



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

OUR PLAN

ANNUAL DELIVERY PLAN

2024-2025





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INTRODUCTION

Greater Manchester Fire and Rescue Service (GMFRS) continues to evolve at pace, and I'm delighted with the progress we have made together. We've not only achieved our goals, but in many cases exceeded them, and I'm immensely proud of that. As we conclude the four-year period of our current Fire Plan, I'm confident that the actions outlined in this, our final Annual Delivery Plan (ADP) of the period 2021-25, will continue to enhance our Service.

Culture remains at the top of our agenda and that will continue throughout the next 12 months. We've already made significant strides towards creating an inclusive culture where people bring their whole self to work. We introduced our 'culture first' approach, moved from 93rd to 50th position for leading LGBTQ+ inclusive employers, and won a Gold Employer award from Stonewall, among others. We are on the right path, and by focusing on how we do things, as much as what we do, we are confident that we will continue to make GMFRS a greater place for all.

Our recent inspection by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) acknowledges our continued progress whilst highlighting a number of innovative and positive practices. We are thrilled to have achieved 10 'Good' gradings, and one 'Adequate'

grading, and feedback from our lead inspector about the engagement, professionalism and friendliness of our staff was excellent and something we should all be proud of.

We are continuing our journey to outstanding, and this year saw us win a collection of awards across our teams, ranging from road traffic rescue to sustainability, prevention, and protection, and finishing last year bringing home three awards from the Fire Magazine 'Excellence in Fire & Emergency Awards' awards – including 'Emergency Service of the Year'. This is such a fantastic achievement and exemplifies the passion, skill, and dedication of all our teams right across our Service.

Over the next 12 months, we will continue to work together with our people, our residents, and our communities to make decisions collectively, as we did with our fire cover and special appliances reviews last year. By discussing and debating our plans we were able to combine professional judgement with lived experience to reach an outcome that will help to make us even stronger and more resilient. I'd once again like to thank everyone who contributed to these reviews, along with the support of the Mayor, Deputy Mayor and Greater Manchester's leaders, which resulted in an increase to our frontline fire engine fleet for the first time in 15 years, and increased investment in prevention and protection.

The coming year will also see the development of our next Fire Plan – setting out our strategic priorities and a series of commitments to residents, businesses and partners. Over the last few years, we have worked hard to bring our current commitments to life and become a Service that better reflects the communities we serve. We remain committed to this.

We recognise that building and maintaining trust with our communities is an ongoing process, and we will continue to encourage participation, engage in dialogue, and further adapt to become the community-focused, inclusive, and effective organisation that our communities expect and deserve.

I'm especially proud of what an extraordinary organisation GMFRS is, and it is an honour and privilege to lead a Service with such passion, skill, courage and commitment. As we move forward, I remain inspired by the work our teams continue to achieve year on year and am excited about the challenges and opportunities that lie ahead.

Dave Russel
Chief Fire Officer



“It is an honour and privilege to lead a Service with such passion, skill, courage and commitment”.

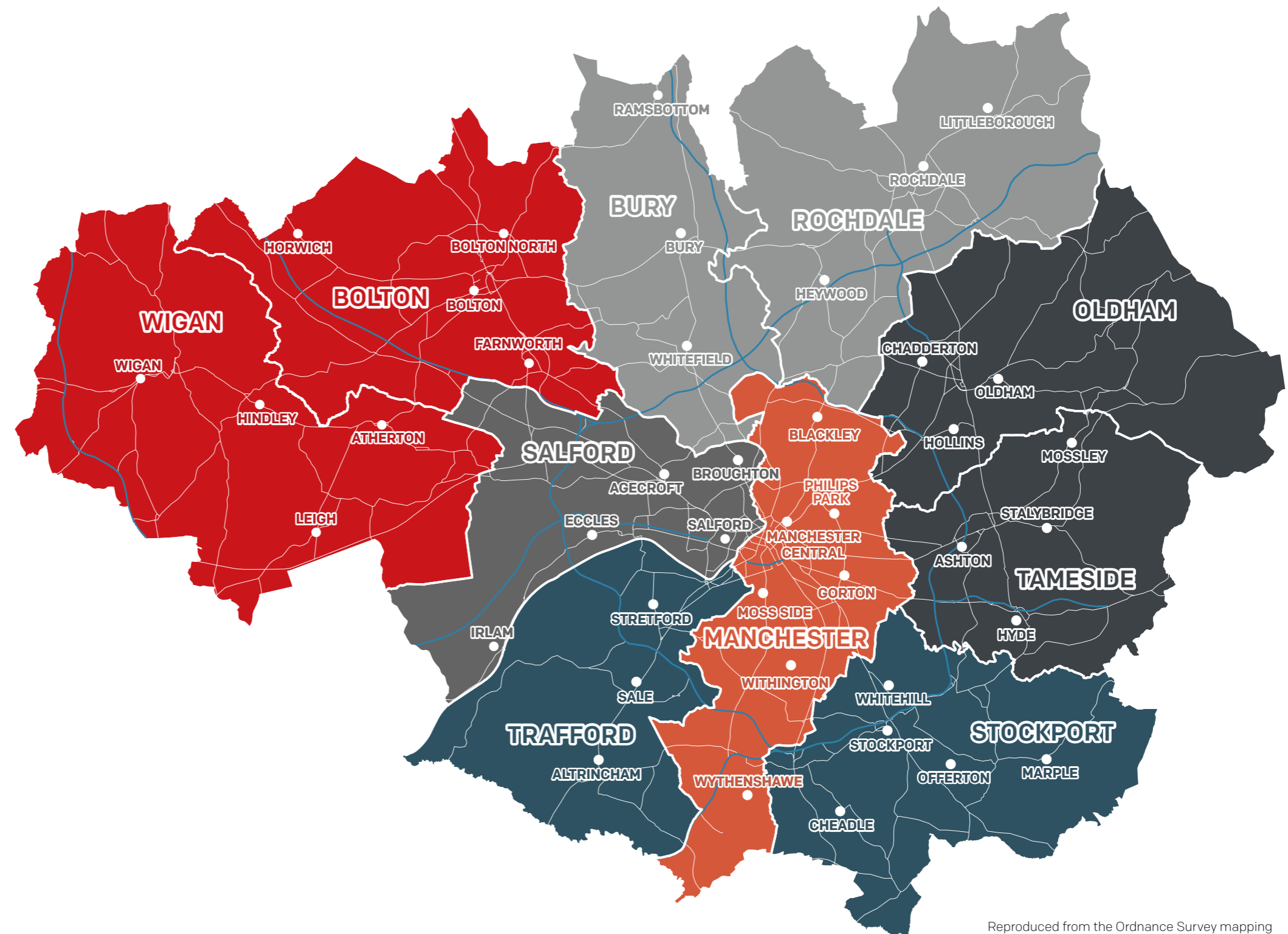
SERVICE AREA OVERVIEW

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

The Service forms part of the Greater Manchester Combined Authority (GMCA), which is run jointly by the leaders of the ten councils, and the Mayor of Greater Manchester Andy Burnham.

The Mayor is responsible for the overall governance, strategic and financial management of the fire service, and is supported by Kate Green, 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 fire service is provided by the Mayor and Deputy Mayor, who are themselves held to account by the Police, Crime and Fire Panel. The Panel is made up of 10 appointed councillors from each of the Greater Manchester local authority areas, and two independent members. 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

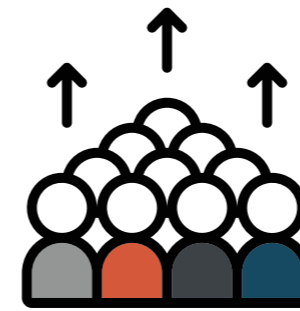


57

town and
city centres

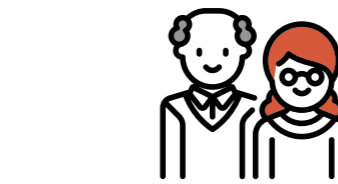


Internationally renowned
**UNIVERSITY
& RESEARCH**
facilities



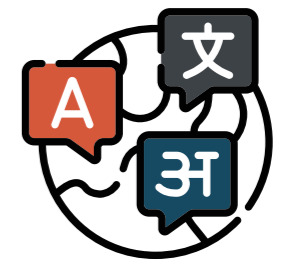
**2.9
MILLION**

residents



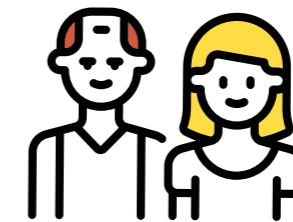
55,000

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



200+

different languages spoken



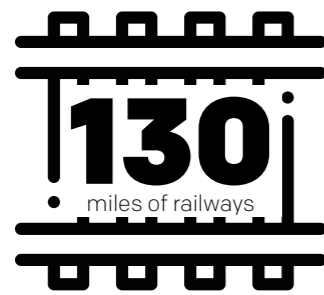
460,000

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



551,000

people living with long-term
health conditions



130

miles of railways

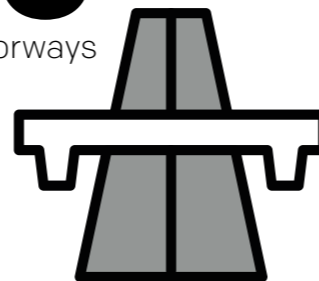


960+

residential and commercial
high-rise buildings

10

motorways



105

miles of canals



493

square miles



100,000

people receiving disability allowance

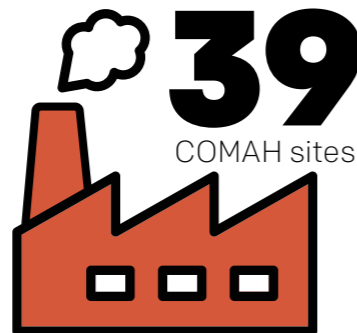
1000s

of acres of moorland



62

miles of
Metrolink track



39

COMAH sites



we attend

**THOUSANDS OF
INCIDENTS**

including fires, road traffic collisions,
flooding and rescues

MA
Manchester
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.

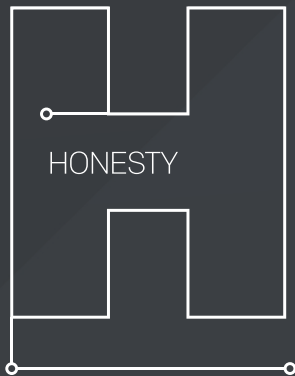
Our Vision describes what we want the Service to be and how we want our staff and the public to see us.

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

OUR JOURNEY TO OUTSTANDING

This is the final Annual Delivery Plan of our current four-year Fire Plan, and we are pleased to report that in the preceding three years we have already accomplished many of the Fire Plan's commitments, and more. We are immensely proud to share numerous success stories that are a testament to the continued hard work and ongoing passion displayed by GMFRS staff who are proud to serve the communities of Greater Manchester.

GMFRS will continue to focus on organisational culture. We have a zero-tolerance approach towards behaviour that is not aligned with our values, and we strive to provide leadership that is reflective, embraces new ways of thinking, and is receptive to others' views. Our goal is to continually develop an inclusive culture where people bring their whole self to work. Over the last year we have:

- Introduced our 'culture first' approach, Culture First Board and Cultural Sounding Panel, which offers diverse views to help us shape key pieces of work.
- Hosted our third Power of Staff Networks conference, achieving the milestone of delivering Inclusive Culture training to more than 1,000 colleagues.
- Moved from 93rd to 50th position for leading LGBTQ+ inclusive employers and winning a Gold Employer award from Stonewall.
- Launched our new recognition and awards framework, which saw us host five Long Service

Good Conduct awards, with 187 colleagues receiving medals and celebrating more than 4,000 years of combined service. We also hosted our first annual Recognition Awards event, which celebrated the bravery and dedication of staff and members of the public.

- Launched the Leadership and Training Academy to equip our teams with the essential skills, knowledge, and qualities to attain excellence and become industry leaders.

As an evolving Service, we must embrace innovation and new technologies to increase productivity and provide exceptional service to our communities. We have demonstrated our dedication to improvement through numerous initiatives, including:

- Our award-winning Atlas programme, delivered jointly with Greater Manchester Probation Service and university academics, to support positive rehabilitation of adults convicted of fire-setting behaviour.
- An extensive programme to enhance our special appliances and rescue capabilities following the Fire Cover and Special Appliances reviews.
- Significant investment to upgrade our fireground radios; introduction of a new drone to our AIR Unit fleet; and commencing the procurement of new firefighting Personal Protective Equipment (PPE) for operational crews.

We are committed to using organisational learning to drive improvements across the Service. Our recent HMICFRS inspection report demonstrates our continued efforts to deliver excellence. We are proud to have achieved 10 'Good' gradings, and one 'Adequate' grading, along with areas of both 'innovative' and 'positive' practice highlighted within the report. This outcome is testament to the hard work and commitment of all our staff, who have gone above and beyond to continue to improve the service we deliver to our communities.

Staff feedback is also really important to us and provides an opportunity to identify new and innovative approaches. Our frontline leaders' engagement sessions have been crucial to help identify key themes and will assist in informing future project developments.

Our journey to excellence is ongoing and there is still important work to do. This plan not only outlines new actions to be taken over the next year, but also reinforces our commitment to completing ongoing work that we have already started. Our goal is not just to address areas requiring improvement, but to consistently strive for more and continue to transform. We are dedicated to ensuring that our stations, people, and services align with the needs of our communities and workforce.





STRATEGIC IMPROVEMENT PORTFOLIO

As we look towards the future and strive towards our organisational priorities, we understand the importance of continuous improvement and strategic planning. Our strategic improvement portfolio is a key component of our ADP and is designed to address and solve the challenges we face, while leveraging our strengths and opportunities to achieve success. Through this plan, we aim to enhance our overall efficiency and effectiveness, develop innovative solutions, and ultimately deliver exceptional results for our communities. With a clear roadmap and dedicated teams, we are confident in our ability to succeed and surpass expectations.

The following pages define the programmes, projects, and initiatives that are geared towards achieving our six strategic priorities. Each of these priorities corresponds to one of our five pillars, entitled Our Role, Our Communities, Our People, Our Future, and Our Partners, which collectively represent 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 2024-25

OUR MISSION: Protecting communities, working together, saving lives

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

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

- Implement fire cover review and special appliances review recommendations.
- Implement new operating model to manage contaminants in the operational environment.
- Continue to implement a new firefighter Fitness Framework.
- Support the procurement of new mobilisation software for North West Fire Control.
- Continue to implement and embed an operational equipment and PPE strategy.
- Continue to implement learnings from the Manchester Arena Inquiry, including the trial and procurement of body worn cameras for frontline staff.
- Implement and embed an updated crewing system – Gartan phase 2.

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

- Continue to develop and implement a Prevention and Protection customer digital solution for partners and communities.
- Develop and expand our Prevention and Protection work to improve the way we deliver our services, utilising resources innovatively and effectively, to improve firefighter and community safety.

PRIORITY 3: Help protect the built environment

- Continue to develop and expand fire safety training and capabilities.
- Roll-out fire safety checks undertaken by frontline staff.
- Implement and deliver new requirements under the Building Safety Act and Fire Safety Regulations to protect people living in high-rise buildings and flats.
- Assess and respond to the Grenfell Tower Inquiry Phase 2 Report upon its release.

PRIORITY 4: Use resources sustainably and deliver the most value

- Deliver financial efficiencies of £0.450m set out in the GMFRS budget.
- Implement a fleet management, maintenance, and testing system.
- Undertake a facilities management and security review.
- Finalise Blackley Community Fire Station, build and commence new builds in Whitefield and Stockport, while initiating design work at Heywood and Whitehill.
- Invest £3.2m in refreshing 37 of our fire stations.
- Complete carbon reduction schemes at four fire stations.
- Reduce carbon emissions through the implementation of electric vehicle charging.

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

- Continue to develop and embed our Volunteering Strategy.
- Implement recommendations from the Recognition and Awards Phase 2 Report.
- Implement the refreshed Operational Training Strategy.
- Pilot new approaches for improving public participation in planning and decision-making.
- Develop a robust approach to meeting legal accessibility requirements.
- Procure and implement pensions self-service software.
- Implement Culture First Phase 2, incorporating recommendations from recent reviews.

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

- Continue to implement an integrated place-based working 'What Works Forum' to share best practice and identify and prioritise initiatives delivering the best value to the public.

OUR VALUES:

Excellence

Honesty

Inclusive

Professionalism In Our Role

Respect

OUR ROLE



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

Investing in frontline delivery

We will continue to:

- Implement the recommendations and learnings from the Manchester Arena Inquiry.
- Implement a new operating model to manage contaminants in the operational environment, limiting and controlling firefighters' exposure to, and the spread of, harmful fire contaminants.
- Roll-out a new Fitness Framework to help support firefighter fitness.
- Embed an updated version of the current crewing system – Gartan phase 2 – which will provide increased functionality and autonomy to frontline managers.
- Implement the agreed recommendations from the Fire Cover review, including an additional fire engine at Manchester Central.

- Implement the recommendations from the Strategic Review of Special Appliances, including:
 - Introduction of two Enhanced Rescue Stations
 - Enhancing the existing Wildfire provision at Bolton North and Stalybridge.
- Support the procurement of new mobilisation software for North West Fire Control.

In addition, we will launch new projects to:

- Undertake a trial and procurement of body worn cameras for frontline staff as part of our response to the recommendations of the Manchester Arena Inquiry.
- Implement and embed an operational equipment and PPE strategy, introducing a 10-year PPE replacement strategy in line with the British Standard.

OUR COMMUNITIES



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

Improving and enhancing
our Prevention delivery

We will continue to:

- Develop and implement a Prevention and Protection Customer Digital Solution, integrating risk data recording for buildings, people, and places with activity, interventions, and programmes. The system will offer a 'front door' approach for partners and communities.

In addition, we will:

- Develop and expand our Prevention and Protection work to improve the way we deliver our services, ensuring additional resources are used innovatively and effectively to improve the safety of communities and our firefighters.

PRIORITY 3: HELP PROTECT THE BUILT ENVIRONMENT

Improving and enhancing Protection delivery

We will continue to:

- Develop and expand fire safety training and capability, to ensure we maintain the development of Fire Safety Regulators and upskill frontline staff through high quality training.

In addition, we will:

- Roll-out fire safety checks undertaken by frontline staff in simple lower risk premises, enhancing fire safety knowledge and providing support and advice to businesses.

Protecting the built environment

We will continue to:

- Implement and deliver new requirements under the Building Safety Act and Fire Safety Regulations, to support and protect people living in flats and other high-rise buildings.

In addition, we will:

- Assess and respond to the Grenfell Tower Inquiry Phase 2 Report upon its release, reviewing and responding to recommendations that have implications for GMFRS and those we regulate.



OUR FUTURE



PRIORITY 4: USE RESOURCES SUSTAINABLY AND DELIVER THE MOST VALUE

Re-investing for the future

We will continue to:

- Implement a system to manage, maintain and test our fleet and operational equipment, ensuring we can efficiently and effectively track the lifecycle of assets electronically.
- Deliver a new staff intranet, which facilitates the quickest possible access to information and tools for GMFRS colleagues.

In addition, we will:

- Undertake a facilities management and security review, considering the requirements across the GMFRS estate following changes in the use of buildings and specific facility management.

Investing in our buildings

We will continue to:

- Complete the building of a new community fire station at Blackley.
- Commence the building of new community fire stations at Whitefield and Stockport King Street.
- Commence planning and design works for Heywood and Whitehill community fire stations.

In addition, we will:

- Finalise planning and design works for refurbishments at Withington, Leigh, Eccles, and Sale community fire stations.
- Invest £3.2m in our fire stations, including updates to internal decoration, new flooring, gym upgrades, and improved welfare facilities at 37 fire stations across our estate.

Ensuring financial sustainability

We will:

- Deliver financial efficiencies of £0.450m set out in the GMFRS budget.

Environmental sustainability

We will:

- Deliver carbon reduction schemes at Wigan, Ashton, Bury and Rochdale community fire stations and scope future phases.
- Reduce carbon emissions from our fleet and staff travel, through the implementation of electric vehicle charging across our estate.
- Prevent environmental harm through the implementation of the Biodiversity Action Plan.

OUR PEOPLE



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

Investing in our people

We will continue to:

- Develop and embed our Volunteering Strategy that attracts and retains volunteers, providing them with the necessary skills and tools to meet community needs and inspire involvement.
- Implement the recommendations from the Recognition and Awards Phase 2 Report.
- Implement the refreshed Operational Training Strategy and ongoing activities in response to the recommendations from the independent review of the operational training provision.

Developing excellence

We will continue to:

- Finalise the business case and commence procurement activities for a new planning, performance, and projects digital solution.

In addition, our new projects will:

- Develop a robust approach to meeting legal requirements and best practise in the production of accessible content.
- Pilot new approaches for improving public participation in our planning and decision-making.
- Procure and implement pensions self-service software, enabling active members of the firefighter pension scheme to access pension records, providing transparency of their pensionable service and benefits.
- Implement Culture First Phase 2, incorporating recommendations from recent HMICFRS inspection and 'Practice to Progress' reports.

OUR PARTNERS



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

Partnership working

We will:

- Continue to implement an integrated place-based Working 'What Works Forum' to share best practice and identify and prioritise initiatives delivering the best value to the public.

COMMUNITY RISK MANAGEMENT PLANNING

The Fire Rescue National Framework 2018 places a statutory responsibility on GMFRS to identify and evaluate the risks facing our communities and continually evolve to address them efficiently. In line with this requirement, our community risk management planning activities enable us to gain a comprehensive understanding of the risks affecting our communities and develop safe and efficient response strategies to tackle them.

How we assess risk

Our Annual Strategic Assessment of Risk (SAoR) analyses all potential and foreseeable risks, providing a comprehensive framework to ensure that our planning, policies, and decision-making are focused on community risks. This assessment details and analyses a wide range of information, providing an evidence base to support our decisions, resource allocation and inform the development of our Fire Plan and Annual Delivery Plans. Our SAoR, together with these documents, makes up our Community Risk Management Plan, enabling the Service to identify, assess, and mitigate potential community risks.

How we manage risk

To develop our plans, we must begin by identifying potential risks to people, property, and the environment. To determine such risks, we rely on our Strategic Assessment of Risk (SAoR), which allows us to create an accurate picture of potential threats facing our communities. While fires and emergencies are not entirely random, they are influenced by several factors, including environmental, economic, lifestyle, health, age, behaviour, education, and location.

Although we cannot foresee the exact time and place of such incidents, we can identify trends and patterns. Using all available data, we make use of modelling and analytical methods to determine the level and type of risk in our borough and station areas. We also combine this data with local knowledge and experience to plan our future activities, identify our training requirements, and deploy our resources to where they are needed most.

Risk modelling

We conduct regular reviews of our current fire cover arrangements, ensuring that we are responding to fires and emergencies efficiently and effectively.

To achieve this, we produce an annual base risk model, which provides an area-based assessment of fire risk across Greater Manchester. The model calculates the fire risk of small geographic areas, known as Lower Super Output Areas (LSOAs), using historical fire and casualty data, as well as deprivation data. These calculations grade each area as low, medium, high, or very high-risk. The first base risk model was developed in 2013/14, and since then, the fire risk across Greater Manchester has decreased due to our prevention and protection activities.

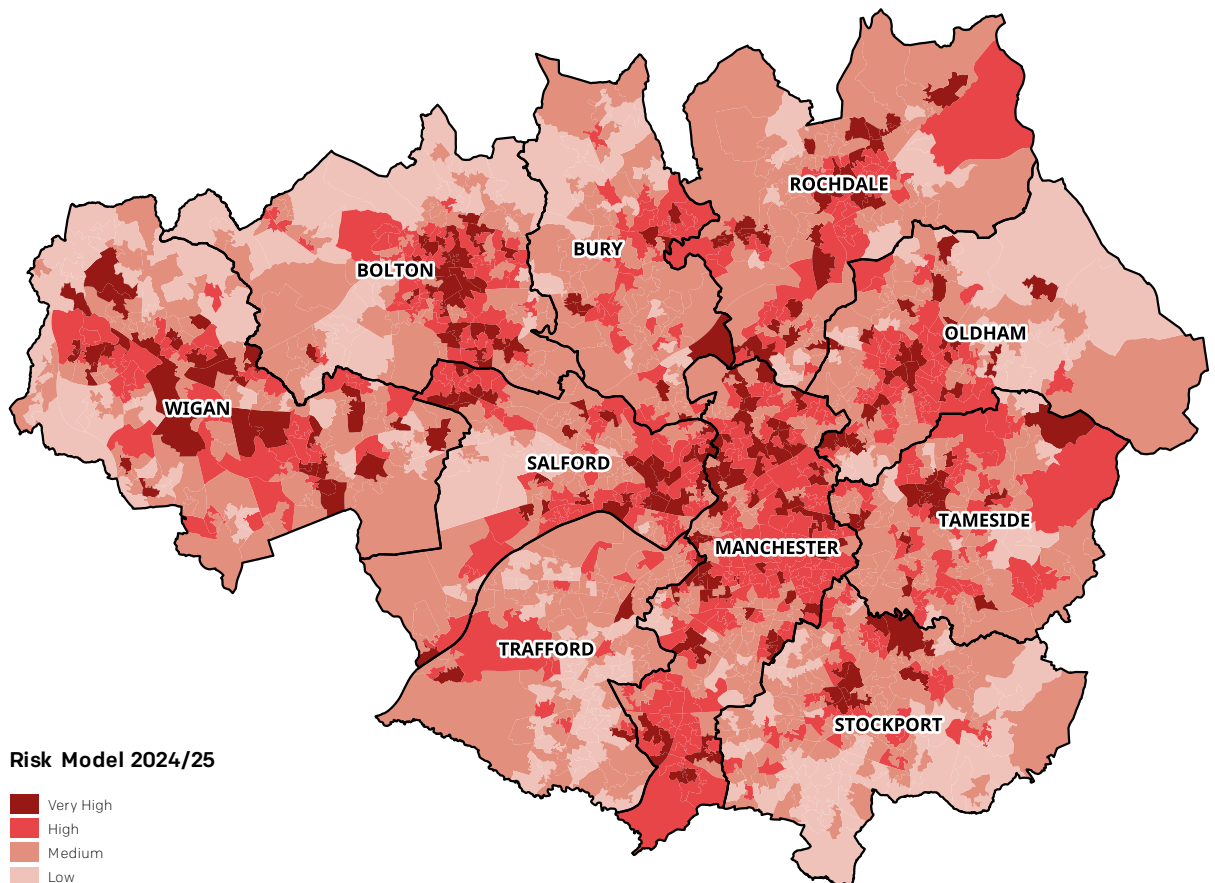
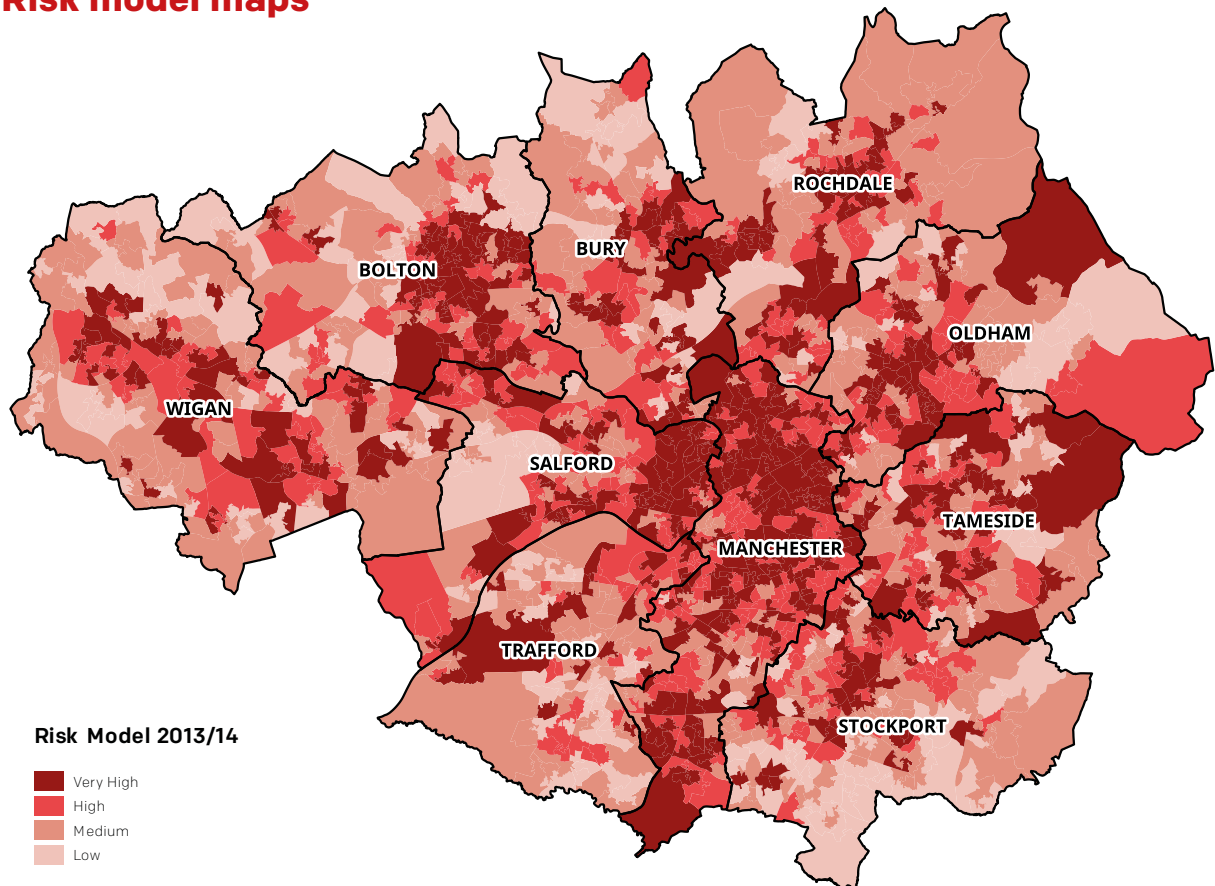
We use modelling software to compare the base risk model with any planned modifications, such as changes in crewing arrangements or moving a fire engine, etc. This process produces results that

help us evaluate and understand the impacts of such changes on our operational performance. This methodology allows us to develop various evidence-based options, complemented by expert judgment and key considerations, which enable us to determine the most appropriate strategies to implement without compromising efficient and effective fire cover arrangements.

To help our station-based management teams assess and mitigate risks within their areas better, we develop borough risk profiles alongside extensive local knowledge.

These profiles support the production and implementation of action plans that enable us to continually mitigate risks effectively. This process forms part of our Community Risk Management model, ensuring effective planning that allocates our resources appropriately and helps to target our prevention and protection activities, campaigns, and initiatives at those most at risk.

Risk model maps



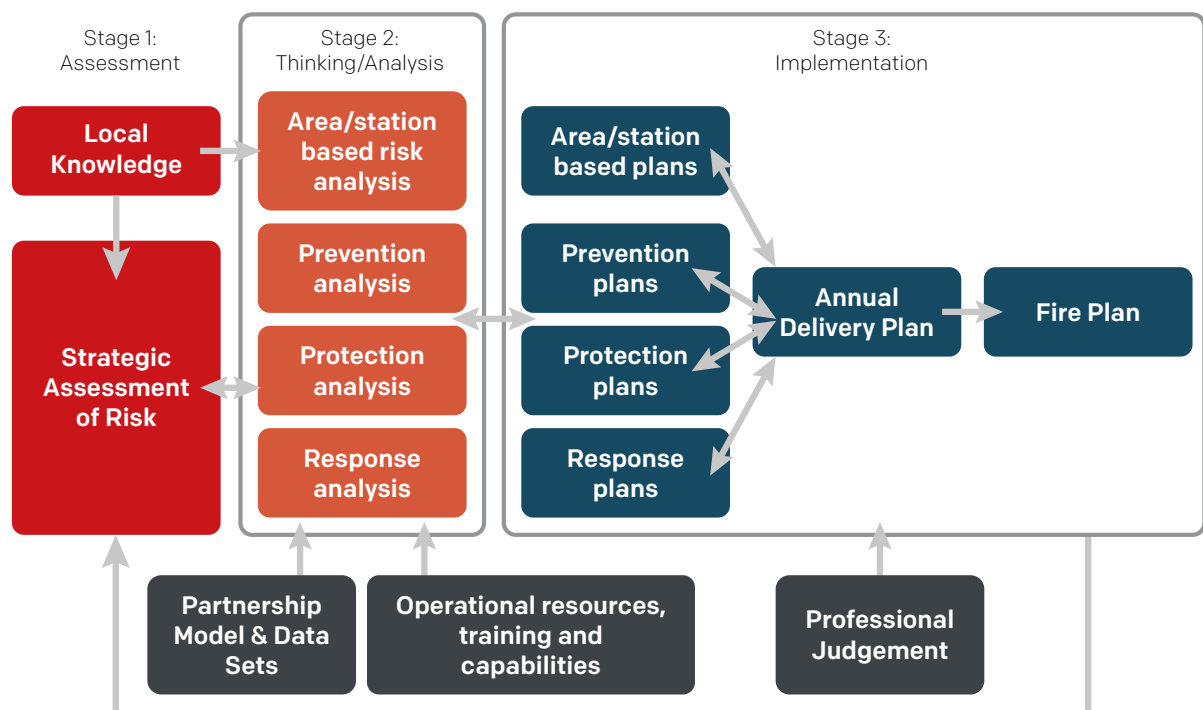
Community Risk Management Model

Our community risk management model is designed to link our processes for identifying and responding to the risks facing our communities. The model ensures that all relevant risk factors are considered and enables us to achieve the following:

- Target prevention efforts more effectively towards the most vulnerable to prevent incidents from occurring.
- Target protection efforts more effectively towards buildings that require improvement the most.

- Allocate our resources where they are needed the most, enabling us to respond quickly and effectively when incidents occur.

The model supports area-based and departmental teams in generating risk-based and sustainable plans by effectively directing their resources through three main stages: assessment, analysis, and implementation. The diagram below illustrates these stages and how they fit into the model.



UNDERSTANDING OUR RISKS

As Greater Manchester evolves, so does our understanding of associated risks. We continuously review and update our strategies, resources, and partnerships to provide the most effective response. Our Strategic Assessment of Risk allows us to identify and respond to new and ongoing risks that could impact our Service and our communities.

Impacts on our communities

Terrorism

Terrorism continues to pose a significant threat to the communities of Greater Manchester. Since the Manchester Arena attack in May 2017, GMFRS has worked hard to ensure we are well-prepared and equipped to respond to any terrorist incidents, including marauding terrorist attacks (MTAs).

To enhance our readiness and response capabilities, we created a detailed action plan in response to the Manchester Arena Inquiry. Our firefighters have received extensive training, and we continue to conduct joint exercises with other blue light services. Our fire engines are now equipped to handle MTAs and mass casualty incidents, with enhanced PPE and trauma equipment. Our Service has completed all four monitored recommendations and we are continuing to support North West Fire Control with one recommendation that is linked to GMFRS.

GMFRS officers are continually linked in with national and regional Counter Terrorism Policing with whom we coordinate planning aligned to local and national security risk assessment. We are committed to combatting the threat of terrorism, enhancing preparedness and safeguarding our communities.

Built environment

Greater Manchester is undergoing radical modernisation. To address the demand for housing and support economic and industrial growth, nine districts from across Greater Manchester have recently adopted the 'Places for Everyone' plan, which outlines development aims for the next 15 years. The city-region also has plans for six inclusive growth locations that aim to drive transformational change in the way we develop and grow in the future.

It is crucial that GMFRS maintains its understanding of risks in the built environment and continues to prioritise the protection of the public from harm.

The use of new technologies in both domestic and commercial settings present challenges for managing fire safety risks. Our Technical and Consultations Team will facilitate early risk identification at an early stage of a building design. A new digital solution is being developed that will enable building risk information to be captured and shared more effectively across our frontline staff delivering prevention and protection interventions and when we respond to incidents.

Through our continued commitment to business engagement, we will increase the advice available to support compliance with fire safety, petroleum, and explosives legislation. We will increase our work with partners to support businesses and target our enforcement action to maximise impact.

The Building Safety Act 2022 introduces new duties for managing fire and building safety in high-rise residential buildings, with higher-risk buildings subject to new requirements and increased responsibilities for building owners. GMFRS and our partners have numerous challenges in the implementation of the new regime, but we are committed to improving the safety of our residents.

GMFRS is increasing the number of premises we can visit through increasing the number of specialist Fire Safety Inspectors and training our firefighters to undertake fire safety checks in lower risk buildings.

Climate emergency

The climate crisis poses significant challenges for GMFRS with increased incidents of flooding, wildfires and storms.

To ensure an effective response, we have invested in dedicated water incident capability stations, trained firefighters in water awareness and flood rescue techniques, and upgraded our technical response capability to create Enhanced Rescue Stations to respond better to water incidents. We have also invested in technical response units at Ashton and Leigh fire stations.

GMFRS has taken proactive measures to prepare for a swift response to wildfire incidents by investing in wildfire research, response tactics, and equipment, and engaging with the government to ensure adequate funding for wildfire prevention and response.

GMFRS recognises that preventing climate change is equally important as fire prevention and we have made it a fundamental part of our campaigns. The aim is to not only reduce direct and indirect fire risks but also to reduce the impact of the climate emergency. To achieve this, we are exploring the development of campaigns that promote positive transportation choices and reduce the use of fossil fuels. Reducing the drivers of the climate crisis will reduce the number of flooding and wildfire incidents, and the societal and economic impacts of these incidents.

Cost of living crisis

The cost of living crisis continues to pose significant risks to vulnerable communities. With historically high costs of energy, food, and other bills, many residents are facing financial challenges. This will be particularly significant towards the end of the year when temperatures fall again, leading to a potential increase in fire-related serious injuries and even fatalities as people turn to unsafe ways to stay warm, light their homes, and reduce energy bills.

To address this issue, GMFRS focusses on fire prevention in homes as outlined in our Prevention Strategy, which aims to support communities in adopting safer practices.

Fires in the home

Domestic fires continue to be one of the most significant concerns for GMFRS and our community. Sadly, accidental dwelling fires caused 185 fatalities in England in 2022/23. Over the past 3 years, Greater Manchester has had 32 fatalities and 1,288 non-fatal casualties in dwelling fires, with cooking and smoking responsible for 60% of these. GMFRS is committed to reducing the number of accidental dwelling fires and improving safety in the home.

We conduct various activities, including safety campaigns, early interventions, community engagement, schools-based education, and person-centred advice. We are committed to continually improving prevention advice and education, intervention practices, use of assistive technologies and benchmarking against national standards. Online home safety checks, partner referrals, and high-risk household lists help to target HFSA interventions to those most in need. They deliver a person-centred approach that is designed to identify and mitigate fire risk, through the provision of fire safety advice and equipment.

By decreasing the impact of fire on communities, GMFRS aims to protect individuals from harm, prevent economic and environmental damage. Through a proactive approach and targeted intervention, GMFRS is committed to keeping the public safe through our prevention activities and targeted home fire safety initiatives.

Road Safety

We will continue to be a key stakeholder in Greater Manchester road safety partnerships and contribute to the implementation of the GM Vision Zero Strategy. We will utilise national guidance and resources, supported by the National Fire Chiefs Council (NFCC), to enhance our current Prevention activities, and to support partners for road safety risk reduction programmes and initiatives. We will utilise a data and evidence based approach to reducing the risk on our roads and will provide targeted interventions to those most at risk.

In 2024 we will be adopting a national online education portal for blue light services, educational establishments and the public to use, and we will deliver motorcycle road safety themed road safety interventions in collaboration with our partners.

Youth Engagement

We have expanded our Prince's Trust Programme for 16-25 year olds, and now have five teams across the region. This programme targets individuals who are unemployed and not in full time education. Its aim is to reduce the vulnerabilities of young people, providing opportunities to engage through education and become economically active. Furthermore, we have recently re-introduced Fire Cadets with four units now operating across Greater Manchester.

Impacts on our Service

Firefighter health and safety

GMFRS is involved in a national project working with the NFCC to establish effective management of contaminants through proper decontamination protocols and equipment. In this project, we will consider new information and emerging best practices identified through the NFCC contaminants initiative.

The NFCC Contaminants Project aims to provide a cohesive and standardised approach to managing fire contaminants across the sector. Key areas for exploration will include the safe disposal of contaminants and the decontamination of firefighting equipment and PPE after operations. By promoting best practices in the management of contaminants, the project aims to equip firefighters with the knowledge and tools necessary to protect themselves from potential negative health effects and improve their overall safety and wellbeing.

Ageing workforce

As our population continues to age, it is vital we mitigate the risks to our older fire fighters. The fastest growing proportion of the UK population is those over the age of 50 and in Greater Manchester, the average employee age is now 41. Enabling more people to be in fulfilling work for longer enables GMFRS to retain skilled and experienced workers, benefits employees who want to stay in work for longer and supports the economic health and prosperity of Greater Manchester.

To better support the health and wellbeing of an ageing workforce, GMFRS is upgrading gym equipment on its stations to support the health and fitness of its operational firefighters. GMFRS recognises that older firefighters are at increased risk of injury and illness and can expect longer recovery times. The upgraded equipment includes state-of-the-art machines, weights, and other equipment that are designed to improve strength, agility, and endurance. GMFRS is committed to proactive measures to promote firefighter safety and effectiveness in responding to emergency situations.

As we age, our physical fitness and agility can reduce, therefore it's important to have effective strategies to manage the balance of work in an intergenerational operational team to avoid stress, burnout, and mental health issues.

Wellbeing and occupational health

The impact of mental health issues poses a significant risk to GMFRS, affecting the wellbeing, productivity, and work performance of our workforce. High stress demands of work can lead to mental health challenges, including depression, anxiety, and burnout.

The operational workforce, specifically firefighters, faces significant mental health issues due to the nature of their job. These issues can lead to depression, anxiety, PTSD, and suicide risk, impacting job performance, staff turnover rates, and physical health. Traumatic experiences can have a long-lasting impact on mental health, relationships, and can result in alcohol/substance abuse.

GMFRS recognises this risk and in order to address these challenges, has implemented measures to support our workforce, by promoting an open culture enabling people to come forward and discuss mental health issues, by providing accessible resources and support such as mental health awareness training, peer support, and Employee Assistance Programme including counselling services, aim to mitigate the impact of mental health issues on our

operational workforce, creating a safer and healthier workplace.

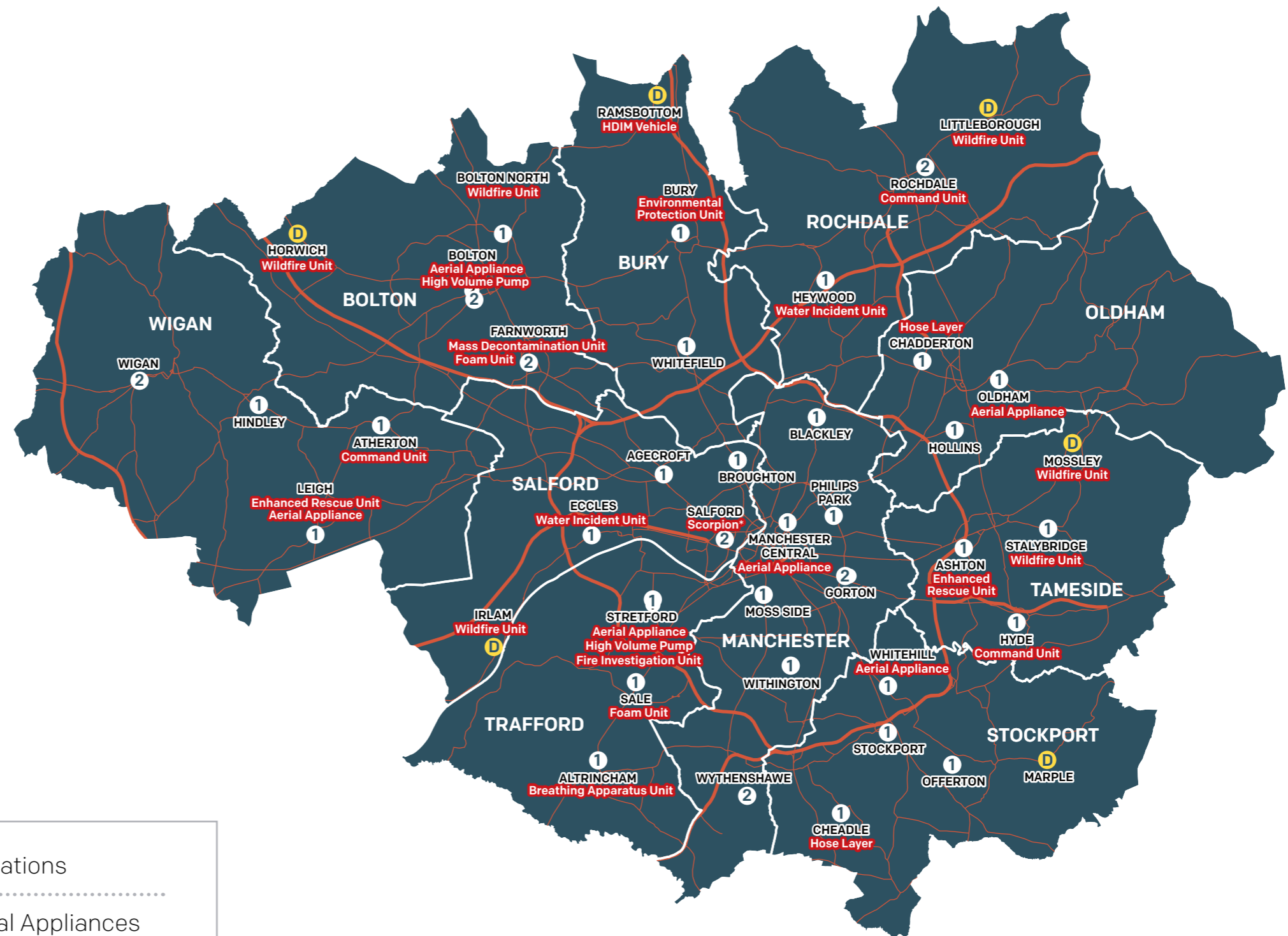
GMFRS also recognises the specific needs of women firefighters and has recently increased the provision of its maternity leave to 52 weeks full pay. This will ensure that new mothers have sufficient time away from work to be with their family at this important formative stage and supports GMFRS ambition to become an employer of choice by valuing diversity.



OUR RESOURCES

We manage risks throughout the city-region via our Prevention, Protection, and Response teams. To maximise the effectiveness of our resources, we utilise several professional support services roles, such as finance, human resources, health and safety, operational and technical support, and other business functions. Additionally, we share a fire control centre with three other fire and rescue services.

We operate two crewing systems: a wholetime duty system where operational crews at these stations are available 24/7, 365 days of the year, enabling a quick response to emergency incidents, and a day-crewed arrangement where operational crews are on stations during core hours, with on-call provisions outside core hours. Specialist officers provide additional support to our operational response when necessary.



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

1,397 Uniformed Staff

314 Non-Uniformed Staff

① One pump wholetime station
② Two pump wholetime station
D Day crewed station
Special Appliance

* The Scorpion is the first pump with specialist capability

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OUR FINANCES

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

We are funded from our share of council tax, and from central government including specific grants, and business rates. Our total net budget for the Service is £139.264m 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 the GMCA in February 2024.

Our MTFP recognises the financial pressures the Service faces, with

uncertainty over future funding levels, and the impact of increased costs linked to inflation. In addition, there may be future burdens relating to high court pension rulings and further operational requirements arising from the Manchester Arena Inquiry, the Grenfell Tower Inquiry, and the Building Safety Act 2022, not already factored into the budget.

During 23/24 we achieved our savings target of £0.711m and we are working hard to identify further efficiencies. We have an efficiency savings target of £0.450m to be delivered in 2024/25.

We are committed to investing in our Service and over the next year we have allocated £29.8m capital investment requirements for our buildings, vehicles, and equipment.

How we spend our money

Total Budget - £139.264m	(£000s)
Employees	£105,631
Premises	£6,973
Transport	£2,487
Supplies and Services	£15,118
Support Charges	£8,519
External Income	-£3,264
Capital Financing	£3,800

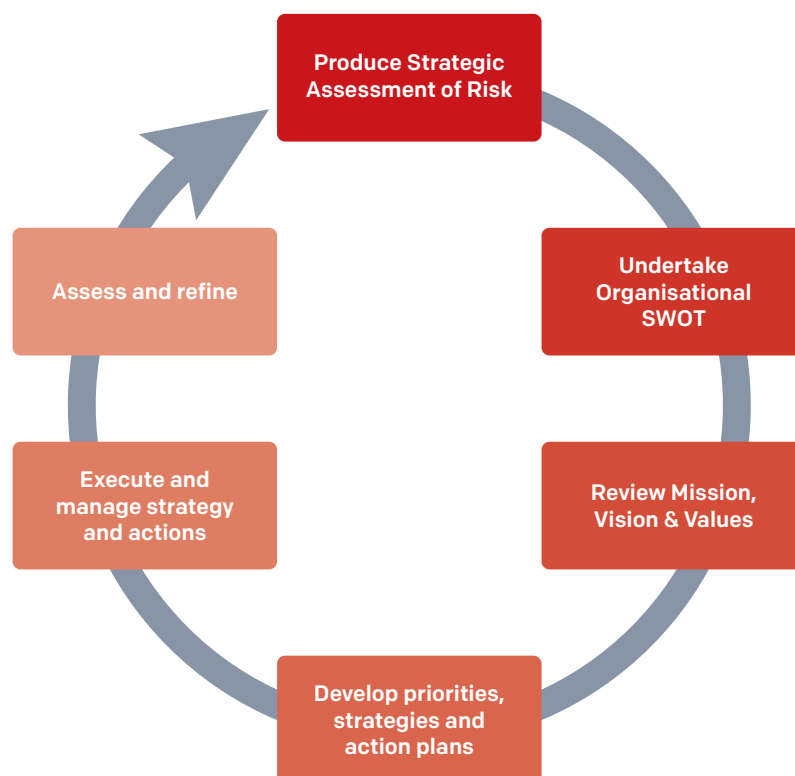
TOTAL BUDGET
£139.264m

OUR GOVERNANCE ARRANGEMENTS

Effective planning and governance are crucial factors in supporting the delivery of our strategic priorities and commitments. They facilitate timely decision-making, closely monitor progress, and enable accurate reporting and scrutiny. Our corporate planning cycle focuses on continual improvement through service excellence to align with our priorities.

Environmental scanning is conducted annually to assess the external factors affecting our Service and the necessary actions required. Our PESTLE and SAoR documents capture this information and are utilised to develop our Fire Plan and Annual Delivery Plans. These plans establish the strategic direction of the Service and underpin the development of the necessary action plans.

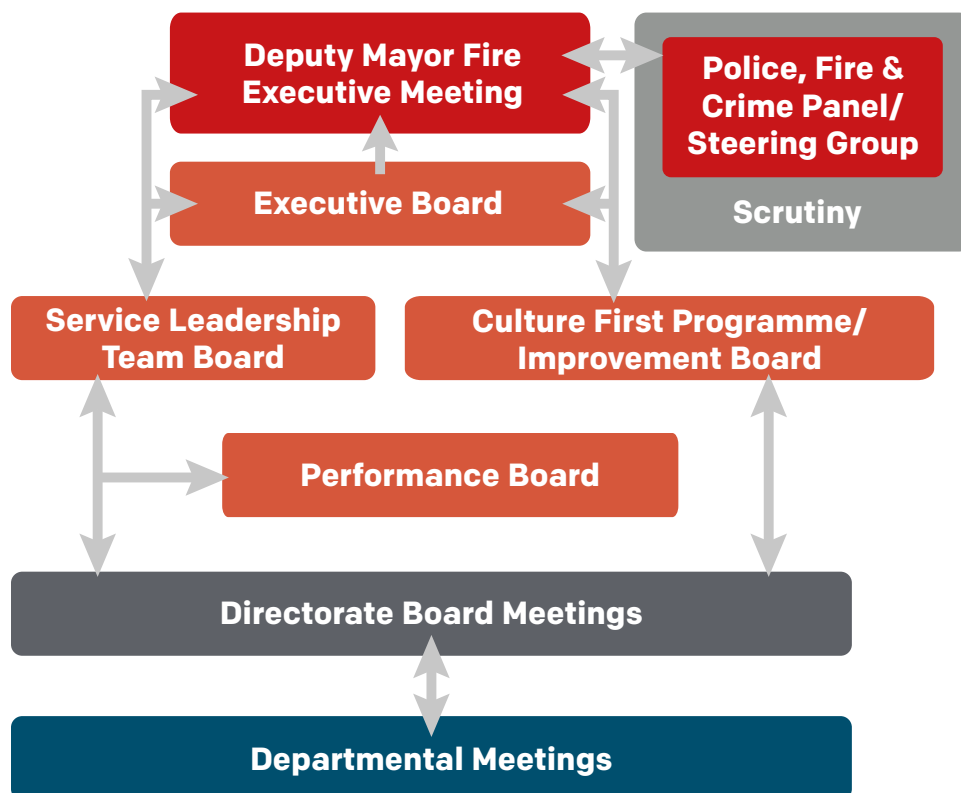
Planning Cycle



Our governance and meeting framework operates in a transparent and inclusive manner, facilitating information sharing and consultative decision-making. It also supports effective performance management and allows for scrutiny, leading to informed and effective decision-making.

In addition to our governance arrangements, the Service Leadership Team conducts strategic planning sessions to evaluate the progress against our strategic priorities. These sessions enable us to identify any necessary reprioritisation and resource allocation and feed any relevant requirements into our annual budget process.

Governance Structure



Corporate Risk Management

Corporate Risk Management forms a fundamental part of our daily operations and organisational management. An effective risk management process ensures the protection of our assets and reputation and supports us in achieving our strategic priorities and commitments.

Our Risk Management Framework outlines how we anticipate managing risk to minimise its effects on the Service. It also defines the presence of risks at all levels within GMFRS and identifies the responsibilities of all employees for capturing and managing risk. This framework links into GMCA processes to ensure consistency and coherence in risk management.

Assurance

To ensure the provision of high-quality services and cost-effective spending, we undertake assurance activities. Our Annual Statement of Assurance summarises our assurance documents, covering different aspects of service delivery, including response, prevention, protection, business continuity, financial, governance, performance management, and external assessment. Our internal and external auditors' diligent work provides assurance to the Mayor, Deputy Mayor, and GMCA. This can be found on our website.

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

HMICFRS inspects each fire and rescue service (FRS) approximately every two years, assessing 11 key areas that can be categorised into Effectiveness, Efficiency and People. GMFRS was first inspected in 2019 and again in 2021. In our most recent inspection GMFRS was graded as 'Good' in 10 of the 11 areas and 'Adequate' in one.

Our most recent inspection, in autumn 2023, saw significant improvement, with four of the 11 areas moving from a 'Requires Improvement' grading to a 'Good' grading and one from 'Requires Improvement' to 'Adequate'.

It is worth noting that this is an improvement, considering the addition of the Adequate grading to the assessments. GMFRS is currently the most improved fire and rescue service in England.

Two 'Areas for Improvement' were identified by the inspectors, one of which GMFRS has already addressed and closed. Our activities to address these areas are being delivered alongside our improvement programme.

Additionally, HMICFRS recognised four areas of Positive Practice and two areas of Innovative Practice, which together, is the most any fire and rescue service has received in this round of inspections.

A link to our full inspection report can be found on our website.

Fire Standards

The Fire Standards Board was established to create and uphold professional standards for fire and rescue services across England. To date, 16 standards have been released, detailing the necessary measures that services must implement to achieve the desired outcome, as well as the expected benefits of meeting the standard.

The Service has engaged in a substantial amount of assurance activities to evaluate our compliance against these standards. We will continue to work to ensure that GMFRS meets all criteria to high standard and that we assure our work via peer reviews and through consultation with the national Fire Standards Implementation Team.

Performance

To ensure a comprehensive understanding of our performance against our agreed key performance indicators (KPIs), we generate monthly and quarterly performance reports that track and monitor our progress. These reports comprise carefully analysed data from a variety of sources, often complemented by relevant local intelligence. This combination of information enables us to identify areas for improvement and put the necessary measures into action.

Our quarterly Measuring Progress report is monitored through our governance arrangements that divide our performance reporting cycle into quarters. This approach provides us with at least four opportunities to scrutinise our progress in detail, implement and track any required actions, ensuring that we deliver the required results.





HOW WE WILL MEASURE OUR SUCCESS

We will use the following key performance indicators (KPIs) to demonstrate how we will deliver the three overarching aims of the Fire Plan:

- Reduce deaths, injuries and damage caused by fire and other threats to our communities.
- Deliver the best value to the public with the least impact on the environment.
- Develop and maintain a diverse, high-performing, and healthy workforce.

Priority 1: Provide a timely, safe and effective response

- 1.0 Average Response Time to 'life risk' Emergencies (includes call handling, turnout and travel)
- 1.0a Average Response time to life risk emergencies (Fire)
- 1.0b Average Response time to life risk emergencies (Special Service)
- 1.1 % of appliances crewed and available
- 1.2 Maintenance of competencies (% completed against planned) - MoC3
- 1.3 Maintenance of competencies (% completed against planned) - MoC6
- 1.4 Maintenance of competencies (% completed against planned) - MoC12
- 1.5 % of Health Monitoring Surveillance in date
- 1.6 Firefighter fitness (Acceptable to Excellent)
- 1.7 Rescues from emergencies

Priority 2: Help reduce the risks of fire and other emergencies

- 2.0 Number of Fire Deaths
- 2.1 Number of Injuries from Fire
- 2.2 Deliberate Primary Fires
- 2.3 Deliberate Secondary Fires
- 2.4 Accidental Dwelling Fires
- 2.5 All Special Service Calls
- 2.6 Total number of HFSA referrals received
- 2.7 Number of HFSA's completed
- 2.8 Princes Trust - % retention rate

Priority 3: Help protect the built environment

- 3.0 Number of Fire Safety Interventions
- 3.1 Total number of audits completed of which;
 - 3.1a % resulting in formal enforcement
- 3.2 Number of businesses receiving advice
- 3.3 Number of AFA calls received at NWFC
- 3.4 Percentage of AFAs not mobilised to
- 3.5 FADA (False alarm due to apparatus - non domestic)

Priority 4: Use resources sustainably and deliver the most value

- 4.0 % Change in our Carbon Footprint (compared to baseline year (2018/19)
- 4.1 Progress against annual savings plan

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

- 5.0a % of Workforce; Male
- 5.0b % of Workforce; Female
- 5.1 Number of Workforce; Non Binary and Other
- 5.2 % of Workforce; Minority Ethnic People
- 5.3 Number of Workforce; LGBTQ+ (Sexual Orientation)
- 5.4 Number of Workforce; Trans
- 5.5 Absence levels (%) All staff
- 5.6 % Apprentices from Current Workforce
- 5.7 Total number of adverse health and safety events
 - 5.7a Number of accidents resulting in injury
 - 5.7b Number work related violence incidents resulting in injury
 - 5.7c Number work related violence incidents not resulting in injury
 - 5.7d Number of near misses
 - 5.7e Number of reported adverse safety events/incidents resulting in damage to vehicles
 - 5.7f Number of reported adverse safety events/incidents resulting in damage to operational equipment
- 5.8 Number of adverse safety events resulting in lost time
 - 5.8a Total number of days lost due to injury
- 5.9 Number of RIDDOR reportable accidents

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

- 6.0 % of safeguarding referrals made that are compliant with GMFRS Safeguarding Referral Procedure



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



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