



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

Annual Delivery Report 2021-22

Service Excellence

July 2022

Contents

| | |
|--|----|
| Foreword | 3 |
| Introduction | 5 |
| Performance Highlights | 6 |
| Priority 1: Provide a fast, safe, and effective response..... | 7 |
| Priority 2: Help people reduce the risk of fires and other emergencies | 12 |
| Priority 3: Help protect the built environment..... | 17 |
| Priority 4: Use resources sustainably and deliver the most value | 23 |
| Priority 5: Develop a culture of excellence, equality, and inclusivity | 28 |
| Priority 6: Integrate our services in every locality with those of partner agencies..... | 33 |
| Community Activities | 38 |
| Assurance and Performance | 41 |
| Major Incidents | 44 |

Foreword

This is our first annual delivery report, and I am immensely proud of the progress we have made bringing the commitments in our Fire Plan to life.

At the heart of the Service is our fantastic team of staff and volunteers, who go above and beyond to make a difference. Since the start of the COVID-19 pandemic the pressures and demands have been significant. It fills me with great pride when I reflect on how our workforce successfully adapted to the challenge, adopting new ways of working to deliver vital services to our communities.

This year, we have made huge strides to develop a culture of excellence, equality, and inclusivity, and become a Service that better reflects the public we serve. Our most recent inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) confirmed we are an evolving and improving Service with inspectors reporting a positive shift in the leadership and culture of Greater Manchester Fire and Rescue Service (GMFRS).

We will continue to work with HMICFRS to implement further improvements in order to deliver our statutory core functions extraordinarily well and create an increasingly outward facing fire and rescue service.

Society is constantly changing, as are the risks across the city-region – from the climate emergency and our changing skyline to the vulnerabilities within our population. By being open and responsive to change, and through exploring and investing in new and innovative technologies and ways of working, we will continue to strive to improve what we do to ensure the safety and wellbeing of everyone across Greater Manchester.

I would like to thank our staff and volunteers for their hard work, dedication, and commitment to continue to drive our success. Building on the enormous progress we have made, I recognise that whilst we cannot do everything we will keep striving for excellence, balancing our ambitions with affordability, to ensure we make the best choices for our workforce and the communities we serve.

Dave Russel

Chief Fire Officer

I am proud to provide a foreword to this first annual report into the progress GMFRS has made against delivering the Fire Plan 2021-25.

The Service has made significant progress this year in a number of areas, in particular the ongoing improvements made to the culture of GMFRS, which gives us much to celebrate. This includes recruiting successfully from our underrepresented groups and establishing effective platforms to engage with our staff, such as the Freedom to Speak Up initiative. I am pleased that our success in this area has been independently evaluated and recognised by HMICFRS.

We have also been successful through our hard work with staff and the Fire Brigade's Union (FBU) to resolve the long-standing national issue of a firefighter's role in a terrorist attack. The new model we have agreed will provide the Service with a skilled and equipped workforce that will ensure a robust response in the event of a terrorist incident.

There is always more we can do as we strive for continuous excellence. I am very proud of the effective systems GMFRS established during the pandemic which allowed us to support our partners in the NHS and local authorities. Going forward, I would like to see increasingly more of this integrated working to support the place-based approach to public sector reform.

Public services need to work together effectively to add the most value for local people. This means identifying local problems jointly with partners and communities, and planning together how best to tackle them. The impact of infections and lockdowns has reduced the amount of face to face contact we have been able to provide to residents, schools, and businesses. Over the coming year I look forward to us being a familiar and welcome face in our communities once again.

I would like to take this opportunity to thank colleagues for all their hard work this year and congratulate them for the improvements they have delivered to the lives of the people of Greater Manchester.

Bev Hughes

Deputy Mayor for Policing, Crime, Criminal Justice, and Fire

Introduction

This is GMFRS's Annual Report for 2021/22, highlighting some of the significant work we have delivered over the past 12 months.

At the start of 2021 we launched our new four-year Fire Plan outlining the work we plan to undertake to help make our city-region safer. The Plan identifies our six strategic priorities and commitments to our residents, businesses, and partners.

Our mission is focused on saving lives and protecting our communities. To do this successfully, we need to be efficient and effective across all the services we provide. We need to help prevent incidents wherever possible, make sure we are embedded in all our communities, and work seamlessly with our partners at emergency incidents.

The pandemic has been challenging for all of us, but we have adapted successfully to the problems it has created. We have shown impressive agility by redeploying resources from areas that were affected by lockdowns to areas where we could provide wider support to our partners and communities. The one thing that has remained constant is the passion and drive of our staff and volunteers and how they have rallied together to meet new challenges. Our staff continue to be flexible to new ways of working and engaging with and supporting residents and local businesses in different ways.

Despite the restrictions and problems created by COVID-19, we have continued to progress and implement our plans and bring to life the objectives of the Fire Plan. HMICFRS recognised the amount of work we have delivered successfully, particularly in relation to Equality, Diversity, and Inclusion (EDI) demonstrating that we are a fire and rescue service improving at pace.

We know there is more work to do in certain areas, including increasing our home safety visits following the impact of lockdowns, improving staff health and wellbeing, and increasing the number of female firefighters. Our annual delivery plans allow us to adapt our work and refocus our resources to meet the changing priorities and risks that will occur over the four-year cycle of the Fire Plan.

This report captures some of the work we have delivered in the first year of the Fire Plan and illustrates our performance against a number of key indicators. We will continue to work hard to deliver our statutory core functions extraordinarily well, and create an increasingly diverse, highly motivated, and outward facing fire and rescue service.

Performance Highlights

Infographic - Comms to develop - Sarah K.

- 7mins 25secs average response time to 'life risk' incidents
- 43% increase in special service calls
- 5% reduction in accidental dwelling fires
- 1% reduction in attacks on firefighters
- 10% reduction in number of injuries from fire
- 2,028 people rescued from fires and other emergencies.
- 97 new Apprentice Firefighters
- 3,500 volunteering hours
- 3% reduction in deliberate fires
- 7,851 Safe and Well / Home Fire Safety Assessments delivered
- £2.9m delivered in savings
- 2,522 audits of premises - 71% increase than before the pandemic
- 2,493 fire safety inspections
- Over 6,000 businesses received fire safety advice
- Over 10,000 fire hydrants inspected
- Recruitment from underrepresented groups rising from 30% to 37% in past 12 months

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

Responding effectively to emergencies will always be our primary concern and demonstrates our success at delivering Priority 1 of the Fire Plan. The risks we face are constantly evolving, from the changing skylines of our town and city centres, to the increasing impact of the climate emergency.

This year we have made significant progress, introducing efficient and effective improvements to our operational capabilities, our appliances, and the technology we use to support our emergency response.

Key Progress

- ✓ In partnership with staff and the FBU we have designed and implemented a new terrorist response capability. Every one of our firefighters is receiving enhanced training, and specialist equipment will be available on every fire engine so they are ready to respond quickly and effectively should a terrorist attack or mass casualty incident occur. In line with the ongoing findings of the Manchester Arena Inquiry, training is aligned with the police and ambulance services and includes joint JESIP training (Joint Emergency Services Interoperability Principles) and exercises to test our integrated response.
- ✓ Alongside our new terrorist response training, all GMFRS firefighters are upskilling and will gain the intermediate Immediate Emergency Care qualification. This will improve our response to a mass casualty event or any incident where someone requires medical intervention.
- ✓ We have invested in new appliances, including six fire engines and two wildfire support vehicles. These support vehicles allow us to tackle moorland fires more effectively, reducing the damage to our natural habitats and to the environment. See 'Priority 4' for more details.
- ✓ We have introduced a Wildfire Suppression Burns Team at Littleborough fire station. Located close to moorland, this team will help significantly reduce the spread and duration of wildfires using specific techniques and equipment.
- ✓ This year we have purchased two new turntable ladders. With a reach of up to 42 metres, these ladders will improve our response to fires in high-rise buildings. They allow a fire to be tackled externally at height, rescue people in danger and act as a vantage point to inform the most effective firefighting tactics. They can also be used to rescue casualties from hard-to-reach places. See 'Major Incidents' for more information.

- ✓ 999 Eye technology was implemented this year. It allows our emergency control room to access live images from the phones of members of the public who witness an emergency. This information is being used to send additional resources to an incident, enhancing our operational response in order to save lives, reduce harm and protect property.
- ✓ We have replaced and improved our Active Monitoring System, allowing us to identify, implement and evaluate organisational learning, enabling continuous improvement as we strive for service excellence.
- ✓ New high specification Mobile Data Terminals (MDTs) have been installed in all our fire appliances, giving firefighters enhanced remote access to critical information. See the case study for more information.
- ✓ Maintaining fitness is a vital requirement for our firefighters. Our new gyms at two locations are part of our investment in this area and we will be rolling out similar facilities across all our community fire stations.

Case Studies

CASE STUDY: HOUSE FIRE RESCUES

Our firefighters rescued people from a number of serious house fires this year. Their speed of response and effective application of tactical procedures saved lives and limited property damage.

On a Sunday night in November, crews from Hindley, Leigh and Atherton were called to a house fire in Leigh. Firefighters attended the scene quickly and were faced with a well-developed fire. Firefighters went into the house and rescued all three occupants, while other crew members tackled the fire in the bedroom. Our crews provided first aid and oxygen therapy to these three individuals, before North West Ambulance Service (NWAS) took them to hospital. Occupants in the house next door were also evacuated due to the smoke in their property. Firefighters successfully put the fire out and stopped it spreading to other rooms and the neighbouring house.

“If it wasn’t for the smoke alarm alerting the residents to this serious fire, the outcome could have been far worse. The swift action of our firefighters was lifesaving as all three residents were able to escape and I want to thank the crews for their hard work.” **Chris Evans, GMFRS Station Manager for Wigan**

In May, our firefighters rescued two people from a serious house fire in Prestwich. Fire appliances from Manchester Central, Whitefield, Broughton and Agecroft fire stations were called to a semi-detached house at 3.30am. While crews were on their way, control operators from North West Fire Control (NWFC) gave fire survival guidance to a teenage girl who was trapped in the house with another woman. The casualties were then looked after by NWAS.

Firefighters wearing breathing apparatus brought the fire under control using two hose reels and a positive pressure ventilation fan, and crews remained at the scene throughout the morning.

“This incident could have been so much worse without the combination of the bravery of the teenager who called 999, the lifesaving guidance of North West Fire Control (NWFC), and the skill and dedication of the firefighters who saved them.” **Ben Levy, GMFRS Area Manager.**

CASE STUDY: NEW TECHNOLOGY – MOBILE DATA TERMINALS

This year our Digital Services team worked on an innovative project to replace the existing MDTs on all our fire appliances and provide an additional unit in the rear of each of these appliances.

The new terminals give firefighters direct access to up-to-date risk information at an incident. They have a faster, clearer, and more responsive touch screen interface; more reliable hardware; newer satellite navigation software; and access to a range of apps providing vehicle schematics at road traffic collisions, and hazardous material information at chemical spills.

“These technological improvements make GMFRS one of only a handful of fire and rescue services to get this type of MDT and have an additional unit in the rear of the fire appliance. They allow our firefighters to effectively access risk-critical information at an emergency incident, as well as reducing paperwork by allowing crews to directly record information whilst conducting safety visits at homes and businesses.” **Mark Scoales, Head of Digital Services, GMFRS**

Performance Stats

Speed of response

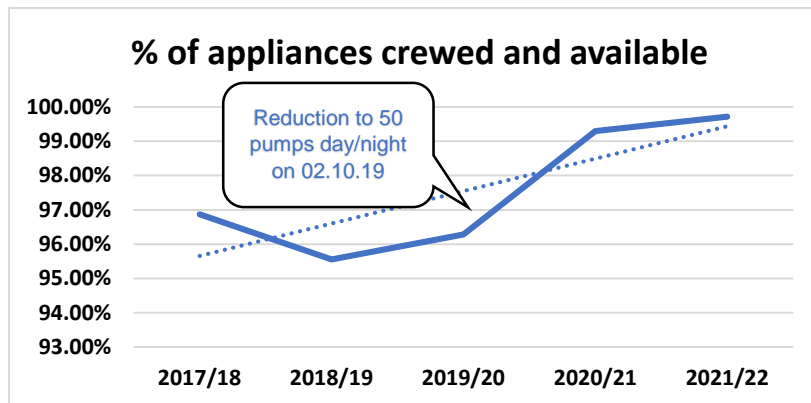
Why it is important: The quicker we arrive at an incident, the sooner we can rescue people trapped or in need of assistance, provide first aid and in the case of a fire, limit the damage to property and the environment.

How we performed: This measure includes call handling, turnout, and travel time. Our target for 2021/22 was an average response time of 7 minutes 30 seconds to “life risk” emergencies. Our actual average response time was **7 minutes 25 seconds. GMFRS average response time to primary fires was 7 minutes 1 second**, which is **1 minute 34 seconds better** than the England average. GMFRS has the fourth fastest average response time to primary fires when compared to other metropolitan fire and rescue services.

Resilience

Why it is important: Effective emergency response requires resilience, the ability to quickly mobilise the right type and number of resources. Measuring the percentage of appliances crewed and available is a good way of helping deliver this.

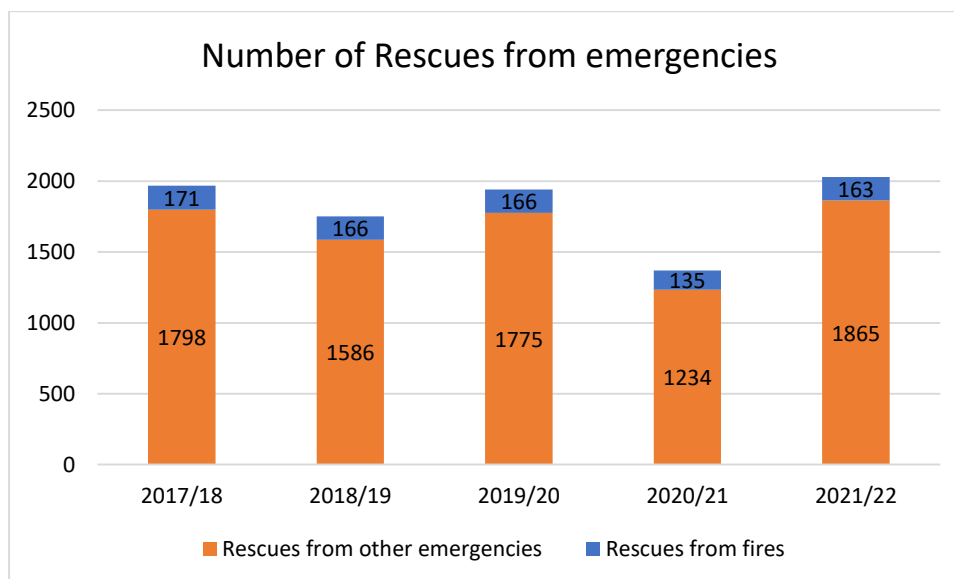
How we performed: Over the last year we have continued to undertake recruitment to reduce the number of vacancies and maintain establishment figures. In instances where additional cover is required we utilise overtime to address short term sickness absences.



People rescued from fire and other emergencies

Why it is important: Although we do everything we can to help communities and businesses reduce the likelihood of having a fire or other emergency, when they do occur we need to be ready to rescue those in danger or at risk of harm.

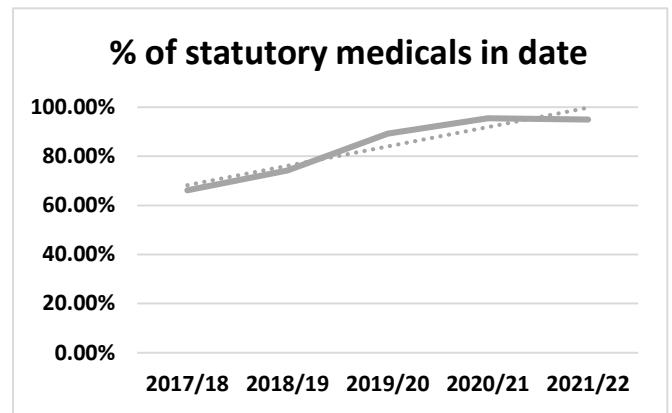
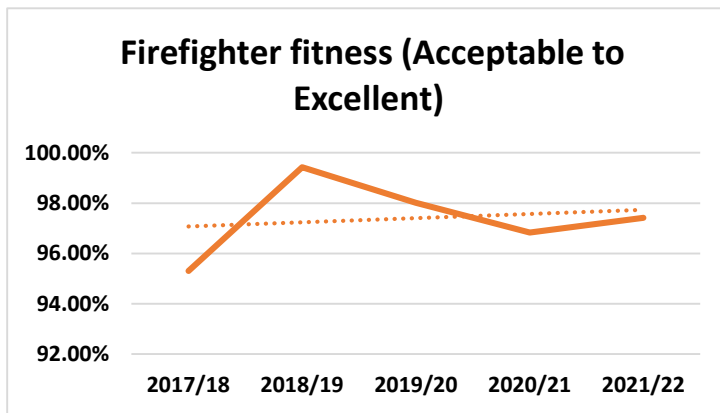
How we performed: In the last year we have rescued 2,028 people from fires and other emergencies. Control staff at NWFC handle all our emergency calls. They ensure fire appliances respond quickly to the right location, as well as providing lifesaving advice to those trapped in a fire or involved in another emergency.



Firefighter health

Why it is important: Firefighter health is not only important to providing a resilient and effective emergency response, but it is also vital that we look after our staff and keep them safe.

How we performed: The key performance indicator (KPI) for the percentage of statutory medicals in date enables us to closely monitor firefighter fitness. Improvements last year included a change of provider and the introduction of a managers' dashboard, both of which have contributed towards a positive direction of travel.



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

Preventing an emergency is far safer and more effective than responding to one after it has occurred. Our Fire Plan makes a number of commitments regarding prevention that will be delivered over the four-year cycle of the Plan.

COVID-19 has further exposed the inequalities in our society, and we have focussed our resources on helping the most vulnerable. Lockdowns and their legacy have continued to impact on the type of engagements we have been able to deliver in our communities. Identifying new and innovative ways to deliver our services online has been a key consideration for our organisation. Over the course of the pandemic, many of our prevention resources were reassigned to support our colleagues in the NHS and local authorities. You can find more about our wider community work in 'Priority 6'.

Despite the impact of the pandemic, we have made some clear progress against the delivery of Priority 2 with the introduction of new Home Fire Safety Assessments (HFSAs), an all-age prevention education offer, and several safety campaigns.

Key Progress

- ✓ This year we launched a new online home fire safety check tool that enables Greater Manchester residents to complete a simple and intuitive assessment of the fire risk in their home. This tool supports the introduction of our new HFSAs. See the case study for more information.
- ✓ This year we have celebrated 20 years of working with the Prince's Trust. During this time, our team of young people and staff have raised funds, supported local community groups and projects, and volunteered for an incredible 840 days. Our Youth Engagement Team has supported thousands of young people. We are extremely proud of their achievements, with some 74% of them achieving positive outcomes such as entering employment or further education.
- ✓ We engaged with our communities by leading on a national survey to gather public feedback about wildfires. The views and thoughts captured as part of that survey are providing GMFRS and other fire and rescue services with key information to help shape local plans and prevention campaigns.
- ✓ We worked closely with colleagues in Oldham and Tameside councils to support the introduction of Public Space Protection Orders in parts of the two boroughs. This means anyone found lighting a fire, barbecue, or other objects like fireworks and sky lanterns, will be given a fixed penalty notice or face prosecution.

- ✓ This year we partnered with Greater Manchester Police (GMP) and the parents of a young man who was killed in a road traffic collision for a new campaign launched by the Greater Manchester Safer Roads Partnership. [Limits Saves Lives](#) is a hard-hitting campaign led by Transport for Greater Manchester that aims to highlight the devastating impact that speeding can have on people's lives. In Greater Manchester, speeding over the limit kills or seriously injures 21% of people involved in crashes.
- ✓ This year COVID-19 continued to impact our work, but our new approach to prevention education in schools ensures a targeted approach to address and reduce the specific risks in each community. We engaged with 275 primary schools and 60 secondary schools directly, but supported many more to deliver safety messages through online resources and educational videos.
- ✓ Our work with children and young people who have been identified at increased risk of involvement in road, fire, or water incidents has continued through the delivery of Fire Team and Firefly programmes.
- ✓ We have developed a new campaigns framework and introduced an annual campaign calendar to support effective planning, delivery, and evaluation of our targeted campaigns. This approach ensures we use intelligence to focus our activities on community risks. During the bonfire period, this new approach led to a 15% reduction in deliberate secondary fires.
- ✓ We have overhauled the Prevention section of our website and provided a wealth of new resources to help people reduce the risks regarding fires, roads, and water.

Case Studies

CASE STUDY: HOME FIRE SAFETY ASSESSMENTS

The Fire Plan commits to implementing a risk-based approach to HFSA's. This year we launched our new online home fire safety tool, which gives our residents personalised advice to keep their home and family safe from fire. Hosted on our website, the tool allows residents to complete a home fire safety check to help identify fire hazards in the home and get advice on simple changes they can make to reduce their risk of a fire.

This new approach allows us to free up resources to focus on the most vulnerable. The tool tells residents if they are eligible for a HFSA visit from a firefighter or prevention advisor.

The HFSA replaces Safe and Well visits and has been co-designed with operational crews and Prevention delivery staff. It aligns with the National Fire Chiefs Council's (NFCC) *Person Centred Framework* and is targeted at people at increased risk of fire. Frontline crews are now delivering HFSA's across our communities.

To support the rollout of the HFSA, the Prevention team has engaged with more than 200 local partners. This has allowed us to explain the new process and ensure we get the most effective referrals from partners so we can visit and support the most at-risk residents.

CASE STUDY: WATER SAFETY

This year, firefighters and partners from the Manchester Water Safety Partnership carried out free lifesaving training with some of Manchester's bar and restaurant staff. The work supported the Royal Life Saving Society's (RLSS) *Don't Drink and Drown Campaign*, which highlights the dangers of walking near water when under the influence of alcohol.

The training took place outside the Kampus development and saw bar staff learn how to rescue someone from the water using a throw line, recognise those at risk, and advise those on nights out of a safe route home, away from water.

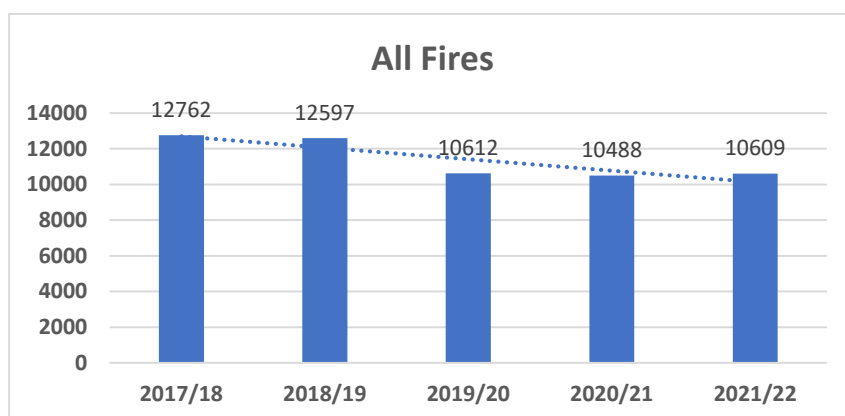
"Manchester is a fantastic and vibrant place, and we want everyone to enjoy their time in the city. During the past four years, we have rescued approximately 65 people from rivers and canals in and around the Manchester City Centre area. Tragically some of these were fatal incidents. Look out for your friends at the end of the night and find another route home away from water." **David Wilson, GMFRS Station Manager and chair of the Manchester Water Safety Partnership**

Performance Stats

Fires

Why it is 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 and rescue service.

How we performed: This year the total number of fires in Greater Manchester rose by 1% to 10,609. However, this is still a 32% reduction over the last 10 years.

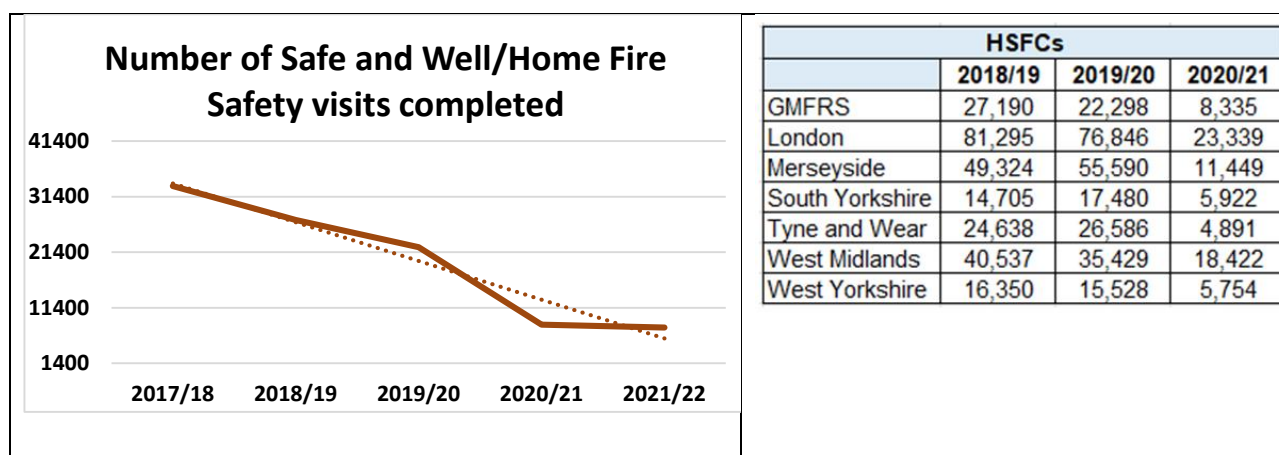


HFSAs

Why it is important: We are committed to engaging with our communities to inform and educate people on how to reduce the risk of fires in their homes, as prevention is safer and more effective than response.

How we performed: Like all fire and rescue services, COVID-19 and lockdowns significantly impacted our ability to deliver fire safety visits in people's homes. During the pandemic, GMFRS worked to balance keeping households safe from fire, whilst reducing the risk of transmission.

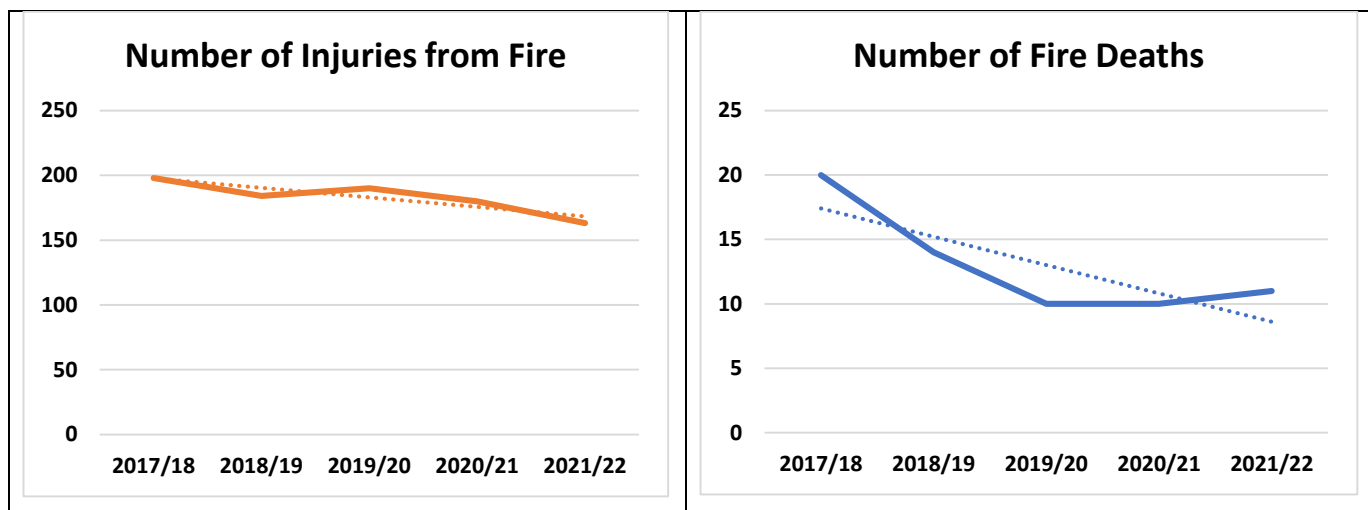
Face-to-face visits were reintroduced in September 2021, with control measures put in place to protect our residents and staff. Going forward, we do not expect the number of visits to be as high as in previous years. Our new HFSA allows us to target the most vulnerable in our communities, focussing on impact and quality rather than a blanket approach.



Injuries from Fire

Why it is important: We have relatively low numbers of fire deaths each year, which makes statistical analysis of trends more challenging. Analysing casualty and fatality 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.

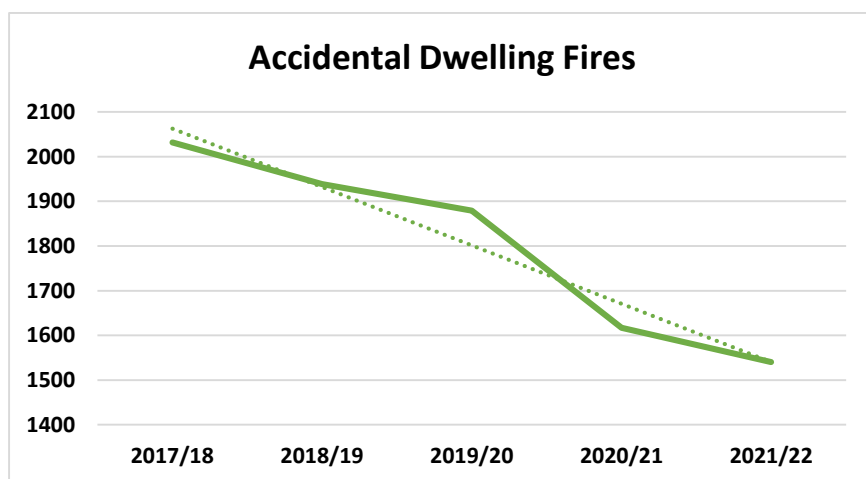
How we performed: Injuries have continued to reduce over the last five years. The majority of injuries continue to be sustained in accidental dwelling fires, which is a key area of focus for our prevention activities.



Accidental Dwelling Fires (ADFs)

Why it is important: The risk of death and injury from a fire at home, at work and in the wider community tragically still exists and around three-quarters of fire deaths occur in people's homes. Our proactive prevention and protection work is key to stopping these incidents occurring in the first place.

How we performed: The majority of ADFs continue to be cooking related, reflecting the national picture. Cooking appliances were the largest ignition category for accidental dwelling fires, accounting for 46% of these fires. This year there have been 1,540 ADFs, which is a reduction of 5% and, as shown on the graph, is a reducing trend.



Priority 3: Help protect the built environment

The work programme of our Protection teams is designed to ensure the safety of the built environment across Greater Manchester. This involves influencing the design of new buildings, inspecting buildings to ensure they are safe, and working with our stakeholders to promote fire safety and influence national policy. We also regulate the storage of petroleum and explosives and work with partners around the Bonfire Night period. These functions are essential for the safety of our residents and our firefighters and the protection of our economy, our heritage, and the environment.

Despite the impact of the pandemic, we have made clear progress against the delivery of Priority 3. Our Protection teams continued to provide advice to businesses, respond to consultations and carry out inspection and enforcement activity. We supported businesses through lockdowns and provided information on how to meet their fire safety responsibilities as restrictions were removed. We have continued to deliver against our Built Environment Action Plan in response to learnings from the Grenfell Tower Inquiry and The Cube fire in Bolton.

We have also actively supported the Greater Manchester High Rise and Building Safety Task Force, which continues to work to ensure the safety of residents living in flats.

Key Progress

- ✓ We have implemented a Service-wide action plan capturing the recommendations from the Grenfell Tower Inquiry and learnings from the fire at The Cube in Bolton. This provides a single focal point for tracking and measuring progress to help ensure we are prepared and able to provide a safe and effective response.
- ✓ Over the last year we have invested in training for our fire safety teams and frontline staff including;
 - Delivering over 500 days of fire safety training.
 - Training delivered to all our mobile operational officers to help them recognise and respond to fire safety issues.
 - Rolling out fire investigation training to all frontline incident commanders to equip them to identify the cause and origin of fires.
- ✓ Our Fire Safety Risk Based Inspection Programme has been reviewed and updated to ensure we have an accurate risk profile for premises across Greater Manchester, to effectively target our resources at the highest risk premises.
- ✓ We have reviewed our approach to gathering information to support our operational response and developed training for all frontline firefighters to support the implementation of a new policy in 2022/23.

- ✓ We have developed a mechanism for risk profiling sites that store petroleum and explosives and implemented a risk-based inspection programme to ensure that specialist officers visit the premises deemed the highest risk, whilst operational crews continue to visit all premises storing fireworks.
- ✓ Our teams have provided advice and support to businesses including;
 - Advice to 1,300 premises on reducing false alarms.
 - Advice to just under 500 businesses following a fire.
 - Advice to 380 businesses who requested fire safety support.
 - Targeted advice to 140 Early Years providers in Wigan.
 - Advice to over 3,700 hospitality premises when lockdown restrictions were lifted, including mailshots and visits by fire safety officers.
 - A business engagement event delivered to 80 housing providers and managing agents who collectively manage over 4,000 blocks of flats.
 - Supporting national campaigns led by the NFCC, including teaming up with local businesses Biffa and Love 2 Sleep in Salford, to highlight the benefits of having fire sprinklers fitted inside commercial properties as part of national Sprinkler Week.
- ✓ We have embedded and tested the understanding of fire safety risks and procedures through high-rise training exercises delivered for operational crews.
- ✓ This year we have continued to support the Greater Manchester High Rise and Building Safety Task Force to influence national policy and ensure the safety of residents in flats across Greater Manchester, including;
 - Completing the re-inspection of all high-rise buildings as part of the national Building Risk Review programme.
 - Allocating over £2.5m of Waking Watch Relief Fund grants to support the installation of common fire alarms in more than 20 buildings.
 - Co-ordinating a response to the Home Office consultation on Personal Emergency Evacuation Plans, following consultation with stakeholders.
 - Supporting residents with information and advice, including attendance at events arranged by Manchester Cladiators.
 - Responding to the NFCC consultation on a review of the Simultaneous Evacuation Guidance.
- ✓ We have collaborated with our neighbouring fire and rescue services through the NFCC North West Operations Group and the North West Protection Group. GMFRS now leads on this work ensuring good practice is highlighted and shared, including;
 - A North West high-rise exercise.
 - A North West fire safety event attended by all Fire Safety officers looking at the implications of the Building Safety Act and Fire Safety Act.
- ✓ Our teams have carried out 123 complex fire investigations using specialist fire scene investigators. We have provided information to support investigations by GMP on 98 occasions and provided eight reports to HM Coroners to support inquests.

- ✓ We have responded to 1,982 Building Regulations Consultations to influence the safe design of new or renovated buildings.
- ✓ We have successfully carried out other fire safety interventions in 10,000 premises, including advice and support on reducing false alarms, advice following a fire, and guidance on complying with fire safety responsibilities.
- ✓ In the run up to Bonfire Night, our Fire Safety Officers worked hard carrying out over 100 inspections to make sure shops were storing fireworks safely and legally, with fireworks removed from five businesses not following the rules. We also made contact with all 327 licenced premises, providing advice to businesses ahead of the Bonfire period.

Case Studies

CASE STUDY: HIGH RISE TRAINING

Responding to emergencies is a hazardous profession undertaken in extremely challenging environments. Ensuring our frontline staff and our communities are protected is our number one priority. Our training is key to ensure we are fully prepared to respond to any type of emergency. To ensure the effectiveness of our response and the safety of our firefighters and communities, our operational training is regular, comprehensive, and realistic, as well as adaptable to changing risks.

This year we undertook numerous large-scale training exercises. In March, a disused high-rise block of flats in Kirby, Merseyside, was used by GMFRS and neighbouring fire and rescue services allowing us to put our policies into practice and ensure our operational procedures are aligned. The day consisted of four exercises at the 11-storey block, allowing firefighters to work closely with colleagues from across the region. Live casualties were involved in the training to add realism, with simulated emergency calls to report the mock incidents.

“Following the Grenfell Tower fire, and in line with recommendations from phase one of the Grenfell Tower Inquiry, fire and rescue services across the North West broadened the scope of their collaborative work to improve our equipment, procedures, and training, to support a response to a high-rise incident.” **GMFRS Assistant Chief Fire Officer, Leon Parkes**

We undertook further high-rise exercises at our own state-of-the-art training centre in Bury which enabled us to train in the use of turntable ladders, breathing apparatus and the drone. Volunteers allowed us to train for evacuation and casualty treatment.

CASE STUDY: SUPPORTING AND ENFORCING THE SAFE STORAGE OF FIREWORKS

GMFRS regulates the storage of explosives including fireworks, and any business wanting to store fireworks to sell must obtain a licence. While many across our communities enjoy fireworks, if they are not stored safely, they pose a real risk to the business, other properties, people, and our firefighters. GMFRS does not regulate the use of fireworks, but we believe that supporting businesses to store fireworks safely and responsibly will also encourage compliance with responsible sales, including not selling to under aged people.

This year we adopted a holistic approach to supporting businesses and effectively regulating the safe storage of fireworks.

We trained a number of fire safety officers to carry out these specialist inspections and supported operational crews to carry out checks of all premises storing fireworks, by implementing a simple app to record visits.

We contacted all 327 licensed premises this year and provided them with information about our expectations for the safe storage of fireworks.

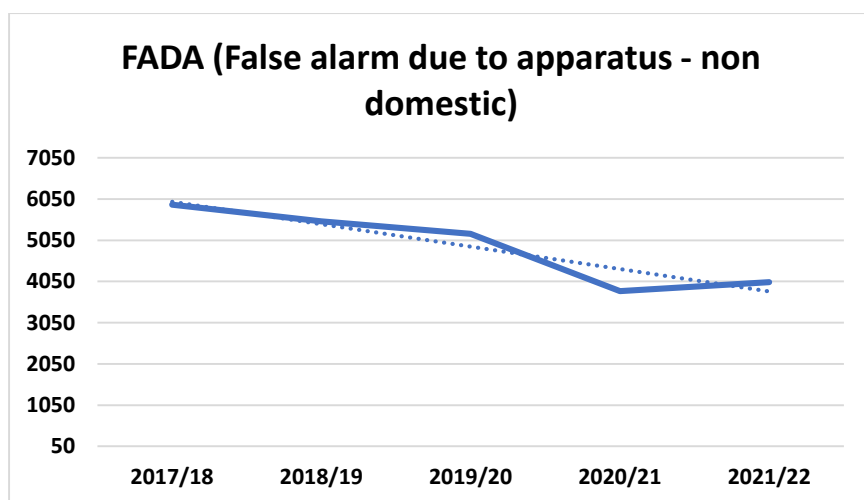
Between the end of September and Bonfire Night, we carried out 572 inspections of businesses licensed to store fireworks. Operational crews visited to identify where fireworks were being stored, to ensure up-to-date risk information was available if a fire occurred. They also ensured basic safety measures were in place. Specialist fire safety officers carried out over 200 inspections, resulting in just over half of these deemed to be fully compliant with their responsibilities. Of these, 21 businesses received advice on improvements that could be made; 23 businesses warned to make improvements; and the removal of fireworks from nine businesses that were followed up with formal investigations.

Performance Stats

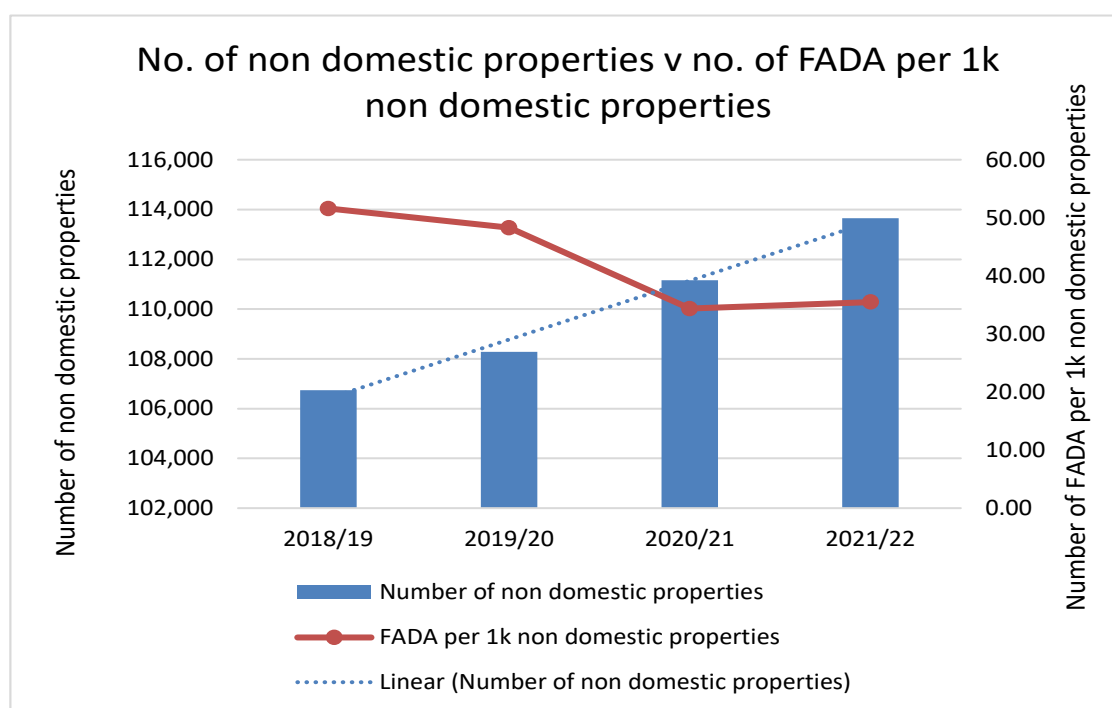
Preventing False Alarms

Why it is important: False alarms from automatic detection systems tie up our crews, making them temporarily unavailable for real incidents and incur avoidable costs.

How we performed: Although this year saw a 6% rise in the number of false alarms from automatic detection systems, it is difficult to draw direct comparisons given the impact of COVID-19 restrictions on a wide range of premises during 2020/21. When compared to 2019/20 false alarms have reduced by 23%.



Whilst the direction of travel over the last 12 months is negative, the chart below shows that despite year-on-year increases in the number of non-domestic properties in Greater Manchester due to the construction of new buildings, the proportion of false alarms due to apparatus (FADA) attended is showing a reducing trend.

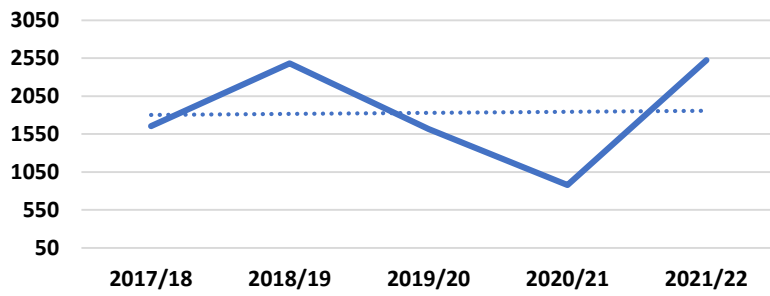


Fire Safety Audits

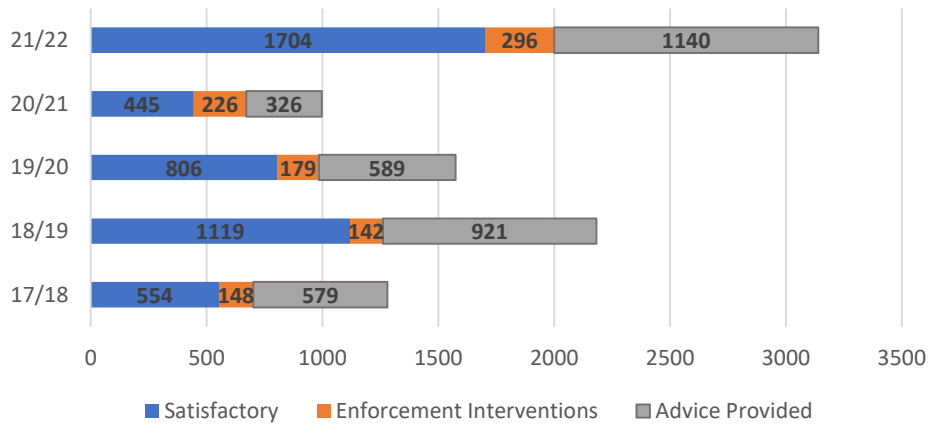
Why it is important: We have a statutory duty to provide advice and enforce fire safety standards in buildings. Any building fire poses a potential risk to life, but the cost of fires is also increasing and when businesses suffer a major fire, many do not recover, leading to loss of jobs.

How we performed: As is the case for all fire and rescue services, COVID-19 has significantly impacted our ability to deliver face-to-face fire safety audits. Following the lifting of lockdown restrictions, the number of audits has started to increase again. It is important to note that outcomes do not directly correlate to the number of premises, as one premises may have more than one outcome, which is why the outcome figures add up to more than the number of audits.

Total number of Audits Completed



Audit Outcomes



Priority 4: Use resources sustainably and deliver the most value

Like most public services, our budget has been under pressure for over a decade. The amount of money we have to spend is less than it was in 2010 and significantly lower if inflation is considered. With the current cost of living crisis and continued Government austerity policies, it is likely this pressure will continue.

The climate emergency continues to create conditions that leave our city-region more vulnerable to flooding and moorland fires. It is essential we spend our money as effectively as possible to improve the service we deliver to our communities, with the least possible impact on the environment.

We have made significant progress this year in the delivery of Priority 4, including finding savings of £2.9 million, securing capital funding for the improvement and decarbonisation of our estate, and becoming a Real Living Wage employer.

Key Progress

- ✓ This year we delivered savings of £2.9 million. This was made up of £1.5 million from Prevention services and the rest from savings identified by departmental budget reviews.
- ✓ We secured an investment of £38 million in the first phase of a 16-year programme to rebuild and refurbish our estate to provide modern facilities that impact less on the environment. See case study for more information on modernising our estate.
- ✓ We have completed the first of a four-phase development and invested just over £5 million in our centralised training facility at Bury Training and Safety Centre (BTSC). See the case study for further details.
- ✓ Our new Sustainability Strategy (2022-2026) has been agreed and provides a clear framework for future sustainability improvement. The strategy features a refreshed suite of objectives that put the organisation on the pathway to meet the ambitions of the GMCA five-year environment plan, including the overarching objective of achieving carbon neutrality by 2038.
- ✓ We successfully bid for £620,000 of grant funding from the Public Sector Decarbonisation Scheme (PSDS) Phase 1. We used it to install LED lighting schemes at 18 fire stations and solar PV (photovoltaic) schemes at two fire stations, which will reduce carbon emissions by approximately 32 tonnes per year.

- ✓ We successfully applied for the PSDS Phase 3, acquiring £245,000 of grant funding to support the delivery of a low carbon heating system at Oldham Fire Station for 2022/23.
- ✓ This year we have invested and rolled out new audio-visual technology across all our fire stations, addressing some of the barriers of bringing staff together to deliver training or to share key messages. It has reduced the amount of time and money staff are spending travelling, reduced the amount of fuel used and pollution generated, and mitigated some of the risks posed by COVID-19.
- ✓ Working to improve employment standards, we have become a Real Living Wage employer. This is now being rolled out across all contracted services used by GMCA and GMFRS including cleaning, security, and construction.

Case Studies

CASE STUDY: MODERNISING OUR ESTATE

As part of the Fire Plan delivery, the Service is investing in the long-term improvement of our operational facilities whilst helping to reduce our carbon footprint.

The improvement programme is expected to take place in four phases and comes after £38 million was allocated by the Deputy Mayor for the first phase of the programme. An additional budget has also been allocated to BTSC to transform it into an Incident Command and Leadership Academy. Once complete, the improvements will provide the Service with fully immersive, state-of-the-art facilities to deliver operational and incident command training and development to our fire crews and partners.

The technical training facility will improve our response to complex emergencies such as those involving cranes, sewers, and silos. The site will be enhanced with a new training yard, towers, and breathing apparatus facilities supporting multi-agency training exercises with the police and ambulance services. These facilities will help us maintain competence and strive for excellence, improving safety for our firefighters and communities.

Over the last year we delivered the Ramsbottom housing refurbishment project to support with firefighter recruitment and retention in the area. The estates programme will also see the building of new community fire stations in Blackley, Heywood, Whitefield, and Stockport. Other improvement work in the pipeline includes the refurbishment and extension of Littleborough Fire Station, and investment in carbon reduction technology at a number of other stations, including Horwich, Stretford, Rochdale, Wigan, Bury and Ashton.

The intention of the programme is to develop fire stations up to a modern, fit-for-purpose standard, with the focus on sustainability, firefighter health, safety, and wellbeing. The works will include new fitness facilities, rest facilities and improved systems to manage harmful contaminants.

Elements of planned carbon reduction work at some of our sites, such as the installation of LED lighting, solar PV (photovoltaic), and air source heat pumps, will be covered in part by funding secured from the PSDS.

“The journey to ensure GMFRS becomes a modern, progressive, and effective public service, means we must continuously improve what we do and how we do it. This programme of improvements is an essential investment in our fire and rescue service, its staff, and our communities. We are also committed to the Greater Manchester ambition of becoming carbon neutral and maximise the potential of our blue-light and other public services to work collaboratively to support local neighbourhoods.” **Bev Hughes, Greater Manchester’s Deputy Mayor for Policing, Crime, Criminal Justice, and Fire**

CASE STUDY: THE CLIMATE EMERGENCY AND WILDFIRES

The climate emergency continues to create conditions that leave our moorlands susceptible to large scale fires. Our response to these incidents demonstrates our effective use of new wildfire appliances and techniques, and our successful partnership-working to provide the greatest protection to wildlife and habitats.

In April, our firefighters attended a moorland fire at Red Moss Nature Reserve in Horwich. Six fire appliances were mobilised, with firefighters working through the day to put the fire out. As the area is a Site of Special Scientific Interest, firefighters used less water pressure than usual to protect the local wildlife. An investigation was carried out by our specialist fire investigation officers, who believe the fire was started deliberately.

In the same month, our firefighters attended a wildfire in the Greenfield area of Oldham. Two fire appliances, two wildfire units and two wildfire support units from Mossley, Chadderton, Stalybridge and Bolton North quickly attended the scene, supported by our colleagues from the Royal Society for Protection of Birds and United Utilities. The fire involved moorland and a woodland area and covered approximately 20,000 square metres of plantation. Following an investigation by our specialist officers, the fire is believed to have been started by a campfire.

Sadly, many fires in the countryside are started deliberately, however, some can break out by people being careless with barbecues. It is not just the flame from a barbecue that is dangerous; it is the heat from its base that often sets peat and dry moorland alight. Peatlands play a vital role in the fight against the climate emergency. They capture and store carbon from the atmosphere, absorb rainfall to reduce flood risk, and support biodiversity. With hotter summers and wetter winters now becoming the norm, the risks from the impact of the climate emergency are greater than ever before.

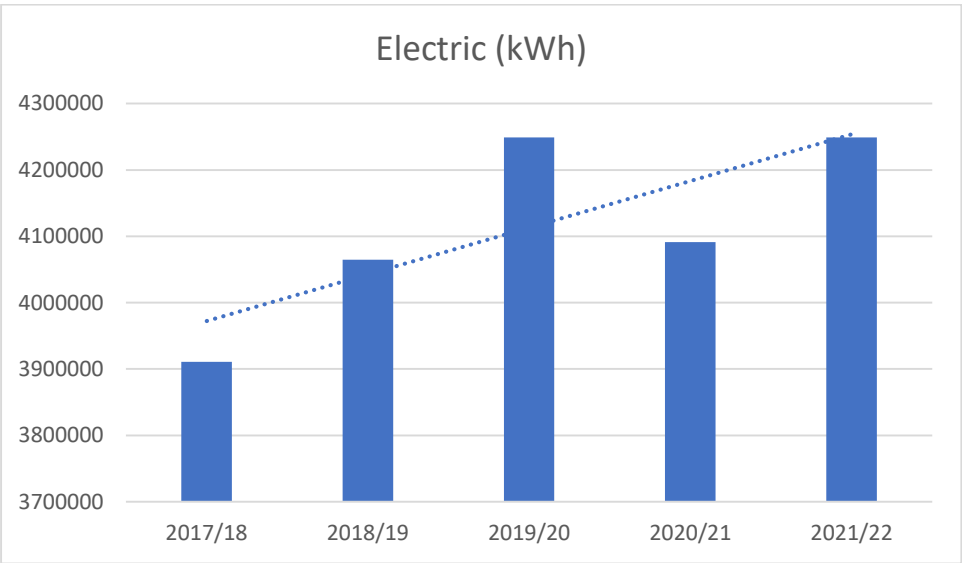
“GMFRS is committed to supporting Greater Manchester’s Five-Year-Environment Plan, and through our Sustainability Strategy we will ensure the Service is resilient to the potential impacts of the climate emergency. Wildfires have a hugely negative impact on the environment. This is why we continue to urge people to take care when visiting the countryside and never be tempted to light barbecues or campfires on the moors.” **Ady Taylor, GMFRS Station Manager and wildfire lead with the NFCC**

Performance Stats

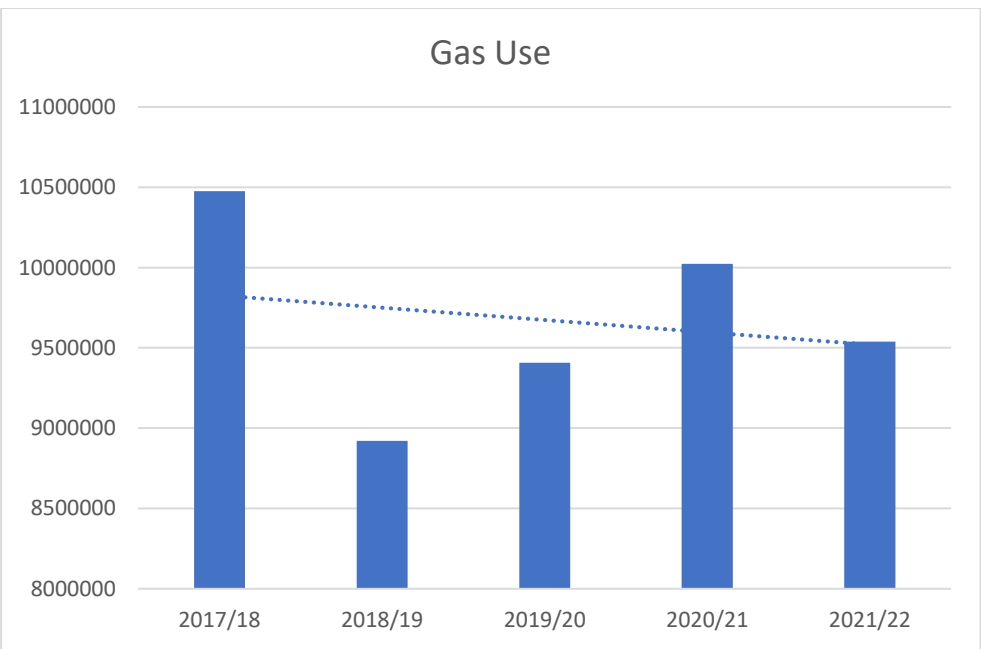
Energy use

Why it is important: The climate emergency impacts us to an even greater degree than many other services. Warmer, drier summers increase the number of wildfires, and wetter, milder winters increase the risk of flooding and road traffic collisions. We have 45 sites and a social responsibility to reduce our own carbon footprint and improve biodiversity.

How we performed:



Electricity consumption has shown a general increase since 2017/18. This is attributed to the growth of the estate and the inclusion in the data of buildings we use but do not own. Following several energy efficiency projects completed earlier this year, we expect to see a reduction in electricity usage. However, it is worth noting that our shift from gas heating, and from diesel / petrol vehicles will see an increase in electricity consumption.



Almost all GMFRS sites were open during the pandemic so there was no reduction in gas use. In many cases, gas consumption increased as buildings were being heated whilst also being ventilated through open windows to reduce the risk of infection. GMFRS will install an air source heat pump at Oldham Fire Station this year, making this our first gas free site. Future estates refurbishments and new builds are planned to be fossil fuel free.

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

Our workforce is our most valuable asset. A successful public service reflects the public it serves and engages effectively with its workforce. It has the right people, with the right skills, and creates a culture that is supportive, inclusive, and driven forward by inspiring leadership.

This year we have made significant progress in the delivery of Priority 5. We have taken a number of steps to create a more diverse workforce, reflective of our communities. We continue to be focused on developing a positive culture, through our five staff networks, EDI Single Points of Contacts, our Freedom to Speak Up Initiative and the expansion of our EDI training and development.

Our recruitment and attraction activities have also seen real progress in increasing the diversity of our operational workforce at entry level, especially women and people from minority ethnic groups. We have made steady progress on our ambition to have a workforce that reflects our communities.

Key progress

- ✓ We welcomed 97 new apprentice firefighters into the Service this year, bringing our current total to 337. In a recent report by the Local Government Association, GMFRS ranked second in public sector organisations across the UK for having the highest percentage of staff being apprentices (4.4%). We have also been ranked 37th in this year's Top 100 Apprenticeship Employers, gaining 21 places from last year's ranking.
- ✓ Our January to May 2022 firefighter recruitment campaign saw almost **49%** of our successful candidates coming from underrepresented groups, including ethnically diverse, women, LGBTQ+ and disability.
- ✓ The service has been preparing for an OFSTED Inspection on its Employer-Provider provision for the Apprentice Firefighter Standard. A considerable amount of work has been undertaken including the successful implementation of the ePortfolio Project, allowing visibility on learning requirements and progress towards targets, and on providing support and increasing awareness on a range of related areas for trainers, managers, and apprentices.
- ✓ We are now recognised by Stonewall as being in the top 100 employers nationally for LGBTQ+ people. See the case study for more details.
- ✓ We have increased the number of EDI Single Points of Contact across the Service to 122. These colleagues help promote and champion a consistent message around EDI.

- ✓ We have reset the workplace following COVID-19, including a review of workspaces and a new hybrid policy that reduces the amount of time and money spent travelling and the associated pollution this generates.
- ✓ This year's HMICFRS report recognised the progress we have made since our previous inspection. We were graded 'Good' at looking after our people, an improvement from our previous inspection. Particular improvements have been made in how we ensure fairness and promote diversity. In this area our grade moved from 'Inadequate' to 'Good'.
- ✓ The HMICFRS inspection highlighted our innovative practice following the introduction of our Freedom to Speak Up initiative. See the case study for more information.
- ✓ This year's B-Heard staff survey highlighted a 10% increase in positive feelings around leadership within the organisation, which builds on the 26% increase the previous year. It also found that 66% of the organisation feel the culture in GMFRS is good and improving, and 61% of people feel the organisation is better than in recent years.
- ✓ As part of our ongoing commitment to improving the health, safety, and fitness of our operational workforce, we have introduced a new Fitness Policy for firefighters, alongside investment in fitness equipment on stations. This is supported by a new Occupational Health Provider with a track record of working with fire and rescue services.
- ✓ We have developed a refreshed Promotions Pathway Framework, which forms part of our Talent Management Strategy (operational) and will enable us to identify, develop and promote the best possible talent to our management and leadership roles from firefighter through to area manager.
- ✓ We launched our Reverse Mentoring Programme, co-designed with staff networks, senior leads, and other stakeholders. The programme is a first for fire and rescue services across the country, leading the way to show good practice and inclusive leadership, with 10 senior leads and 10 staff network members taking part.
- ✓ Positive attraction work has continued across Greater Manchester, targeting more diverse areas and sports or fitness establishments, with a specific focus on women. This work includes gym visits, local and regional community events, career fairs, pride events and continued partnership working with GMP, the Growth Company's 'Fire up your future' campaign, and the Armed Forces Covenant. Specific events for women are being progressed, including firefighter experience sessions for sports clubs and groups, and fitness sessions tailored to support female physiology.
- ✓ Direct community engagement to promote careers with GMFRS has taken place through a series of face-to-face taster days held at fire stations in more diverse areas, with taster day spaces ringfenced for people from underrepresented groups.
- ✓ This year we introduced a new Leadership Development Framework that sets out the organisation's approach to leadership development, strengthening leadership and management abilities across all levels.

- ✓ We have continued to expand our leadership development offering, most recently through the development of a frontline leaders' course for supervisory managers.
- ✓ Building on the success of the engaged leaders' sessions, we have piloted a forum for frontline staff, ensuring we are encouraging and providing the opportunity for open and honest conversations, with a strong focus on listening to the views of staff at all levels.
- ✓ This year we launched a neurodiversity working group to examine and improve the Service's culture in relation to neurodiversity. It aims to cultivate appreciation of the value of neurodiversity across our Service and to empower neurodiverse staff.

Case Studies

CASE STUDY: FREEDOM TO SPEAK UP

Following this year's inspection, HMICFRS awarded the Service an 'Innovative Practice' accolade following our implementation of *Freedom to Speak Up*, a platform pioneered by the NHS. We are aware that improving the culture of the Service is an ongoing priority, not simply a one-time improvement initiative. Freedom to Speak Up is a pledge to our staff and a platform that allows anyone to flag a concern, offer a suggestion for improvement, raise a grievance, and make a complaint or disclosure without fear of consequences.

Our Freedom to Speak Up Guardian was appointed by GMFRS but must also abide by the guidance issued by the National Guardian's Office.

"As a Freedom to Speak Up Guardian, I will support you to speak up when you feel that you are unable to do so by other routes. I will ensure that people who speak up are thanked, that the issues you raise are responded to, and make sure that when you speak up, you receive feedback on the actions taken." **Carl Petch, GMFRS Freedom to Speak Up Guardian and Fire Safety Officer**

CASE STUDY: STONEWALL

This year we have worked hard to ensure all our staff feel valued, have a voice, and can bring their whole selves to work. We are very proud to have moved up 109 places since our last submission, to rank 93rd in Stonewall's list of Top Employers for LGBTQ+ people, as well as winning a Gold Employer Award from the charity.

This follows a wealth of work towards creating a diverse and inclusive organisation, including establishing a staff network for LGBTQ+ colleagues, inclusion and equality training for all staff, and targeted recruitment work to better represent Greater Manchester's communities. Stonewall's Top 100 employers list ranks organisations on their efforts and commitment to creating welcoming environments for lesbian, gay, bi, trans, nonbinary and queer / questioning staff.

According to the charity's research, 35% of LGBTQ+ staff hide who they are at work, while 18% have been the target of negative comments because they are LGBTQ+. In response to this, GMFRS and GMCA have been committed to embedding equality, diversity, and inclusion across the organisation over the last few years.

The Rainbow Staff Network for LGBTQ+ colleagues and allies is well-established and helps to ensure staff are supported and have a voice in the continuing growth of inclusion and equality across the organisation. By looking at decision-making, visibility and recognition, the Rainbow Network helps to develop an inclusive culture that is backed up with support from senior leaders.

We have rolled out a range of learning and development opportunities, such as 'Inclusion Essentials' training. This enables staff to gain a quick insight into how to achieve good equality practice and provides guidance on creating an inclusive organisation.

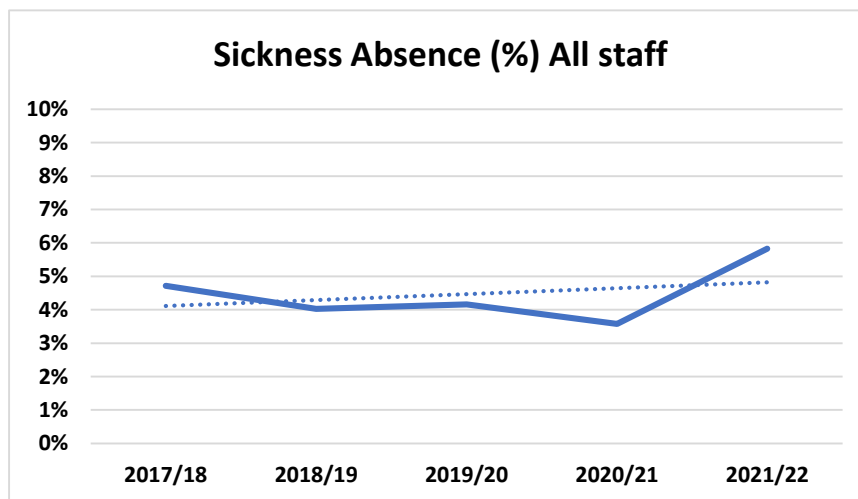
These actions are underpinned by new and updated policies and procedures that set out our Service's zero tolerance view of any form of bullying, harassment, discrimination, or victimisation.

Performance Stats

Improving Sickness Levels

Why it is important: Staying healthy and feeling good is essential to delivering high-quality services to the communities we serve. There is also a clear economic value. Before the pandemic, over 130 million working days were lost to sickness in the UK each year, costing the economy an estimated £12 billion annually.

How we performed: COVID-19 has continued to increase our sickness levels through infection and the impact on mental and physical health. In response to this, new procedures and support have been introduced, alongside a new provider of occupational health, counselling, and physiotherapy services.



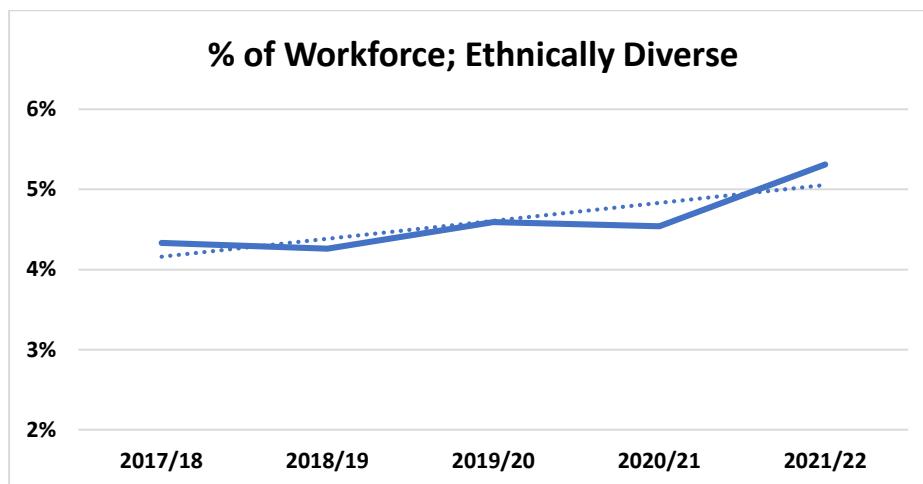
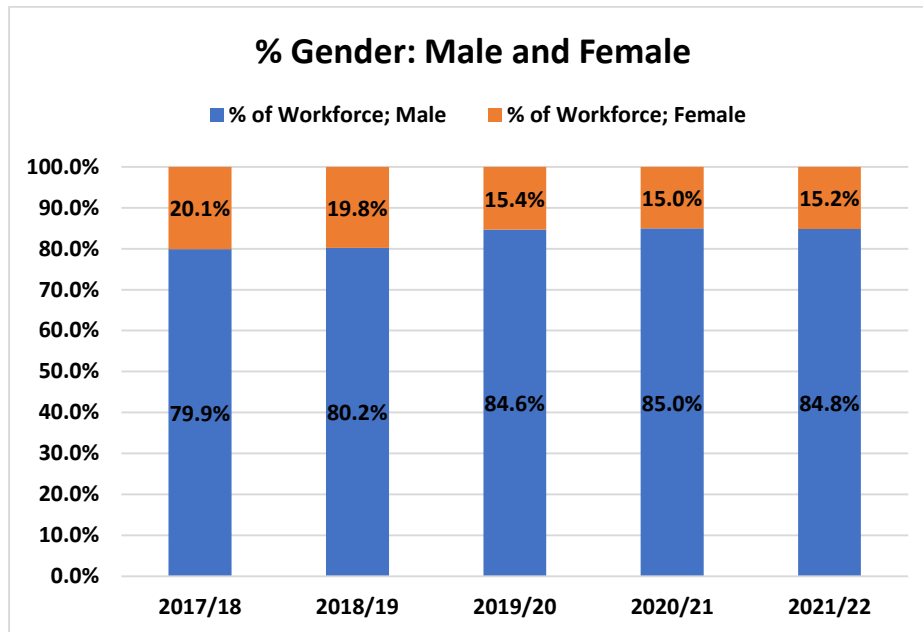
Diverse Workforce

Why it is important: A public service is most effective when it reflects the public it serves and can draw from the skills and experience of all its communities.

How we performed: Despite a slight increase this year, the percentage of female firefighters has reduced since 2017/18. In contrast, the percentage of firefighters from minority ethnic groups has increased over this time, with almost 49% of our most recent

firefighter candidates recruited from an underrepresented group, including ethnically diverse, women, LGBTQ+ and disability.

We have been working to develop the candidate experience, streamlining our approach, and removing barriers to ensure we run inclusive, modern, and fit for purpose assessment and selection processes to attract the next generation of firefighters. Our focus over the next year will be to continue to deliver against our Firefighter Attraction Strategy.



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

If public services are to be as effective as they can be in meeting the needs of residents and improving community safety, they need to work together, supporting the collective effort to add the most value. This means identifying together, and with local people, what the problems are, how best to tackle those problems and delivering those services most effectively and efficiently. It also means working together seamlessly with other services when emergency incidents occur.

As we recover from the pandemic and respond to the inequalities it has further exposed, inequalities continue to be highlighted by the current cost of living crisis, meaning this priority is more important than ever. Only a collective effort will effectively help the increasing number of vulnerable residents in our communities and ensure we are prepared in the event of another large scale emergency.

In this section we have identified some of the progress we have made against delivering Priority 6. There are no specific commitments for this priority as they are a fundamental part of the Fire Plan and are embedded within each of the five other priorities. For this reason, there is no performance data at the end of this section.

Key progress

- ✓ To formalise and communicate our offer to our staff and communities we have produced a new Framework for integrated and place-based working. The document identifies how we will work jointly with partners and communities.
- ✓ Throughout the pandemic, Youth Engagement teams, staff and volunteers have contributed over 16,000 hours of support to the Greater Manchester COVID-19 response, undertaking activities including PPE distribution, supporting local authorities contacting vulnerable residents, conducting lateral flow tests, and many more. Please see the case study for more information.
- ✓ As part of our drive to improve blue light collaboration we have met with partners and agreed the outline principles. Several mutual areas of interest have been identified, with four initial areas of focus: leadership and development; recruitment; estates; and operational opportunities.
- ✓ We have undertaken a number of multi-agency exercises, including a multi-agency response in Manchester city centre and large-scale high-rise exercises. In addition, we have completed a series of joint training and table-top exercises with other emergency responders to share best practice and learning across the city-region.

- ✓ In response to the ongoing findings from the Manchester Arena Inquiry we hosted a tabletop Joint Emergency Services Interoperability Principles (JESIP) exercise this year. JESIP details how emergency services should jointly respond to emergencies. Senior GMFRS leaders were joined by colleagues from the ambulance and police services.
- ✓ We have now allocated a Group Manager to all Community Safety Partnerships (CSPs) in Greater Manchester. CSPs include representatives from local authorities, health, and GMP to create and deliver joint responses to local problems.
- ✓ In partnership with the Asian Fire Service Association (AFSA), we are continuing to embed an inclusive culture through training, events, campaigns, and conferences.
- ✓ We are represented at Women in the Fire Service UK, through training events and award celebrations.
- ✓ The Multi-Agency Training Strategy has been agreed by the Greater Manchester Resilience Forum and a training calendar for 2021/22 completed, with the 2022/23 training calendar in development.
- ✓ The Commissioning Group for Exercising and Training has delivered 54 multi-agency training and exercise scenarios in 2021/22. They have also delivered a number of training courses in Greater Manchester including multi-agency gold incident command, senior emergency management, and tactical emergency management.

Case Studies

CASE STUDY: COVID-19 RESPONSE

This year we have continued to adapt to the challenges of COVID-19. Throughout the pandemic, GMFRS staff, volunteers and retired members have given over 16,000 hours of support to the Greater Manchester response.

Our firefighters stepped up to provide wider support to our communities. To ensure we could maintain a resilient frontline emergency response, we also used retired members, volunteers and non-uniform staff from our Prevention and Youth Engagement teams whose ability to undertake their normal work was impacted by lockdowns.

Working together with the Greater Manchester Health and Social Care Partnership, we launched a dedicated phonenumber to support members of the public who might struggle to access services online to find and book a COVID-19 vaccination near them. Our team helped them find local and convenient walk-in appointments or supported them with booking their appointments online.

"We recognise that not everyone can get online to search for or book into a vaccination centre near them. So that's why we are extremely grateful to GMFRS for stepping up to set up the new helpline and give people across Greater Manchester a vital helping hand to

find a COVID-19 vaccine appointment to suit.” **Jane Pilkington, Interim Director of Population Health at Greater Manchester Health and Social Care Partnership**

The support we provided to our communities and partners in the NHS and local authorities has been extensive. It includes:

- Engagement with the public on COVID-19 safety in parks and town centres
- New variant surge testing
- COVID-19 test site and vaccination site support
- Decontamination of mortuary and PPE vehicles
- Contact tracing and visits to people who had been exposed to the virus
- Lateral flow testing in schools
- PPE mask fitting
- Mortuary transfer and assistance
- Patient transfer
- PPE storage and distribution
- Smoke alarm and safety equipment distribution
- Checking on vulnerable residents

CASE STUDY: INTERNATIONAL SEARCH AND RESCUE

This year our training centre in Bury hosted a national exercise for UK International Search and Rescue as part of our commitment to support national resilience. The exercise, which included over 70 personnel from nine different fire and rescue services, simulated an earthquake and was designed to test the UK’s response to sudden disasters and its full range of urban search and rescue capabilities.

The exercise involved participants deploying to the incident, finding a base location, setting up their base of operations and carrying out their rescue mission of an unknown number of casualties trapped in rubble throughout the site.

The exercise was supported and coordinated by GMFRS personnel. GMFRS and British Red Cross volunteers played the role of casualties needing to be rescued. Those taking part in the rescue were confronted by collapsed buildings, displaced people, trapped and injured casualties and many other challenging scenarios.





Community Activities

As well as preventing and responding to emergencies, over the last year we have delivered a wide range of activities within our communities. Some of the highlights are listed below.

- ✓ Operation Bluefin has been a huge success in Wigan Borough where we have been working with partner agencies to reduce antisocial behaviour and the impacts of this on blue light services, health services and our communities.
- ✓ A colleague from our sustainability team has worked as a Science, Technology, Engineering, Mathematics (STEM) ambassador, working in schools to encourage underrepresented groups to consider a career in the sciences and promoting our messages around climate protection.
- ✓ Firefighters from Hindley fire station took part in the Manchester marathon raising £30k for Alzheimer's Research UK and Dementia UK.
- ✓ A student from Spotland Primary School in Rochdale, Zain, was made an honorary firefighter for the day following his quick-thinking actions on discovering a fire in his home last year. White Watch firefighters from Rochdale fire station visited Zain's school to recognise his actions.
- ✓ In addition to supporting COVID-19 activities, volunteers also distributed of over 500 smoke alarms and prevention education material, engaged communities during open days and charity car washes, supported various training exercises as live casualties, and chaplaincy visits to stations restarted. A total of almost 3,500 hours of support was provided by volunteers.
- ✓ In preparation for summer, GMFRS worked on measures to help reduce water fatalities. For instance, with the help of local councillors and community safety officers, a throwline station has been installed in Trafford at an area locally known as Urmston beach. The throwline can buy valuable time and help people keep their head above the water until firefighters arrive to help.
- ✓ Fire crews spent time in communities talking to people about staying safe around open water. Firefighters from Hollins Fire Station carried out throwline training at Alexandra Park in Oldham.
- ✓ To reinforce safety messages, GMFRS community safety advisors visited Denton Community College. Around 100 Year 6 pupils, who were due to start at the college in September took part in a number of educational sessions throughout the day including staying safe near water.

- ✓ We joined forces with local businesses, including Biffa and Love 2 Sleep in Salford, to highlight the benefits of having fire sprinklers fitted inside commercial properties, while supporting national Sprinkler Week.
- ✓ Ahead of the indoor hospitality sector re-opening, we engaged with local businesses to help keep them safe from fire. GMFRS's dedicated fire safety teams visited bars and pubs across the 10 boroughs in Greater Manchester, offering fire safety advice as venues welcomed back customers.
- ✓ We delivered £693,294 worth of social value investment in Greater Manchester communities through capital funded schemes.
- ✓ As part of LGBTQ+ History Month fire crews from Ramsbottom visited Tottington High School to talk about some of the Service's work around EDI and share their own stories. Firefighters gave a presentation and spoke to each year group as well as meeting with the school's Acceptance Without Exception Club to talk about how schools can encourage students to be supportive and inclusive of the LGBTQ+ community.
- ✓ Fitness is an important part of being a firefighter. We visited Didsbury Greys Hockey Club and Wigan Athletic Ladies FC to put them through their paces with the bleep test. We wanted to show what level of fitness firefighters need and encourage all our communities to consider a career with GMFRS.
- ✓ Fire stations across Greater Manchester held charity car washes and raised over £34,000 for the Ukraine Humanitarian Assistance. We also supported local community groups with the sorting and distributing of donations.
- ✓ Working with UK charity FIRE AID and International Development, and the NFCC, we took part in a national convoy to deliver firefighting equipment and supplies to Ukraine, and we also donated three of our retired fire appliances.
- ✓ GMFRS assisted Wigan Council, GMP, the Home Office and other agencies in supporting two separate schemes which settled asylum seekers and refugees into two local hotels.
- ✓ Two of our staff, Watch Manager Simon Ryder and Crew Manager Pete Fitzpatrick, joined a team of cyclists from across Europe and completed a 450k route from London to Paris raising funds for the Manchester Children's Burns Camp.

Awards

- ✓ An Armed Forces Covenant Silver Award was awarded to GMFRS in recognition of our commitment to all veterans, reservists, and their families by signing the Armed Forces Covenant.
- ✓ We were shortlisted for the Tech for Good project of the year at the Digital DNA Awards for our work to improve remote communications, and for an iNetwork Award for our Flashcard app to help firefighters access up-to-date operational guidance on their phones whilst attending an incident.
- ✓ Georgina Grinshpan from our Learning and Development team and Watch Manager Jayne Jeffery from our Talent and Resourcing team were shortlisted in the Asian Fire Service Association Awards in recognition for their contribution in improving lives and wellbeing, and striving for equality and inclusion in Greater Manchester.
- ✓ Our firefighters competed in the latest UK Rescue Organisation Festival of Rescue hosted by Tyne and Wear Fire and Rescue Service. Our Road Traffic Collision Extrication Team finished in fifth place.
- ✓ Firefighters took part in the national Breathing Apparatus Challenge, where a team of firefighters from Red Watch Salford won two awards for GMFRS.
- ✓ We all value the diligence and hard work that is required to protect our communities and the Long Service and Good Conduct Awards recognise those who have worked for the service for more than 20 years. This year, a total of 141 medals were awarded to staff for their dedication to their careers in the fire and rescue service.

Assurance and Performance

Assurance

The Fire and Rescue National Framework for England (the Framework) mandates each English fire and rescue authority, through the Fire and Rescue Services Act 2004 to produce an Annual Statement of Assurance.

Our Statement outlines the way in which GMFRS has regard to the Framework, the Integrated Risk Management Plan, and to relevant strategic plans.

Each year we produce an independent declaration, supporting our Annual Governance Statement as part of the governance reporting of GMCA. The declaration is produced in line with the requirements and guidance contained in the revised Framework, published by the Home Office in May 2018.

This statement identifies the measures of assurance in place for operational activities (response, prevention, and protection), finance, governance and workforce and finishes with a statement from the Mayor of Greater Manchester and the Chief Fire Officer as to the adequacy of assurance measures.

We set out our compliance requirements under five broad headings:

- Operational Assurance
- Prevention and Protection
- Finance
- Governance
- Workforce

A copy of our current Annual Statement of Assurance can be found on our website.

HMICFRS

Following the introduction of the mandate for all English fire and rescue services to be inspected, HMICFRS has carried out two full inspections of GMFRS.

The inspections are designed to promote improvement and identify all aspects of the work undertaken by fire and rescue services. Using experts from across the sector to deliver the inspections, the methodology considers three broad pillars:

- **Efficiency** – How efficient are we at keeping people safe and secure from fire and other risks?
- **Effectiveness** – How effective are we at keeping people safe and secure from fire and other risks?
- **People** – How well do we look after our people?

Since our first inspection we have been working to deliver improvements, with progress reported and monitored through our governance arrangements. Our most recent inspection confirmed we are an evolving and improving Service and inspectors reported a positive shift in the leadership and culture of GMFRS. Our activities to address the areas of improvement identified in our inspection report will be delivered as part of our improvement programme. Alongside this is the review of our level of compliance against the new Fire Standards, published by the Fire Standards Board, to ensure any gaps identified are addressed and compliance levels met.

All our inspection reports can be found on the HMICFRS website - manchesterfire.gov.uk

Key Performance Indicators

| 2021/22 KPI Framework | | | | |
|---|------------------------------|-----------------|----------------|----------|
| Priority 1 - Provide a timely, safe and effective response | Full Year Forecast or Target | 2020-21 | 2021-22 | % Change |
| Average Response Time to 'life risk' Emergencies (includes call handling, turnout and travel) | 7 mins 30 secs or less | 7 mins 07 secs | 7 mins 25 secs | |
| % of appliances crewed and available | 99% | 99.30% | 99.72% | 0.42% |
| Maintenance of competencies (% completed against planned) - MoC3 | 95% | 92.55% | 94.44% | 1.89% |
| Maintenance of competencies (% completed against planned) - MoC6 | 97% | 90.03% | 94.31% | 4.28% |
| Maintenance of competencies (% completed against planned) - MoC12 | 97% | n/a | n/a | |
| Firefighter fitness (Acceptable to Excellent) | 99% | 96.83% | 97.42% | 0.59% |
| % of statutory medicals in date | 99% | 95.47% | 94.93% | -0.54% |
| Priority 2 - Helps reduce the risks of fire and other emergencies | Full Year Forecast or Target | 2020-21 | 2021-22 | % Change |
| Number of Fire Deaths | Aspire to zero | 10 | 11 | 10.00% |
| Number of Injuries from Fire | No corporate target | 182 | 163 | -10.44% |
| Deliberate Primary Fires | No corporate target | 1,330 | 1,309 | -1.58% |
| Deliberate Secondary Fires | No corporate target | 5,493 | 5,337 | -2.84% |
| Hostilities towards GMFRS personnel/property | Aspire to zero | 84 | 84 | 0.00% |
| Accidental Dwelling Fires | No corporate target | 1,621 | 1,540 | -5.00% |
| All Special Service Calls | Monitored | 4,888 | 7,010 | 43.41% |
| Number of Safe and Well/Home Fire Safety visits completed | No target for 2021/22 | 8,335 | 7,851 | -5.81% |
| Princes Trust - % completion rate | 85% | 86% | 78% | -8.00% |
| Priority 3 - Help protect the built environment | Full Year Forecast or Target | Previous YTD | Current YTD | % Change |
| Number of Fire Safety Activities | Monitored | New for 2021/22 | 21,770 | |
| Total number of audits completed of which; | 4,320 | 878 | 2,522 | 187.24% |
| % Satisfactory | Monitored | 47% | 68% | |
| % resulting in formal enforcement | Monitored | 35% | 15% | |
| % resulting in advice | Monitored | 15% | 16% | |
| Number of businesses receiving advice | Monitored | 5116 | 6,080 | 18.84% |
| FADA (False alarm due to apparatus - non domestic) | No corporate target | 3,821 | 4,034 | 5.57% |
| Priority 4 - Use resources sustainably and deliver the most value | Full Year Forecast or Target | Previous YTD | Current YTD | % Change |
| % Reduction in our Carbon Footprint (compared to baseline year (2018/19) | -39% | 5% | -1% | -6.00% |
| Progress against annual savings plan | £1.5m | New for 2021/22 | £1.5m | |
| Priority 5 - Develop a culture of excellence, equality and inclusivity | Full Year Forecast or Target | Previous YTD | Current YTD | % Change |
| % of Workforce; Male | Monitored | 84.98% | 84.80% | -0.18% |
| % of Workforce; Female | Monitored | 15.02% | 15.20% | 0.18% |
| % of Workforce; Ethnic Minority Group | Monitored | 4.54% | 5.31% | 0.77% |
| % of Workforce LGB Plus Sexual Orientation | Monitored | New for 2021/22 | <5% | |
| % of Workforce Trans | Monitored | New for 2021/22 | <5% | |
| % of Workforce Non Binary | Monitored | New for 2021/22 | <5% | |
| Absence levels (%) All staff | 3.50% | 3.58% | 5.83% | 2.25% |
| % Apprentices from Current Workforce | 2.30% | New for 2021/22 | 10.13% | |
| Number of RIDDOR reportable accidents | Monitored | 15 | 3 | -80.00% |
| All on duty accidents | Monitored | 158 | 192 | 21.52% |
| Priority 6 - Integrate our services in every locality with those of partner agencies | Full Year Forecast or Target | Previous YTD | Current YTD | % Change |
| Level of engagement in Local authority safeguarding assurance exercises (expressed as a %) | 100% | New for 2021/22 | 80% | |

Major Incidents

Commercial Property Fire – Earl Road, Cheadle

In February, during the early hours of the morning, over 100 GMFRS firefighters responded to a large, well-developed commercial property fire in Cheadle. The incident required 20 fire appliances and special aerial appliances as well as help from partners including GMP and NWAS. We also used our partnership agreements to get support from Cheshire and Lancashire Fire and Rescue Services. United Utilities supplied 10 tankers to ensure we had a resilient supply of water. Firefighters used aerial appliances to put water on the fire from above. The fire was under control later in the day but our crews remained in attendance over the following days to fully extinguish it. After the incident we worked closely with GMP to investigate the cause of the fire.





Viridor Recycling Landfill Site, Pilsworth Road, Bury – 27 April 2021

In April, a major incident was declared by GMFRS at a landfill site in Pilsworth Road, Bury. Crews from ten fire stations tackled the blaze affecting a steep heap of shredded waste. Firefighters used heavy machinery, hoses and breathing apparatus to direct water onto the burning material. It took two weeks and 140 fire appliances and a helicopter to fully extinguish the blaze.





Large Building Fire Royton – May 16, 2021

In May, firefighters were called to a large fire involving an abandoned recycling building that contained quantities of compressed mixed waste. Bales of recycling materials outside the building were also on fire. The crews used hose reels and jets, along with a new turntable ladder (TTL) to tackle the blaze from above. The TTL was then used to assist firefighters to cut holes at the side of the building from above to extinguish pockets of fires inside.



Commercial Building Fire Chinatown – February 28, 2021

In February, GMFRS deployed six fire appliances and an Incident Command Unit to combat a fire in the basement kitchen ducting system of a restaurant. One of the new TLLs was used as an access to the roof and to direct a water jet into ventilation outlets.



Trafford General Hospital – July 28, 2021

Our crews were mobilised when a fire broke out at Trafford General Hospital in July. Part of the roof caught fire after it was struck by lightning during heavy thunderstorms. Staff and 66 patients were safely evacuated to other parts of the hospital.

GMFRS Assistant Chief Fire Officer Carlos Meakin praised hospital staff who “safely evacuated staff and patients before our arrival, relocating them to other wards, which was a big help.”

