



GREATER MANCHESTER
FIRE AND RESCUE SERVICE

Greater Manchester Fire and Rescue Service

Annual Report 2013/14



Headlines 2013/14



Provided over 54,000 dwellings with home safety advice



Helped young people gain over 1700 recognised qualifications



We reduced the number of false alarms attended by 16%



Over 95% of all 999 calls answered within 7 seconds



Average response time to incidents less than 6 minutes



£2.73m of efficiency savings were delivered



443 volunteers have provided almost 57,000 hours of service



Installed solar panels which generate enough electricity for 8 fire stations



Named Asian Fire Service Association (AFSA) Fire and Rescue Service of the year

Contents

INTRODUCTION	4
Greater Manchester Fire and Rescue Service in numbers	5
PURPOSE AND AIMS	6
Our purpose	6
Prevention, Protection, Response	6
Public Value, People, Principles	7
PREVENTION	8
Key Headlines	8
Developments in 2013/14	8
Case Studies	10
PROTECTION	12
Key Headlines	12
Developments in 2013/14	12
Case Studies	14
RESPONSE	16
Key Headlines	16
Developments in 2013/14	16
Case Studies	18
PUBLIC VALUE	20
Key Headlines	20
Developments in 2013/14	20
Case Studies	22
FINANCIAL INFORMATION	24
PEOPLE	26
Key Headlines	26
Developments in 2013/14	26
Case Studies	28
PRINCIPLES	30
Key Headlines	30
Developments in 2013/14	30
Case Studies	32
ASSURANCE AND PERFORMANCE	34
Annual Assurance Statement	34
Service Excellence	34
Peer Challenge	34
Appendix A – GMFRS Key Performance Measures and Targets	35
GMFRS Key Performance Measures and Targets	35
Contact us	38

INTRODUCTION

Following an extensive staff consultation exercise in 2010, we published our Strategic Intent Document. The document acknowledged the impact of the global financial crisis and the likely implications for the public sector of a new coalition government.

This forward-thinking approach was part of an ongoing drive by the Service to increase efficiency and effectiveness. Since 2005, we have delivered the largest cumulative efficiency savings of all Fire and Rescue Authorities in the UK, saving around £160 million. This has been achieved through a range of activities including improved procurement, increased collaboration, reductions to support and management costs, revisions to shift/crewing arrangements, reducing ill health retirements and through investment in sustainability and energy conservation.

But we are not being complacent. Austerity is set to continue, perhaps even increase, regardless of the outcome of the next general election. Over the next two years GMFRS is facing at least a further 10% reduction in grant funding which means that by 2016 we will have absorbed a total and real annual budget cut of around 35%.

By acknowledging that austerity is the new normal we can plan accordingly and like the Strategic Intent Document of 2010, we are this year, producing our new vision for the future. Dealing successfully with continued and significant funding cuts requires more than simply 'salami-slicing' budgets, it requires a complete

As well as the ongoing pressure on our budget, GMFRS has also successfully coped with the mounting industrial dispute between the Fire Brigades Union and the government over pension terms and conditions. As a Fire Authority we have a statutory responsibility to put in place business continuity arrangements which have seen us recruit and train Emergency Fire Crews for deployment during industrial action. While we would never pretend that these arrangements could replace our professional firefighters, they have performed an important function and given our communities a good measure of protection during periods of strike action.

re-think of how we deliver services, so that we can provide even more for the people of Greater Manchester with less and less money. Confronting the Future looks at our journey over the last five years or so and explains how we intend to tackle our oncoming challenges through:

- improved firefighting techniques and equipment;
- alternative models of service delivery to maximise the funding available to us;
- greater collaboration with the Police, the Ambulance services and our local authority partners;
- and the continued upskilling of our workforce so that we are adaptable to changing risks and the changing expectations of our stakeholders.

Looking back, last year has been a challenging one for the Service. As Chief Fire Officer and Chairman of the Fire Authority we are proud of our teams and how well they have adapted to events and continued to deliver the best possible service to the communities of Greater Manchester, not least in the wake of the tragic death of firefighter Stephen Hunt. To lose someone in the line of duty is devastating. We would like to thank the crews who dealt with the incident on Oldham Street and continued to fight the fire even after Stephen was taken away in an ambulance. That is an unquestionable dedication to the job.

Immediately following the incident hundreds of people in the Service offered support and help, some of whom worked 24/7 for several days and did a magnificent job of getting all the practical, supportive and legal arrangements in place so quickly.

We would also like to thank the thousands of people who took the time to support the Service following the incident - it really does mean a lot to have such overwhelming public backing and it is truly appreciated by us all.

The loss of Firefighter Stephen Hunt served to remind us all of the dangers inherent in fire and rescue operations. While we confront our future, we won't forget the past. We will remember our loss and pay our respects.



Steve McGuirk
CBE, QFSM, DL, MA, BA(Hons), FIFireE
County Fire Officer and Chief Executive



David Acton
Chairman
GMFRA



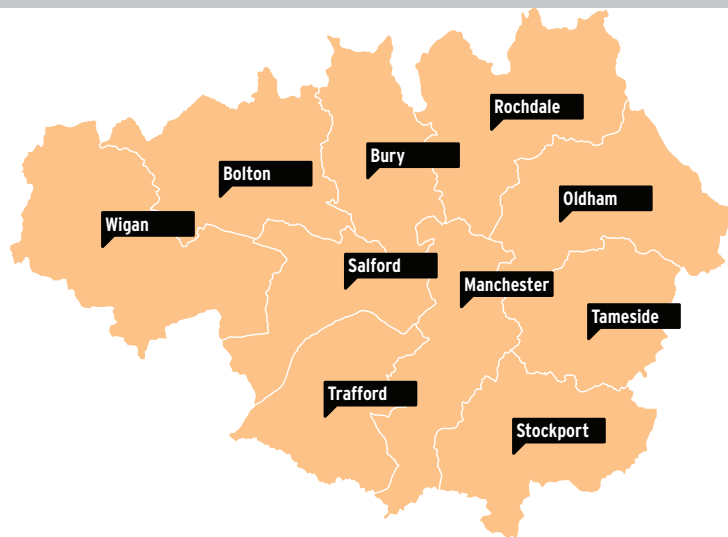
Greater Manchester Fire and Rescue Service in numbers

Greater Manchester is now the **most linguistically diverse city** in Europe

Last year GMFRS attended over **2,000 accidental dwelling fires**, almost **8500 deliberate fires** and almost **4000 special service incidents** of which almost 800 were serious road traffic collisions

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

GMFRS covers an area of approximately **500 square miles**



The service is spread across **44 sites** - which includes 41 fire stations, a training centre, a technical centre and our headquarters in Swinton

GMFRS serves a growing population of around **2.7 million residents**, with many other people working or visiting the region

GMFRS has **1,610 uniformed staff** and **475 non-uniformed**

GMFRS answered over **50,000 emergency calls** last year

PURPOSE AND AIMS

Our purpose

To protect and improve the quality of life of the people in Greater Manchester

Prevention

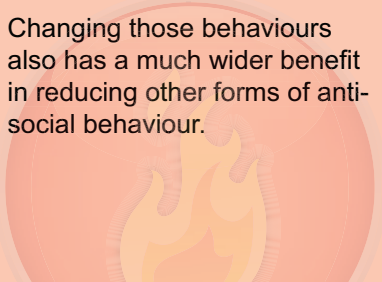


Aim: Engage with Greater Manchester’s communities to inform and educate people in how to reduce the risk of fires and other emergencies and do all we can to prevent crime and disorder.

We give advice and support to our diverse communities through visiting people at home, at work, at school or while out and about to prevent fires and other emergencies and what to do if they have a fire.

We are working hard to change people’s behaviours to stop accidental fires from happening, prevent people deliberately setting fires and reduce incidents on the roads and waterways.

Changing those behaviours also has a much wider benefit in reducing other forms of anti-social behaviour.



See more about
Prevention
on page 8

Protection

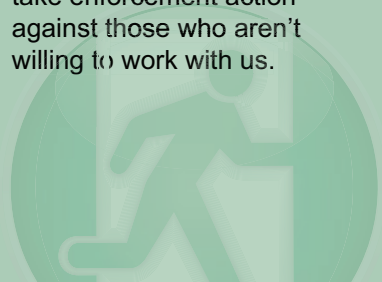


Aim: Influence and regulate the built environment to protect people, property and the environment from harm.

We advise and support businesses, workers and employers to help prevent fires and keep people safe in the workplace.

Safer businesses mean better, safer and happier workplaces for the people of Greater Manchester – improving the long-term social and economic prosperity for those living in the county.

We aim to ensure employers meet their requirements under the Regulatory Reform (Fire Safety) Order 2005 through education and working together. However, we also take enforcement action against those who aren’t willing to work with us.



See more about
Protection
on page 12

Response



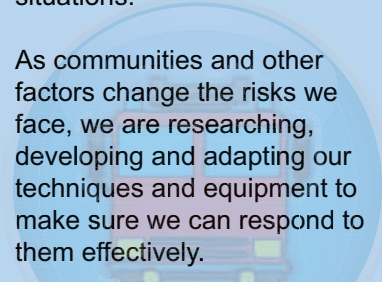
Aim: Plan and prepare for emergencies that may happen and make a high quality, effective and resilient response to them.

We are there when the people of Greater Manchester need us. Firefighters are highly trained to cope with fires and other emergencies – whether that’s a kitchen fire in someone’s home or a major explosion, flooding or civil contingency.

While we don’t want the people we serve to experience an incident, we know our people have to be highly trained to deal with this.

Crews undergo rigorous training to be able to face countless challenging situations.

As communities and other factors change the risks we face, we are researching, developing and adapting our techniques and equipment to make sure we can respond to them effectively.



See more about
Response
on page 16

Public Value



Aim: Manage risk through using resources flexibly, efficiently and effectively, continuously improving our use of public money in ways the public value.

We continuously challenge how we use public money to ensure every penny is spent helping us to improve and provide a service that the community is highly satisfied with.

Fire stations will be at the heart of their communities so that they're not just a base for fire crews but a hub for community groups, social enterprises and other activities that benefit local people.

We use our fantastic reputation to attract highly skilled volunteers who serve the communities through their knowledge and expertise.

See more about
Public Value
on page 20

People



Aim: Work with people with the right skills and attitude to deliver high quality, value for money services in a positive environment for everyone.

From the firefighters and community safety staff who people see every day, to our support and development staff who work behind the scenes, we recruit enthusiastic, committed and high performing people and help them to do the best they possibly can to improve lives in Greater Manchester.

We are committed to developing them to ensure when you dial 999 in an emergency, we will be there and ready with the skills and equipment we need to protect you.

Therefore we will involve staff of all levels in decision making, reward commitment, enthusiasm and good work and deal fairly and consistently with poor performance.

See more about
People
on page 26

Principles



Aim: Operate in accordance with the law and our values, and ensure that safety, sustainability, partnership and inclusivity run through all we do.

We will be open and honest and communicate effectively with our staff and communities to inform, consult with them and involve them in what we do.

The public can hold us to account through clear standards.

We will continue to reduce our carbon footprint and deliver our resources in a sustainable way.

See more about
Principles
on page 30

PREVENTION

Key Headlines

- Provided over 54,000 dwellings with face to face home safety advice and reduced fire related injuries by over 39%.
- Trained over 1,000 young people, helping them gain over 1,700 recognised qualifications and launched a new traineeship scheme with over 40 employers creating better pathways to employment.
- The Treacle initiative, a multi-agency partnership to tackle antisocial behaviour around Hallowe'en and Bonfire Night, has achieved year on year reductions in incidents. Last year was the quietest bonfire night in years with a 50% drop in calls on the previous year.
- Our Prince's Trust courses have a retention rate of 85%. Some 186 young people completed our courses and of them two thirds went on to education, training, volunteering or employment on the first day following completion.
- In less than two years we have increased the numbers of cadet schemes from four to 13 including last year's launch of our first Jewish cadet scheme.
- We continue to create innovative partnerships including new ones with Pennine Care NHS Foundation Trust, New Charter Homes and HMP Forest Bank to make our communities safer, help support the delivery of each other's aims and reduce duplication of effort.
- To target our resources with even more accuracy we are working with New Economy and the University of Salford to understand local diversity, the risks facing our communities and how that risk is perceived by different groups.
- Introduced a driving simulator van, a road safety engagement tool to reduce road traffic accidents. See the simulator in action.

Developments in 2013/14

Our work with young people continues to be a cornerstone of the prevention agenda. Last year GMFRS engaged with more than 1,000 young people, helping them gain over 1,700 recognised qualifications and accreditations including Food Safety, First Aid at Work, Health & Safety and BTECs whilst raising £630K to support the delivery of these schemes.

We lead the sector with our approach to ensuring young people in Greater Manchester have opportunities to prepare themselves for employment. We have also recruited young people from our schemes directly into permanent employment within all directorates of the Service. Our work on apprenticeships has seen us shortlisted for a national award and led to our inclusion in the Government's Apprenticeship Trailblazers project, for which we will develop apprenticeship standards for the fire sector traineeship scheme.

In 2014 we launched our own traineeship scheme and invited organisations to an event to outline how the initiative aims to tackle unemployment and raise aspirations in areas

The driving simulator van.



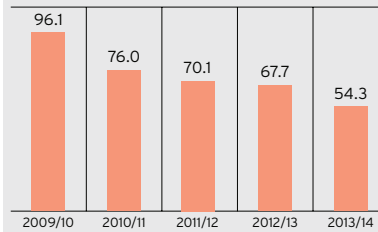
of deprivation. More than 30 pledges of support for trainees and 11 promises of opportunities for apprenticeships were offered to us by employers from across the City Region.

Over the last year we completed over 54,000 Home Safety Checks (HSCs) bringing our total for the last three years to over 190,000. We are continuously improving our approach to this activity using incident data, referrals from partners and social demographic tools to ensure our prevention work is focussed, effective and represents value for money. Our success is supported by the data, 81% of all dwellings that suffered a fire in Greater Manchester in 2013/14 had a working smoke alarm compared to a national average of 69%. HSCs allow us to cross the doorstep of households that other agencies can't. They give us an opportunity to provide public value beyond providing fire safety advice. Last year saw us add a Falls Risk Assessment as part of our HSC process in a number of boroughs. Going forward we are looking to deliver more holistic safe and well assessments on behalf of the Police, the Ambulance Service and local councils which will include crime prevention, public health work and falls prevention.

We are also looking to develop a social enterprise to deliver services on behalf of the Authority. This exciting initiative will allow us to access funding streams that are currently unavailable to us to deliver new and innovative services for the communities of Greater Manchester.

PREVENTION: Home Safety Checks

Number of Home Safety Checks delivered ('000s) 2009/10 to 2013/14



Why it's important

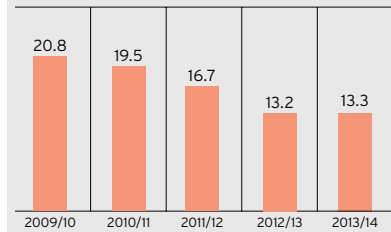
We are committed to engaging with Greater Manchester's communities to inform and educate people in how to reduce the risk of fires in their homes. Providing face to face advice and fitting smoke alarms provides us with a unique opportunity to provide professional advice, install lifesaving equipment and also helps us to better understand the diversity of the communities we serve, any emerging risks and ways in which we can help people to be safer.

How we performed

Over the last six years the Service has provided home safety advice to over 436,000 homes and this has resulted in a 15% fall in dwelling fires. We are continuously refining our approach to targeting home safety and prevention activity using historic incident data, referrals from partners and social demographic tools to ensure our prevention work is effective and represents value for money.

PREVENTION: Fires

All fires ('000s) 2009/10 to 2013/14



Why it's important

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

How we performed

Over the last six years we have reduced all types of fire by 42%. Last year, property fires continued to fall by 3%, however, overall fire numbers were similar to the previous year as a result of increases in the number of outdoor fires during drier periods. We use regular performance analysis reviews to help us assess the effectiveness of our prevention work and to help us respond quickly to understand and address any emerging risks and issues.



PREVENTION (CONTINUED)

Case Studies

GMFRS trail blazes with launch of new Traineeships programme

More than 30 pledges of support for trainees and 11 promises of apprenticeship opportunities have been offered by employers to GMFRS.

The new traineeship scheme was launched in February and organisations were invited to an event which outlined how the initiative aimed to tackle unemployment and raise aspirations in areas suffering from higher levels of deprivation.

Through the traineeships GMFRS is offering opportunities to young people to make them more ready for work, taking them on a journey of personal development underpinned by fire service principles such as respect, teamwork and discipline.

Around 65 employers attended the launch event and by the



end of the day had offered the Service dozens of pledges of support.

GMFRS has been developing a suite of initiatives to boost life chances of young people and communities with deprivation and unemployment. It began as

a way to engage with the public to reduce deliberate fires, hoax calls and attacks on firefighters. But, it has led to much wider reaching effects, through work placements and providing skills progression that are helping employability, raising morale and aspirations and instilling community pride.

Withington watch manager awarded a British Empire Medal

Withington Watch Manager Michael Dillon - who helped found Moss Side Fire Station Boxing Gym - has been awarded

Above: GMFRA Chairman David Acton, GMFRS Assistant Chief Fire Officer Peter O'Reilly and Police and Crime Commissioner Tony Lloyd at the traineeship programme launch.

Left: Audley Harrison spars on a visit to Moss Side Fire Station Boxing Gym



a BEM (British Empire Medal) for helping transform the lives of many young people.

The gym, which was opened in 2008, is run with the ethos of courage, discipline, dedication, focus and respect for others - attributes Michael and his fellow coaches believe are essential for being successful in both boxing and fire-fighting.

Michael said: "I am absolutely thrilled to receive this honour. I love and am deeply passionate about the work we all do at the boxing club. Being part of the club is an honour and a privilege, and that is enough of an award in itself, but it is really nice to be recognised for the time and effort we put into working with young people. I am one of a team of very dedicated and passionate

firefighters who give so much of themselves and their time to the young people and the community of Moss Side."

Grandmother thanks firefighters for finding carbon monoxide leak

Firefighters fitting smoke alarms averted tragedy when they identified a potentially fatal carbon monoxide leak at the home of an elderly couple in Oldham. GMFRS crews from Chadderton Fire Station were carrying out a Home Safety Check at the home of 83-year-olds Joe and Florence Garforth when they detected the leak.

Firefighter Graham Cooper said: "Florence explained to me that one of their smoke alarms was faulty so they'd taken it down.

"When we saw it, it was actually a carbon monoxide alarm from the back room where her husband sleeps."

Concerned about the couple, Crew Manager Simon Wheelwright recognised the potential signs of a carbon monoxide leak and requested an ambulance. Grandmother-of-two Florence said: "It was a carbon monoxide leak around the flue and Joe had been sleeping in that room and being sick. I am so grateful the firefighters found it. They were absolutely wonderful - they went above and beyond the call of duty and they have even come back and fitted us a new alarm."

Below (L to R): Firefighter Graham Cooper, Jo and Florence Garforth and Firefighter Dave Harrison



PROTECTION

Key Headlines

- Reduced the number of fires in non-domestic properties by 15%.
- Reduced the number of malicious / hoax calls attended by 16%. This has been helped by initiatives such as *Malicious*, a hard-hitting short film produced for primary schools in Stockport to raise awareness of hoax calls and their consequences.
- Following a spate of national and regional fires at recycling and waste plants we have created a new partnership with local authorities and the Environment Agency to reduce the risk of fires at these premises.
- Created new partnerships with the local authority and businesses in Manchester's Northern Quarter to help us improve fire safety in the area.
- We are the first fire authority to adopt the national competency framework that aims to make protection advice and enforcements consistent across the country.
- Increased the number of fire crimes solved by 5%. This has been helped by seconding a Police Officer into the Fire Investigation Team.
- Reduced the number of automatic false alarms by 10%. Initiatives in Bury have seen a 30% fall in automatic false alarms at the town's hospitals over 2013.
- As part of National Fire Sprinkler Week we ran a sprinkler awareness seminar for local authority and social landlord delegates.



Developments in 2013/14

Our protection teams work closely with partners to help better understand our communities and deliver our message. In Manchester's Northern Quarter last year we set up an initiative with the Local Authority and businesses to successfully drive down the number of fires in the area. This began with the appointment of a GMFRS officer full time to the project offering advice, support and taking enforcement action where necessary. We have visited all business premises in the area, held drop-in surgeries and developed a bespoke training package for businesses. We have also appointed the UK's first safety champion from the business community to help provide support and advice and worked with local door supervisors to train them on fire safety and escape plans. The initiative has seen a 55% reduction in the number of fires in the area over the previous year and a 70% drop since 2011/12 when fires in the area were at their peak.

Partnerships have also helped us reduce our burden on the business community. Greater Manchester is the fastest growing area outside London and a key engine of economic growth. It is important that our regulatory activity supports this. Within Tameside and Oldham boroughs, for instance, Fire Protection Officers have co-located with other Regulatory Service staff alongside environmental health, trading standards, housing and licensing officers, creating a "one stop shop" for businesses with all key enforcement agencies working together in one location.

We have also embraced the government's Primary Authority Scheme, winning contracts with both the Co-Op and McDonalds to provide fire safety assured advice for their outlets throughout the country. This supports business growth and reduces the burden on these businesses by creating a single point of contact nationally for fire safety.

Last year we increased the number of fire crimes solved by 5% through the continuous training of our firefighters in crime scene preservation and support from a seconded

“Leading fire and rescue services such as Greater Manchester have developed a fundamentally different business model. These services make data-rich efforts to predict where fires will happen. That has enabled them to place their physical resources in the most effective places. At the same time they have put much greater resources into prevention and fire safety, as well as maintaining an effective response. The results are impressive.”

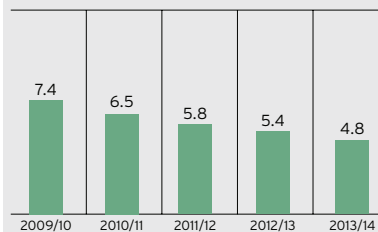
Andrew Haldenby, Director of Reform, The Guardian

[Read the full article at
http://www.theguardian.com](http://www.theguardian.com)

police-fire liaison officer. The seconded detective has opened up information sharing between the two services, further supporting our community safety initiatives and improving our ability to support the Police in detecting arson. Recent prosecutions have resulted in sentences of 12 years, eight years and seven years following investigations into incidents in Wigan and Bolton.

PROTECTION: False alarms

Number of false alarms caused by automatic detection apparatus ('000s) 2009/10 to 2013/14



Why it's important

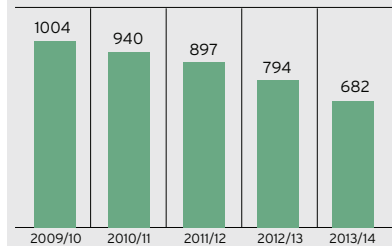
False alarms from automatic detection systems tie up our crews, making them temporarily unavailable for real incidents and also incur avoidable costs.

How we performed

Through working proactively with building owners and occupiers we have consistently reduced the number of false alarms year on year. Overall we now respond to 58% fewer false alarms than we did in 2008/09. This year the rate of reduction has fallen and we are looking again at our policies to identify how we can continue to reduce this measure.

PROTECTION: Non-domestic fires

Number of non-domestic fires 2009/10 to 2013/14



Why it's important

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

How we performed

Over the last five years we have reduced non-domestic fires by 32%. This is clear evidence of the effectiveness of our targeted enforcement inspections and the wider business engagement we have been delivering to improve business safety.

PROTECTION (CONTINUED)

Case Studies

Protection partnership to crackdown on waste sites

A crackdown on waste recycling plants was launched following a large fire at a recycling plant in Bredbury, Stockport that took two weeks to fully extinguish. It is being led by GMFRS protection officers and the Environment Agency (EA).

Salford and Trafford Fire Protection Manager, Chris Roberts, said: "The initiative is a partnership between us and the EA to crack down on the amount of waste being stockpiled at sites. Stockpiling waste at these sites creates a number of hazards including flies, smells, pollution and if it sets alight it can cause severe damage to the environment. There is also often limited access to the rear of waste stockpiles. This means that there may be serious delays



resulting in possible spread and a protracted period of firefighting."

The team has identified 56 sites to inspect and the crackdown has resulted in three sites having their licences suspended so far.

Tameside Fire Protection Officers move in with Environmental Services

Fire Protection Officers have moved in with Environmental Services staff at Tameside Council (TMBC) as part of a partnership promoting more effective working and better value for the community. The Protection Officers – who inspect local businesses and homes to check they are complying with fire safety legislation – are now based at the council offices in Ashton. They will work alongside TMBC environmental health, trading standards, housing and licensing officers, meaning all key enforcement agencies in Tameside are working in one location.

Firefighters tackle the blaze at Junction 25, Bredbury, Stockport.



Assistant County Fire Officer Geoff Harris, said: “By co-locating with fellow key enforcement agencies, it gives us the chance to share best practice and information in order to provide better and more efficient services. There’s a lot of common ground, so it will also allow us to work in partnership more effectively and allow us to operate on behalf of other services, and vice versa.”

Manchester businessman joins GMFRS as fire safety champion

A Manchester businessman has joined GMFRS as a fire safety advocate for the city. Alan Davies, property manager at the Crowne Plaza and Holiday Inn Express hotels in the Northern Quarter, became GMFRS’ first Business Safety Champion as part of a campaign to make the area safer.

The pilot scheme has seen Alan voluntarily working with protection officers from GMFRS so he can provide support and advice about fire safety to other Manchester businesses. It’s part of an ongoing campaign by GMFRS, supported by Manchester City Council and CityCo, to improve safety in the Northern Quarter following a number of serious fires in the area.

Lee Smart, project manager for GMFRS’ Northern Quarter Safety Support Group, said: “The idea of the Business Safety Champion is to have someone in a managerial position, who



has specialist knowledge and who can be a point of contact for the business community in Manchester.”

Alan, who has 20 years’ experience in the industry, said: “It’s great for the Northern Quarter that businesses now have someone they can turn to for free, impartial advice and support rather than going to authorities such as the fire service, which they may not be comfortable with. If we can help to improve the city in anyway, we will – this is about making the area a safer place and about community cohesion.”

If the pilot is a success, it will be rolled out to other areas in Greater Manchester.

Also in the Northern Quarter, training was given to door supervisors from local bars and restaurants. The session was delivered by GMFRS’s protection officers and also attended by members of Manchester City Council’s Licencing Team. The

course taught door supervisors the importance of keeping exit routes clear, knowing where all the final fire exits are and ensuring they are operable, the requirements for fire alarms and emergency lighting and general fire safety management.

Above: Fire Protection Officers Phil Bradbury and Andy Baker with officers from TMBC’s environmental and housing teams Jill Edwards, Lisa Lindsay and Khush Ahmed.

Below: Business Safety Champion Alan Davies and GMFRS Group Manager Lee Smart



RESPONSE

Key Headlines

- Over 95% of all 999 calls were answered within 7 seconds and our average response time to incidents was less than 6 minutes (around a minute and a half quicker than the national average).
- Successfully launched our new 999 call handling control centre on a shared site with three other fire services to further improve our response time and generate savings of around £1m a year.
- Developed and tested new technologies to change the way we fight fires with greater effectiveness and efficiency and implemented preparatory training for advanced tactical ventilation and thermal scanning
- Introduced new training facilities at Leigh and Manchester International Airport.
- Consulting with the public we found an innovative way of keeping fire engines based at stations.
- New approach to fight wildfires has been designed and implemented, drastically reducing the amount of resources required to tackle such incidents
- Introduced a new collaborative workspace for engaging and involving staff in the development and review of all operational policy, procedure and guidance material.
- We started modelling risk at a smaller geographic area so we are even more accurate in understanding the risk of fires in our communities and what response standards are required.
- Purchased and kitted out smaller and specialist appliances such as an all-terrain vehicle to help us reach and tackle wildfires.

Developments in 2013/14

In Greater Manchester last year we were called out to over 13,000 fires. Every incident we attend is different, from large recycling plant fires that take several days to extinguish, domestic fires that involve trapped persons, to large moorland fires that are challenging to contain. We also attended 4,000 special service incidents including road traffic accidents, rescues from height and water rescues. Outside the county we supported the flood relief efforts in the South of England, the East coast and further afield in the Balkans. To ensure our firefighters have the experience and flexibility to deal with the complexity of the risks they face, we are investing some of our capital in a new operational training centre in Bury. More details on the project can be found within the 'People' section of this report.

The way we tackle fires is already starting to change. The future firefighting project has seen us testing and developing new and emerging technologies to help make our response to emergencies increasingly effective and efficient. Innovative techniques trialled last year included tactical ventilation fans; thermal imaging cameras and ultra-high pressure lances. You can watch a demonstration of these new firefighting techniques online.

Ultra-high pressure lances have two specific characteristics that will enable us to tackle fires in a completely new way. The lance acts as a cold-cutting device using water with an abrasive agent pumped out at such high pressure that it is able to pierce a hole through a wall, door or window, allowing us to tackle a fire from the outside of a building. The lance then pumps water onto the fire in tiny droplets. This mist has a large surface area smothering the flames, rapidly reducing the temperature and absorbing energy from the flames by converting them to steam.

Our evolving approach to service delivery over the last 12 months has also seen us establish the new Technical Response Unit to tackle incidents such as traffic collisions, water rescues, rescues from height and machinery,

terrorist threats, and search and rescue operations. More details on the project can be found within the 'People' section of this report.

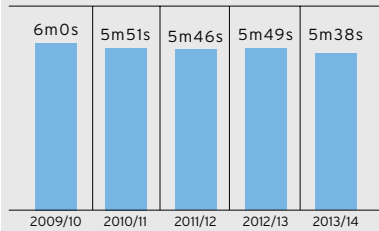
As a Fire Authority we have a statutory responsibility to undertake contingency planning and put in place business continuity arrangements. These were successfully tested several times last year during the Fire Brigade Union's dispute with the government over pension arrangements. The County Guard programme saw us recruit and train Emergency Fire Crews for deployment during periods of industrial action. While we have never pretended that County Guard could replace our professional firefighters, it has performed an essential role and provided our communities with a good level of cover during strike action.

Fire at derelict mill in Rochdale



**RESPONSE:
Response time**

Average response time of first appliance (min/secs) 2009/10 to 2013/14 including station turnout and drive to incident time



Why it's important

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

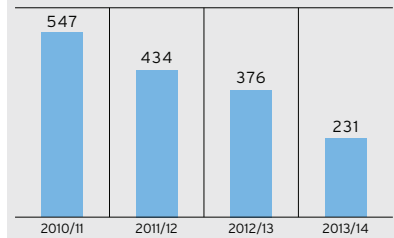
How we performed

GMFRS is around a minute and a half quicker than the national average response times for all Fire Services.

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

**RESPONSE:
Casualties resulting from fire**

Casualties resulting from fire 2010/11 to 2013/14



Why it's important

We have relatively low numbers of fire deaths each year. Analysing casualty information helps us to understand underlying risk factors and target our resources to ensure we further reduce the risk of deaths and injury from fire.

How we performed

Over the last four years we have reduced fire related casualties by 58%. This reflects the success of our targeted fire prevention and protection work as well as the speedy and effective response from our fire crews when fires do occur.



RESPONSE (CONTINUED)

Case Studies

Fire Minister impressed with GMFRS' training

A derelict row of houses in Rochdale was set alight to test some state-of-the-art fire fighting equipment. The cold-cutting lance has the ability to pierce various surfaces including wood, metal and even stone cavity walls to deposit a fine water mist into a compartment fire – reducing the temperature inside from around 500 degrees to 85 degrees in just 20 seconds. This compares to traditional firefighting techniques which can expose firefighters to extreme heat for up to 20 minutes. The burn saw a high pressure lance used to blast a hole in the front door of a house, filling the burning lounge with water vapour. The lance rapidly brought down the temperature of the room, before crews from

Rochdale entered to tackle the remains of the fire. It is part of the Future Firefighting Project that is looking at a variety of elements, including equipment and kit. Paul Wilkinson from White Watch Rochdale said: "There isn't one of us that wasn't amazed at how effective the lance was. First of all in powering through the brickwork, but also the instant and dramatic effect it had on the fire inside. The temperature reduction was just incredible."

The Minister who was responsible for the UK's fire and rescue services was given a demonstration of the technology during a visit to GMFRS last June. Brandon Lewis MP visited the training centre in Manchester for an insight into our work and a practical demonstration of new equipment and techniques.

Mr Lewis said later in the Commons, "Many services can learn from what is being done in Manchester, where the technique is being used to fight fires in a different, transformational way."

Teen girl rescued from weir

Firefighters rescued a girl with suspected spinal injuries from a weir in Bury – one of three water rescues in a single weekend. Crews from Bury went to the park along with firefighters from Heywood, who also took a Water Incident Unit which carries specialist rescue equipment. Station Manager Ian Tracey, who was in charge of the incident, said: "When we got to the park we were confronted with a 14-year-old girl in the weir five-metres down from the side of the river - who was thought to have



New equipment put to the test by crews in Rochdale.



injured herself jumping in. Two GMFRS Swift Water Technicians entered the water along with Safe Water Hazardous Area Response Team Technicians from the North West Ambulance Service - who worked together to carry out the rescue.”

Wildfires

More than 40 GMFRS firefighters joined crews from West Yorkshire to tackle moorland fires in Littleborough and over

the county border. Six GMFRS fire engines and an Operational Support Unit were called to land behind The Summit Pub on Todmorden Road in May last year. In addition, a fire engine from Rochdale and one from Littleborough joined six fire engines from West Yorkshire Fire and Rescue Service in tackling pockets of moorland fire. Crews used water to defend and protect neighbouring property and to tackle the pockets of fire which covered around five hectares

of land. Station Manager Pete Buckley said: “We protected a number of remote cottages and farm buildings from the wildfires. Monitoring any fire spread through the night, firefighters used a protective spray of water around the buildings and continued to fight the fires on the hillside safely in daylight hours.”

In Irlam firefighters used ground breaking new ways to tackle peat moss fires and keep the local community safe. Typically peat fires are resource intensive, as fires can be seated deep into the peat. But now they’ve developed a wildfire fighting pack using adapted equipment which, for the first time, allows crews to penetrate water deep into the peat to fully extinguish deep seated fires much faster than usual. The equipment was used on the peat at Astley Moss last July.

Above: A GMFRS Water Incident Unit rescue the 14 year old casualty from the weir.

Below: Red Watch at Irlam make use of their new techniques during a fire on Astley Moss.



PUBLIC VALUE

Key Headlines

- Savings of over £2.7m achieved through continued changes to crewing systems and back office / management costs contributing to £160m of savings since 2005.
- 443 fire service volunteers have provided almost 57,000 hours of service.
- Despite being the lowest cost Fire and Rescue Service to council tax payers in the North West and the third lowest in the UK, we have frozen council tax for 2014/15 earning us a 'freeze' grant of £466,000 from the government. As a result, the majority of people in Greater Manchester will pay less than £1 per week for their fire and rescue service.
- New Rochdale Community Fire Station opened and operational with bespoke facilities for local communities and partners. A video of the station's first day can be found [here](#).
- Our funding will continue to reduce by another £7million in 2014-15 bringing the overall cuts to our budget to almost £28 million over the last six years of austerity with a further £12m in savings to find in the next two years.
- Free Heartstart training provided to primary schools and community groups.
- We have carried out a huge amount of community work in support of the Association of Greater Manchester Authorities (AGMA) colleagues - including Prince's Trust schemes, arson reduction initiatives, community sport projects, Cadet groups and fire prevention activity.



Developments in 2013/14

In 2008, we established a volunteers' service with 12 volunteers in one Borough. Last year, 443 volunteers provided almost 57,000 hours of service across GMFRS. We currently offer 30 areas of work for volunteers to deliver including:

- The innovative Post-Incident Team supporting households clean up after the devastating aftermath of a fire.
- Delivering home safety checks.
- Working with young people such as Fire Cadets.

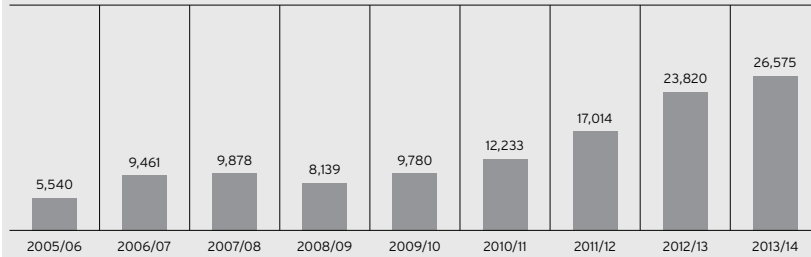
One volunteer is Gary Walker who works on a life-changing initiative with HMP Forest Bank that aims to reduce re-offending to ensure our communities are safer for all. You can watch Gary Walker's story on [Vimeo](#).

Our volunteering programme not only ensures we deliver the greatest possible service for the people of Greater Manchester as efficiently as possible, it also empowers individuals to help make their communities safer and creates opportunities to develop skills that increase employability. Our commitment to improving employment prospects in the region saw the launch of our ground-breaking traineeship scheme considered in more detail in the Prevention section.

Throughout the year we have been working on the transition to NW Control Centre, a new 999 emergency call handling centre in collaboration with three other fire services. The facility which went live in April 2014 is expected to save GMFRS around £1m a year and act as a stimulus for further collaboration between the four services. You

**PUBLIC VALUE:
Efficiency savings**

Sum of cashable savings (£000s) 2005/06 to 2014/15



Why it's important

If money were no object there would be a fire station on every street. Over the last 10 years, GMFRS has used technology and data to model risk and ensure prevention work is targeted to reduce the demand for traditional emergency response. We also use the same models to ensure response resources are always

available where and when they are required.

How we performed

By being smarter about how we work and using data to predict demand for the Service we have been able to deliver a 42% reduction in fires and over £160 million pounds of costs savings since 2005.

can take an online tour of NW Fire Control.

In addition to NW Control, we are also committed to other efficiency driven collaborations including regional procurement of key assets; building contracts let through the AGMA; shared services such as payroll with Lancashire FRS and the Employee Assistance Programme with Merseyside FRS; co-location with local authorities and the Police; and the sharing of our facilities with other organisations, such as the Driving Standards Agency. This year we have joined with AGMA colleagues and the Police and Crime Commissioner's office in a Protect and Respond Panel to see what more we can do regarding co-location,

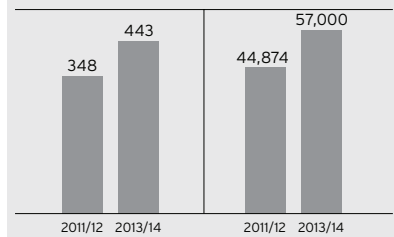
commissioning and shared services.

Last year GMFRS explored new ways of using technology and social media to increase the value we provide to the public. We were fundamental in helping Twitter roll out its Alerts service to the fire sector. The free function was introduced to get disaster and emergency communications straight out to people. We are also embracing new and emerging free technology to transmit live video feeds from incidents. Using Google we have produced live custom maps to pinpoint road closures and shared them with the public via social media and news websites.

**PUBLIC VALUE:
Volunteers**

Number of volunteers 2011 to 2014

Number of hours support donated 2011 to 2014



Why it's important

As well as delivering the best possible value, the continued development of our volunteer programme is about empowering local communities, and giving individuals within those communities, opportunities to improve their chances of attaining paid employment or to enhance their career.

How we performed

This year we have recruited and maintained 443 fire service volunteers who have provided an incredible 57,000 hours of service.



PUBLIC VALUE (CONTINUED)

Case Studies



Salford becomes first fire station to be used as driving test centre

Salford Community Fire Station became the first fire station in the country to be used as an official Driving Standards Agency (DSA) test centre. The innovative first for GMFRS was also a great day for 20-year-old Gabriel Winn who became the first person in the country to pass their driving test at a fire station. Once Gabriel passed, he was given a Glovebox Guide containing road safety information. This guide has been produced by the GMFRS in partnership with the DSA in a bid to keep new drivers safe. Councillor David Acton, Chair of Greater Manchester Fire and Rescue Authority (GMFRA), said: "This is a really exciting day. It's an example of the Service's innovative approach to road safety, because firefighters are called to road traffic collisions to cut people from the wreckage of cars and sadly many of them involve young drivers."

Community Safety Apprenticeship nominated for national award

GMFRS' apprenticeship scheme has been recognised as one of the best in the country during a national award ceremony. The scheme was nominated as a finalist in the Best Employee Equality Initiative category during the Association of Public Service Excellence (APSE) Awards. Announcing the finalists, Councillor John Kerr Brown, APSE National Chair said:

"These awards recognise those frontline services leading the way in UK public services, which deserve national recognition for their contribution to local neighbourhoods." Chair of GMFRA, Councillor David Acton, said: "To be nominated for such a prestigious national award is a fantastic achievement. A year ago we gave 12 young people a chance. To watch them develop over the months has been a real privilege. I'm delighted that our innovative apprenticeship scheme has been recognised in this way."

GMFRS and Pennine Care NHS Foundation Trust

GMFRS and Pennine Care NHS Foundation Trust (PCFT) have joined forces to protect and improve the health, safety and wellbeing of local people.

Above: Authority Chairman Councillor David Acton (Right) congratulates new driver Gabriel Winn.

Below: GMFRS Assistant Chief Fire Officer Peter O'Reilly and Martin Roe, Acting Chief Executive for Pennine Care sign the agreement





Health professionals come into contact with vulnerable people on a daily basis, providing an ideal opportunity to identify and act on any risks before the person can come to any harm.

By working together, staff from PCFT and GMFRS will deliver the mutual aims of reducing the risk of fire, fire injuries and deaths, protecting people, property and the environment from harm, improving the health and wellbeing of local communities and improving fire safety awareness and health awareness of staff.

The initiative will see health professionals from PCFT receive training from GMFRS experts. This will equip them with new skills and knowledge, which they can use to promote fire safety and identify people who are at a greater risk of fire. They will then

refer these people on to GMFRS for a free Home Safety Check.

In turn, GMFRS staff will receive training from PCFT in various areas of expertise. This will enable them to offer people basic health advice and refer people to appropriate health services for a full needs assessment, including stop smoking, weight management, healthy eating, self-care, mental health and more.

Martin Roe, Acting Chief Executive for PCFT, said: "The Trust is delighted to be working in partnership with GMFRS. Together we can achieve much more than we could by working independently. This joint working will also reduce duplication of efforts, which will ensure that Greater Manchester's public services are efficient and delivering the best use of tax payers' money.

Thousands visit 999 Day at the Trafford Centre

Thousands of people got a glimpse into the work of the emergency services during 999 Day at the Trafford Centre. The event saw 10,000 visitors attend throughout the day to see 165 stands and displays including special appliances.

Station Manager Ben Levy who led the organisation of the event, said: "It's safe to say that this year's event was the biggest yet and the response on Twitter was staggering. Overall tweets from 999 Day appeared in the timelines of 2.9million people. Reaching so many people on Twitter just goes to show how 999 Day captures the public's imagination."

Above: Crews put on an RTC extrication show for the crowds

FINANCIAL INFORMATION

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

Please note the information provided is in a different format to the Statement of Accounts and excludes technical accounting adjustments that are required. These figures are also unaudited at the point of report.

Expenditure by Service Area 2013/14	
Service Area	£m Net Expenditure
Effective Governance	0.6
Emergency Planning	0.3
Community Safety	20.4
Firefighting & Rescue Operations	59.8
Management & Support Services	23.8
Pensions	2.4
TOTAL	107.2
Funded By:	
	£m
Revenue Support Grant	41.2
Non Domestic Rates	26.4
Small Business and Empty Property Rates	0.3
Precept Income	38.9
Council Tax Freeze Grant	1.1
Localising Council Tax Support Grant	0.1
TOTAL	108.0
Capital Expenditure 2013/14	
	£m
Premises	4.0
Operational and Information Communication Technology Equipment	0.7
Vehicles & Equipment	2.1
TOTAL	6.8
Cost of the Fire Service to the average household of Greater Manchester (Band D council tax)	£57.64



PEOPLE

Key Headlines

- Last year we launched the Firefighter Fitness pilots which support our staff to remain fit and well for longer. Staff sickness is down 2% on the previous year and 10% lower than national benchmarks.
- Two watch managers were awarded MBEs; Neal Pickersgill for his work in search and rescue operations in the UK and abroad, and Michael Dillon who set up and continues to help run the Moss Side Fire Station Boxing Gym.
- Our approach to learning and development was hailed as “exemplary” and “outstanding” and scooped a 2013 North of England Excellence Award. We were also recognised for our work with external further education providers in the Learning at Work Day Award.
- Our Post-Incident Research Programme designed to understand behavioural influences that have led to accidental fires was showcased as an example of best practice in public sector / academic collaboration at New Economy’s annual research conference.
- Fire-fighter Peter Griffiths won a ‘Beyond the Call of Duty Award’ for his committed fundraising over the years for Operation Florian, a humanitarian charity which works to promote the protection of life amongst communities in need across the world.
- We established a Research Steering Group with the University of Salford which will identify opportunities for high-quality research projects that are of benefit to both organisations, helping to further a ‘culture’ of research within GMFRS
- Our demolition of a damaged training tower at Philip’s Park won GMFRS the runner-up spot at the World Demolition Awards. The innovative exercise saw us collaborate with Windmill and three other USAR teams on a unique opportunity to use specialist equipment and the technical skills of the USAR teams under real conditions.

Developments in 2013/14

GMFRS is committed to developing and sustaining a high performing, healthy and well trained workforce which is adaptable so that we can continue to provide the best possible service to our communities. Last year 54 firefighters were recruited to our new Technical Response Unit (TRU) to provide specialist skills at different emergency incidents. In September 2013, the team embarked on an intensive 10-week training schedule including rope rescue, confined space training, firefighter skills, Urban Search and Rescue and swift water rescue. You can follow the training via their online video diary.

The TRU has been established in response to the changing risk environment. We now deal with more specialist incidents including road traffic collisions, water and sewer rescues, rescues from machinery, terrorist threats, rescues from height and collapsed building search and rescue operations. The unit of specially-trained technicians still maintain their core fire-fighter competences and attend life-risk fires, providing the best possible value to the public.

A project team has spent the year finalising the plans and facilities for the new operational training site in Bury. The site is being developed in collaboration with partners to meet our current and future operational training requirements and to ensure that we can maintain safe and effective operations. Existing features on the land will be used, including a large warehouse, tunnels and culverts, cellars, bridges, cuttings and embankments, rubble

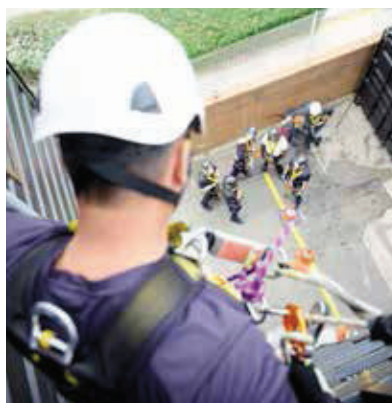
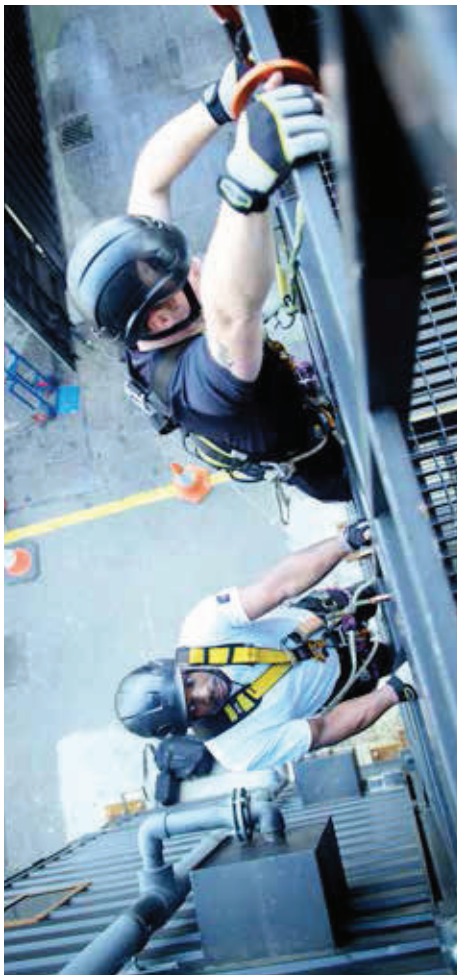


piles and old mill walls, a lodge and a section of river. New elements will also be added to prepare crews for the types of incidents they face more of in the future, such as a collapsed building, a train, a tram and a ship to prepare for transport emergencies.

A Fire Street will be created to include a variety of simulated detached and terraced homes and commercial buildings where firefighters can recreate incidents. The site also includes a community hub which will feature an interactive and immersive learning area where local people and schoolchildren can learn how to protect

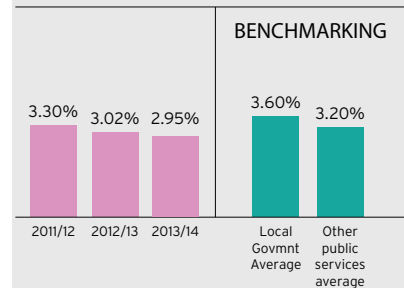
themselves against fire and other incidents. The site will include a range of community fire safety initiatives and as it develops, there may be an opportunity to offset some of the future running costs through income generation. Take a look at our progress on the site.

The TRU begin working-at-height exercises at our multi-rig training facility



PEOPLE:
Sickness absence

Average percentage of working hours lost to sickness absence, all staff 2013/14



Why it's important

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

How we performed

Each year there are a range of events within the Service to increase awareness of important issues such as mental health, fitness and diet. These are designed using our health assessments and sickness absence management. We also provide access to a wide range of rehabilitation and medical support services which has helped reduce sickness absence over the last three years.

We are consulting with local people and investing in fire stations to ensure they have the facilities people need to make them community hubs. Already, many groups are using their local stations for exercise, fitness and wellbeing activities.

PEOPLE (CONTINUED)

Case Studies

Technical Response Unit

Fifty-four firefighters were recruited for GMFRS' new Technical Response Unit (TRU), which will provide specialist skills at emergency incidents across the county. In September, the team embarked on an intensive 10-week training schedule including rope rescue, confined space training, firefighter skills, Urban Search and Rescue (USAR) and swift water rescue.

The TRU will provide specialist skills at emergency incidents in the county whilst an on-call team will be available for national and international incidents as part of the USAR and UK International Search and Rescue teams. The unit – based at Ashton and Leigh fire stations – will also be available for everyday life-risk incidents, including fire and road traffic collisions. It's been set up because changing risks mean that GMFRS is dealing with more non-fire related incidents such as road traffic collisions, water and sewer rescues, rescues from machinery, bariatric rescues, terrorist threats, rescues from height, collapsed building search and rescue operations, body recovery and trench rescues.

Group Manager Jim Hutton, who's leading the project, said: "The TRU will ensure we're giving the best possible protection to our firefighters and the people of Greater Manchester. The training will up-skill firefighters so they can provide additional technical response capabilities alongside their core firefighting skills."



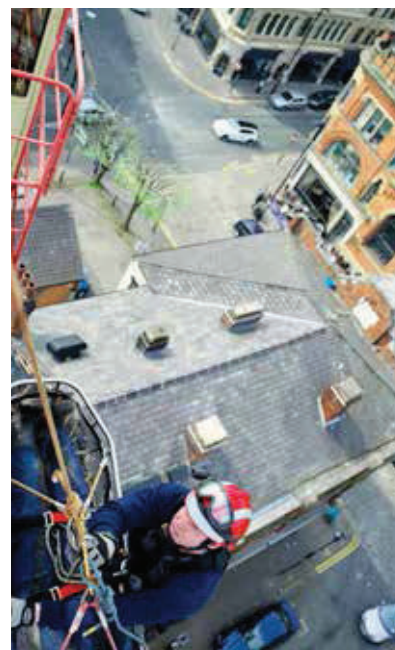
Above: Neal Pickersgill MBE

Neal Pickersgill, a watch manager from Dukinfield who helped train Ashton's new TRU has been awarded an MBE for his work in search and rescue operations in the UK and abroad.

Below: TRU training at height during a crane rescue exercise.

Neal became a firefighter in 1976. He moved into the search and rescue field 20 years ago before becoming GMFRS' Resilience Team Leader.

Neal said: "I love the challenge of being part of a search and rescue team, no two jobs are the same - it can be anything from collapsed buildings to earthquakes. I helped at the earthquake in Algeria in the 1990s and more recently the Japanese Tsunami in 2011. I also played a support role during the Haiti earthquake where the team did an amazing job."



“I’m stunned and just can’t put into words how I feel about the MBE award. It is really nice to be recognised and for the search and rescue team who has been through it all with me.”

State-of-the-art training site to be built in Bury

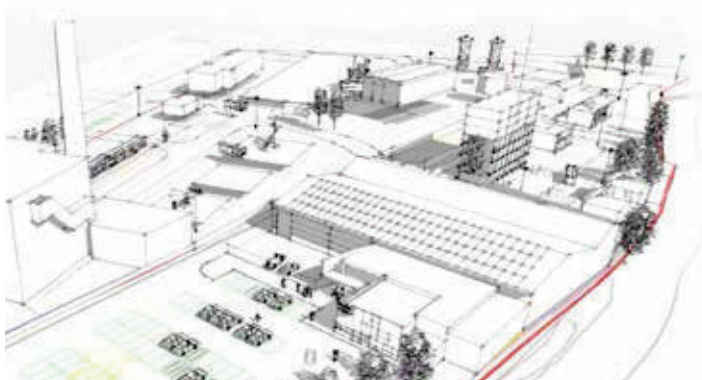
Plans are underway to develop a state-of-the-art training centre and community hub in Bury. A 10-acre area of land off Wellington Street is being transformed to provide realistic training scenarios for crews and take the Service’s training facilities to a new level. Existing features on the land will be used as part of the training, including a large warehouse, tunnels and culverts, cellars, bridges, cuttings and embankments, rubble piles



and old mill walls, a lodge and a section of river. It is part of a drive to bring more training in-house and reduce the need to send staff on external and costly training courses. As well as providing training for crews, it’s proposed that the site will have a significant community element, including an interactive

community safety centre for use by schoolchildren and the wider public. It’s proposed that public viewing areas will be created so that people can watch some of the drills taking place and get a real insight into the training carried out by the fire service.

Plans and an artist’s impression show how the derelict site will be transformed



PRINCIPLES

Key Headlines

- The work firefighters and staff do in the community has led to GMFRS being named Asian Fire Service Association (AFSA) Fire and Rescue Service of the year for our work with black, minority and ethnic communities.
- Providing our members with the skills to scrutinize the Service earned us two North West Employers awards for member development. In 2011 we achieved exemplar status. This year we were successfully reviewed again to retain our charter.
- Further reduced electricity use by almost 10% and gas by 7%. GMFRS continues to be recognised as the greenest fire service in the UK, winning an international award for Environmental Best Practice at the Green Apple Awards and opening its first 'carbon neutral' fire station in Rochdale.
- Experts in humanitarian assistance from across the world were hosted by GMFRS at the UKFRS International Development and Humanitarian Aid Conference 2013 reflecting the important role the sector plays in responding to international emergencies and improving the resilience of emergency services throughout the world.
- Achieved overall customer satisfaction levels of 99% for the services we provide when responding to emergency incidents as well as the fire prevention and protection support and advice provided to over 60,000 homes and businesses last year.
- GMFRS picked up the Personal, Fair and Diverse Award at the 2013 Employers Network for Equality and Inclusion Awards.
- Community Safety Advisors in Bolton and Wigan learned sign language so they can improve their communication when carrying out Home Safety Checks and visiting residents.

Developments in 2013/14

As well as the severe global impacts of climate change, it effects the delivery of our service at a very local level:

- UK flooding last winter saw the biggest deployment of fire services since WW2.
- The risk of car crashes rises dramatically during wet, stormy weather.
- In February 2014, 90mph winds in Greater Manchester generated more call-outs than on bonfire night.
- Hot, dry spells make our moorlands vulnerable and significantly increase the chance of wildfires starting and spreading.

In response to these growing threats, last year we launched our new Sustainability Strategy, an ambitious and far-reaching document that details our short-term targets over the next five years and where we want to be by 2050.

Since our first Sustainability Strategy was published in 2009 we have invested hundreds of thousands of pounds in renewable energy, reduced our carbon footprint by more than 25%, and saved several million pounds in utility and fuel use. We have won six national and international environmental awards, shared our work with partners and peers and are recognised as leaders on sustainability.

By 2050 we want to be carbon positive so that the existence of our service will avert more greenhouse gas emissions than it produces. We are already working to this goal. In 2014 we opened Rochdale's new community fire station, the UK's first fire station to be awarded an Excellent rating by the BREEAM sustainability standard. The borough's HQ is based at the site, which has solar panels, uses recycled water and is carbon neutral with an A+ Energy Performance Certificate. This means that the site is now better for the environment than it was before the station was built there.

Our other ambitious targets by 2050 include producing zero waste; zero unnecessary pollution from the use of firefighting foam and water; and zero wasted water from our sites and incidents.

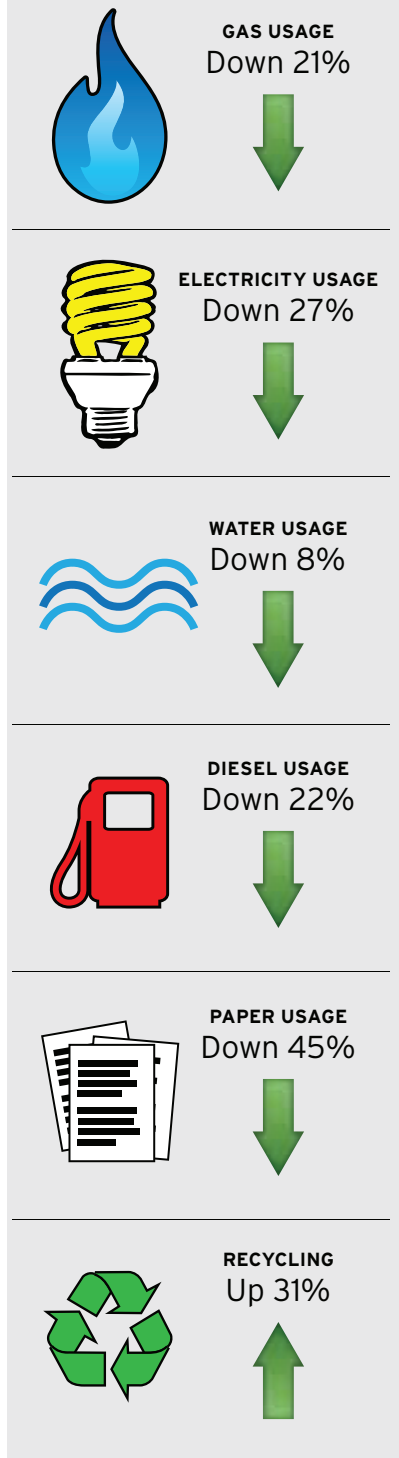
We have continued to strive to become an employer of choice for all our communities. Indeed, our community safety and volunteer workforce now largely reflects in composition the communities we serve. As mentioned elsewhere in this document, we are constantly growing our capability to create pathways to employment for

members of all our communities. Since April 2013, departments across the Service have provided entry level opportunities for those leaving GMFRS' Youth Engagement schemes who are ready for employment. These roles include Admin Assistant, Community Safety Advisor, Service Support Assistant, Business Safety Advisor, Contact Centre Advisor and LGV fitter. This has been hugely successful and, once the remaining vacancies are filled, people from GMFRS' Youth Engagement and volunteering programmes will account for 7.6% of the Service's support staff.



PRINCIPLES:
Resource usage

Resource usage reduction breakdown since 2008/09



PRINCIPLES (CONTINUED)

Case Studies

GMFRS wins Green Apple award

GMFRS has been hailed as one of the greenest organisations in the UK Public Sector during an international awards ceremony at the House of Commons.

The Service, which has slashed more than 1,500 tonnes of CO2 from its carbon footprint since 2009, was awarded Gold in the Public Sector Best Environmental Practice category of the 2013 Green Apple Awards.

GMFRS beat more than 600 other organisations to the top prize after the judges said the Service had successfully delivered four years of outstanding environmental performance. Past Green Apple Award winners include Belfast City Council, London Borough of Lewisham and the BBC.

The Service has invested hundreds of thousands of pounds in energy efficiency and

generation, installed solar panels on all of its major buildings and trained staff at every fire station to be Green Champions.

GMFRS has also redesigned its fleet of fire engines, developed smart engine management technology and super-light bodywork saving a total 175,000 litres of fuel. In just four years sustainability work across the Service has resulted in utility and fuel cost savings of more than £3 million.

Fire and Rescue Service of the Year

The work firefighters and staff do in the community has led to GMFRS being named Asian Fire Service Association (AFSA) Fire and Rescue Service of the year for our work with black, minority and ethnic communities.

Chair of the GMFRA, David Acton said, "AFSA acknowledged that GMFRS works with a wide range of diverse partners, including Bolton and Rochdale Council of Mosques, the Wai Yin Chinese Women Society of



Above (L to R): Bridging Cultures Co-ordinator Yasmin Bukhari, Brian Zielinski Business Development Director AFSA and Area Manager Dave Keelan.

Greater Manchester, and the Asian Development Association of Bury (ADAB). GMFRS works with these partners to reach out to diverse communities across Greater Manchester and help prevent fires in homes. The Gold Award recognises the fact the Service has driven down accidental fires in the home and fitted more than half a million smoke alarms."

A partnership between GMFRS and ADAB to engage with the area's diverse communities has also been recognised with a national award. GMFRS picked up the Personal Fair and Diverse Award at the 2013 Employers Network for Equality and Inclusion Awards. The award, sponsored by NHS Employers, recognised how the Service has embedded the values and culture of a personal, fair and diverse environment into its day-to-day business through the innovative ADAB partnership.

Our Bridging Cultures Coordinator, and Asian Fire



Councillor George Wilson, Firefighter Graham Fletcher, Sam Pickles and Joe Hulme

Service Association Woman of the Year, Yasmin Bukhari said: "To improve our chances of accessing certain communities and to enable us to deliver our key community safety messages, we engage with partners who we knew already worked with some of our most diverse communities, and actively recruit volunteers from within these communities to promote our community safety interventions."

Some of the work carried out as a result of the ADAB partnership includes recruiting and training volunteers from BME communities, creating an educational DVD that was translated into seven languages, raising fire safety awareness within small BME businesses and running community group workshops.

Deaf residents benefit from GMFRS sign language qualification

Deaf and hard of hearing residents in Bolton and Wigan

are benefiting from tailored fire safety advice thanks to GMFRS' community safety teams. Community Safety Advisors (CSAs) learned sign language so they can improve their communication when doing Home Safety Checks (HSCs).

They were awarded their certificates after completing an eight-week British Sign Language Level One course – arranged through Bolton's Deaf Interagency Forum – at Bolton Sixth Form College.

Community Safety Team Leader Patricia Shacklock said: "The instructors tailored the course to our needs so we could learn words and phrases needed for carrying out HSCs – such as danger, smoke and escape route – and a lot of it is visual.

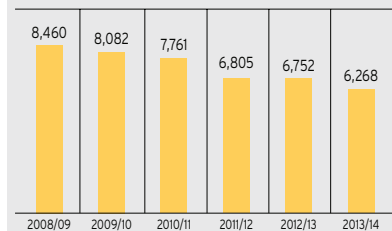
In Wigan we get quite a lot of deaf HSC referrals which we are told is a result of the town's heavy industry so sign language is a really important skill for the CSAs who visit homes."



The Bolton and Wigan Community Safety Team sign the word 'Danger'

PRINCIPLES: Carbon footprint

Annual CO₂ emissions ('000 kg CO₂)
2008/09 to 2013/14



Why it's important

The climate is changing and this is resulting in changes to the risks we need to be prepared for. Warmer, drier spring / summers increase the number of wild fires and wetter milder winters increase the risk of flooding. We work with partners and communities across the region to help those at risk to be prepared. We have 44 sites and have a social responsibility to reduce our own direct carbon footprint and improve biodiversity.

How we performed

Our 5 year sustainability strategy has delivered over £3m in reduced resource costs and reduced the impact we have on the environment by 25%.

ASSURANCE AND PERFORMANCE

Annual Assurance Statement

Our annual statement of assurance is available on the GMFRS website. One of its principal aims is to provide an accessible way for the government, stakeholders and the communities we serve to assess our effectiveness and the value for money we offer. The statement includes details of how we audit ourselves, including our finances, governance principles and performance. There is further information about our assurance arrangements regarding prevention, protection and response; how we ensure local and national resilience; as well as an introduction to our Integrated Risk Management Plan (IRMP). The statement includes a number of links to the full reports which assess our performance in these areas in detail. These include our Statement of Accounts, our Annual Governance Statement, our operational assurance outturn reports, our risk model and our external assessment reports.

Service Excellence

In 2012, GMFRS was externally assessed by approved European Foundation for Quality Management (EFQM) assessors for the first time. Under the Recognised for Excellence process we were awarded with three out of a possible five stars. The report identifies where our strengths lie and in what areas we can improve. We have committed ourselves to driving such improvements through and undertaking subsequent assessment using the model every two years to benchmark our success.

Since 2012, our commitment to driving through these improvements has been recognised. Last year our approach to learning and development was hailed as “exemplary” and “outstanding” and scooped GMFRS a 2013 North of England Excellence Award. This year the British Quality Foundation has shortlisted GMFRS for an Achievement Award for Leadership. The results of this will be announced at a ceremony in October 2014.

Peer Challenge

In 2014, we were externally assessed by a Peer Challenge team made up of senior fire officers from London and Hertfordshire; the Deputy Leader of Luton Borough Council; Carol Brennan from Queen Margaret University and lead by Susan Johnson, Chief Fire Officer at Durham and Darlington Fire and Rescue Service.

The assessment consisted of a range of activities including interviews, focus groups and visits to fire stations; seeing the team engage with over eighty individuals across the service. The focus of the assessment was on operational service delivery; outcomes for local citizens; leadership and governance; and organisational capacity, as well as three areas we requested feedback on; transparency and accountability; use of retained firefighters and our use of customer insights.

The assessment identified the excellent work we are doing on risk analysis; research; scrutiny and the development of our authority members, as well as our prevention work; our use of volunteers; and the management of our finances. The assessment also made suggestions for areas we might want to look at further which are being built into our forward planning for 2015-18. A full copy of the peer challenge report can be found on the GMFRS website.



APPENDIX A – GMFRS KEY PERFORMANCE MEASURES AND TARGETS

GMFRS Key Performance Measures and Targets

We have a broad core purpose: 'To protect and improve the quality of life of the people of Greater Manchester'. This is no accident, as we believe it is our duty to serve the City Region beyond what many might consider to be the traditional role of a fire and rescue service. Working together with our partners, we aim to ensure that whether you're a resident or visitor, we are doing everything we can to ensure you are safe and enjoy being part of a great city.

To ensure we are effective in achieving this purpose and delivering services which you value we have six strategic aims. These help us to plan effectively and we measure how well we are performing against the outcomes for each aim through our comprehensive KPI framework.



Reference	Description of Measure	Actual			Target	
		2011/12	2012/13	2013/14	2014/15	
Prevention		2011/12	2012/13	2013/14	2014/15	
PRE L1.0	Primary Fires*	Total	5,908	5,054	4,892	Measure changed in 2014/15*
PRE L1.1		Fatalities	20	21	19	Aspire to 0
PRE L1.2		Total injuries	432	375	228	258
PRE L1.3	Deliberate Fires	Total	10,317	7,755	8,439	8,440
PRE L1.4	Accidental dwelling fires	Total	2,250	2,122	2,069	2,084
PRE L1.5		% Confined to room of origin	95%	94%	93%	95%
PRE L1.6		% where no smoke alarm was fitted	30.90%	24.11%	22.99%	23%
PRE L1.7		Number of completed Home Safety Checks (HSCs)	66,688	62,279	54,374	60,000
PRE L1.8	Special Service Calls	Total	Introduced 2013/14		4,088	Monitored for information
PRE L1.9		Road Traffic Collisions (RTCs)	761	796	797	
PRE L1.10		Number of people rescued from RTCs	Introduced 2013/14		294	
PRE L1.11		Special Service Calls (excluding RTCs)			3,320	
PRE L1.12	Number of incidents involving hostilities towards fire-fighters	77	54	35	<34	

* Primary fire numbers include property fires and large fires where 5 or more appliances attend. This measure will change for 2014/15 to all fires with a breakdown by accidental and deliberate and by the type of fire, i.e. dwelling fire, non dwelling fire etc.

(CONTINUED)

Reference	Description of Measure		Actual			Target	
Protection			2011/12	2012/13	2013/14	2014/15	
PRO L1.0	Fires in non-domestic properties	Total	Introduced 2012/13	792	675	681	
PRO L1.1	Number of fire safety enforcement inspections per officer		Introduced 2013/14		143	180	
PRO L1.2	False alarms	Total	New for 2012/13	13,472	12,807	Monitored for information	
PRO L1.3		Malicious / Hoax calls		Total	1,755	1,568	Monitored for information
PRO L1.4				Challenged	1,282	1,171	Monitored for information
PRO L1.5				Attended	473	397	
PRO L1.6		Automatic detection apparatus	Total	5,818	5,359	4,838	4,523
PRO L1.7			Challenged	New for 2012/13	1,600	1,796	Monitored for information
PRO L1.8		False alarm with good intent	3,400		3,555		

Reference	Description of Measure		Actual		Target	
Response			2011/12	2012/13	2013/14	2014/15
RES L1.0	999 emergency calls	Total	65,593	54,610	50,663	<52,712
RES L1.1		% answered within 7 secs	96.7%	96.4%	96%	>96%
RES L1.2		Risk to Life and Property calls handled within 120 seconds	New for 2012/13	82%	80%	Monitored for information
RES L1.3	Speed of fire appliance response	Average 1st appliance response time to emergencies and life risk emergencies*	5 minutes and 49 seconds	5 minutes and 40 seconds	5 minutes and 38 seconds	5 minutes and 36 seconds
RES L1.4		% of whole-time crewed appliances turned out within 60 seconds	37%	34%	38%	Turnout targets under development
RES L1.5		% of retained crewed appliances turned out within 5 minutes	81%	64%	73%	
RES L1.6	Number of People Rescued from Fires		202	157	80	

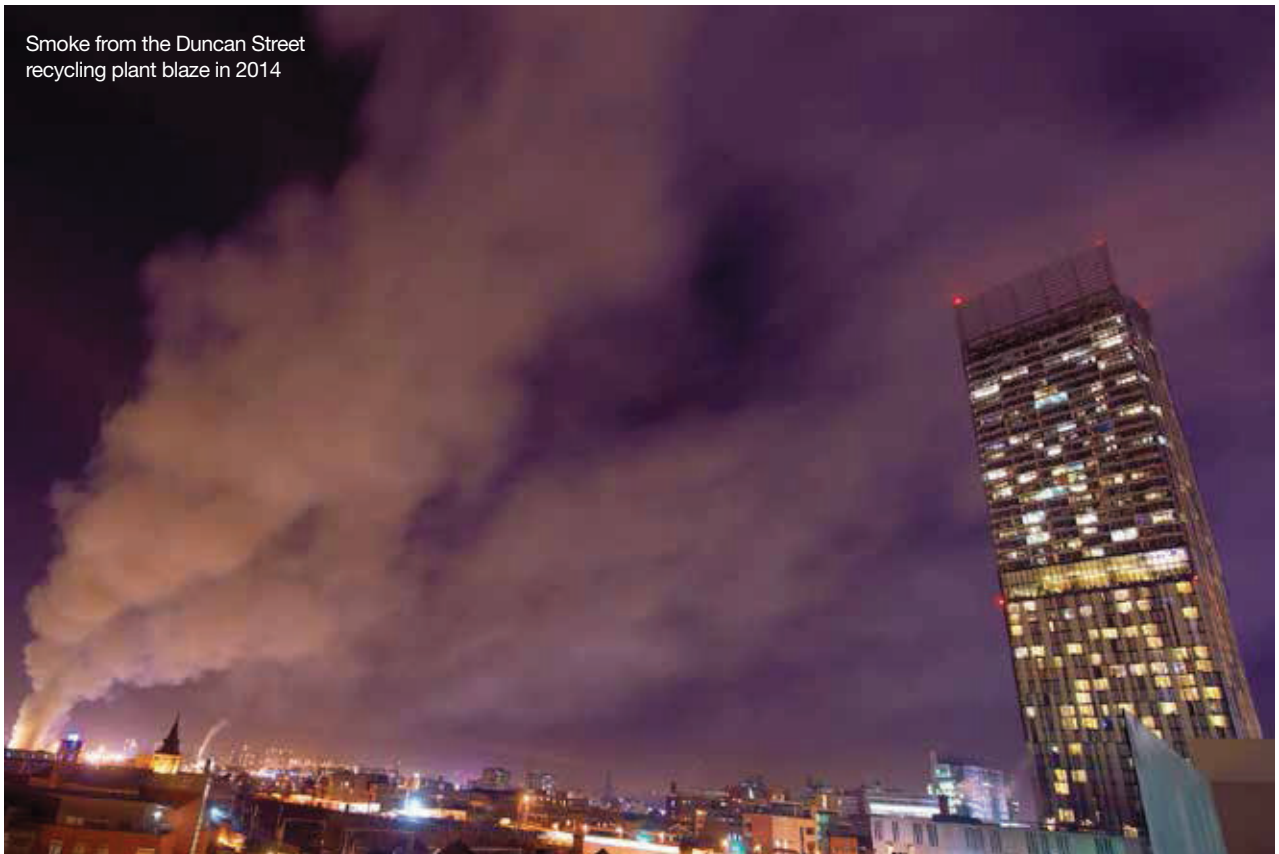
Reference	Description of Measure		Actual		Target	
Public Value			2011/12	2012/13	2013/14	2014/15
PV L1.0	Planned in year efficiency savings		£5.66m	£6.45m	£2.73m	£5.5m
PV L1.1	Cost per head of population		New for 2013/14		£38.10	TBC
PV L1.2	Fire Service Volunteers	Number of volunteers	268	348	443	>200
PV L1.3		Total hours donated	30,769	44,874	56,898	28,000

Reference	Description of Measure		Actual		Target	
People			2011/12	2012/13	2013/14	2014/15
PEO L1.0	% of working time lost to sickness		3.3%	3.02%	2.95%	<3%

** Average first appliance response performance shown for previous 3 years.

Reference	Description of Measure	Actual		Target		
		2011/12	2012/13	2013/14	2014/15	
Principles						
PRI L1.0	Accidents	Total	New for 2013/14	148	173	Aspire to zero
PRI L1.1		Near misses	New for 2013/14	53	91	Monitored for information
PRI L1.2		Number of working days lost to accidents	447	394	799	TBC
PRI L1.3	Public feedback	Number of complaints received	Introduced 2012/13	46	38	<40
PRI L1.4		Customer satisfaction index		99%	98%	>98%
PRI L1.5		Number of external 'WOW' award compliments received	New for 2013/14		16	To be developed
PRI L1.6	Carbon Footprint	Emitted from fires (tonnes)	10,297	8,553	8,141	Monitored for information
PRI L1.7		Gas use (kWh)	13,557,390	14,388,360	13,121,047	11,829,872
PRI L1.8		Electricity use (kWh)	5,172,459	4,809,755	4,354,869	4,157,568
PRI L1.9		Fuel use (litres)	668,917	647,565	638,441	612,038
PRI L1.10	% of total workforce	Women	Added to public reporting from 2013/14		17%	Monitored for information
PRI L1.11		From minority ethnic communities			3%	
PRI L1.12		With a disability			1%	

Smoke from the Duncan Street recycling plant blaze in 2014



This document contains information about your Fire Service. If you or anybody you know would like this information in another language or format including large print, Braille and audiotape, please phone 0161 608 4387 or 4386.

Arabic	هذه الوثيقة تحتوي على معلومات بخصوص خدمة المطافئ. اذا تريد أو أي شخص تعرفه هذه المعلومات بلغة أخرى أو بشكل آخر بما في ذلك بالحروف الكبيرة، البرايل أو على شريط، الرجاء الاتصال برقم الهاتف 0161 608 4387 / 4386
Bangla	এই দলিলটিতে ফায়ার সার্ভিস বা অগ্নিনির্বাপক সার্ভিসের ব্যাপারে তথ্য রয়েছে। আপনি অথবা আপনার পরিচিত কেউ যদি এই তথ্য অন্য কোনো ভাষায় অথবা বড় অক্ষর, ব্রেইল এবং টেপ সহ অন্য কোনো ফরম্যাটে চান তাহলে দয়া করে টেলিফোন করুন 0161 608 4387 অথবা 4386 এই নম্বরে।
Chinese	這文件包含關於消防服務的資料。假如閣下或你認識的任何人士有意索取這資料以其他語言或以大字印刷、盲人用點字及錄音帶等形式編制而成的版本，請致電 0161 608 4387 或 4386。
Farsi	این سند حاوی اطلاعاتی درباره خدمات آتش نشانی است. اگر شما و یا یکی از آشنایان شما خواهان دریافت این اطلاعات به یک زبان دیگر و یا در یک شکل دیگر از جمله چاپ درشت، خط بریل (خط ویژه نابینایان) و نوار صدا هستید، لطفاً با شماره تلفن 0161 608 4387 یا 4386 تماس بگیرید.
French	Ce document contient des informations en ce qui concerne le service des pompiers. Si vous, ou une personne que vous connaissez, voudriez ces informations dans une autre langue, format y compris en Braille ou sur bande sonore, prière de contacter le numéro de téléphone 0161 608 4387 ou 4386.
Gujarati	આ દસ્તાવેજમાં આપની ફાયર સર્વિસ અંગેની માહિતી આપેલ છે. આપ કે આપ કોઇને જાણતાં હોય એવી વ્યક્તિ, મોટા છાપેલાં અક્ષરોમાં, અંદાલિપિમાં અને ઓડિયો ટેપ સહિત અન્ય ભાષામાં કે રૂપમાં, આ દસ્તાવેજની માહિતી મેળવવા માંગતાં હોય તો કૃપા કરી, 0161 608 4387/4386 નંબર પર ફોન કરો.
Hindi	इस दस्तावेज में आपकी फायर सर्विस (आग बुझाने वाली सेवा) से संबंधित जानकारी दी गई है। यदि आप या आपकी जान पहचान का कोई दूसरा व्यक्ति इसकी कापी कोई दूसरी भाषा या रूप में चाहता है, जिसमें बड़े प्रिन्ट की कापी, ब्रैल व ऑडियो टेप भी शामिल है तो कृपया 0161 608 4387 या 4386 नम्बर पर हमें फोन कीजिए।
Polish	Ten dokument zawiera informacje o serwisie przeciwpożarowym. Jeśli ty lub ktoś znasz chciałby te informacje w innym języku lub formie, wliczając wielkim drukiem, Braillem oraz na kasecie audio, proszę zadzwonić na numer 0161 608 4387 lub 4386.
Punjabi	ਇਸ ਦਸਤਾਵੇਜ਼ ਵਿਚ ਤੁਹਾਡੀ 'ਫਾਇਰ ਸਰਵਿਸ' ਬਾਰੇ ਜਾਣਕਾਰੀ ਦਿੱਤੀ ਗਈ ਹੈ। ਜੇ ਤੁਹਾਨੂੰ ਜਾਂ ਤੁਹਾਨੂੰ ਜਾਣਦੇ ਕਿਸੇ ਵਿਅਕਤੀ ਨੂੰ ਦੂਸਰੀ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਤਰੀਕੇ ਵਿਚ ਜਾਣਕਾਰੀ ਦੀ ਲੋੜ ਹੈ ਜਿਵੇਂ ਕਿ ਵੱਡੇ ਅੱਖਰਾਂ ਦੀ ਛਪਾਈ, ਬ੍ਰੇਲ (ਨੇੜ੍ਹ ਹੀਣਾ ਦੇ ਪੜ੍ਹਨ ਲਈ) ਅਤੇ ਆਡੀਓ ਤੇ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਟੈਲੀਫੋਨ ਨੰਬਰ 0161 608 4387 ਜਾਂ 4386 ਤੇ ਫੋਨ ਕਰੋ।
Somali	Dokumentigan waxaa ku jira warbixin ku saabsan Adeegaaga Dabka. Haddii adiga ama qofkasta aad garanaysid warbixintan u baahnaan lahaa iyadoo luqada kale ah ama hab kale uu ku jiro daabac balaaran, Qoraalka dadka indhaha la'a iyo cajalada maqalka, fadlan dir telefoon lambar 0161 608 4387 ama 4386.
Urdu	اس دستاویز میں آپ کی فائر سروس کے بارے میں معلومات درج ہیں۔ اگر آپ یا جسے آپ جانتے ہوں انہیں یہ معلومات انگریزی کے علاوہ کسی دوسری زبان، بشمول بڑے حروف، بریل یا آڈیو ٹیپ میں چاہئے تو براہ مہربانی اس نمبر 0161 608 4387 یا 4386 پر فون کیجئے۔

Contact us

Contacting us in an emergency

- Dial 999 and ask for the fire service
- If you are inside a building when a fire starts, remember to get out, stay out and call us out
- Never try and put out a fire unless you have received sufficient training

Contacting us when it's not an emergency

- Visit our website at www.manchesterfire.gov.uk
- Email us at contact@manchesterfire.gov.uk
- Find us on Facebook www.facebook.com/manchesterfire
- Follow us on Twitter www.twitter.com/manchesterfire
- Write to us at Fire Service Headquarters, 146 Bolton Road, Swinton, Manchester M27 8US
- Call our freephone number 0800 555 815

Contacting your local borough (non-emergency)

Bolton 01204 905 126/7 **Bury 0161 909 0326/7**

Manchester 0161 608 5326/7 **Oldham 0161 909 8626/7**

Rochdale 01706 900126/7 **Salford 0161 609 226/7**

Stockport 0161 608 5426 /7 **Tameside 0161 609 1626/7**

Trafford 0161 608 9226/7 **Wigan 01942 650126/7**



**GREATER MANCHESTER
FIRE AND RESCUE SERVICE**