Removing barriers to participation to promote a truly representative service, using diversity to benefit us all



Demonstrating a positive attitude and commitment, to deliver a high-quality service and take pride in our role



Supporting, involving and listening to others, showing dignity, consideration and empathy

EQUALITY, DIVERSITY & INCLUSION

GMFRS serves one of the most culturally diverse areas in the UK with people coming to live, work and study here from all over the world, and a Service that reflects the population it serves is far more effective at engaging with and helping its communities.

Our Equality, Diversity, and Inclusion (EDI) Strategy sets out our commitment to continually develop an inclusive culture where people bring their whole self to work, and we have been focused on delivering this. Since launching our first strategy in 2019, we have made significant progress in strengthening our organisational culture and promoting diversity and inclusion.

Our recruitment activities have seen real progress, with almost 40% of our most recent firefighter candidates recruited from an underrepresented group. As we continue to understand the perspectives and needs of everyone in Greater Manchester, we can deliver better services and respond more effectively to our diverse communities. We also want to support diversity of thinking and creative solutions by recruiting people from different backgrounds who challenge majority held views.

As well as recruiting from across all our communities, it is also essential we retain a diverse workforce, by creating an inclusive culture.

Our staff networks have gone from strength to strength, driven forward by our senior leaders who are engaged and involved sponsors, supporting the networks and working with staff with protected characteristics to ensure their voices are heard.

We understand the power of listening, and through our Freedom to Speak Up initiative we will ensure all staff have a voice that is listened to, and good practice continues to be embedded.

We have expanded our EDI training and development opportunities for staff through e-learning and webinars, enabling us to involve more staff in training and EDI sessions than previously possible. This year will see us deliver face-to-face 'inclusive culture' training across our workforce as we increase our commitment to quality EDI training.

Our recent HMICFRS report recognised the progress we have made since our previous inspection. We were graded Good at looking after our people, an improvement from our previous inspection. The report also highlighted innovative practice following the introduction of our Freedom to Speak Up initiative and the significant improvements we have made ensuring fairness and promoting diversity. In this area our grade moved from Inadequate to Good. ([HMICFRS Inspection Report 2021](#)).

Our key focus during the next year will be to build on the achievement of 2021-22, whilst further progressing priorities around Our Communities and Our Partners to strengthen relationships both internally and externally. We are committed to building on these foundations, and whilst we acknowledge there is still much more to do to make a lasting difference, we will continue to make changes across the organisation, engaging with staff and our communities as we move forward together.

We maintain a firm commitment to deliver the objectives below, ensuring EDI is embedded and mainstreamed across the Service.

Objective 1:

Our Organisation – We will continue to embed an inclusive culture where people bring their whole self to work. Inclusion is central to our way of working, embedded in all behaviours, cultures and practices. We recognise the moral basis for inclusion and how delivery of this strategy and associated toolkits strengthens the culture of our organisation.

Objective 2:

Our Workforce – We will work towards a truly diverse workforce and service provision that reflects all our communities. We will value, respect, and embrace difference for all our employees, volunteers, and young people – enabling everyone to recognise the benefits that EDI brings to our Service.

Objective 3:

Our Partners – We are committed to working with partners to align our EDI vision across services, ensuring all sectors are invited to take part, with an emphasis on integrated local services.

Objective 4:

Our Communities – We will ensure that marginalised and diverse communities are consulted, engaged, and represented when relevant. To continually improve our knowledge and understanding of people and places – aspiring to be an employer of choice for people and improving safety across all our communities.

Objective 5:

Measuring Success – We are committed to recognising our progression through local and national equality standards. Through this quality assurance process, we can measure our work and plan for the future to ensure continued improvement and strive to be the best we can be.



STRATEGIC IMPROVEMENT PROGRAMME

Last year's Annual Delivery Plan introduced our refreshed Improvement Programme, which focused on progressing and investing in our Service, whilst enabling us to deliver against key elements of the HMICFRS improvement action plan. We have made great strides in delivering against these priority improvement programmes over the last 12 months and this document sets out our plans for 2022-23.

Our plans are ambitious and will fundamentally change the way we work. They will help us become a more efficient and effective service, and ensure we are better equipped to meet both our current and future priorities.

With increasing pressures on budgets, it is more important than ever that we focus on the things that matter most, and our six strategic priorities ensure we achieve the best use of our limited resources. Each of these priorities fall under one of our five pillars: Our Role, Our Communities, Our People, Our Future, Our Partners. Together these pillars become Our Plan.

Strategic Priorities

1. Provide a fast, safe, and effective response
2. Help people reduce the risk of fires and other emergencies
3. Help protect the built environment
4. Use resources sustainably and deliver the most value
5. Develop a culture of excellence, equality, and inclusivity
6. Integrate our services in every locality with those of partner agencies



OUR PLAN

Annual Delivery Plan 2022-23

OUR MISSION: Protecting communities, working together, saving lives

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

- Introduce our new Response Strategy.
- Implement learning from the Manchester Arena Inquiry.
- Implement a Service-wide MTA capability.
- Put our Fire Cover Review on a three-yearly cycle starting this year.
- Introduce a Wildfire Burns Team.
- Implement a new fitness policy.
- Introduce six new fire engines, a Scorpion vehicle, and 15 electric/hybrid vehicles.



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

- Introduce our new Prevention Strategy and Education Framework.
- Embed our new Home Fire Safety Assessments and deliver 28K visits.
- Launch a refreshed Firesetters programme and introduce an adults' programme.
- Develop a plan to expand our Prince's Trust and Fire Cadet programmes.



PRIORITY 3: Help protect the built environment

- Introduce our new Protection and Business Engagement strategies.
- Plan for the introduction of the new Building Safety Regulator.
- Develop a strategy to further reduce attendance at AFAs.
- Pilot training for crews to do protection audits in low-risk premises.
- Continue to implement learning from the Grenfell Tower Inquiry.
- Implement a new Operational Intelligence Policy and Guidance.



OUR VALUES:

Excellence

Honesty

Inclusive

OUR VISION: A modern, flexible, resilient fire and rescue service

PRIORITY 4: Use resources sustainably and deliver the most value

- Introduce our new Efficiencies and Productivity Plan and deliver efficiencies of £788k.
- Implement an intranet for GMFRS.
- Complete works at Littleborough fire station and Bury TASC.
- Start building a new community fire station in Blackley.
- Implement a station refresh programme investing £2M.
- Complete carbon reduction schemes at five fire stations.



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

- Implement our new EDI and Talent Management strategies.
- Launch a new Promotion Pathway and Leadership Development Framework.
- Deliver a Frontline Leaders' course for new Crew Managers and equivalent.
- Strengthen our Engaged Leaders' programme and implement a Cultural Sounding Board.
- Continue to build an increasingly diverse workforce.
- Launch our improved Employee Rewards and Recognition Framework.



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

- Introduce our new Framework for Integrated Place Based Working, including a pilot in Wigan.
- Continue to support the Local Resilience Forum.
- Create a three-year plan for blue light collaboration.
- Launch leadership development and mutual mentoring programmes.
- Support a Greater Manchester Water Safety Summit.
- Re-define our role within the Safer Roads Partnership.



Professionalism In Our Role

Respect



OUR ROLE

PRIORITY 1: PROVIDE A FAST, SAFE, AND EFFECTIVE RESPONSE

GMFRS Change Priority: Investing in frontline delivery

This year we will...

- Introduce a new Response Strategy 2022-25, which will provide a strategic framework to deliver continuous improvement in respect of Priority 1.
- Implement recommendations and learning from the Manchester Arena Inquiry.
- Implement a new Operating Model for how we respond to a Marauding Terrorist Attack.
- Complete the programme of investment at our Training and Safety Centre, which will include a state-of-the-art Incident Command and Leadership Development Academy, improved BA training and welfare facilities, an indoor rescue from height and line rescue training facility and a gymnasium to support staff fitness and wellbeing.
- Conclude the Special Appliance Review, implementing recommendations in relation to Aerial Appliances, Water Rescue Units and Technical Rescue Units.
- Enhance our capability to respond to wildfires through the introduction of a Wildfire Burns Suppression Team based at Littleborough Fire Station and the purchase of two Polaris Ranger all-terrain vehicles.
- Enhance our firefighting capabilities by investing in six new fire engines and a high reach extendable turret (HRET) 'Scorpion' vehicle.
- Undertake a review of our Emergency Fire Cover arrangements, to ensure we have the right resources in the right places to provide an efficient and effective response.
- Develop a new fitness framework to help support, maintain and improve firefighter fitness alongside greater investment in new station-based fitness equipment and facilities.
- Implement a new Occupational Health and Safety Management System to meet the standards of ISO 45001 accreditation.
- Deliver media training to operational officers.
- Procure and implement a new Accident Reporting System that will streamline current processes and more easily identify trends and learning opportunities as a result of accidents, injuries, and near misses.
- Commence our replacement programme to modernise our non-emergency vehicles, supporting the transition to electric / hybrid with the introduction of 13 electric vehicles and two hybrid vehicles.
- Continue to undertake research and development into emerging tactics and technologies to develop approaches and procedures that support operational crews in dealing with electrical vehicle fires.



**OUR
COMMUNITIES**

PRIORITY 2: HELP PEOPLE REDUCE THE RISK OF FIRES AND OTHER EMERGENCIES

GMFRS Change Priority:
Improving and enhancing
our Prevention and Youth
Engagement delivery

This year we will...

- Introduce our new Prevention Strategy 2022-25, which will provide a strategic framework to deliver continuous improvement in respect of Priority 2.
- Embed our new Home Fire Safety Assessment (HFSA) service and deliver 28,000 HFSA's to those who are most at risk.
- Introduce a new Prevention Education Framework that targets at risk groups of all ages accessing prevention education programmes at Bury Training and Safety Centre and other locations.
- Trial the use of current technologies and media platforms utilised to deliver prevention activities and interventions e.g. virtual HFSA visits and interactions.
- Review existing prevention messaging and post-fire activities, to develop a tailored delivery model that helps keep people living in flats safe.
- Introduce an updated Firesetters programme, with a refreshed offer for young people and work in collaboration with GMCA and Probation Services to pilot a workstream for an adult programme.
- Explore opportunities to further expand our Prince's Trust programme to help improve the economic prospects of young people in Greater Manchester.
- Develop a new model to introduce a Fire Cadets scheme to support the development of young people.

PRIORITY 3: HELP PROTECT THE BUILT ENVIRONMENT

GMFRS Change Priority:
Improving and enhancing
our Protection delivery

This year we will...

- Introduce our new Protection Strategy 2022-25, which will provide the strategic framework to deliver continuous improvement in all aspects of our work to support businesses, partners, and our communities.
- Introduce a comprehensive Business Engagement Strategy that ensures we deliver themed events to educate businesses to meet their legal requirements and improve the way we engage.
- Agree a Memorandum of Understanding for supported housing with Greater Manchester Health and Social Care Partnerships, local authorities, and providers, to support a consistent and effective approach to the management of fire safety responsibilities.
- Develop and pilot accredited training to equip operational crews to provide advice to businesses and undertake Fire Safety Checks in lower risk premises.
- Build capability and capacity internally and with stakeholders to prepare for and implement legislative change in a way that delivers enhanced safety for the public.

GMFRS Change Priority:
Protecting the Built
Environment

This year we will...

- Continue to implement and assure the learning from Phase One of the Grenfell Tower Inquiry (and Phase Two upon release) and adapt to legislative changes.
- Launch the new Operational Intelligence Policy and Guidance documents to support delivery of a bespoke training package for operational crews to support their understanding of risks relating to different building types.





OUR FUTURE

PRIORITY 4: USE RESOURCES SUSTAINABLY AND DELIVER THE MOST VALUE

GMFRS Change Priority:
Ensuring financial
sustainability

This year we will...

- Introduce our new Efficiencies and Productivity Plan 2022-23, which will provide the strategic framework to deliver continuous improvement in respect of Priority 4.
- Deliver financial efficiencies of £788K by identifying savings opportunities across areas of the Service to meet the required efficiency target.

GMFRS Change Priority:
Investing in our buildings

This year we will...

- Continue to implement our Estates Programme, specifically we will:
 - Complete the extension and refurbishment works at Littleborough Community Fire Station.
 - Complete our investment programme at Bury Training and Safety Centre.
 - Commence building a new community fire station at Blackley.
- Commence our Station Refresh Programme by investing £2m across our fire stations, which will include updating internal and external decoration, new flooring, gym upgrades, and improved welfare facilities.
- Continue to explore opportunities for co-location across our estate, specifically working with our blue light partners.

GMFRS Change Priority:
Re-investing for
the future

This year we will...

- Implement a new and improved intranet tailored for GMFRS.
- Increase the use of multimedia and video conferencing equipment on fire stations for staff training, engagement activities and community partnership working to improve communication, accessibility, and productivity.
- Collaborate across a significant number of Greater Manchester's public sector organisations to implement the new single network infrastructure – 'GM One Network'.

GMFRS Change Priority:
Environmental sustainability

This year we will...

- Implement our Sustainability Strategy:
 - Continue to deliver our commitments to support the new GMCA Sustainability Strategy 2022-26.
 - Complete our carbon reduction schemes at Horwich, Wigan, Rochdale, Ashton, and Bury fire stations to reduce the carbon and energy consumption.
 - Invest in our electric vehicle charging infrastructure through the installation of 15 dedicated fast/rapid charging facilities at key sites.
 - Improve carbon literacy across the Service to help tackle the climate emergency by delivering online workshops that cover the basics of climate change, the impacts and our role in tackling it.



OUR PEOPLE

PRIORITY 5: DEVELOP A CULTURE OF EXCELLENCE, EQUALITY, AND INCLUSIVITY

GMFRS Change Priority:
Investing in our people

This year we will...

- Introduce our new EDI Strategy 2022-25, which will provide the strategic framework to deliver further improvements in respect of Priority 5.
- Further develop and embed our leadership development programme across all levels aligned to the NFCC Leadership Framework and set out our leadership development offer for supervisory, middle, and strategic management levels.
- Implement our new 'Frontline Leaders' course for supervisory managers.
- Commence work with the National Fire Chiefs Council on a direct entry scheme at middle manager level.
- Review and expand our current reward and recognition framework offering across the Service, demonstrating how we value and recognise employees for their contributions.
- Continue to embed the Core Code of Ethics through education and the introduction of a decision-making framework, based on the five ethical principles of the core code and aligned to our values.
- Build on the concept of the Cultural Sounding Board to introduce a forum for all frontline staff to actively contribute towards organisational decision-making and change initiatives to influence our cultural journey.

GMFRS Change Priority:
Recruitment and
apprenticeship

This year we will...

- Implement the new Talent Management Strategy by delivering the Promotions and Leadership Development Frameworks and embedding Personal Reflective Appraisals across the organisation.
- Continue to build and retain a diverse workforce through effective attraction, recruitment, and retention activities delivering against the new GMFRS Attraction Strategy 2022-2025.



**OUR
PARTNERS**

PRIORITY 6: INTEGRATE OUR SERVICES IN EVERY LOCALITY WITH THOSE OF PARTNER AGENCIES

GMFRS Change Priority:
Partnership working

This year we will...

- Introduce our new Framework for Integrated and Place Based Working 2022-25, which will provide a strategic framework to drive continuous improvement in respect of Priority 6.
- Work with partner agencies to pilot innovative solutions through assistive technologies, such as cooker cut-off devices, heat detectors, and interlinked alarms, based on individual risk, to assist in the prevention and detection of fires.
- Enhance our contribution to the Local Resilience Forum, through a dedicated resource, embedding the principles of JESIP at all levels to support an effective multi-agency response.
- Enhance blue light services collaboration to improve service delivery and provide greater value, through initial areas of focus including leadership and development, recruitment, estates, and operational opportunities.
- Support the multi-agency Greater Manchester Water Safety Summit 2022 and contribute to a new Greater Manchester Water Safety Strategy.
- Increase our delivery of road safety education through collaboration with the Safer Roads Greater Manchester partnership, utilising intelligence to ensure a targeted approach.
- Develop a pathway to enable members of the public and community groups / leaders to communicate directly with our fire stations.
- Work with GMP to launch leadership and mutual mentoring programmes to ensure staff from underrepresented groups realise their full potential and support diverse talent at all management levels.

CHALLENGES AND OPPORTUNITIES

Our communities and the environment in which we live are constantly changing. There are a number of new and ongoing challenges facing Greater Manchester that are likely to have an impact on the services we provide.

Despite the unprecedented challenges of the COVID-19 pandemic, we have continued to deliver vital services to our communities and we will continue to do so. To ensure we can prevent the worst from happening or be fully prepared to respond should we be called, we need to be aware of any new threats to our communities or our workforce, as well as new opportunities to improve.

Manchester Arena Inquiry

Following the horrific terror attack on the Manchester Arena in May 2017, the Kerslake Review, commissioned by the Mayor of Greater Manchester, made a number of recommendations for the emergency services, Government, and others. As part of our commitment to learning and improving, we have worked hard to implement these recommendations, including revision of our protocols with North West Fire Control (NWFC).

More recommendations for the emergency services are likely to arise from the public inquiry and we are clear in our commitment to learn from these and implement this learning as a priority.

Terrorism

We respond to all foreseeable fire and rescue related risks and this extends to terrorist incidents irrespective of the nature of an attack. A key area of focus for our Service is to ensure our response to all forms of terrorist attack is as effective and resilient as possible. Following positive collaboration with the Fire Brigades Union, we are implementing a new, long-term capability that will ensure all firefighters are trained and all fire appliances fully equipped to respond safely and effectively to a terrorist incident, including mass casualty rescue or marauding terrorist attack (MTA).

Our officers are continually linked in with national and regional Counter Terrorism Policing (CTP) and local planning is undertaken with CTP Northwest, which is consistent with local planning and the National Security Risk Assessment.

Built Environment

Greater Manchester is one of the fastest growing regions for both housing and commercial development. The Places for Everyone strategy sets out a plan for 165,000 new homes over the next 15 years, of which 100,000 are planned to be flats with many likely to utilise modern methods of construction.

The scale of the failures identified in the design and construction of buildings following the fire at Grenfell Tower in 2017 has affected residents in Greater Manchester. There are currently 550 occupied high-rise residential buildings with over a third having identified serious fire safety defects since 2017 and 145 currently operating a temporary simultaneous evacuation strategy to ensure residents' safety.

The risks in the built environment have been seen in significant fires including the Lighthouse in 2017 and 2020, and The Cube in Bolton in 2019, which saw large parts of the building destroyed by fire.

High-rise buildings, new construction methods and limited access for fire appliances, particularly in relation to new housing developments, mean we need to fundamentally change how we approach an incident and deliver the training our firefighters need to do their job safely and effectively.

We have developed procedures to manage emergency evacuations of buildings that demonstrate signs of failure in the event of a fire and these are tested through large-scale exercises. However, the evacuation of large numbers of people whilst dealing with a rapidly developing fire requires significant resource and is complex and challenging, therefore this cannot be seen as a solution to the extensive defects being identified in buildings.

Learnings and best practice from incidents continue to be used to ensure we are prepared and able to effectively respond to fires in an increasingly complex environment.

Covid-19

Covid-19 has profoundly affected the UK. With lockdown restrictions having eased and a cautious and gradual return to a more typical way of life, GMFRS remains alert and ready to adapt to unexpected and unprecedented challenges.

The pandemic has resulted in many changes for our Service, particularly in the way we have worked to ensure that our staff, partners, and the public are protected, and our buildings are all Covid-secure. There have been many challenges, but also many positives, particularly in the way we have responded. The most significant change is how we have used our digital infrastructure to enable agile working, allowing staff to carry on delivering services, supported by a range of procedures to keep people safe.

We have continued to respond effectively to incidents and our Prevention and Protection teams have provided support and guidance to vulnerable residents and building owners. Our incredible staff and volunteers have also stepped up to help partner organisations when they needed it most, with almost 16,000 hours of volunteering delivered, supporting the contact tracing project, vaccination centres, community engagement activities and working with Local Resilience Forum partners to help our city-region deal with the impacts of the pandemic.

The long-term effectiveness of vaccinations against Covid-19 and other viruses is not yet known and it is likely that cases will continue to rise. It is also possible that immunity to the virus will decrease over time, potentially resulting in more severe illnesses, but we will ensure appropriate measures are in place to manage this in terms of both Service resilience and the protection of our staff.

Climate Emergency

Over the last decade, the effects of extreme weather, such as the moorland fires and the flooding experienced across the UK, have demonstrated the impact on all emergency services of the changing climate.

As climate change continues, the impact on fire and rescue services will increase. We must adapt now, ensuring we have the necessary measures in place to effectively respond, and reduce our own impact on the environment.

We use learnings from major incidents, such as wide-area flooding and moorland fires, to build on good practice and identify opportunities to improve. To develop our capability we have introduced a Wildfire Burns Suppression Team, along with investment in new vehicles and equipment specifically designed to deal with these incidents and the challenging terrain where they occur, allowing fires to be brought under control and dealt with more quickly.

HMICFRS

Our latest HMICFRS report highlighted that our Service has made significant progress in terms of EDI and our values have been well promoted to our colleagues.

We need to ensure all our leaders model our values and launch a process to identify, develop and support high-potential staff and aspiring leaders. HMICFRS said we are effective at assessing risks in our communities, responding to emergencies, and that we have adopted new and innovative ways of working. It also noted that we adapted our prevention activities due to the pandemic, but that we need to improve how we use our resources and record risk information. We have also made great progress in addressing concerns regarding the sustainability of our MTA capability and this will continue to be an area of focus this year.

Our activities to address areas of improvement identified in the inspection report will be delivered as part of our improvement programme. Alongside this is the review of our level of compliance against the new Fire Standards, published by the Fire Standards Board to ensure any gaps identified are addressed and compliance met.

Workforce

Our workforce is our most valuable asset and a successful public service reflects the communities it serves and engages effectively with its workforce. To deliver our plans, we must have the right people with the right knowledge, skills, and behaviours in the right place at the right time. Improvement in services is brought about through people and we want to ensure we use our workforce in the most efficient and effective manner possible, and continue to develop a culture that is supportive, inclusive, and driven forward by inspiring leadership.

We are committed to supporting our existing staff and identifying emerging talent, whilst building a workforce that is capable and flexible enough to respond to risks across the communities of Greater Manchester.

Our Learning and Development Strategy sets out a transparent and coherent training offer for all our staff, providing training plans to ensure staff understand and acquire the skills they need to successfully do their job.

The challenge of attracting, recruiting, and retaining staff has been a key feature of our previous plans, and our ambition is to continue to improve how we attract and develop talent within our Service to ensure a consistent approach. Recent policy developments are driving a range of changes, including:

- Continuing our positive attraction strategy to attract and recruit a diverse workforce.
- Supporting the management of talent through developing and implementing progressive and inclusive promotion and leadership development frameworks.
- Introduction of hybrid working arrangements.
- Expanding our health and wellbeing support.
- Implementing refreshed Personal Reflective Appraisals across the workforce as a building block for personal development and growth.
- Continuing to engage with our workforce in a variety of ways including staff surveys, Engaged Leaders sessions and leadership video updates.
- Improving performance management through refreshed policies and support for managers.

To deliver these challenges we need to continue to work effectively and efficiently, collaborating with partners and other blue light agencies. We will support the workforce to deliver the best service they can and enable our managers to manage effectively while supporting our staff with the knowledge, skills, and confidence to operate in a dynamic environment.

White Paper

This will set out the Government's new Fire Reform agenda. It is believed the paper will seek to make changes to governance, firefighter pay negotiation mechanisms, and firefighter role maps. We will continue to monitor these potential changes and respond effectively to any threats and opportunities they create.

Technology and Innovation

The Fire Plan commits to researching and applying innovative technology and techniques to ensure our fire appliances, resources and protective equipment continue to keep our communities and firefighters safe.

Innovative technology has always been an important part of how we deliver our services and we will continue to embrace innovation and emerging technologies across all our activities, ensuring we engage effectively with staff to trial and develop solutions that improve our agility, operational capabilities, and awareness.

We have instigated a review of our strategic special appliances, which will result in the procurement of a range of specialist appliances to develop our capability through consideration of new technologies.

Working with our partners, we can collaborate more effectively through technology. The introduction of Multi Agency Incident Transfer (MAIT) will enable mainly category one emergency responders to interact seamlessly through control rooms. MAIT will enable incident information to be sent to one or many emergency services in a secure and reliable way. It will improve data sharing and the standardisation of data and be the basis of a 'common operating picture' to allow better shared situational awareness.

The risks that our communities across Greater Manchester face are constantly changing and we recognise the importance of investing in our firefighters to ensure they are well-equipped to deal with the wide variety of incidents they respond to.

Our state-of-the-art training facilities at our Training and Safety Centre demonstrates the commitment of the Service to deliver the highest possible standards of training in the best facilities available to support our role in keeping our communities safe.

The facilities have been designed to immerse firefighters in real-life operational situations making them better equipped to respond to any incident. The centre uses innovative technology and real-life scenario sets, ranging from serious motorway collisions to dealing with building fires and chemical incidents.

Our most recent developments on this site include a new Incident Command and Leadership Development Academy due to be completed in September, providing a fully immersive experience to those taking part in incident command training and assessments. Using virtual reality technology with pod-style rooms to fully immerse our staff into scenarios and training exercises, this will make GMFRS one of the best places in the UK to develop in all areas of Incident Command and multi-agency working. We are also introducing an indoor working at height and line rescue training building, which will be the first of its kind in the UK, enabling us to deliver first class training in this area.



TRAINING AND SAFETY CENTRE



COMMUNITY RISK MANAGEMENT PLANNING

Our integrated risk management planning activities help us to understand the risks facing our communities and how we can safely and effectively respond to them. The Fire and Rescue National Framework 2018 places statutory responsibility on GMFRS to ensure we identify and assess the risks facing our communities and constantly evolve to respond to these effectively.

Our Annual Strategic Assessment of Risk (SAoR) supports the process by considering all potential and foreseeable risks and ensures our planning, policies and decision-making is focused on risk and how mitigate them. This document details and analyses a wide range of information, providing an evidence base to support our decisions, allocate resources appropriately and inform the development of our Fire Plan and Annual Delivery Plan.

How We Manage Risk

Greater Manchester is becoming increasingly more diverse in terms of the composition of our different communities, and more complex regarding vulnerabilities. We know that fires and other emergencies are not completely random but are influenced by a number of factors including economics, environment, lifestyle, health, age, behaviour, education, and location. Whilst we cannot predict precisely when and where incidents will occur, we can identify trends and patterns.

To develop our plans, we first need to understand the risks to people, property, and the environment and our SAoR enables us to create an accurate picture of the potential threats facing our communities. Utilising all available data, we use analysis and modelling techniques to determine the level and type of risk within our station and borough areas.

Combined with local knowledge and experience, this information is used to plan our future activities, and match our resources to risk reduction and mitigation ensuring we have the right people in the right place with the right training and equipment at the right time to deliver our prevention, protection and response activities.

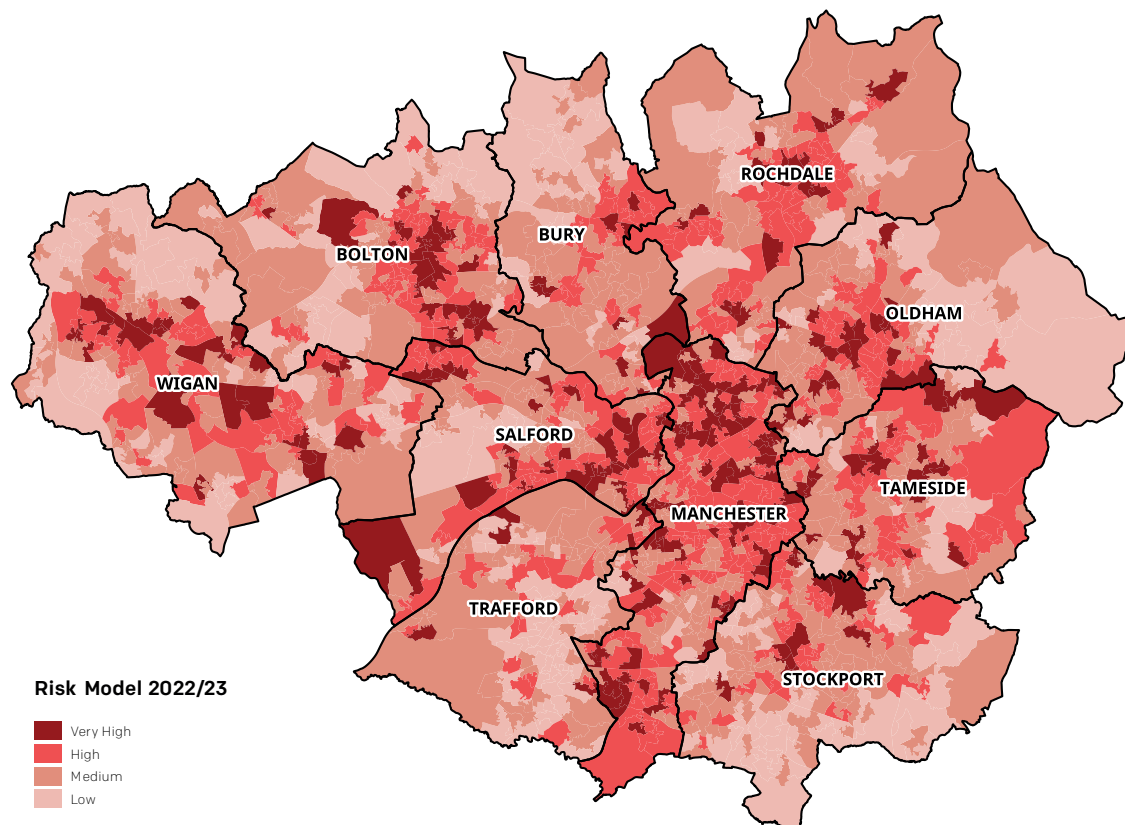
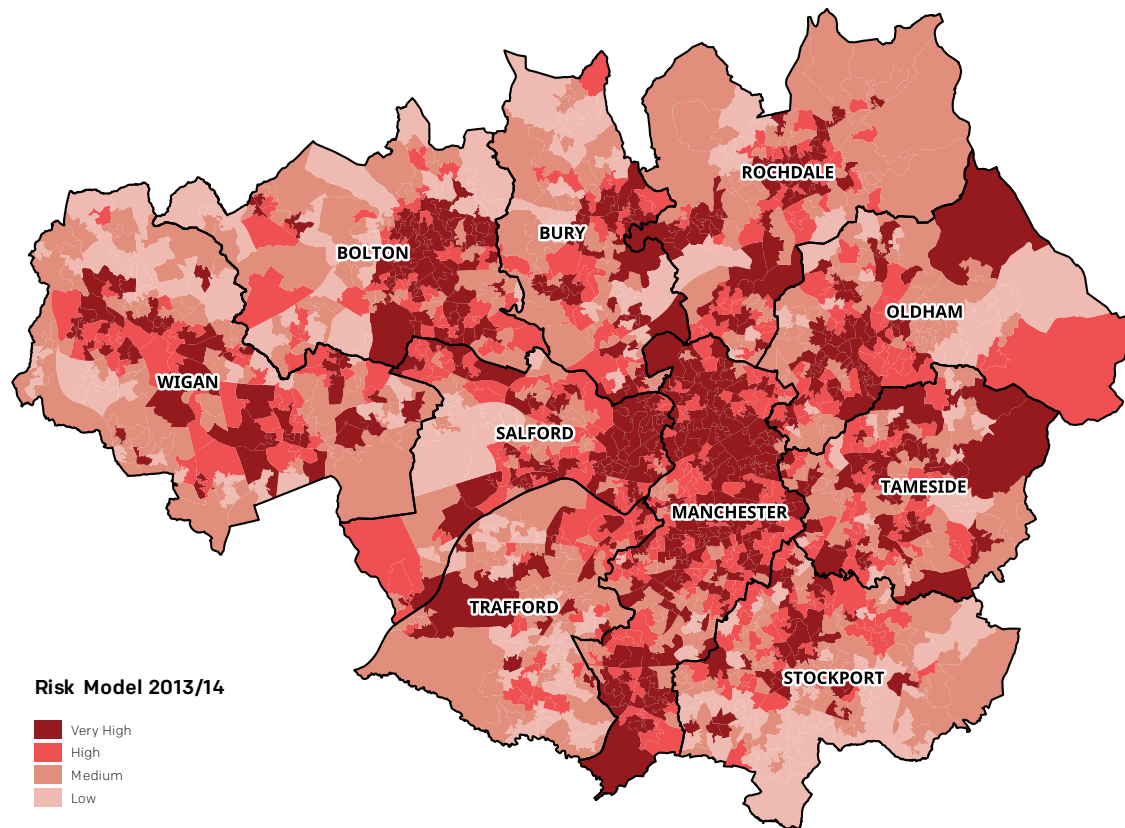
Risk Modelling

We continually review and refine the techniques we use to measure and predict risk by looking at a wide range of possible influences, and we will continue to do this to evolve our approach. We use a variety of tools and data including our own emergency incident data; Index of Multiple Deprivation, Experian's MOSAIC; the national Census 2011, and national fire statistics to identify areas, people, or buildings most at risk.

Every year we produce a base risk model that provides an area-based view of fire risk across Greater Manchester. This is calculated for small geographical areas known as Lower Super Output Areas (LSOAs) and uses historical fire and casualty data, and deprivation data to grade each area low, medium, high, or very high risk. The first iteration was produced in 2013/14, and as can be seen in the two maps, fire risk across Greater Manchester has reduced, predominantly driven through our prevention and protection activities.

Borough management teams use this information to help assess and review the risks in their own areas. Along with local knowledge. This assists in the development of action plans that continue to mitigate these risks. This process informs parts of our Community Risk Management model, ensuring we effectively plan and direct our resources, to focus our prevention and protection activities, campaigns, and initiatives towards those most at risk.

Risk model maps

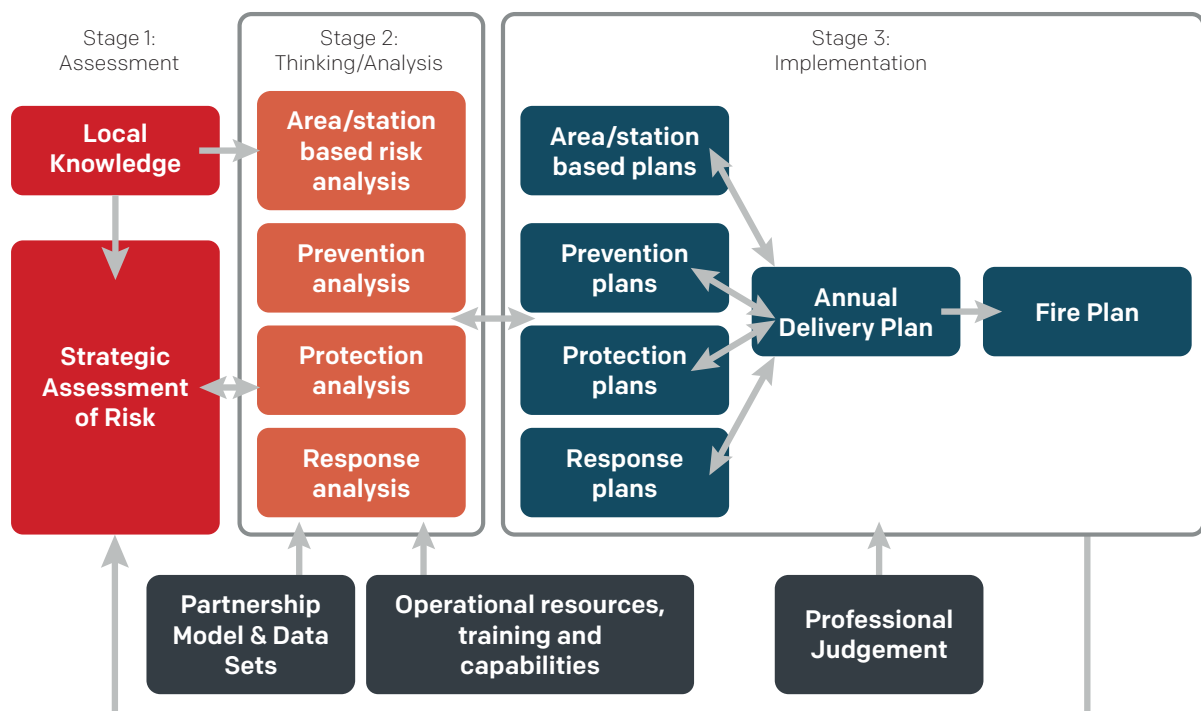


Community Risk Management Model

Our Community Risk Management Model gives us a greater understanding of the specific risks each community faces and provides a process to generate risk-based and sustainable plans by considering a range of information.

Using this model we can:

- More effectively target prevention work at the most vulnerable to prevent incidents from happening.
- More effectively target protection work at the buildings that most require improvement.
- Locate our resources where they are needed most so that when we do respond, we can do so as quickly and effectively as possible.



OUR FINANCES

As a public service we are committed to ensuring tax payers money is spent efficiently. We work hard to ensure we deliver efficiencies without compromising on the quality of the services we deliver to our communities.

We are funded from our share of council tax, central government including specific grants, and business rates. Our total net budget for the Service is £119.5m, and as part of our budget management we produce a Medium Term Financial Plan (MTFP), setting out how we plan to manage our finances. Our MTFP is reviewed annually, and our current plan was approved by GMCA in February 2022.

Our MTFP recognises the financial pressures we face, with uncertainty over future funding levels, increased pension costs, and the ongoing impact of the pandemic. In addition, there may be future operational burdens and additional requirements arising from the Manchester Arena Inquiry and the Grenfell Tower Inquiry.

During 2021-22 we achieved our savings target of £2.857m, and we are working hard to identify further efficiencies. We have a savings target of £1.5m to be delivered over the next two years, with £788k of this during this year.

We are committed to investing in our Service and over the next year we have allocated £22.1m capital investment requirements for our buildings, vehicles, and equipment.

How we spend our money

Total Budget - £119.5m	(£000s)
Employees	£92,354
Premises	£5,478
Transport	£2,160
Supplies and Services	£8,732
Support Charges	£7,848
External Income	-£3,968
Capital Financing	£1,692
Transfer to Reserves	£5,245



OUR RESOURCES

We manage risk through our teams delivering Prevention, Protection and Response activities. To ensure we make the best use of our resources we use a range of professional support service roles such as finance, human resources, health and safety, operational and technical support, and other business support functions. This support is provided through a mixture of dedicated fire resources, those available to us through GMCA, and a combined fire control centre that we share with three other fire and rescue services.

We operate two crewing systems. Our wholetime duty system ensures firefighters are available at stations spread across the city-region, 24/7 365 days per year and can be quickly mobilised to an emergency incident. Our day crewed stations have crews on station during core hours and become on-call outside core hours, with specialist officers providing additional resource to support our operational response, when needed.



Our response planning standard is **10 minutes on 80% of occasions**

Our average response target to life risk incidents is **7 mins 30 seconds**

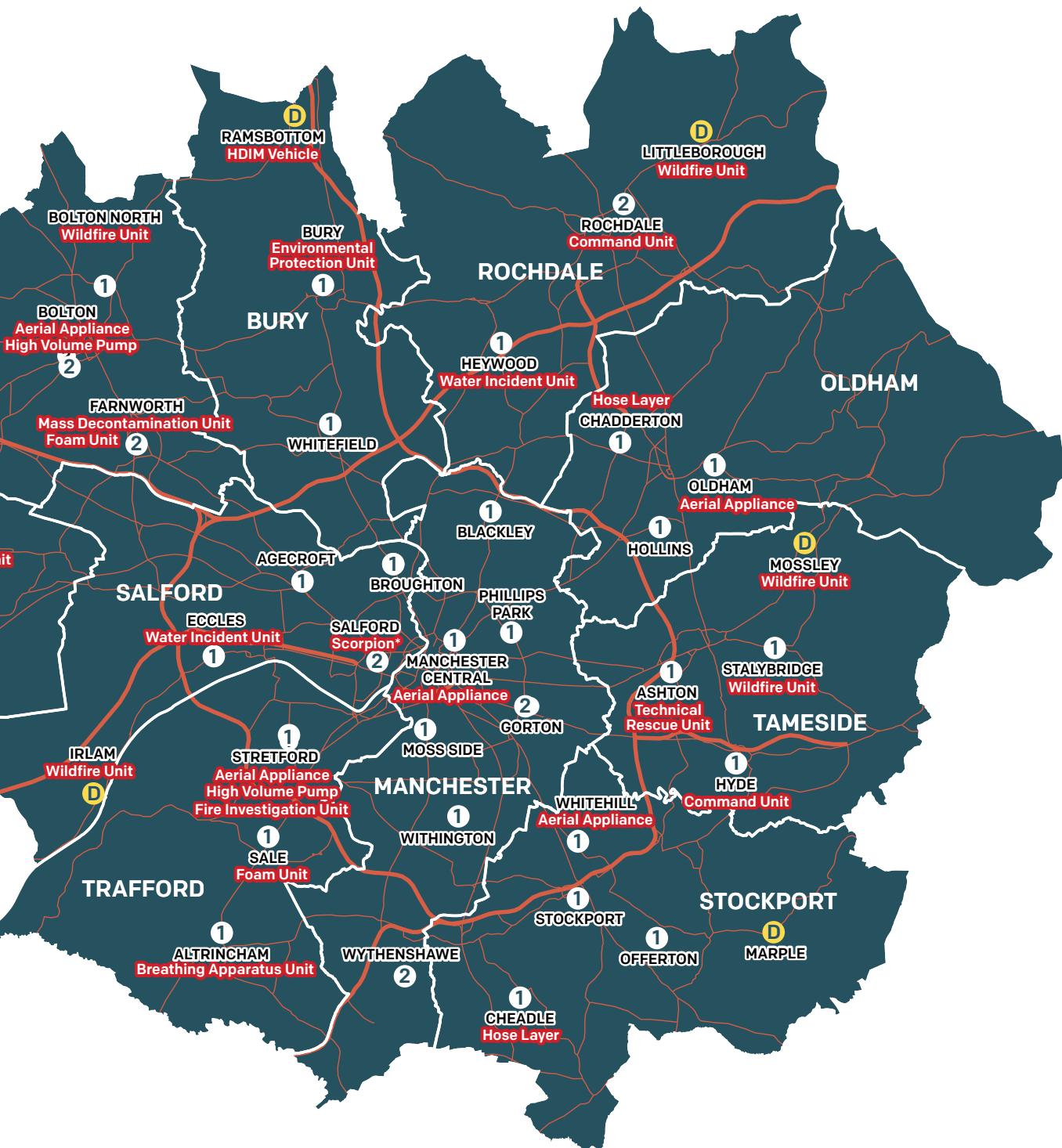
41 Fire Stations

27 Special Appliances

50 Fire Engines

1,387 Uniformed Staff

271 Non-Uniformed Staff



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* The Scorpion is the first pump with specialist capability

OUR GOVERNANCE ARRANGEMENTS

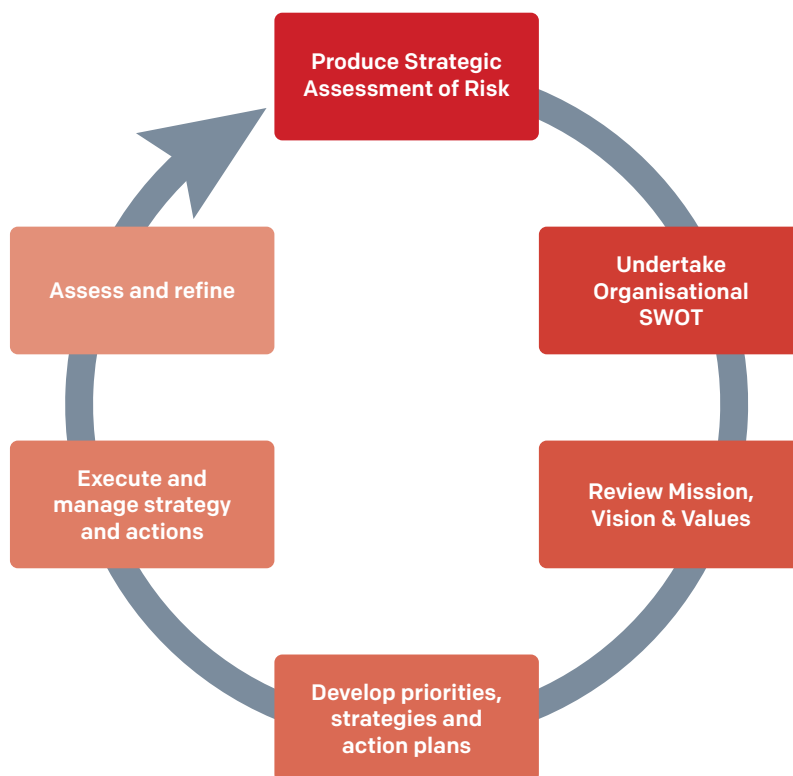
Effective planning and governance are essential as they support the delivery of our strategic priorities and commitments, providing timely decision-making and enabling progress to be closely monitored and reported. Our corporate planning cycle is designed to support our commitment to continual improvement through service excellence.

Each year we undertake environmental scanning to consider the external influences and impacts on our Service and what action we must take.

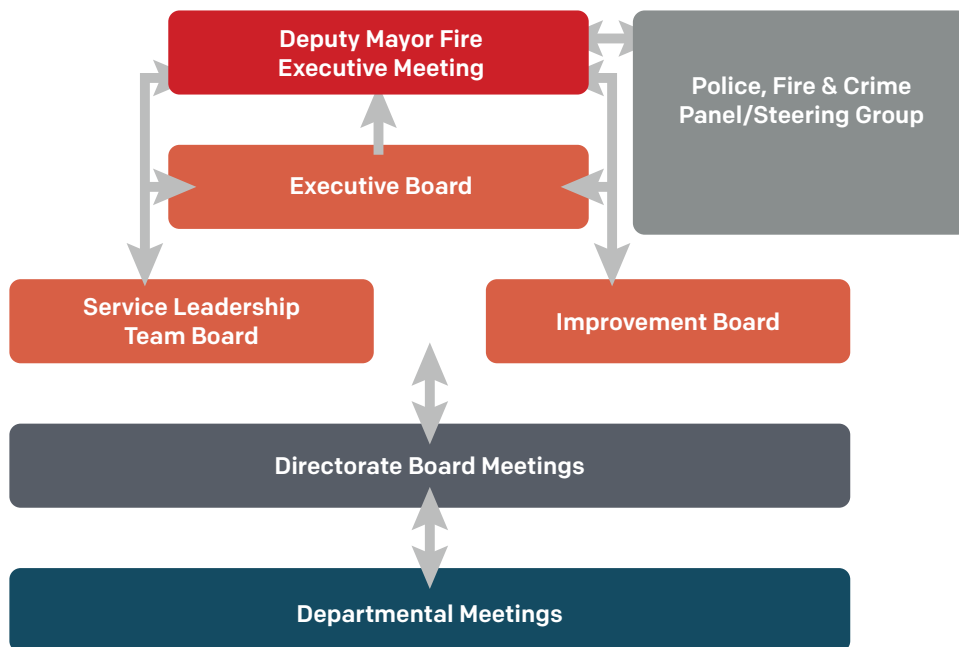
Our PESTLE and SAoR documents capture this information and are used to inform the development of both the Fire Plan and Annual Delivery Plans, which collectively set out the strategic direction of GMFRS and assist with the development of our action plans.

Alongside our governance arrangements, strategic planning days take place with our Service Leadership Team, where we review progress against our strategic priorities, analyse results, review new inputs, update, or create new strategies and feed any requirements into our annual budget process.

Planning Cycle



Governance Structure



Risk and Assurance

Corporate Risk Management is an integral part of our day-to-day operations and management of our organisation. A robust risk management process assists in safeguarding our assets and reputation to deliver our strategic objectives and ambitions.

The Risk Management Framework sets out how we expect risk to be managed. It explains how risk exists at all levels of GMFRS and sets out the responsibilities of all employees regarding capturing and managing risk and links into GMCA processes.

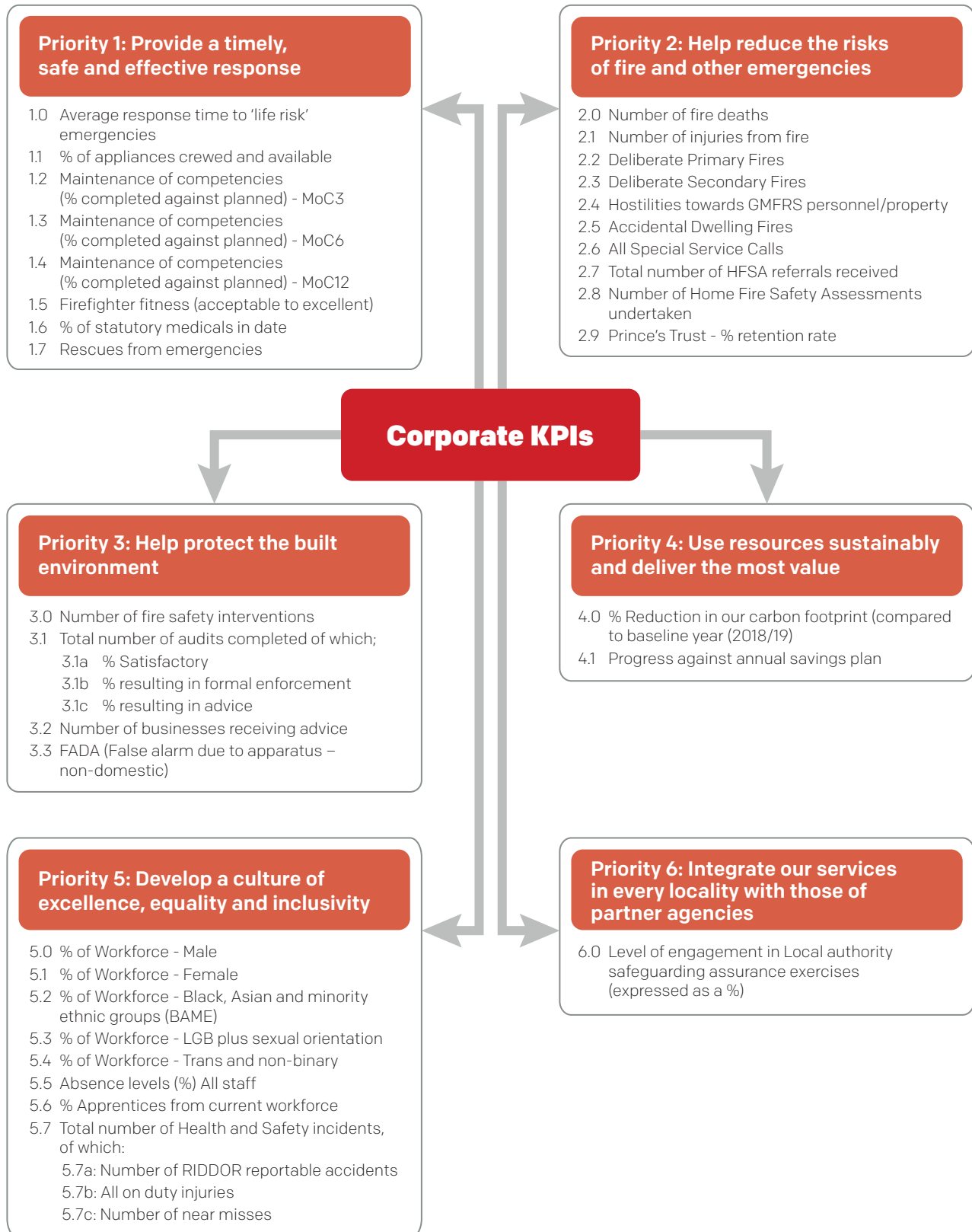
We carry out assurance activities to ensure we are delivering high quality services whilst spending money as effectively as possible. Our Annual Statement of Assurance summarises our assurance documents covering all aspects of delivery: response, prevention and protection, business continuity, financial, governance, performance management and external assessment. The work undertaken by our internal and external auditors provides assurance to the Mayor, Deputy Mayor and GMCA.

Performance

We produce monthly and quarterly performance reports to track and monitor progress and ensure we have a clear understanding of how we are performing against our agreed key performance indicators (KPIs). We use data from a variety of sources, which is analysed and where appropriate supported by qualitative local intelligence that is then used to identify and inform any improvement opportunities.

Our quarterly Measuring Progress report is monitored through our governance arrangements where are our performance reporting cycle is divided into quarters. This provides us with at least four opportunities during the year to scrutinise our progress in detail and implement and track any actions, giving us confidence that we are delivering results.

HOW WE WILL MEASURE OUR SUCCESS





GREATER MANCHESTER
FIRE AND RESCUE SERVICE

ANGELS
LGBT
foundation
SHIFT LEAD



**GREATER
MANCHESTER**
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