

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

DATE: Tuesday, 14th May, 2024

TIME: 1.00pm

VENUE: The Tootal Buildings - Broadhurst House , 1st Floor, 56
Oxford Street, Manchester, M1 6EU

AGENDA

1. Apologies

2. Declarations of Interest

1 - 4

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.

3. Minutes of the Meeting of 21st March 2024

5 - 16

To consider the approval of the minute of the meetings held on 21st March 2024.

4. Appointment of Deputy Mayor (to follow)

Report to be published following the swearing in of the Mayor of Greater Manchester 2024-2028.

5. GMFRS Annual Delivery Plan 24-25

17 - 48

A report to be presented by DCFO Ben Norman.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the following

Governance & Scrutiny Officer: Lee Teasdale

✉ Lee.Teasdale@greatermanchester-ca.gov.uk

This agenda was issued on 3rd May 2024 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

POLICE FIRE AND CRIME PANEL – 14 MAY 2024

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: _____

DATE: _____

Minute Item No. / Agenda Item No.	Nature of Interest	Type of Interest
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary

Please see overleaf for a quick guide to declaring interests at meetings.

QUICK GUIDE TO DECLARING INTERESTS AT MEETINGS

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

- Bodies to which you have been appointed by the GMCA
- Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called DISCLOSABLE PERSONAL INTERESTS which includes:

- You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated)
- You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- Any sponsorship you receive.

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

STEP ONE: ESTABLISH WHETHER YOU HAVE AN INTEREST IN THE BUSINESS OF THE AGENDA

If the answer to that question is 'No' – then that is the end of the matter. If the answer is 'Yes' or 'Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

- where the well being, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
- the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

FOR A NON PREJUDICIAL INTEREST

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you have an interest
- Inform the meeting that you have a personal interest and the nature of the interest
- Fill in the declarations of interest form

TO NOTE:

FOR PREJUDICIAL INTERESTS

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting)
- Inform the meeting that you have a prejudicial interest and the nature of the interest
- Fill in the declarations of interest form
- Leave the meeting while that item of business is discussed

- You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.

- Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

YOU MUST NOT:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
- participate in any vote or further vote taken on the matter at the meeting

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Agenda Item 3

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL MINUTES OF A MEETING HELD ON 21 MARCH 2024 IN THE BOARDROOM, GMCA OFFICES

PRESENT:

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Amy Cowen	Bolton Council
Councillor Richard Gold	Bury Council
Councillor Josh Charters	Oldham Council
Councillor David Lancaster	Salford Council
Councillor Vimal Choksi	Tameside Council
Councillor Simon Thomas	Trafford Council
Councillor Dane Anderton	Wigan Council
Angela Lawrence	Independent Member

Also in attendance:

Kate Green	GM Deputy Mayor
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Officers Present:

Ian Cosh	Chief Finance Officer, GMP
Lee Rawlinson	Chief Resources Officer, GMP
DCC Terry Woods	GMP
ACC Chris Sykes	GMP
DCFO Ben Norman	GMFRS
Samantha Stabler	Interim Advisor to Panel & Head of Community Safety, Manchester City Council
Neil Evans	Director of Police, Crime, Fire & Criminal Justice, GMCA
Lee Teasdale	Senior Governance & Scrutiny Officer, GMCA
Steve Wilson	Treasurer, GMCA

PFCP/09/24 APOLOGIES

Apologies were received from Councillor Rabiya Jiva (Bolton), Councillor Chris Goodwin (Oldham), Councillor Rosemary Barratt (Stockport), Councillor Rose Thompson (Trafford), Councillor Tom Morrison (Stockport), Councillor Barbara Bentham (Salford), Councillor

Luthfur Rahman (Manchester), Independent Member Majid Hussain and Chief Executive Portfolio Lead Sandra Stewart.

PFCP/10/24 CHAIRS ANNOUNCEMENTS & URGENT BUSINESS

The Chair advised that the Panel was required by national legislation to hold an additional meeting following the conclusion of the Mayoral Elections to consider the Mayor's proposal for Deputy Mayor for Policing & Crime. This meeting was scheduled to be held on 14th May 2024 and would consist of the existing 2023/24 Panel. Members were reminded of the importance of quoracy at this meeting.

RESOLVED/-

1. That the Chairs announcement be received.

PFCP/11/24 DECLARATIONS OF INTEREST

Deputy Mayor Kate Green submitted a declaration in relation to the For Information item 'Deputy Mayor Decision Notice' in her role as a governor at Manchester Metropolitan University.

PFCP/12/24 MINUTES OF THE MEETING OF 30TH JANUARY 2024

Members considered the minutes of the previous meeting.

RESOLVED/-

1. That the minutes of the meeting held on 30 January 2024 be agreed as a true and correct record.

PFCP/13/24 POLICE FUND BUDGET REPORT

The Deputy Mayor, Kate Green, together with Steve Wilson, GMCA Treasurer, introduced a report notifying Panel Members of the Greater Manchester Police Fund revenue and capital budget 2024/25, revised three-year medium term financial plan 2024/25 to 2026/27

and the projected position on general and earmarked reserves. Points highlighted included:

- At the precept meeting of the Panel in January, members had been advised of a £16m shortfall that still remained. The Deputy Mayor stated that she was pleased to now be able to present the balanced budget proposal, expressing her thanks for the work of GMP financial officers and the GMCA Treasurer's team in bringing this together.
- This was achieved through a variety of sources, including funding through the police uplift programme, additional income sources and cost savings/efficiencies.
- The cost saving and efficiency measures included work to drive savings from ICT contracts and reviews of contacts across the board – making use of opportunities to cut costs whilst also driving forward IT efficiency programmes. Savings in fuel and utility costs had also been found, along with continued active management of vacancies in GMP.
- There was disappointment that the government had announced that they would not provide extra funding for the Safer Streets Fund, though funding was to be provided again to the Violence Reduction Unit which had delivered a number of high-level successes in recent years.
- Detail was provided on the intended use of reserve funding in 2024/25. Some of this funding would provide additional funding for complainants in cases of rape and serious sexual assault. It was explained that there were currently long delays in cases of this nature coming to court, which was highly traumatising and sometimes resulted in complainants disengaging from the criminal process.

Comments and Questions

- Members queried if the funding for the Panel was highlighted. It was advised that there was not a separate funding stream for the Panel and that this was covered within the overall fund. There were particular funds that were received by PCC's but not CA's – the GMCA Treasurer would more seek clarity on this to feed back.

RESOLVED/-

1. That the contents of the report be noted and the budget proposals be approved.

2. That the GMCA Treasurer would feed back directly to Cllr Lancaster on panel funding streams.

PFCP/14/24 OPERATION WILDFLOWER – FINANCIAL IMPLICATIONS

Deputy Mayor Kate Green and Chief Superintendent Chris Sykes presented a report on the current financial implications of Operation Wildflower. Points highlighted included:

- Outside of London, Greater Manchester had seen the largest amount of protest activity in the country related to the ongoing distressing situation in the Middle East.
- This was taking a particular toll at present on policing resources and upon police officers. There were concerns about the welfare of officers, who were finding that again and again their weekend leave was being cancelled to police protest activities.
- Greater Manchester was of course to be considered as a place where the public had every right to take part in peaceful protest and this was not disputed. The concern was the lack of additional resources from government provided to mitigate these pressures and make sure that events could take place without incident.
- Despite the increases and the heightened emotions at the current time – thanks was given that these protests continued in the significant majority to be peaceful, respectful and policed with appropriate sensitivity.
- There had inevitably been a rise in hate crimes reported since October 7th. With 228 cases of antisemitic hate crime, and 178 cases of islamophobia hate crime – though it was known that underreporting in these areas was significant. Arrests remained low, with an average of 17 of month. There was a determination however that the tensions and hostilities in the Middle East would not replicate themselves via hostilities within GM's diverse range of communities.

Comments and Questions

- Members referenced the cost figures highlighted within the papers and asked if these were the figures for central Manchester alone or the region as a whole. It was advised that the figures covered the total cost of policing protests for the whole region. It was further advised that a mixture of resources were used, but wherever possible the resources were in addition to business as usual expectations so that

officers where possible were not being taken out of other policing requirements in the area.

- It was asked if operational costs included the extra work that had been required around community policing and extra patrols around areas at most risk of disturbances. It was advised that Operation Wildflower did include these additional elements. A considerable workplan was in place, including a protected services plan; increased patrolling around certain sites; increased intelligence gathering; and increased engagement in the community.
- Members complemented the strong community work that had taken place since October. Regular feedback had been received from residents by councillors in Sedgley Park for example – and this feedback had indicated that whilst residents remained concerned, they had very much welcomed the noticeable extra police presence.
- It was asked if contingencies were built into GMP's general operating budget for protest events. It was advised that given the tight budgetary margins being worked with it was not possible to build these sorts of contingencies into the budget. There was however an 'Operational Contingency Reserve' which was used for issues that could be better anticipated.
- Discussion took place about the importance of investing in communities via forums such as the Community Safety Partnership to provide preventative foundations that result in reducing the pressures placed on police officers.

RESOLVED/-

1. That the Panel note the contents of the report having considered the continued resourcing and financial challenge posed by the ongoing policing operation.

PFCP/15/24 NEIGHBOURHOOD POLICING UPDATE

Deputy Chief Constable Terry Woods presented a report updating on the strengthening of neighbourhood policing in Greater Manchester and how this was working in practice with partners. Points highlighted included:

- Moves towards a budgeted number of 482 officers in neighbourhoods continued apace. The current number stood at 406 (15% vacancy factor) which was progression upon the last report.
- The reduction of PCSO's to introduce further warranted officers also continued. From 589 previously, the number was now at 353 – part of a phased reduction to 215.
- Whilst the increase in warranted officers was being funded through PCSO reductions, it was also important not to have a 'guillotine' moment in terms of their numbers, and instead to gradually reduce these numbers in line with the filling of vacancies by trained officers.
- GMP was now at the point of having a full compliment of officers due to the welcome investments in recent years. However, a 'training lag' had purposefully been built into those roles which required fully trained officers – such as child protection/neighbourhood teams/traffic officers. Once GMP was happy that these officers had passed probation they would then be placed into these specialist roles thus adding to the numbers within neighbourhoods.
- Significant investment had been made as part of Phase 2 of the Neighbourhood Review Project in relation to improving and aligning the GMP Neighbourhood Performance Framework to the national framework. GMP had been involved in both regional and national groups to review and build upon best practice.
- Local Prevention Hubs with multi-agency approaches were now in place. These were slightly different in every district to meet contextual needs. Very intensive work on community problems was now taking place, with a positive demand shift being seen.
- The 'Bee in the Loop' engagement emails were now picking up considerably in terms of reach – but it was asked that all engage in further pushing this out to the community.
- In terms of performance, there had over the past 12 months been a 13.8% reduction in neighbourhood crime in GM – this was around 7000 less victims and included a 21.4% decrease in residential burglary.

Comments and Questions

- Members sought assurance around promised reductions in abstractions from neighbourhood policing. It was advised that whilst this varied as an issue depending

on the district, it was becoming an increasing rarity. The abstraction data could be provided to the Panel as it became available.

- There were concerns around neighbourhood officers advising the public that they were being taken out of their wards which in turn reduced public confidence in the neighbourhood policing model. It was advised that there were concerted efforts taking place to ensure that going forward, officers would be used for response demand when it was within their own ward only.
- Concerns were expressed that some PCSO's with tremendous levels of experience in complex wards may be lost in the reductions. This was fully understood, and it was hoped that some PCSO's would transfer into police officer roles, with a keenness that they then return to the ward in which they were based.
- Members felt that PACT meetings had generally began to run their course and a lot of their function had been overtaken by Bee in the Loop – however it was felt that there was still a place direct engagement with the public – were there any thoughts on this? It was advised that the gold structure in place for the neighbourhood implementation review included a significant element around engagement and this was something that could be brought back for discussion by the Panel at a future date.
- The Deputy Mayor welcomed the progress seen in neighbourhood policing since the introduction of the model one year ago, hoping that there would be opportunity for a fuller report on the embedding of neighbourhood policing to be brought back to the Panel towards the end of the current calendar year – including examples of initiatives that had been identified during the adaption of the model.

RESOLVED/-

1. That the report has been considered and the contents noted.
2. That the feedback on the model and discussion of how to create consistency across Greater Manchester be noted.
3. That neighbourhood policing abstraction data be forwarded to members when it becomes available.
4. That an item be added to the work plan on public engagement at the neighbourhood level.
5. That a further update on the embedding on the Neighbourhood Policing Model be brought to a future meeting of the Panel.

Deputy Mayor Kate Green & DCFO Ben Norman presented a report that provided a summary of the HMICFRS Round 3 inspection of Greater Manchester Fire & Rescue Service as part of their independent assessment of the effectiveness & efficiency, and their thematic inspection on The Handling of Misconduct in Fire and Rescue Services. Points highlighted included:

- The efficiency & effectiveness report was published earlier in March and presented a very good news story – with the results not only showing that GMFRS was the most improved fire and rescue service in the country, but also that it was now the best performing service in the country overall.
- GMFRS had received a ‘good’ rating in ten of the eleven areas considered. An ‘adequate’ rating had been received in terms of keeping paper records, however these had now been upgraded to digital. The next plan for the team was to move up to ‘outstanding’ ratings.
- The Deputy Mayor paid tribute to CFO Russel, DCFO Norman and all their colleagues in achieving this result.
- In terms of the thematic inspection, a sample was taken across 10 different fire authorities. There would not be a specific result for GMFRS, but rather an impression from across all ten services that would lead to a collated report from the inspectorate expected later in the year.
- Some informal feedback had however been received from the inspection team. Broadly it was confirmed that important advances had been made in this area, in terms of being able to deal swiftly and appropriately with misconduct cases. This formed part of a bigger picture in which lead officers had been reshaping the whole culture of GMFRS.

Comments and Questions

- Reference was made to fire safety audits at commercial properties and the instructional value of companies holding them. It was advised that a report could be brought to the Panel in future on fire assessments. There had been a shift in recent

times following legislation changes more akin to the Health & Safety Executive and acting as an enforcing authority. Enforcement had taken place over 100 times over the past two years, but the primary concern of GMFRS was to ensure that education was shared, and engagement had taken place at a higher level than ever over the past 12 months. The recent precept funding had meant that the service would be able to invest and build upon the existing headcount of inspecting officers. This was vital, as at the present time there was not the right headcount of inspecting officers with the appropriate experience available to inspect as many premises as needed in what was a rapidly expanding build environment in the city region.

RESOLVED/-

1. That the contents of the report be noted.
2. That an update of fire assessments of business premises be brought to the Panel at an appropriate future of the PFC Steering Group.

PFCP 17/24 ANNUAL FEEDBACK FROM LGA FIRE COMMISSION MEMBERS

Vice-Chair Councillor Dane Anderton provided a verbal update to the Panel on the key issues discussed at the LGA Fire Commission over the past year. Points highlighted included:

- One of the key themes over the past year had been energy transition, and the increasing usage of e-bikes, e-vapes and other electronic storage battery powered items, and in turn the risks inherent in this.
- An example was cited of the 5 million disposable vapes that were now in landfills. These all had lithium batteries and presented a risk to large waste disposal facilities. Equally there was concern about imported third party charging batteries that did not meet trading standards requirements being used to charge transport such as e-bikes/e-scooters in high-risk apartment buildings, and electronic cars being stored in enclosed car park spaces.
- The importance of partnership working, and the ability of fire services to provide support in areas such as right care, right person and trading standards was highlighted.

Comments and Questions

- Members expressed further concerns about the dangers of electronic batteries. It was considered vital that the public was well aware of the risks and dangers inherent in imported cheap third-party chargers and that there needed to be a clear programme of work to identify the gaps that currently existed. Members asked that a further presentation due on this be brought forward to a earlier meeting of the PFC Steering Group.
- The Deputy Mayor also highlighted that the Mayor had made a pledge around the Good Landlords Charter – seeking to drive up standards in the social and private rented sectors. He was keen to take this thinking further, particularly in relation to strengthening the rights of tenants to be able to demand action from landlords where there were concerns about safety – concerns around these further fire risks would be conveyed back to the Mayor.

RESOLVED/-

1. That the update be received.

PFCP 18/24 GM POLICE, FIRE & CRIME PANEL INDEPENDENT MEMBERS APPOINTMENT PROCESS

Samantha Stabler, Interim GM Community Safety Lead, presented a report setting out the proposed process for recruitment ahead of the conclusion of the current independent member terms, which would conclude on 31st October 2024.

RESOLVED/-

1. That the commencement of the process of recruitment for two new independent members to the Police, Fire & Crime Panel be agreed.
2. That the process and timetable for the recruitment of new independent co-opted members as proposed in section 2 of the report be agreed.

3. That delegation be given to the Chair of the Panel and Lead Chief Executive (or their nominated representative) to conduct the interviews and to bring recommendations to the Panel on 18th September 2024 for confirmation.
4. That the grateful thanks of the Panel be extended to Majid Hussain and Angela Lawrence MBE for the important contributions that they have made to taking forward the work of the Police, Fire and Crime Panel in their capacity as independent co-opted members over the past six years.

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Greater Manchester Police, Fire & Crime Panel

Date: 14th May 2024

Subject: GMFRS Annual Delivery Plan 2024-25

Report of: DCFO Ben Norman

Report Author: Sarah Scoales, Head of Service Excellence

PURPOSE OF REPORT

This report presents the Greater Manchester Fire and Rescue Service (GMFRS) Annual Delivery Plan (ADP) 2024-25, detailing our improvement programme activities for the next year. The plan also incorporates our Community Risk Management Plan (CRMP), the production of which is a statutory requirement under the Fire and Rescue Service National Framework.

RECOMMENDATIONS:

Members are asked to note the contents of this report and supporting report found at Appendix A.

CONTACT OFFICERS:

DCFO Ben Norman – ben.norman@manchesterfire.gov.uk

Sarah Scoales, Head of Service Excellence – scoales@manchesterfire.gov.uk

Equalities Impact, Carbon, and Sustainability Assessment:

Appendix A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

Number of attachments included in the report:

BACKGROUND PAPERS:

- Draft ADP 24-25 Report – presented to PFC Steering Group
- [GMFRS Fire Plan 2021-25](#)
- [GMFRS Annual Delivery Plans](#)

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes/No
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		Yes/No
TfGMC	Overview & Scrutiny Committee	
N/A	N/A	

INTRODUCTION

1. GMFRS is responsible for ensuring that the communities of Greater Manchester are protected and supported by an effective and efficient fire and rescue service. As set out in the Fire and Rescue Service National Framework document, the Service has a statutory duty to:
 - be accountable to communities for the service they provide;
 - identify and assess the full range of foreseeable fire and rescue related risks their areas face;
 - make appropriate provision for fire prevention and protection activities and the response to fire and rescue related incidents;
 - develop and maintain a workforce that is professional, resilient, skilled, flexible, and diverse;
 - collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.
2. These statutory requirements are fulfilled collectively through our Fire Plan and our Annual Delivery Plan, where the key challenges and risks facing the Service are set out along with how it is intended to meet and reduce them.
3. Each year, GMFRS publishes an Annual Delivery Plan (ADP), which is aligned to the Mayor's Fire Plan and details our improvement programme to be delivered over the next 12 months. The programme focuses on improving and investing in the Service, whilst at the same time enabling the organisation to deliver against key elements of the HMICFRS improvement action plan.

ANNUAL DELIVERY PLAN 2024-25 DEVELOPMENT

- 4 This is the final Annual Delivery Plan of our current four-year Fire Plan. This plan not only outlines new actions to be taken over the next year, but also reinforces our commitment to completing ongoing work that we have already started.
- 5 In developing the Plan, it is essential for the Service to identify and assess the risks facing our communities and constantly evolve to respond to these effectively. Our annual Strategic Assessment of Risk (SAoR) supports this process by considering all potential and foreseeable risks and ensures our planning, policies and decision-making is focused on risk and how mitigate them.
- 6 This document details and analyses a wide range of information, providing an evidence base to support our decisions, allocate resources appropriately and inform the development of our Fire Plan and ADPs.

- 7 Our Annual Delivery Plans are developed on the Mayor's six strategic priorities:
- 1) Provide a fast, safe, and effective response.
 - 2) Help people reduce the risk of fire and other emergencies.
 - 3) Help protect the built environment.
 - 4) Use resources sustainably and deliver the most value.
 - 5) Develop a culture of excellence, equality, and inclusivity.
 - 6) Integrate our services in every locality with those of partner agencies.

ENGAGEMENT ACTIVITIES

- 8 The Service has undertaken significant planning stages over the last few months with regards to creating the final ADP of the current fire plan and is in a strong position with regards to the programme and project propositions created. We engaged with our colleagues, external partners, and the public, inviting them to have their say on the proposed ADP for next year. The feedback has helped shape the final plan ahead of formal approval via the Deputy Mayor's (Fire) Executive meeting.
- 9 A strengthened approach to workforce engagement was led by the Communication and Engagement Team throughout the month of December, involving three aspects; an online survey, a live question, and answers session, and focus groups, resulting in a higher engagement rate compared to last year's approach. The results from the engagement activity have been analysed and presented to Executive Board. Importantly, the results have been triangulated, and key themes have emerged from the engagement activity.
- 10 With regards to the Service's existing programmes and projects (those that are multi-year and those whose lifecycle will continue through 24/25) consensus was received on the following:
- Projects which are underway should be resourced correctly first and only proceed if still have a valid business case.
 - Current projects should continue but the service should aim to 'do less but better'.
 - The Service needs to make projects meaningful and complete them to a high and thorough standard.
- 11 Further work was undertaken with SLT to ascertain and assure the Service that there was validity in continuing our existing programmes and projects. With regards to the services programme and project propositions for ADP 24/25 our workforce felt the focus should be on:
- Managing and improving the health, safety, and wellbeing of our workforce.

- Ensuring we have the right resources available, in the right place, at the right time, and in the right numbers.
- Creating development opportunities for all staff.
- Ensuring our fire stations and facilities are fit for purpose and reflect the needs of our workforce and the public.
- Ensuring the service gets the most value out of procurement.
- Projects should be prioritised based on need and risk.
- Business as usual, training, delivery, and other commitments need to be considered when planning resources and considering capacity.
- The service should strip back unnecessary work.
- Review areas of existing service delivery to ensure effectiveness and efficiency.

12 The initial ADP portfolio consisted of a total of **63** projects, which following the considerations of the engagement feedback was refined down to **35**. An overview of these is detailed in paragraph 13 below.

ADP IMPROVEMENT PROGRAMME

13 Our Improvement Programme is made up of a number of priority improvement projects and a range of lower-level projects and activities, all of which are aligned to the Fire Plan and the ADP as the framework to deliver against.

Directorate / Type	Corp. Support	P&P	Service Delivery	Service Support	Strategy, Perf & Workforce	ADP 24/25	ADP 23/24	ADP 22/23	ADP 21/22
PIP	4	5	2	5	3	19	15	11	14
Call-in	3	1	2	2	5	13	25	27	35
Activity	2	0	0	0	0	2	10	14	
Total	9	7	4	7	8	35	50	52	49

Number of PIPs, Call-in's and Activities under each Fire Plan priority: -

Priority / Type	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Total
Total	9	5	4	3	13	1	35

14 The ADP 24-25 is our fourth plan under our current Fire Plan 2021-25, and the full final version can be found at Appendix A.

GOVERNANCE FRAMEWORK

- 15 Progress against our ADP will be monitored and reported through our governance framework, with formal highlight reports providing updates on all PIPs and the remaining Directorate Projects reported through Directorate Actions Plans. Quarterly outturn reports will be produced tracking progress against each project. All reports are scrutinised at Improvement Board and Deputy Mayor's meetings in line with the six weekly meeting cycle providing the appropriate assurance regarding project progress delivery and benefits realisation.

NEXT STEPS

- 16 The ADP 2024-25 will be formally launched on the 15th April via the newsletter. It will also be added to the GMFRS website, and internal and external communication / engagement activities will commence. This will include via the intranet, leadership video, and externally on social media platforms etc. All will focus on our key priorities over the next year, and the continuing delivery against the Fire Plan commitments.



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

OUR PLAN

ANNUAL DELIVERY PLAN

2024-2025



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If you require this document in another format please email:
commsandengagement@greatermanchester-ca.gov.uk

INTRODUCTION

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

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

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

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

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

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

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

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

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

Dave Russel
Chief Fire Officer



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

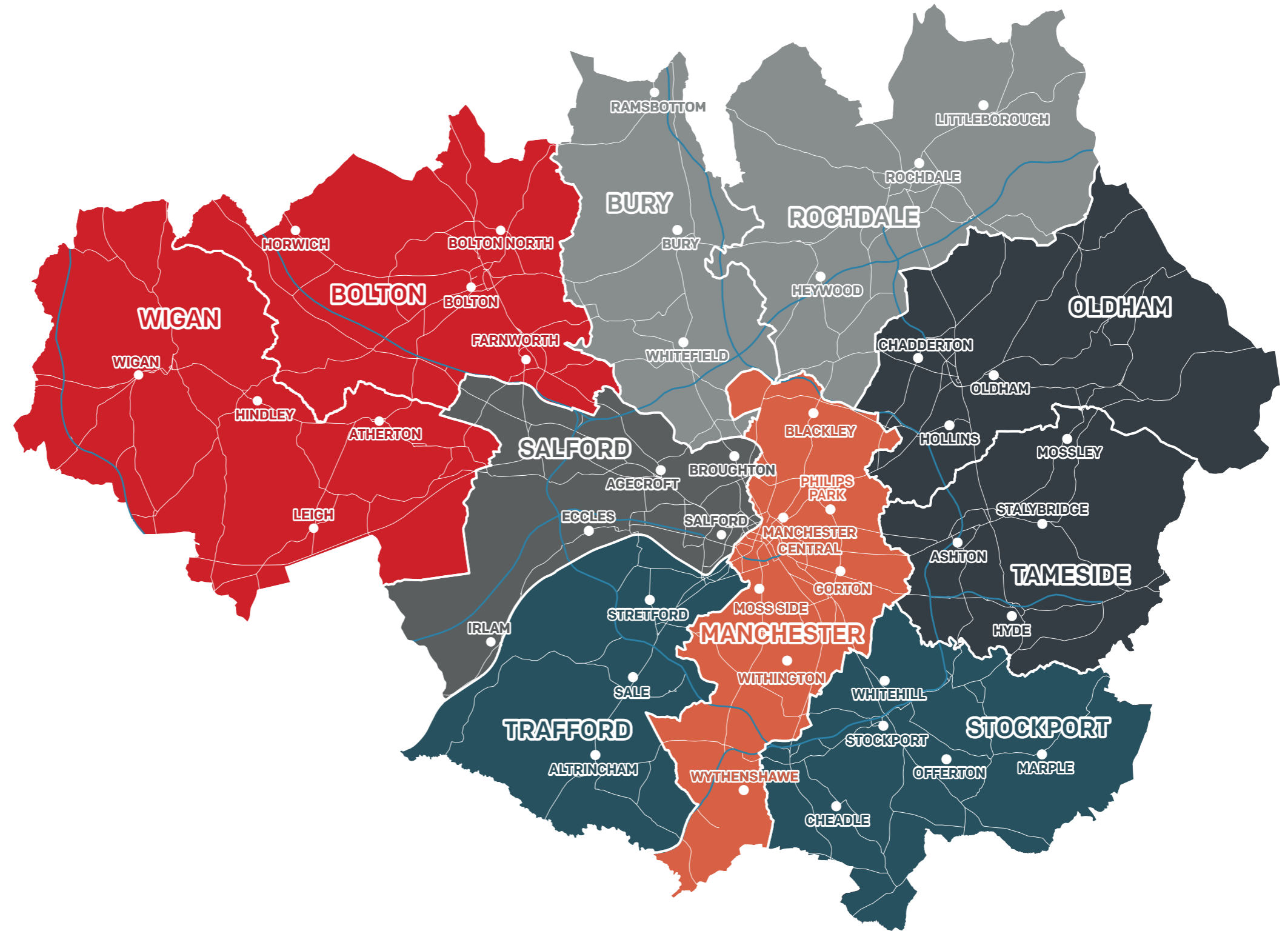
SERVICE AREA OVERVIEW

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

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

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

Scrutiny of the fire service is provided by the Mayor and Deputy Mayor, who are themselves held to account by the Police, Crime and Fire Panel. The Panel is made up of 10 appointed councillors from each of the Greater Manchester local authority areas, and two independent members. They are consulted on the running of the fire service, including precept proposals, major strategies, and the allocation of budgets.



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OVERVIEW OF GREATER MANCHESTER

GMFRS PROTECTS **1.22 MILLION**

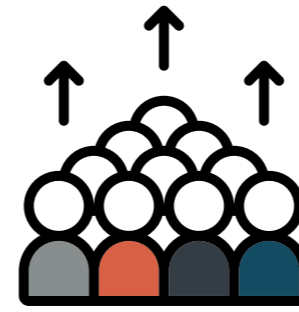


households, a quarter of which are in areas that are in the 10% most deprived nationally



57

town and city centres



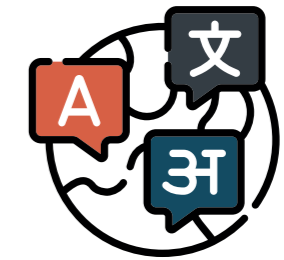
2.9 MILLION

residents



55,000

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

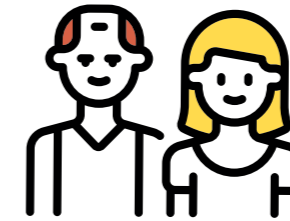


200+

different languages spoken



Internationally renowned **UNIVERSITY & RESEARCH** facilities



460,000

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



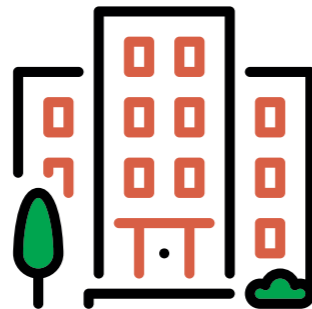
551,000

people living with long-term health conditions



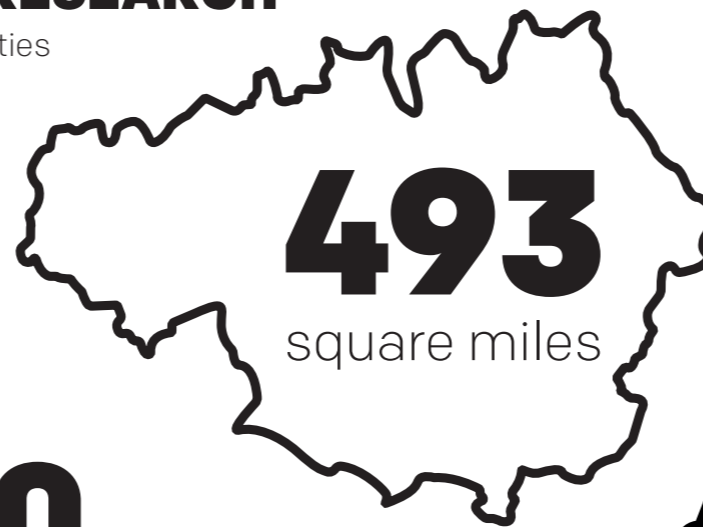
130

miles of railways



960+

residential and commercial high-rise buildings

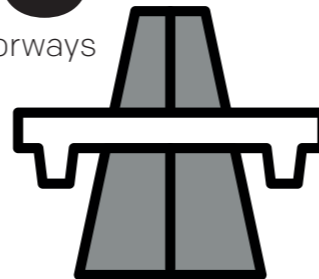


493

square miles

10

motorways



100,000

people receiving disability allowance

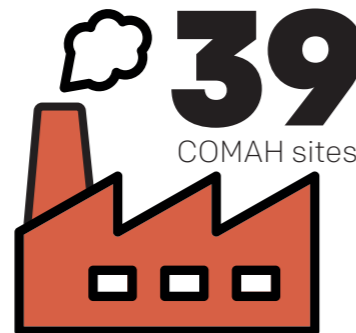
1000s

of acres of moorland



62

miles of Metrolink track



39

COMAH sites



105

miles of canals



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

MA
Manchester Airport



OUR MISSION

PROTECTING COMMUNITIES.
WORKING TOGETHER.
SAVING LIVES.

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

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

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OUR VISION

A MODERN, FLEXIBLE,
RESILIENT FIRE AND
RESCUE SERVICE.

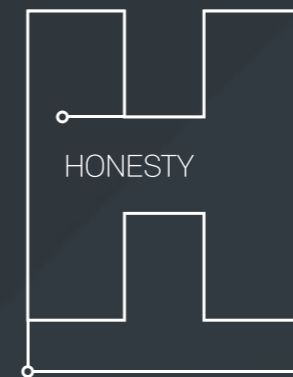
Our Vision describes what we want the Service to be and how we want our staff and the public to see us.

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

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



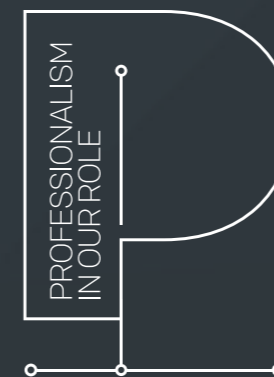
Striving to develop, to ensure our contributions make our Fire and Rescue Service the best it can be



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



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



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



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

OUR JOURNEY TO OUTSTANDING

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

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

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

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

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

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

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

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

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

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



STRATEGIC IMPROVEMENT PORTFOLIO

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

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

Strategic Priorities

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

OUR PLAN ANNUAL DELIVERY PLAN 2024-25

OUR MISSION: Protecting communities, working together, saving lives

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

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

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

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

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

PRIORITY 3: Help protect the built environment

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

PRIORITY 4: Use resources sustainably and deliver the most value

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

PRIORITY 5: Use resources sustainably and deliver the most value

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

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

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

OUR VALUES:

Excellence

Honesty

Inclusive

Professionalism In Our Role

Respect



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

Investing in frontline delivery

We will continue to:

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

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

In addition, we will launch new projects to:

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



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

Improving and enhancing
our Prevention delivery

We will continue to:

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

In addition, we will:

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

PRIORITY 3: HELP PROTECT THE BUILT ENVIRONMENT

Improving and enhancing Protection delivery

We will continue to:

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

In addition, we will:

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

Protecting the built environment

We will continue to:

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

In addition, we will:

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





PRIORITY 4: USE RESOURCES SUSTAINABLY AND DELIVER THE MOST VALUE

Re-investing for the future

We will continue to:

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

In addition, we will:

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

Investing in our buildings

We will continue to:

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

In addition, we will:

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

Ensuring financial sustainability

We will:

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

Environmental sustainability

We will:

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

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

Investing in our people

We will continue to:

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

Developing excellence

We will continue to:

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

In addition, our new projects will:

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



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

Partnership working

We will:

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

COMMUNITY RISK MANAGEMENT PLANNING

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

How we assess risk

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

How we manage risk

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

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

Risk modelling

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

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

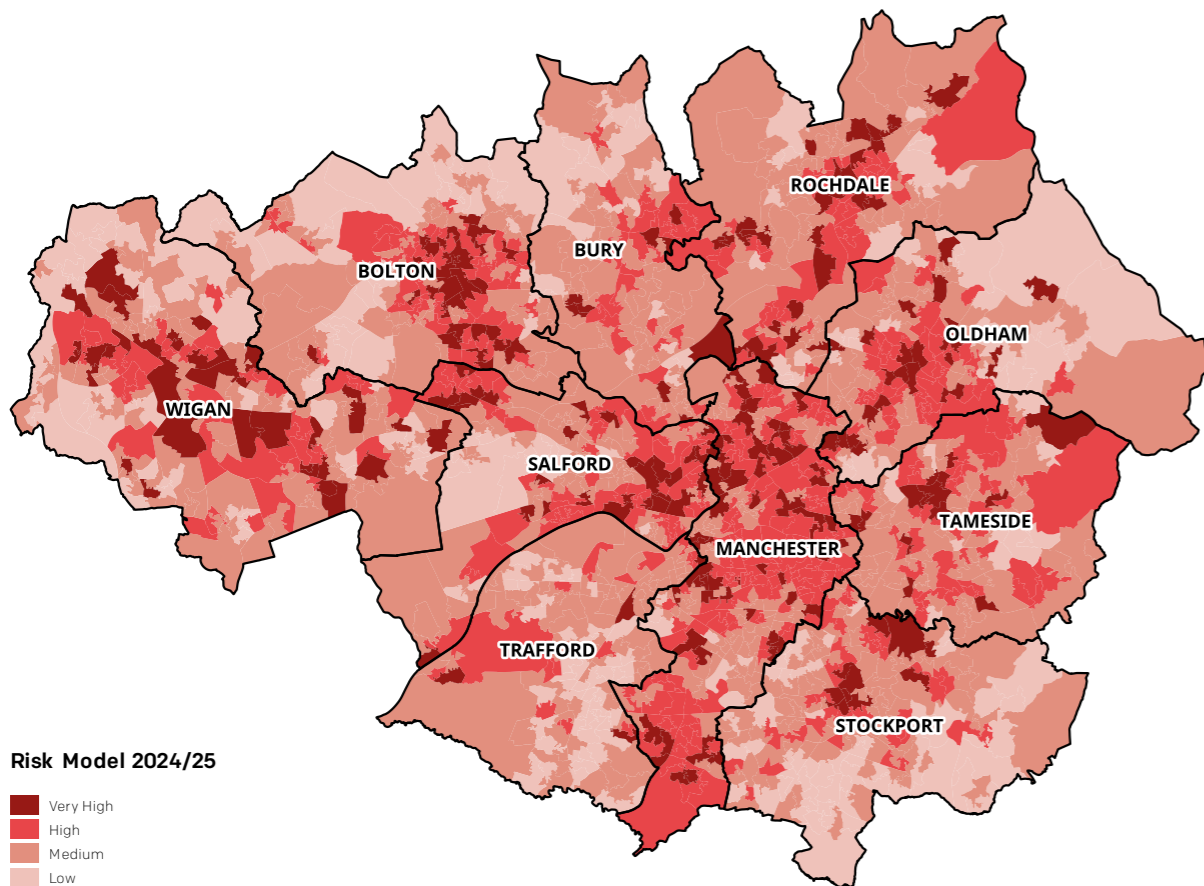
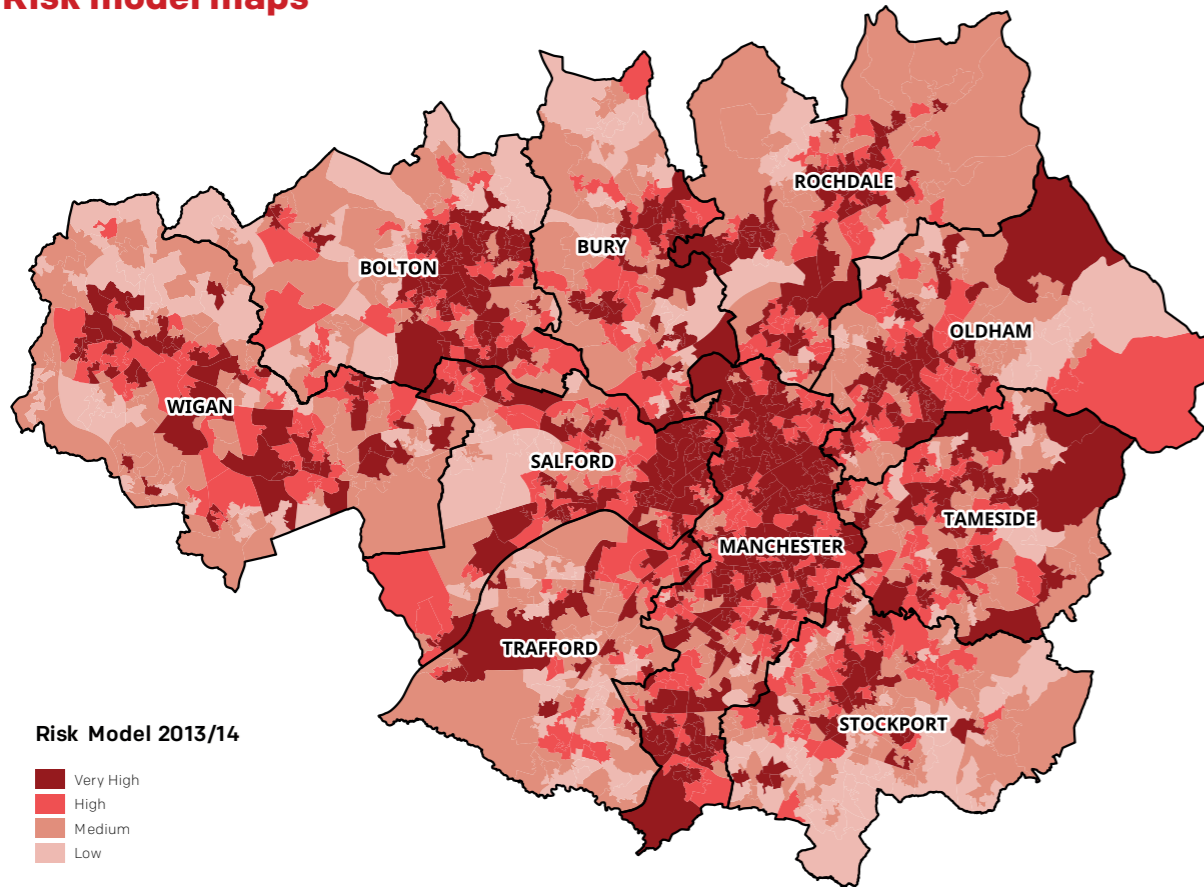
We use modelling software to compare the base risk model with any planned modifications, such as changes in crewing arrangements or moving a fire engine, etc. This process produces results that

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

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

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

Risk model maps



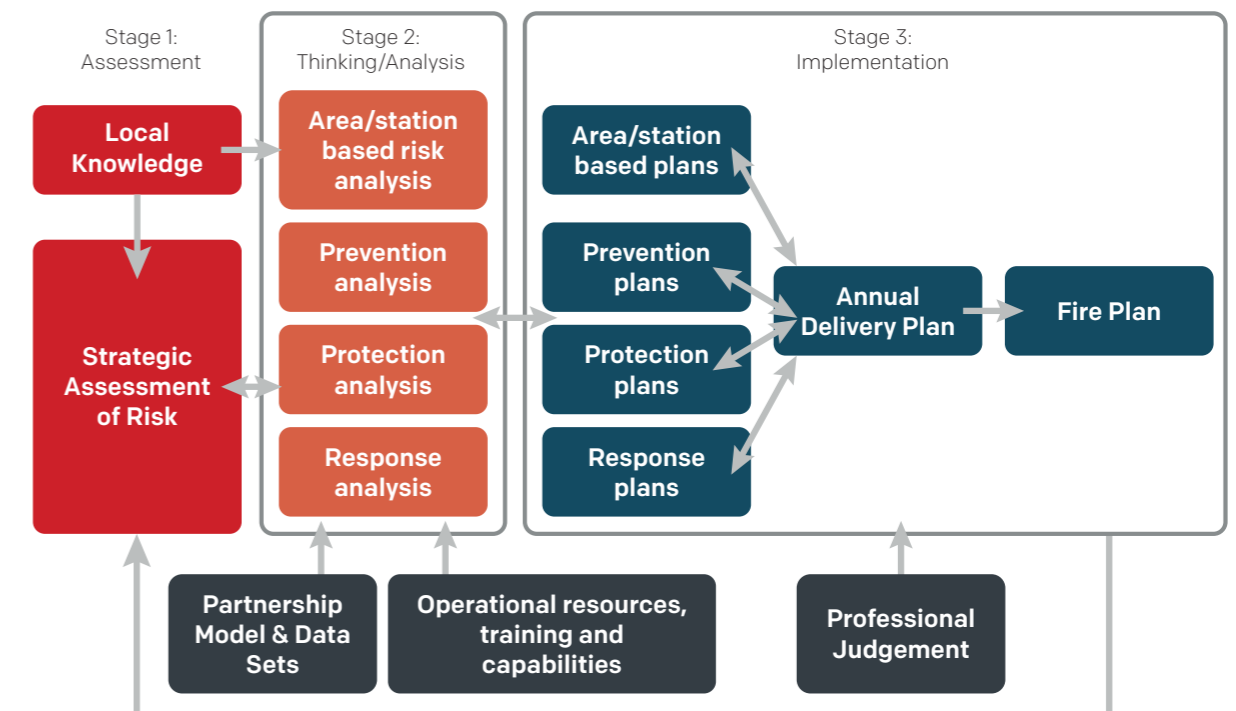
Community Risk Management Model

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

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

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

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



UNDERSTANDING OUR RISKS

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

Impacts on our communities

Terrorism

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

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

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

Built environment

Greater Manchester is undergoing radical modernisation. To address the demand for housing and support economic and industrial growth, nine Districts from across Greater Manchester, have recently adopted the 'Places for Everyone' plan, which outlines development aims for the next 15 years. This has been supplemented by plans for six growth locations across the city-region that are driving transformational change.

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

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

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

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

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

Climate emergency

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

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

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

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

Cost of living crisis

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

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

Fires in the home

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

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

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

Road Safety

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

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

Youth Engagement

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

Impacts on our Service

Firefighter health and safety

GMFRS has launched a project with the FBU, UCLan and the NFCC to establish effective management of contaminants through proper decontamination protocols and equipment. In this project, we will consider new information and emerging best practices identified through the NFCC contaminants initiative.

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

Ageing workforce

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

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

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

Wellbeing and occupational health

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

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

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

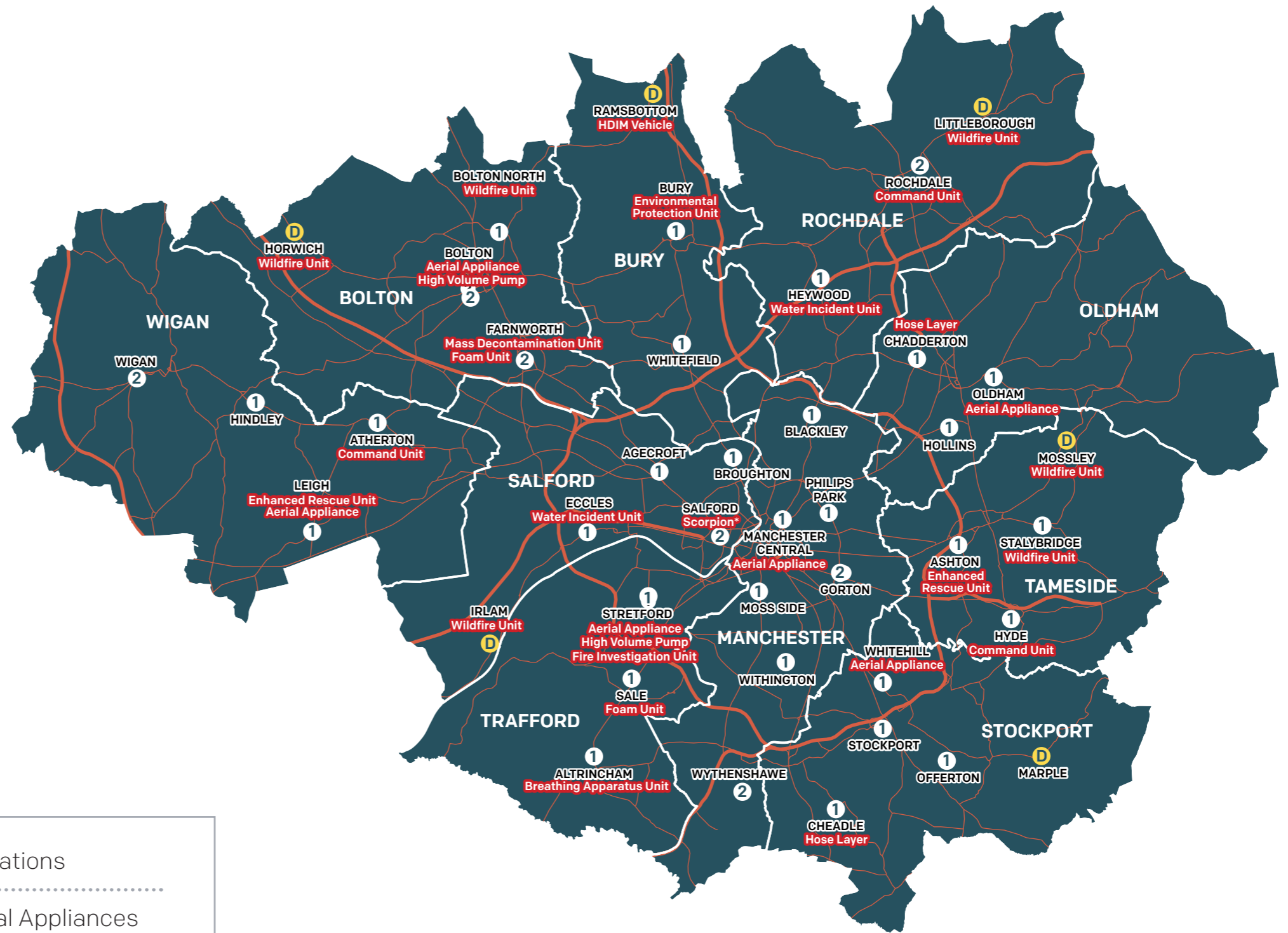
GMFRS also recognises the specific needs of women firefighters and has recently increased the provision of its maternity leave to 52 weeks full pay. This will ensure that new mothers have sufficient time away from work to be with their family at this important formative stage and supports GMFRS ambition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



OUR RESOURCES

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

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



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

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

- 41** Fire Stations
- 27** Special Appliances
- 50** Fire Engines
- 1,397** Uniformed Staff
- 314** Non-Uniformed Staff

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

* The Scorpion is the first pump with specialist capability

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OUR FINANCES

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

We are funded from our share of council tax, and from central government including specific grants, and business rates. Our total net budget for the Service is £139.264m and as part of our budget management we produce a Medium-Term Financial Plan (MTFP), setting out how we plan to manage our finances. Our MTFP is reviewed annually, and our current plan was approved by the GMCA in February 2024.

Our MTFP recognises the financial pressures the Service faces, with

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

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

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

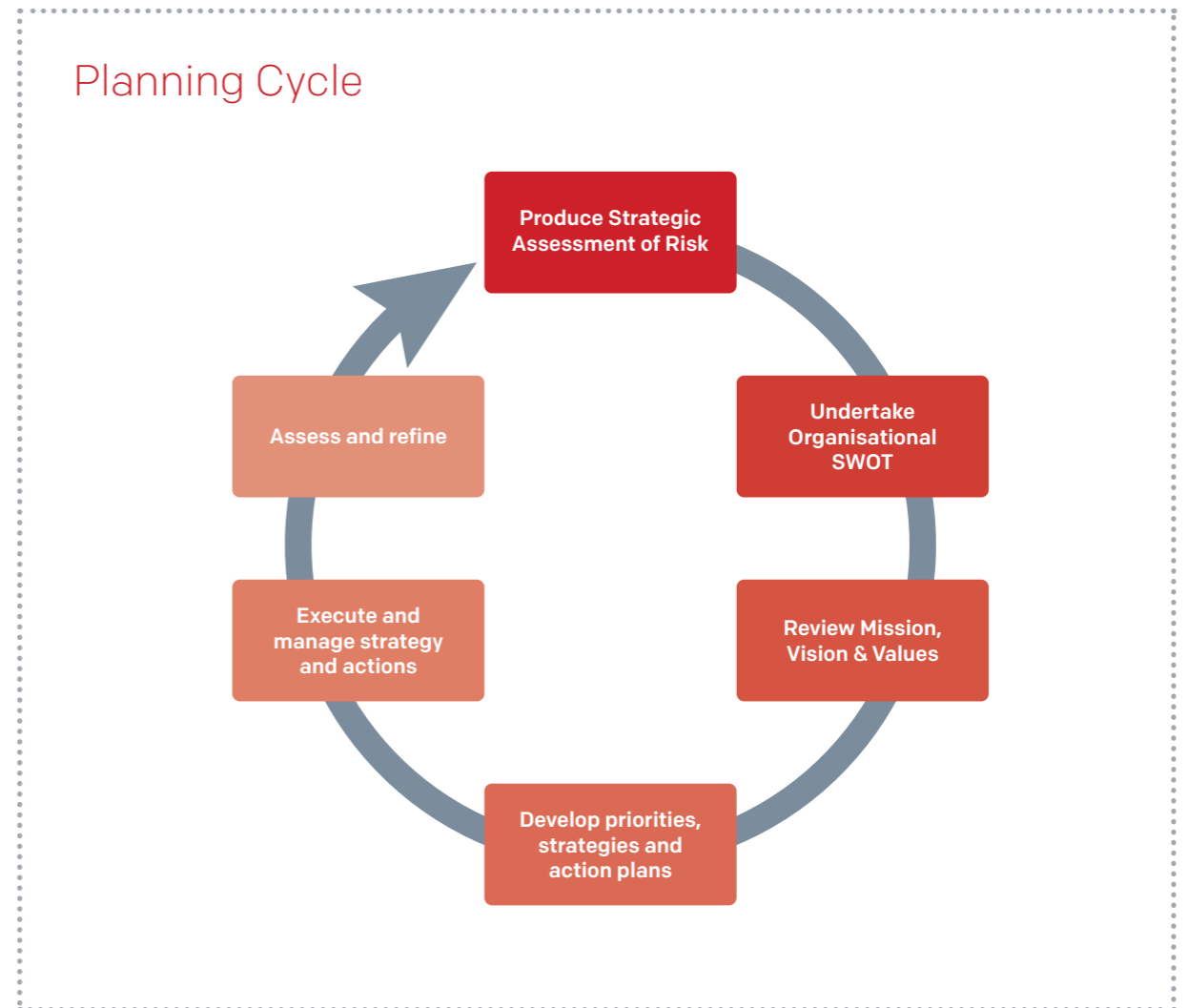
How we spend our money	
Total Budget - £139.264m	(£000s)
Employees	£105,631
Premises	£6,973
Transport	£2,487
Supplies and Services	£15,118
Support Charges	£8,519
External Income	-£3,264
Capital Financing	£3,800

**TOTAL BUDGET
£139.264m**

OUR GOVERNANCE ARRANGEMENTS

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

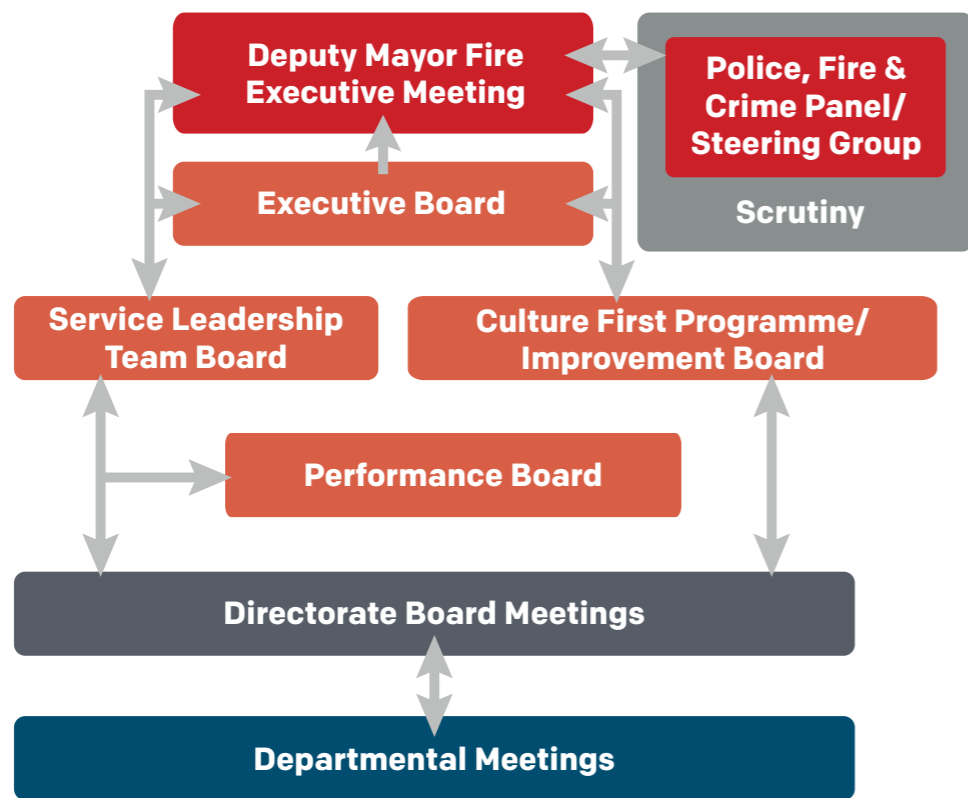
Environmental scanning is conducted annually to assess the external factors affecting our Service and the necessary actions required. Our PESTLE and SAoR documents capture this information and are utilised to develop our Fire Plan and Annual Delivery Plans. These plans establish the strategic direction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



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

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

Governance Structure



Corporate Risk Management

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

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

Assurance

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

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

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

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

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

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

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

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

Fire Standards

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

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

Performance

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

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



HOW WE WILL MEASURE OUR SUCCESS

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

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

Priority 1: Provide a timely, safe and effective response

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

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

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

Priority 3: Help protect the built environment

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

Priority 4: Use resources sustainably and deliver the most value

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

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

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

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

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



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



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