

ANNUAL DELIVERY PLAN 2025/2026

OUR **MISSION** PROTECTING COMMUNITIES.
WORKING TOGETHER.
SAVING LIVES.

OUR **VISION** A MODERN, FLEXIBLE,
RESILIENT FIRE AND
RESCUE SERVICE.

OUR VALUES

E EXCELLENCE **H** HONESTY **I** INCLUSIVE **P** PROFESSIONALISM IN OUR ROLE **R** RESPECT

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FOREWORD

DAVE RUSSEL

Chief Fire Officer

Greater Manchester Fire and Rescue Service (GMFRS) is an organisation with its sights set on the future and this is an important year of transition for our Service and for Greater Manchester as a whole. Our Annual Delivery Plan sets out how we will make the most of the opportunities and responsibilities that are coming our way, continuing our journey towards being an outstanding fire and rescue service and contributing the most we possibly can to Greater Manchester's overall ambitions.

Our Service has entered the first year of our new Fire Plan. This overall strategy sets us on an ambitious and exciting journey for the next four years. Developed through extensive colleague and resident involvement in our biggest ever engagement exercise, the plan sets out where we will focus our efforts as a modern, flexible, resilient fire and rescue



service – on prevention and protection, response, people and culture, and excellence and value.

Our city-region is setting out a refreshed Greater Manchester Strategy and accompanying long-term delivery plan. This sets a vision of being a thriving city-region where everyone can live a good life. I am clear that our Service has a crucial role to play in achieving this. We are an increasingly 'outward looking' fire and rescue service, working with our partners as 'one public service' delivering the best possible outcomes with and for our residents and communities. This includes expanding our efforts into supporting key Greater Manchester initiatives including Live Well and Housing First.

In line with the city-region's Live Well agenda, our youth engagement schemes not only provide fire safety advice, but they are also tackling inequality and offending, providing young people with skills qualifications, and health and wellbeing support, as well as creating pathways into employment. By expanding our apprenticeship programmes, promoting the Greater Manchester Baccalaureate (Mbacc) initiative and delivering our Fire Cadets and King's Trust programmes, we will improve outcomes for our young people and develop a skilled and resilient workforce for the future.

We will continue to refine our engagement with residents and businesses, providing essential advice on home fire safety, building safety and other risks including water-related incidents and wildfires.

GMFRS also has a responsibility to help deliver the Serious Violence Duty. We are working closely with the Violence Reduction Unit, community safety partnerships, and other fire and rescue services. The Service has created a Safer Communities and Interventions Team, which will deliver pioneering initiatives like Atlas and Athena to reduce risks posed by deliberate fire setting, reoffending, and serious violence.

In the spirit of Greater Manchester, the aims of our Service are bold, ambitious and beyond what many people might expect from a traditional fire and rescue service.

I firmly believe the Fire Plan and this Annual Delivery Plan are deliverable by the excellent people we have in our Service. And as Chief Fire Officer, I am committed to supporting all of my staff to excel, leading an environment where every individual feels empowered and motivated to contribute their best.

By working together, with each other and with our partners, over the year ahead we can build on our many successes so far and do even more to keep our residents and communities safe and help our city-region to thrive.

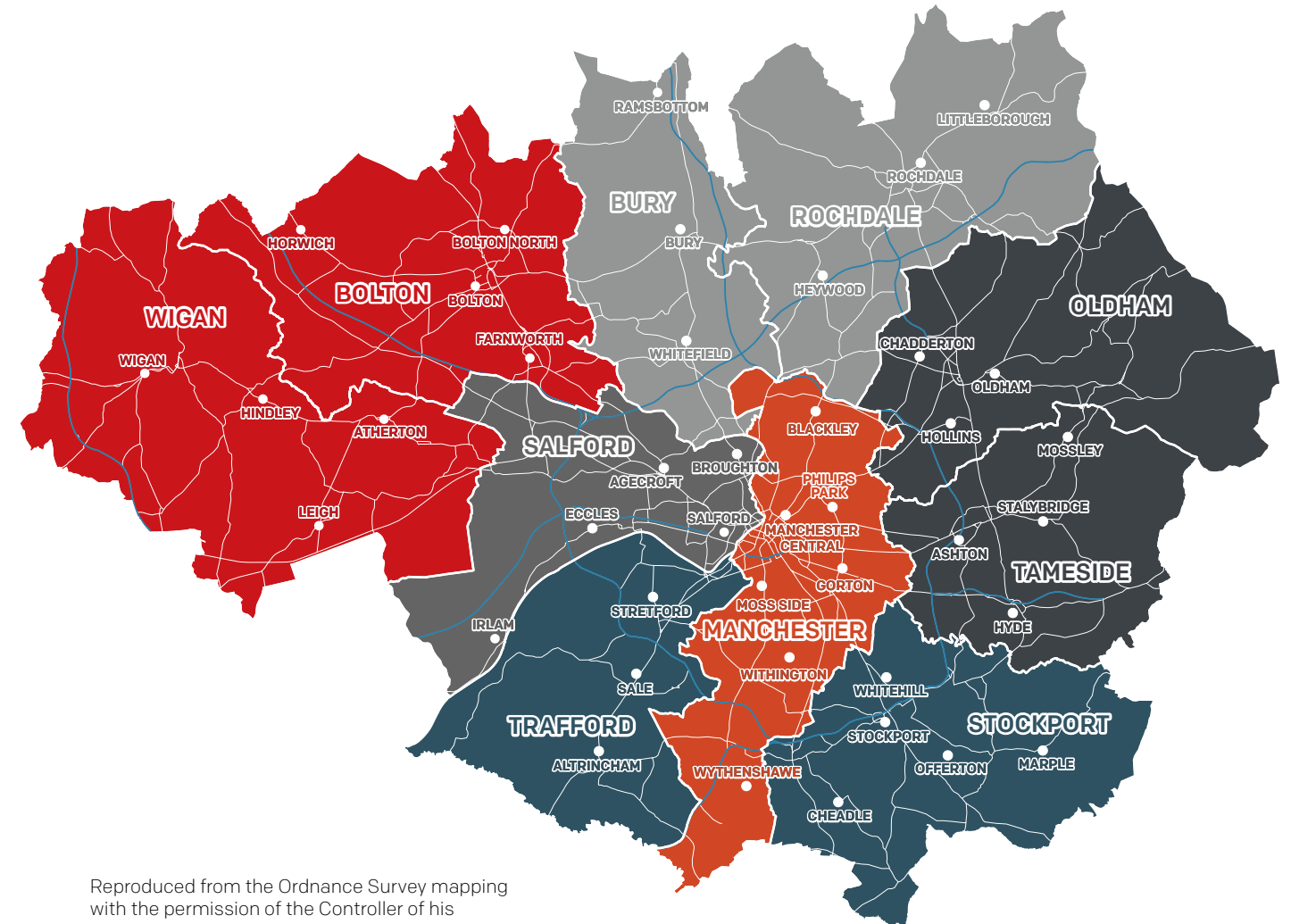
I am truly privileged to lead GMFRS. We have brilliant people who come to work every day because they are proud to serve the people of Greater Manchester. My hope is that through the actions set in out in this plan, this sense of pride in our Service becomes shared even more greatly by all our residents and communities.

SERVICE AREA OVERVIEW

GMFRS operates from 41 strategically placed fire stations across Greater Manchester, divided into six area teams. Our facilities include an Operational Training and Safety Centre, an Incident Command and Leadership Development Academy, a Technical Services Centre, and our Headquarters in Swinton.

GMFRS is part of the Greater Manchester Combined Authority (GMCA), led by the 10 council leaders and the Mayor of Greater Manchester, Andy Burnham. The Group Chief Executive is Caroline Simpson. The Mayor oversees the governance, strategic, and financial management of the fire and rescue service, supported by Deputy Mayor for Safer and Stronger Communities, Kate Green, who focuses on policing, crime, criminal justice, and fire functions. The day-to-day operations are managed by Chief Fire Officer Dave Russel.

The fire and rescue service is scrutinised by the Mayor and Deputy Mayor, who in turn are accountable to the Police, Fire and Crime Panel. This panel consists of 18 members in total – a councillor from each of the 10 Greater Manchester local authorities, five co-opted councillors based on political balance and three independent members. On behalf of communities, they provide input and scrutiny on the fire service's operations, including budget allocations, major strategies, and precept proposals.



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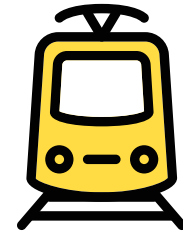
OVERVIEW OF GREATER MANCHESTER

**GMFRS
PROTECTS
1.22
MILLION**

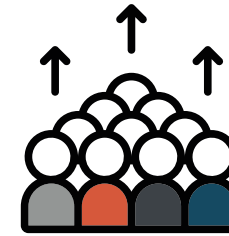
households, a quarter of which
are in areas that are in the 10%
most deprived nationally



57
town and
city centres



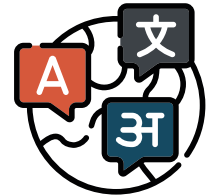
62
miles of
Metrolink track



2.9
MILLION
residents



460,000
over 65s (set to increase 31% by 2043)



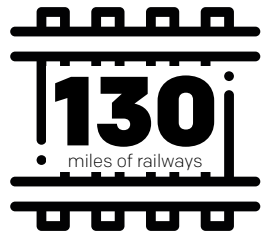
200+
different languages spoken



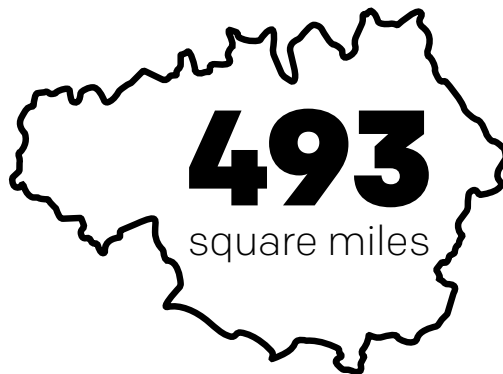
105
miles of canals



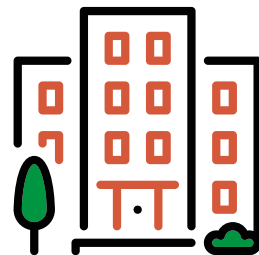
100,000
people receiving disability allowance



130
miles of railways



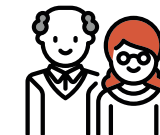
493
square miles



980+
high-rise residential buildings



551,000
people living with long-term
health conditions

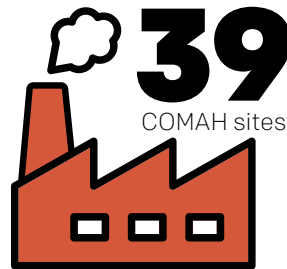
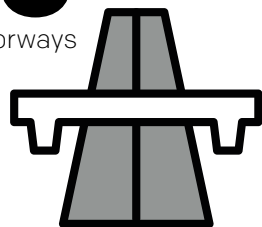


55,000
over 85s (set to increase 70% by 2043)

MAN
Manchester
Airport



10
motorways



39
COMAH sites



Internationally renowned
**UNIVERSITY
& RESEARCH**
facilities



we attend
**THOUSANDS OF
INCIDENTS**
including fires, road traffic collisions,
flooding and rescues



1000s
of acres of moorland

INTRODUCTION

Welcome to the Annual Delivery Plan for 2025-2026, covering the first year of our Fire Plan 2025-2029. This plan outlines the key actions we will take to advance the ambitions and commitments set out in the Fire Plan, as we continue on our journey to becoming an outstanding fire and rescue service.

At the heart of everything we do are four foundational pillars. These pillars are not just guiding themes – they are the framework through which all of our work is delivered. Every activity undertaken by GMFRS, whether strategic or operational, is aligned to and supports one or more of these pillars, supporting the overarching mission and vision of GMFRS. These pillars will guide our efforts to elevate community safety, enhance operational efficiency, boost collaboration, and maximise public value.

The activities highlighted in this plan represent our ‘improvement portfolio’ – a focused set of initiatives designed to accelerate progress and innovation across the Service. These are complemented

by detailed directorate action plans, which outline day-to-day activities and key deliverables across all areas of the organisation. Together, the improvement portfolio and directorate plans form a cohesive and comprehensive programme of work, all of which is firmly rooted in and driven by our four pillars.

Greater Manchester Fire Plan 2025-2029

Formally approved by the Mayor and endorsed by the Combined Authority in May 2025, the Fire Plan sets a bold direction for the next four years. It was shaped by our largest-ever engagement exercise, involving over 4,000 people both across and outside our Service. This input helped us understand what being a modern, flexible and resilient fire and rescue service means to colleagues, partners and residents, informing the actions we will take over the next few years to best achieve this.

From this insight and our professional experience and expertise, we have set out a four-year plan to:

- Ensure people are safer in the buildings they live in, work and visit, and help make businesses more resilient to fire.

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

We will do this by delivering actions and commitments around four key ‘pillars’:

Prevent and Protect: Prevent emergencies by protecting people and places.

Respond: Deliver an outstanding emergency response.

People and Culture: Look after our people and foster a culture of equality, inclusivity, and excellent leadership.

Excellence and Value: Maximise public value through continuous improvement and sustainable use of resources.

The Fire Plan and a summary plan on a page is available on our [website](#).



Greater Manchester Strategy

A refreshed Greater Manchester Strategy and accompanying long-term delivery plan were approved in June 2025.

Owned by the Mayor of Greater Manchester and all Council leaders and delivered through a city-region wide partnership of public, private, voluntary, community, faith, social enterprise and academic sectors and our residents, this sets a vision of being “a thriving city-region where everyone can live a good life”. This will see people living well and our economy growing, with seven key equality and environmental goals focused on the foundations of life – shelter, safety, mobility, opportunity and support.

Our Fire Plan supports this vision through:

- Contributing to Greater Manchester’s Live Well approach to create healthy, happy lives and ease pressure on health services, including scoping the delivery of an Emergency Medical Response in support of North West Ambulance Service (NWAS) and the NHS.

- Improving housing standards as part of Greater Manchester Housing First, including by supporting the development of new ‘Property Checks’ pilot intended to ensure that public services can recognise and refer sub-standard rented housing to local authority partners for enforcement.
- Leveraging our extensive experience in engaging with and developing young people, in support of the Mbacc, which will play a crucial role in enhancing employment opportunities and prosperity and provide a genuine and equal alternative route to university.

The Greater Manchester Strategy sets a vision of being **“a thriving city-region where everyone can live a good life”**.

Working in a ‘group’ approach

GMFRS is part of a new ‘group’ structure alongside the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), under the leadership of Group Chief Executive Caroline Simpson. This collaborative model is designed to deliver better outcomes by harnessing shared skills, resources, and expertise across public services.

As part of this approach, GMFRS works closely with a wide range of strategic partners to reduce risk, enhance safety, and strengthen community resilience across Greater Manchester. This includes co-locating with emergency services such as NWAS and Greater Manchester Police (GMP) to improve joint working and operational coordination. We actively participate in all 10 Community Safety Partnerships, and lead multi-agency planning, training, and exercising for major incidents.

Our collaboration with Greater Manchester Probation Service supports initiatives to reduce reoffending and support rehabilitation. We also work with local authorities and housing providers to improve building safety and tackle poor housing conditions, and with Greater Manchester’s Violence Reduction Unit to address serious violence. In partnership with health services, we are exploring ways to contribute to emergency medical response and supporting community health initiatives. Additionally, we are expanding our engagement methods to address digital exclusion and ensure inclusive access to fire safety and prevention services.

Further development of the group model will continue throughout 2025/26, with a focus on governance, organisational development, integrated settlement readiness, corporate services, and stakeholder engagement. These efforts build on the significant transformation already underway within each organisation, including the ongoing evolution of GMFRS.



Laying the foundations for our future success

In recent years, GMFRS has demonstrated its dedication to protecting lives and property through a number of impactful initiatives. Our response to unprecedented challenges has proven our ability to mobilise resources and collaborate with multiple agencies to control and mitigate risks. The fire at Grenfell Tower and subsequent Public Inquiry has identified a building safety crisis which affects thousands of blocks of flats around the country. We have worked with partners to assess and respond to changing Government advice and new legislation including the Fire Safety England Regulations (FSR) 2022 and the Building Safety Act (BSA) 2022. In addition to our inspections we have worked with stakeholders to identify and share good practice, provided information and advice which can be given to residents and are actively supporting the Building Safety Regulator as it implements the new regime.

Our commitment to equality and inclusion is reflected in the work of our Culture First Board, praised by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). We have been recognised in Stonewall's Top 100 LGBTQ+ employers

and received an overall 'good' OFSTED rating for our firefighter apprenticeship programme, with a number of elements rated 'outstanding'.

Amid economic pressures and the cost-of-living crisis, we have intensified our community engagement efforts, providing targeted fire safety education and support to vulnerable households. Through home fire safety assessments and smoke alarm distribution, we strive to reduce the number of accidental dwelling fires, and protect those most at-risk.

We continue to support children and young people through targeted education and engagement. Programmes like FireSmart and Safe4Summer, along with school visits and youth interventions, promote fire safety, reduce fire-setting, and build positive relationships with the Service.

Following a comprehensive fire cover review, we have adapted our Service ensuring we remain agile and responsive to the diverse risks across Greater Manchester. By listening to our communities and staff we have tailored our strategies to local needs – enhancing both our responsiveness and effectiveness.

STRATEGIC IMPROVEMENT PORTFOLIO

As we launch the Annual Delivery Plan (ADP) for 2025–2026, our improvement portfolio plays a vital role in translating our strategic pillars into tangible outcomes. It serves as a clear roadmap, ensuring every initiative is aligned with the delivery of our overarching mission and vision.

By clearly defining the steps, resources, and outcomes for each project, the portfolio helps us focus our efforts where they matter most. This structured approach ensures we make the best use of time, funding, and people, delivering high-quality services while maximising public value.

The portfolio also provides a strong framework for monitoring progress and measuring impact. It enables us to track performance against defined targets, quickly identify areas for improvement, and adapt as needed to stay on course.

By anticipating risks and planning for resilience, we ensure continuity of service, even in the face of new and unexpected challenges.

Importantly, the portfolio also supports our commitment to upholding and embedding the Fire Standards. By aligning our programmes and projects with these national benchmarks, we can monitor how effectively the standards are being applied across the organisation. This not only ensures compliance but also drives continuous improvement and consistency in the way we deliver services.

The following pages outline the programmes, projects, and initiatives that will drive progress across our four strategic pillars - the foundation of everything we do as a Service.



OUR PLAN ON A PAGE

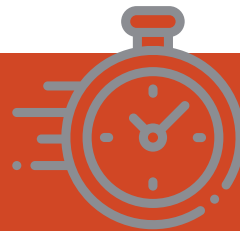
OUR MISSION: Protecting communities, working together, saving lives.

Prevent emergencies by protecting people and places



- Address the findings from Grenfell Tower Inquiry Phase 2.
- Implement the requirements under the Building Safety Act and Fire Safety Regulations.
- Develop the Greater Manchester Remediation Acceleration Plan and recruit the resources to deliver this.
- Introduce the Prevention and Protection Outreach Team.
- Support the Housing First property check pilot in Salford.
- Expand our education and intervention programmes at Bury Safety Centre.
- Support the GM Vision Zero strategy through our road safety offer.
- Continue to roll out the Fire Safety Checks training undertaken by frontline staff.
- Implement the Prevention and Protection digital transformation solution.


Deliver an outstanding emergency response



- Implement the Strategic Review of Special Appliances recommendations.
- Implement remaining recommendations from the Fire Cover Review, including an additional fire engine at Moss Side fire station.
- Scope out the provision of an emergency medical response.
- Implement an innovative North West Fire Control mobilising solution.
- Implement body-worn cameras to support transparency, accountability and operational learning.
- Advance the fire contaminants model to reduce exposure and risk of fire contaminants.
- Implement a refreshed comprehensive training strategy.

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

Look after our people and foster a culture of equality, inclusivity and excellent leadership



- Attract a diverse workforce and onboard 72 apprentice firefighters.
- Collaborate regionally on the development of a Blue Light employment pathway and expand our entry schemes.
- Strengthen leadership development across GMFRS.
- Co-design and launch the GMFRS Culture and Inclusion Strategy for 2025–29.
- Expand future career development opportunities for all staff, strengthening progression and professional growth.
- Refresh our long term Strategic Workforce Development plan for 2025–29.
- Enhance health and wellbeing through a comprehensive support framework.
- Further enhance the GMFRS Volunteering Programme.

Maximise public value through continuous improvement and sustainable use of resources



- Build new community fire stations in Blackley, Whitefield, and Stockport, and start work at Heywood.
- Refurbish and upgrade stations at Eccles, Leigh, Sale, Moss Side, Gorton, and Wigan.
- Continue to improve rest facilities and solutions to manage contaminants.
- Introduce a Strategic Asset Management Plan for our Estate and Fleet.
- Implement a cutting-edge fleet and equipment management system.
- Deliver the Carbon 4 Initiative at Ashton, Bury, Rochdale and Wigan fire stations.
- Review of Fire Service Headquarters and Training and Development Centre.
- Deliver financial efficiencies of £0.677 m.
- Refresh the Sustainability Strategy and associated targets.
- Advance our digital transformation with new systems for organisational learning, projects and performance management.

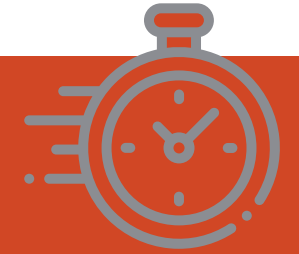


PILLAR 1 - PREVENT & PROTECT:

Prevent emergencies by protecting people and places

During 2025/26 we will:

- Address the findings and recommendations from Grenfell Tower Inquiry Phase 2 to improve safety measures and prevent future incidents.
- Implement the requirements under the Building Safety Act and Fire Safety Regulations to ensure compliance and enhance fire safety standards.
- Develop the Greater Manchester Remediation Acceleration Plan, supporting the Housing First agenda and to improve the experience for residents in affected buildings and recruit the resources to deliver this.
- Introduce the Prevention & Protection Outreach Team to support and enhance community engagement.
- Deliver activities to support the Housing First property check pilot in Salford to improve housing standards.
- Expand our education and intervention programmes at Bury Safety Centre and explore strategic investment opportunities for further development.
- Review and develop our road safety offer to align to and support the GM Vision Zero strategy.
- Continue to roll out Fire Safety Checks training undertaken by frontline staff.
- Develop the business case and procure a new Prevention & Protection digital transformation solution to streamline our processes and drive efficiencies.



PILLAR 2 - RESPOND:

Deliver an outstanding emergency response

During 2025/26 we will:

- Implement the recommendations from the Strategic Review of Special Appliances to significantly enhance service delivery and operational efficiency.
- Implement the remaining recommendations from the fire cover review to ensure optimal fire coverage and strategic resource allocation, including the introduction of an additional fire engine at Moss Side fire station.
- Scope out the provision of an emergency medical response that will deliver timely and life-saving care, to support our partner agencies.
- Implement an innovative NWFC mobilising solution that will enhance our efficiency and effectiveness.
- Implement body-worn cameras to support transparency, accountability, and learning across our operations.
- Advance the fire contaminants model exploring and implementing improvements to further reduce exposure and risk of fire contaminants to operational workforce.
- Implement a refreshed comprehensive training strategy to enhance and embed the skills and readiness of our operational workforce.

PILLAR 3 - PEOPLE & CULTURE:

Look after our people and foster a culture of equality, inclusivity and excellent leadership



During 2025/26 we will:

- Attract a diverse workforce through targeted recruitment and attraction campaigns and onboard 72 apprentice firefighters, strengthening our operational capabilities and future readiness.
- Create employment opportunities by developing a blue light apprenticeship pathway and expanding our entry schemes to support young people and those not in employment, education, or training.
- Strengthen leadership development across the organisation by broadening manager inductions, engaging with external leadership programmes, and implementing initiatives for under-represented groups.
- Co-design and launch the GMFRS Culture and Inclusion Strategy for 2025-29, enhancing the current inclusive culture and equality offer with a comprehensive learning programme.
- Expand opportunities for future career development for all staff - for support staff: utilise the GMCA Talent Management Strategy to build clear career pathways; for uniformed staff: implement recommendations from the Promotion Pathway evaluation to continue strengthening how we support progression and professional growth.
- Refresh our long term Strategic Workforce Development plan for 2025-29 in line with the new Fire Plan, and embed active succession planning for critical roles into the strategic planning cycle.
- Enhance workforce health and wellbeing through a comprehensive support framework that fosters a balanced and supportive work environment, prioritising long-term wellbeing and productivity.
- Further enhance the GMFRS Volunteering Programme to engage volunteers in meaningful roles, while increasing capacity, inclusivity, accessibility to deliver our priorities.

PILLAR 4 - EXCELLENCE & VALUE: Maximise public value through continuous improvement and sustainable use of resources



During 2025/26 we will:

- Deliver three new state-of-the-art community fire stations in Blackley, Whitefield, and Stockport, and begin work on a new community fire station at Heywood.
- Implement the next phase of the Station Refresh initiative that will focus on refreshing a further 11 stations and implementing solutions to manage contaminants at 37 fire stations across the estate.
- Deliver capital schemes to improve facilities for staff at Moss Side, Gorton, Wigan and our Service properties.
- Implement the Station Refurbishment Programme upgrading rest areas to enhance facilities and support staff wellbeing at Eccles, Leigh and Sale fire stations.
- Introduce a Strategic Asset Management Plan covering delivery of our Estate and Fleet in an affordable and sustainable way.
- Implement a cutting-edge fleet and equipment management system to streamline operations and improve efficiency.
- Implement the Carbon 4 Initiative to advance sustainability efforts through delivery of carbon reduction projects at our fire stations in Ashton, Bury, Rochdale, and Wigan.
- Undertake a comprehensive review of Fire Service Headquarters and the Training and Development Centre to optimise operations and use of the GMFRS estate.
- Deliver financial efficiencies of at least £0.677 million.
- Conduct a thorough review into the nature and extent of capacity challenges within the Service to identify and address key barriers and areas for improvement.
- Implement a robust organisational learning framework to enhance continuous growth and excellence.

- Procure and implement a new solution to track and monitor learning outcomes within the Service, enhancing learning and driving improvements.
- Procure an advanced digital solution to enhance the planning and management of projects, ensuring greater efficiency and effectiveness.
- Procure an innovative digital solution to streamline performance management processes, enabling improved tracking and reporting of key metrics.
- Refresh the Sustainability Strategy and associated targets to ensure environmental goals and commitments are achieved.
- Continue to create and trial public participation pilots.
- Embed a robust approach to public accessibility regulations for all GMFRS online content.



06

COMMUNITY RISK MANAGEMENT PLANNING

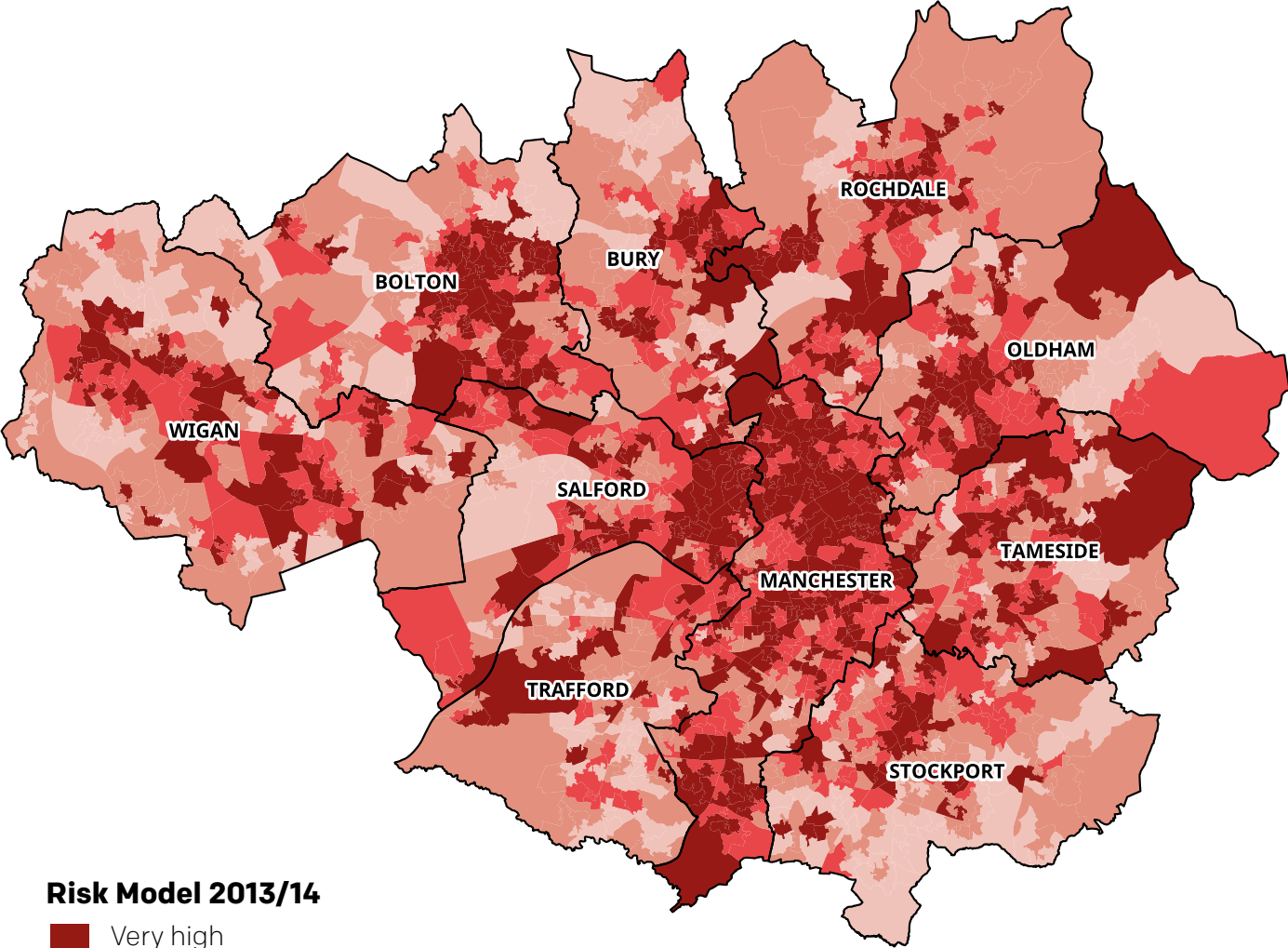
The Fire and Rescue National Framework 2018 requires GMFRS to identify and assess the risks our communities face and adapt to meet those challenges. Through our community risk management planning, we gain insights into the risks affecting our communities and develop effective strategies to respond to them safely. Our annual Strategic Assessment of Risk (SAoR) looks at possible risks in our communities. It collects and analyses information to help us make informed decisions, allocate resources wisely, and develop our Fire Plan and Annual Delivery Plans. Together these documents, form our Community Risk Management Plan.

Our approach

Fires and other emergencies are not completely random; they can be influenced by factors such as the environment, economy, lifestyle, health, age, behaviour, education, and location. While we can't predict exactly when or where incidents will occur, we can identify trends and patterns. By analysing all available data using modelling techniques, we assess the types and levels of risk in our borough and station areas. We combine this data with local knowledge and experience to plan our activities, identify training needs, and allocate resources where they are most needed.

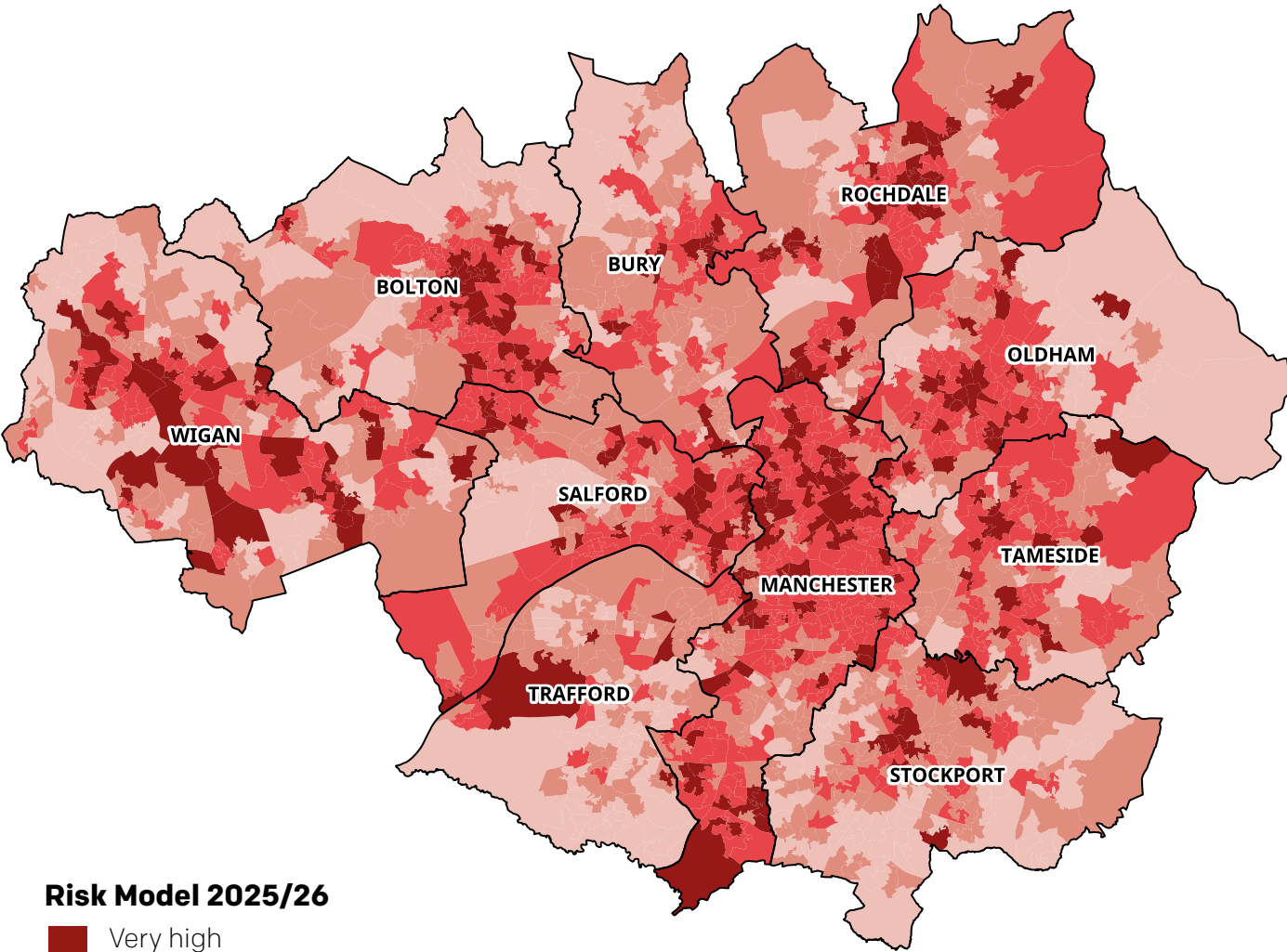
We regularly review our fire cover to ensure efficient and effective responses to fires and emergencies. We create an annual risk model for Greater Manchester, assessing fire risk in small areas called Lower Super Output Areas (LSOAs). This model uses historical fire and casualty data, along with local deprivation information, to rank each area as low, medium, high, or very high risk.

Risk model maps



Risk Model 2013/14

- Very high
- High
- Medium
- Low



Risk Model 2025/26

- Very high
- High
- Medium
- Low

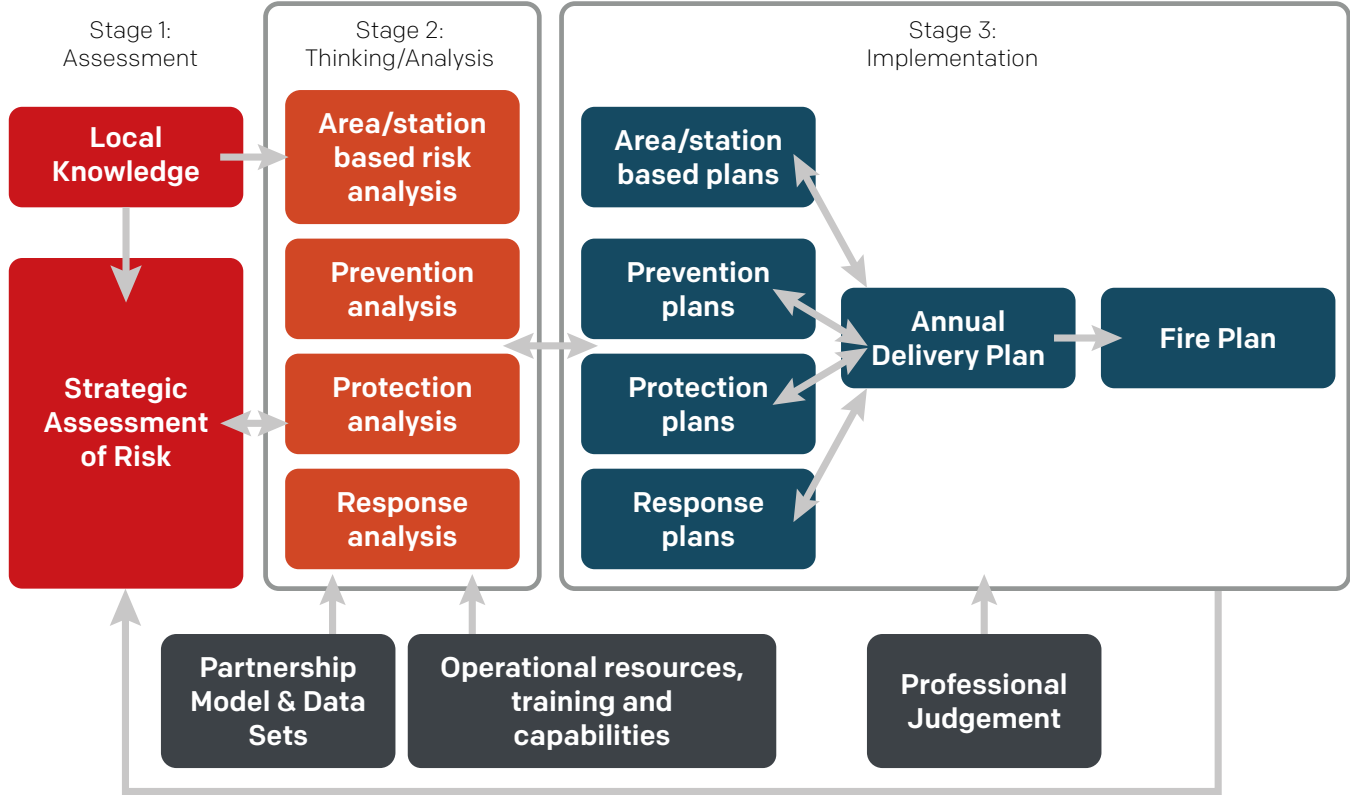
Community Risk Management Model

We use software to compare our risk model with planned changes, such as crewing arrangements or relocating fire engines, to understand their impact on performance. This helps us develop strategies without compromising fire coverage. To help station teams manage and reduce risks, we create borough risk profiles informed by local knowledge. These profiles guide action plans to effectively address risks. This process is part of our Community Risk Management model,

which links everything together, guiding local teams through three main steps: assessment, analysis, and implementation, to create effective, risk-based plans.

This model helps us achieve the following:

- Focus our prevention efforts on those most at risk to prevent incidents.
- Direct our protection efforts to buildings needing the most improvement.
- Use our resources where they are most needed, allowing us to respond quickly and effectively during emergencies.



UNDERSTANDING OUR RISKS

GMFRS operates in a constantly changing and complicated environment where existing and emerging risks threaten the safety and resilience of our communities. As Greater Manchester evolves, so does our understanding of associated risks. Our annual SAoR helps us to identify and respond to these risks. It enables us to adapt our strategies and resources to meet the changing needs of our communities effectively. Below highlights some of the main risks identified in our latest SAoR.



Incident Related

These incident-related risks are often characterised by their high frequency and severe consequences. Understanding and mitigating these risks is crucial to enhancing the safety and resilience of our communities. Below details the key incident-related risks we face along with how we will address these:

Fires in the home

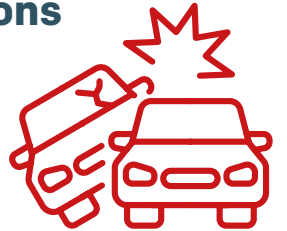
These remain a significant threat, often resulting in severe injuries or fatalities.

We will build on our fire safety education initiatives, increase HFSA visits and campaigns, work to improve fire safety standards in buildings through advice, inspections and enforcement.

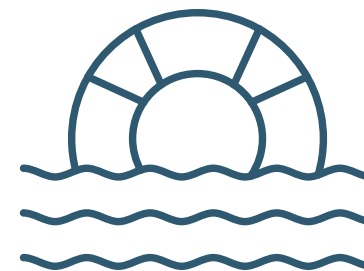


Road traffic collisions

Speeding, distracted driving and poor road conditions contribute to these incidents.



We will promote the Vision Zero strategy, ensuring we support road safety campaigns, undertake community engagement sessions to raise awareness, and identify innovative opportunities to educate drivers most at risk.



Water rescues

Water-related incidents continue to increase and pose a significant risk in rivers, lakes and canals.

We will increase water safety education, undertake regular training exercises and collaborate with local organisations to deliver the GM Water Safety Strategy.

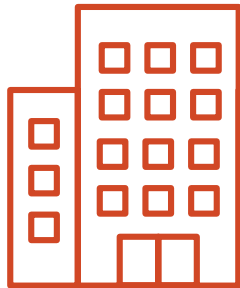
Impacts on our Community

Beyond immediate incidents, GMFRS must also contend with broader societal issues that can have long-term impacts or cause major incidents and extreme events. These community-related risks are influenced by various factors, including demographic changes, urban development, and global threats. Addressing these risks requires a proactive and adaptive approach to ensure the safety and wellbeing of our communities. The following are some of the key community-related risks we have identified, along with our strategies to mitigate them:

Changing built environment

Increase in high rise buildings, poorly constructed buildings.

We will continue to engage with businesses to provide fire safety information to support self-compliance and target our inspections based on risk, taking enforcement action where necessary.



Terrorism and geopolitical tension

Large scale attacks, cyber attacks.

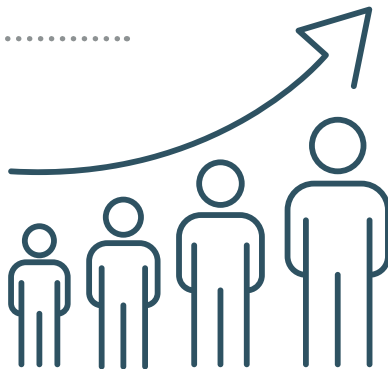
We will continue to collaborate with other emergency services, undertake multi-agency training exercises, provide specialised training and equipment, and implement learnings.



Changing population

Increasing population, ageing population, community tension.

We will adapt services to meet the needs of a diverse and changing population, and deliver a range of targeted campaigns and initiatives.



Climate emergency

Increase in urban flooding and wildfires.

We will continue to invest in our preparedness and response capabilities, including training and equipment. Educate our communities through campaigns and initiatives.



Cost of living crisis

Fuel poverty, lack of ability to heat home leading to unsafe heating methods.

We will work with partners and communities, and support initiatives to help alleviate the impacts, and deliver campaigns focused on safety in the home.

Technology

Increased use of electric vehicles and lithium-ion batteries. Digital exclusion and impact of AI and technological displacement/advancements.

We will continue to invest in training and equipment in response to emerging risks. We will continue to develop safe and inclusive response strategies with partners and expand engagement methods.



Impacts on our Service

The effectiveness and long-term sustainability of GMFRS depends on several internal factors that impact the health, wellbeing, and safety of our operational workforce, as well as the overall performance of the Service. These service-related risks must be carefully managed to ensure we continue delivering high-quality services to our communities. Below are some of the key risks we face, along with the steps we are taking to address them.

Firefighter health and safety

Impact on physical and mental wellbeing, increased stress and sickness levels. Risk of contaminants.

We will implement best practice for use and cleaning of personal protective equipment, promote a culture of awareness and robust mental health support, while ensuring staff have access to the right support and occupational health.



Ageing workforce

Challenges maintaining operational effectiveness, knowledge transfer, decreased fitness levels.



We will continue to invest in recruitment and retention strategies. Provide mentorship programmes and continued professional development. We will also build on our health and fitness initiatives and continue to invest in equipment.



Funding

Inability to invest and innovate, need to deliver efficiencies, potential reduction in services.

We will lobby government for fairer funding settlements, whilst driving efficiencies. Explore alternative funding sources, including income generation, while identifying cost savings opportunities and areas to improve productivity.



OUR RESOURCES

We manage risks across the city-region through our Prevention, Protection and Response teams. To maximise our resources' effectiveness, we rely on various professional support services, including 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 are available 24/7, 365 days a year, ensuring a quick response to emergencies, and a day-crewed system, where crews are on station during core hours and on-call outside these hours. Specialist officers provide additional support to 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**

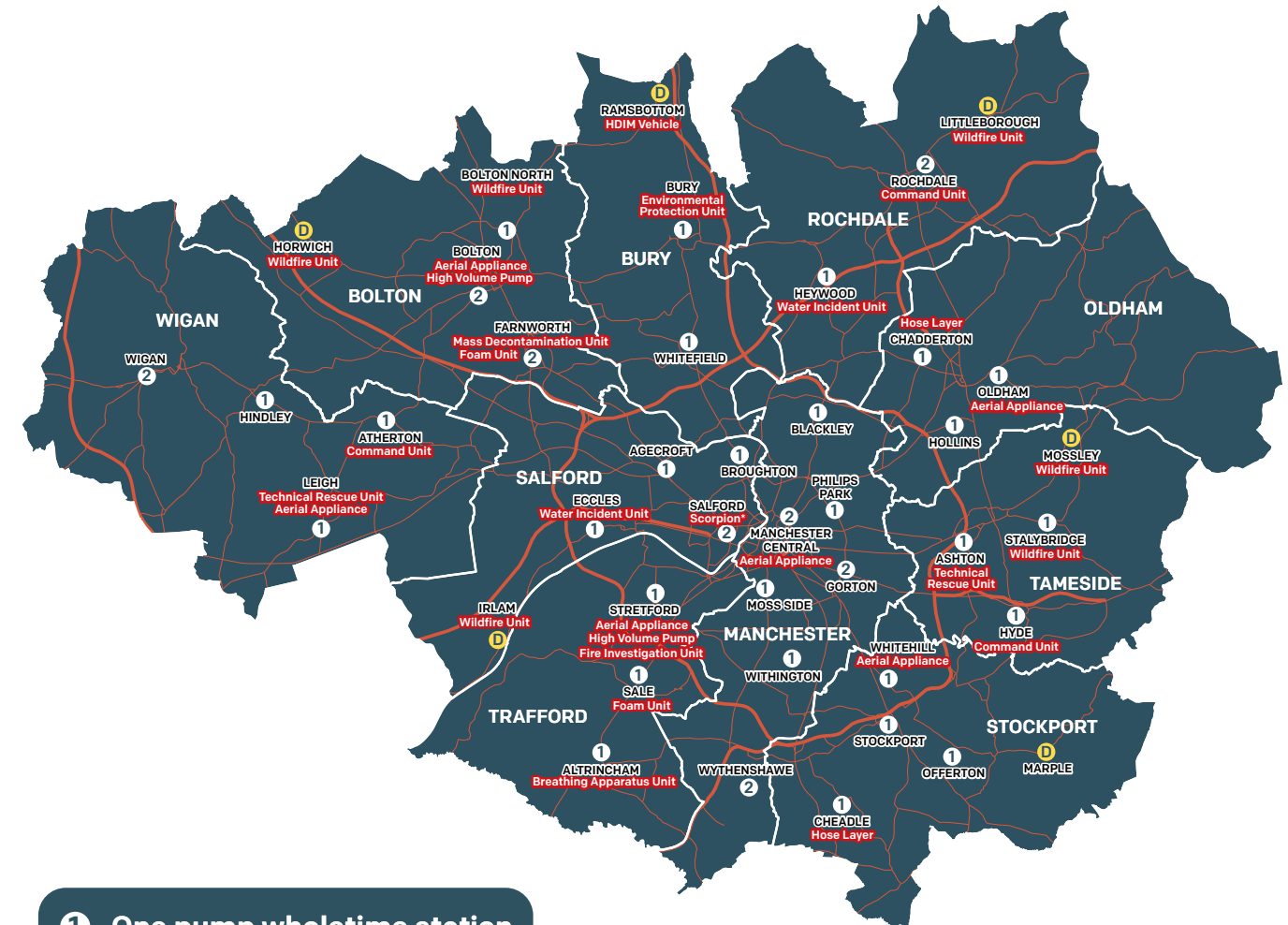
41 Fire Stations

27 Special Appliances

51 Fire Engines

1,414 Operational Staff

310 Specialist & Support 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 dedicated to spending taxpayers' money effectively. We strive to find efficiencies while maintaining the quality of services we provide to our communities. Our funding comes from council tax, central government grants, and business rates. Our total budget for the Service is £150.736 million. As part of managing our finances, we create a Medium Term Financial Plan (MTFP) that outlines our financial strategies. We review our MTFP every year, and the current plan was approved by Greater Manchester Combined Authority in February 2025.

Our MTFP acknowledges the financial challenges faced by the Service, including uncertainty about future funding and rising costs due to inflation. Additionally, we may encounter future expenses related to high court pension decisions and new

operational needs stemming from Inquiries and Regulatory changes which are not currently included in our budget.

In 2024/25, we successfully met our savings goal of £0.450 million and are actively seeking additional efficiencies.

For 2025/26, we have set an efficiency savings target of £0.677 million. We are dedicated to investing in our Service, and over the coming year, we have earmarked £39.7 million for capital investments in our buildings, vehicles, and equipment.

| How we spend our money | |
|--------------------------|----------|
| Total Budget - £150.736m | (£000s) |
| Employees | £119,436 |
| Premises | £6,907 |
| Transport | £2,450 |
| Supplies and Services | £15,358 |
| Support Charges | £9,504 |
| External Income | -£5,463 |
| Capital Financing | £2,544 |



GOVERNANCE, RISK AND PERFORMANCE

Governance

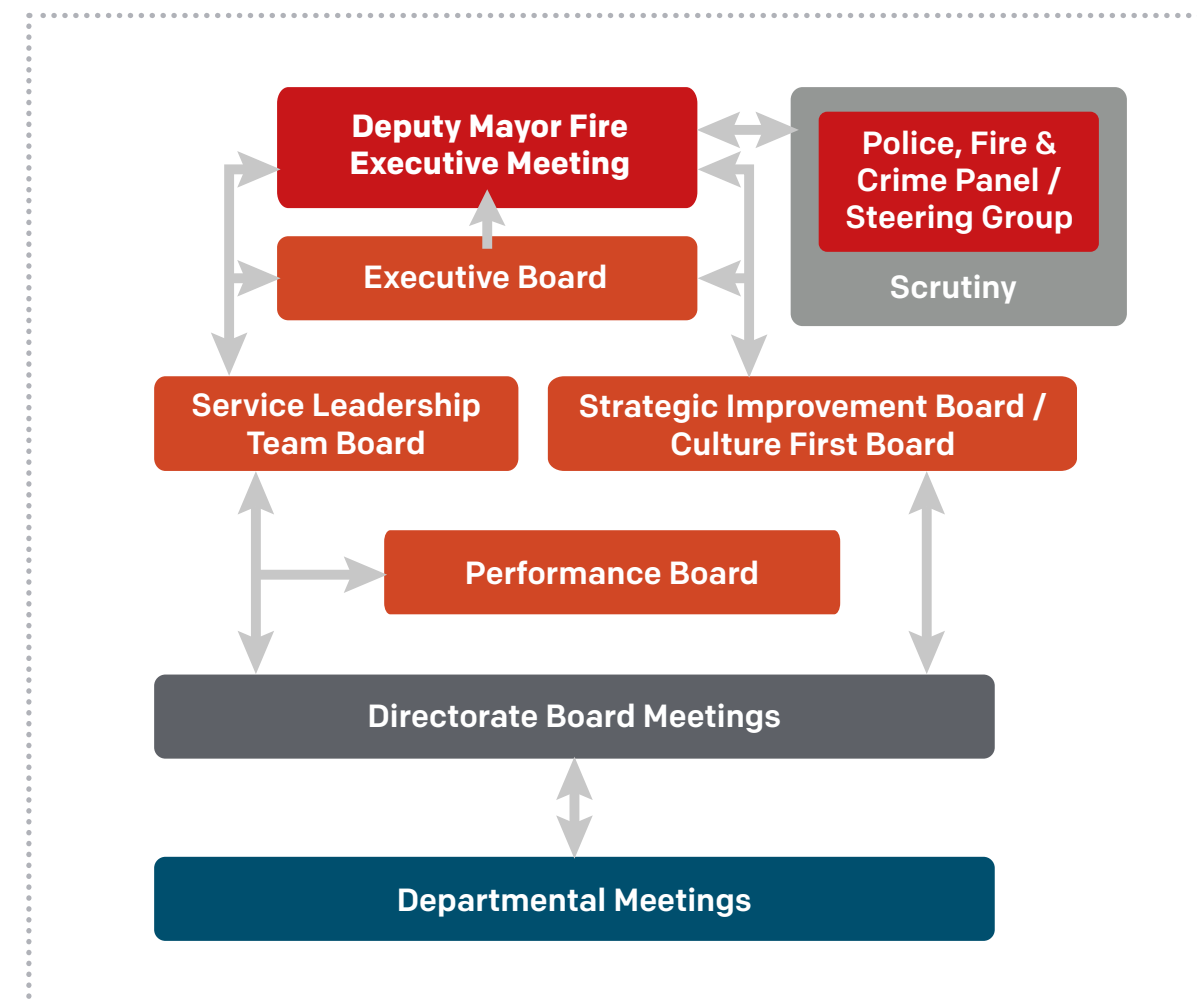
Effective planning and governance are essential for achieving our strategic priorities and commitments. They enable timely decision-making and progress-monitoring, while ensuring accurate reporting and scrutiny. Our corporate planning cycle emphasises continuous improvement and service excellence to align with our goals.

We conduct environmental scanning annually to assess external factors impacting our Service and determine necessary actions. Our PESTLE and SAoR documents capture this information and are used to develop our Fire Plan and Annual Delivery Plans. These plans set the strategic direction of the Service and support the creation of action plans.

Our governance and reporting framework is transparent and inclusive, promoting information sharing and consultative decision-making. It supports effective performance management and allows for scrutiny, leading to informed and effective decisions.

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

Governance Structure



Corporate Risk Management

Corporate risk management is a key part of our daily operations and organisational management. An effective risk management process protects our assets and reputation, helping us achieve our strategic priorities and commitments.

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

Assurance

[Our Statement of Assurance](#) is an annual document that confirms our effective management of operational, financial, and governance matters. It provides assurance to the government, stakeholders, and the community that we meet the requirements of the Fire and Rescue National Framework for England. This document details how we maintain high standards in prevention, protection, response, and resilience.

Performance

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

- 1. Ensure** people are safer in the buildings they live in, work and visit and help make businesses more resilient to fire.
- 2. Reduce** deaths, injuries and damage caused by fire and other threats, and help build stronger communities.
- 3. Develop** and maintain a diverse, high-performing, and healthy workforce.
- 4. Deliver** the best value to the public with the least impact on the environment.

The following pages set our KPIs against each of the four pillars.

PILLAR 1 - PREVENT & PROTECT:

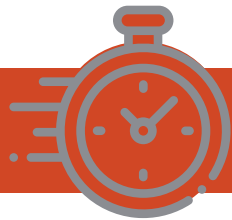
Prevent emergencies by protecting people and places



| | |
|-------------------|---|
| Corp 1.01 | Accidental Dwelling Fires |
| Corp 1.02 | Deliberate Primary Fires |
| Corp 1.03 | Deliberate Secondary Fires |
| Corp 1.04 | Number of Injuries from Fire |
| Corp 1.05 | Number of Fire Deaths |
| Corp 1.06 | All Special Service Calls |
| Corp 1.06a | of which are road traffic collisions |
| Corp 1.06b | of which are water incidents |
| Corp 1.07 | Rescues from emergencies |
| Corp 1.08 | Total number of Home Fire Safety Interventions |
| Corp 1.08a | of which are Home Fire Safety Assessments Completed |
| Corp 1.08b | of which are Online Home Fire Safety Checks |
| Corp 1.08c | of which are Doorstep Advice Provided |
| Corp 1.09 | King's Trust % retention rate |
| Corp 1.10 | ADA (False alarm due to apparatus - non domestic) |
| Corp 1.11 | Number of Fire Safety Interventions |
| Corp 1.12 | Total number of audits completed |
| Corp 1.13 | Number of businesses receiving advice |
| Corp 1.14 | % of Automatic Fire Alarms (AFA) calls not mobilised to |

PILLAR 2 - RESPOND:

Deliver an outstanding emergency response



| | |
|-------------------|---|
| Corp 2.01 | Average Response Time to 'life risk' emergencies (includes call handling, turnout and travel) |
| Corp 2.01a | Average Response Time to life risk emergencies (Fire) |
| Corp 2.01b | Average Response Time to life risk emergencies (Special Service) |
| Corp 2.02 | % of appliances crewed and available |
| Corp 2.03 | Maintenance of competencies (% completed against planned) - MoC3 |
| Corp 2.04 | Maintenance of competencies (% completed against planned) - MoC6 |
| Corp 2.05 | Maintenance of competencies (% completed against planned) - MoC12 |
| Corp 2.06 | % of Health Monitoring Surveillance in date |
| Corp 2.07 | Annual Firefighter Fitness Test |
| Corp 2.08 | Total number of adverse health and safety events |
| Corp 2.08a | Number of accidents resulting in injury |
| Corp 2.08b | Number of work related violence incidents resulting in injury |
| Corp 2.08c | Number of work related violence incidents not resulting in injury |
| Corp 2.08d | Number of near misses |
| Corp 2.08e | Number of reported adverse safety events/incidents resulting in damage to vehicles |
| Corp 2.08f | Number of reported adverse safety events/incidents resulting in damage to operational equipment |
| Corp 2.09a | Number of adverse events resulting in lost time |
| Corp 2.09b | Total number of days lost due to injury |
| Corp 2.10 | Number of RIDDOR reportable accidents |
| Corp 2.11 | % of safeguarding referrals made that are compliant with GMFRS Safeguarding Referral Procedure |

PILLAR 3 - PEOPLE & CULTURE:

Look after our people and foster a culture of equality, inclusivity and excellent leadership



| | |
|-------------------|---|
| Corp 3.01a | % of Workforce; Male |
| Corp 3.01b | % of Workforce; Female |
| Corp 3.02 | Number of Workforce; Non-Binary and Other |
| Corp 3.03 | % of Workforce; Ethnically Diverse Employee Group |
| Corp 3.04 | Number of Workforce; LGBTQ+ Plus (Sexual Orientation) |
| Corp 3.05 | Number of Workforce; Trans |
| Corp 3.06 | Absence levels (%) All staff |
| Corp 3.07 | % Apprentices from Current Workforce |

PILLAR 4 - EXCELLENCE & VALUE:

Maximise public value through continuous improvement and sustainable use of resources



| | |
|------------------|--|
| Corp 4.01 | % Change in our Carbon Footprint (compared to baseline year 2018/19) |
| Corp 4.02 | Progress against annual savings plan |





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MANCHESTER**
FIRE AND RESCUE SERVICE

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