



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

A group of firefighters in orange jackets and yellow helmets, smiling and posing for a photo. They are standing in a line, with some looking towards the camera and others looking at each other. The background is a brick wall.

ANNUAL DELIVERY REPORT SUMMARY

2022-23



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OUR MISSION

PROTECTING COMMUNITIES.
WORKING TOGETHER.
SAVING LIVES.

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

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

OUR VISION

A MODERN, FLEXIBLE,
RESILIENT FIRE AND
RESCUE SERVICE.

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

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

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



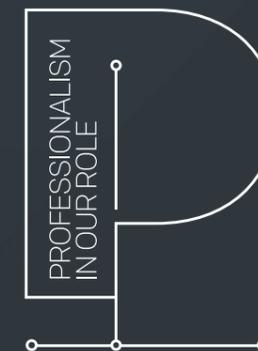
Striving to develop, to ensure our contributions make our Fire and Rescue Service the best it can be



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



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

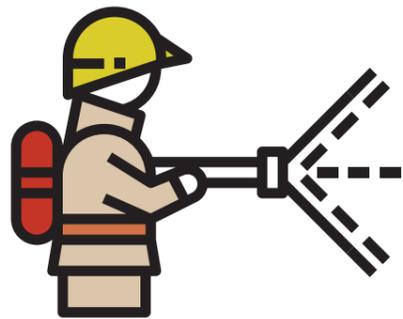


Demonstrating a positive attitude and commitment, to deliver a high-quality service and take pride in our role



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

PERFORMANCE HIGHLIGHTS



65
new
Apprentice
Firefighters



2,060
years of combined
service recognised
in three Long Service
and Good Conduct
events

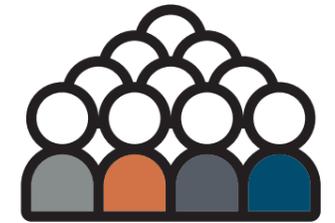


64% of uniformed
colleagues have so far
attended our **new Inclusive
Culture training**

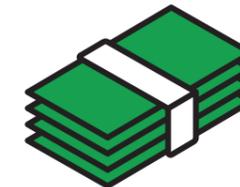
22.34%
of recruitment from
underrepresented
groups



**7 minutes
21 seconds**
average response time to
'life risk' incidents – **9 seconds
faster than our target**



2,221
people rescued
from fires and other
emergencies –
an average of
6 people a day



£0.788m
delivered in savings



23,889
Home Fire Safety
Assessments delivered
following the launch of a
new online tool



**7 minutes
12 seconds**
average response time to primary
fires – **1 minute 38 seconds faster**
than the England average.

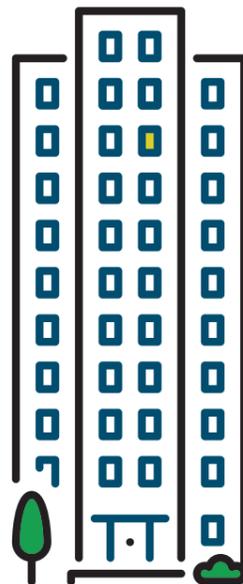


30 commitments
to our partners and
communities set out in
our new Framework for
Integrated and Place
Based Working

10%
reduction in accidental
dwelling fires since 2022

6%
reduction in attacks on
firefighters since 2022

75%
reduction in alcohol-
related cooking fires in
Wigan following targeted
local partnership and
campaign activities



8,419
businesses received fire
safety advice...covering
39,000 business premises

1,919
fire safety audits of
business premises...
with **556 receiving
formal advice or
enforcement**



4,407
fire safety
interventions



8,500
people attended our **Safer
Roads Greater Manchester
partnership** 'Safe Drive, Stay
Alive' event

3,072
volunteering
hours provided



£173,741
raised for good causes through
community fundraising activities



13
new electric
vehicles
ordered for our
fleet

7%
reduction in our
carbon footprint
since 2022

Electric vehicle
charging infrastructure
being procured for
18
of our sites

Our performance against each of our Key Performance Indicators (KPIs) is set out on pages 20-24

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

We will plan for emergencies and ensure resilience, to provide a fast, safe and effective response.

Greater Manchester is densely populated, with an increasing number of high-rise buildings, vast areas of moorland, peatland habitats, waterways, and transport networks.

Key achievements and progress in 2022-2023:

- Successfully implemented our new terrorist response capability with all stations and frontline appliances equipped to respond to marauding terrorist attacks and mass casualty incidents.
- Continued to support the recommendations and wider issues identified in the Manchester Arena Inquiry, with an ongoing focus on how we work effectively with partners in a unified, multi-agency approach.
- Our £5.3M programme of investment for Bury Training and Safety Centre provides staff with an immersive, state-of-the-art facility to deliver operational and incident command training alongside continuous development of our fire crews.

- Introduced a new Wildfire Suppression Burns Team, which is now fully operational, ready to respond to moorland fires.
- Conducted a comprehensive evaluation of our fleet of 44 special appliances and identified several priorities for improvement and investment in a range of vehicles.
- Developed a number of proposals to be consulted upon as part of our Fire Cover Review.
- Procured and implemented a new Accident Reporting System which maintains a record of accidents, near misses, damage to equipment and vehicle incidents.
- Delivered media training to all our officers to ensure they are better prepared to provide clear and constructive information and advice through print and broadcast media.
- Introduced a new Response Strategy 2022-25 that sets out how we will deliver our emergency response functions to the communities of Greater Manchester.



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

We will help people reduce the risks of fires and other emergencies and help build safer communities.

Preventing fire and other emergencies from happening is the most efficient use of our resources and remains the most effective way for us to save lives and improve outcomes for the people of Greater Manchester.

Key achievements and progress in 2022-2023:

- Launched a new fire setters intervention pilot. The first of its kind in the world, the Atlas Project has been designed to support and change behaviour of adults with a history or increased likelihood of deliberately starting fires.
- Expanded our Prince's Trust personal development course for 16-25 year olds. We now have five teams across the boroughs.
- Undertook a feasibility study to re-introduce the GMFRS Community Fire Cadets Programme, providing young people with firefighter training and the chance to gain qualifications, first aid, and improve their communities.
- Delivered 23,889 Home Fire Safety Assessments following the launch of our new online home fire safety check tool available on the GMFRS website.
- Developed a series of web-based, interactive resources to educate school pupils on fire safety, specifically Key Stage 1 (Year 2), Key Stage 2 (Year 6), and Key Stage 3 (Year 8).
- Developed a Prevention Education Framework outlining our offer around prevention education and awareness.
- Introduced a Prevention Strategy 2022-25 which sets out how we will develop and deliver our prevention functions to support our communities to adopt safer practices, improving their safety and wellbeing.



PRIORITY 3: HELP PROTECT THE BUILT ENVIRONMENT

We will improve and regulate the built environment to protect people, property and the economy.

To ensure the safety of Greater Manchester's built environment, our Protection teams' work includes shaping the design of new buildings, inspecting current buildings, collaborating with stakeholders to promote fire safety, and influencing national policy.

We also oversee the storage of petrol and explosives, and work with partners over the Bonfire period. As the built environment in the city-region evolves rapidly, our activities play a crucial role in protecting residents, firefighters, the economy, our heritage and the environment.

Key achievements and progress in 2022-2023:

- Formally closed our Built Environment programme after taking action to address the Grenfell Tower Inquiry Phase 1 report and The Cube Fire recommendations.
- Delivered face to face briefing sessions on our new Operational Intelligence Policy and carried out an accompanied inspection with every Watch to ensure its adequate implementation across our Service.
- Invested in training and development activities, including creating a dedicated Protection Training and Development suite

and increasing the number of Fire Safety Regulators able to deliver training and assessments.

- Developed and rolled out a Fire Investigation mobile application to support Incident Commanders to complete and record basic ('Tier 1') investigations.
- Expanded our Fire Investigation capability to 24 hours a day and welcomed two Fire Scene Investigation Dogs - Minnie and Blitz - to the Fire Investigation Team.
- Continued to support to the Greater Manchester High Rise & Building Safety Task Force and housing providers to undertake a range of activities to improve the safety of existing blocks of flats.
- Undertook significant business engagement, delivering advice to 8,241 business covering 39,000 premises.
- Expanded our Primary Authority fire safety partnership offer, generating £79,000 of income we can reinvest in business engagement.
- Supported Operation Vulcan, working with Greater Manchester Police to tackle organised crime in the Cheetham Hill and Strangeways area of Manchester, resulting in a significant number of Prohibition Notices for buildings with risks of serious fires.



PRIORITY 4: USE RESOURCES SUSTAINABLY AND DELIVER THE MOST VALUE

We will use resources efficiently and sustainably in a way that delivers the most value.

With continuing financial pressure affecting both public services and communities of Greater Manchester, we maintain our commitment to providing the most efficient service we can, with the least negative impact on the environment.

Key achievements and progress in 2022-2023:

- Submitted a planning application for the redevelopment of Blackley fire station in north east Manchester, progressing our aim of providing more sustainable accommodation for our frontline staff.
- Completed works on the £5.3m Bury Training and Safety Centre, delivering a new state-of-the-art training facility for GMFRS.
- Started works on a £1.3million extension and refurbishment of Littleborough Fire Station in Rochdale, following planning approval.
- Launched the GMCA Sustainability Strategy that commits our Service leading the way towards achieving Greater Manchester's overall aims for the environment and carbon neutrality.
- Commenced the procurement process for new electric charging infrastructure at 18 of our 45 sites, as part of our plan to change our non-emergency ('B') fleet to entirely electric vehicles.
- Published our Efficiency and Productivity Plan 2022-23 which provides a strategic framework for how we use resources sustainably and deliver the most value.
- Met our required efficiency target set by the government, achieving savings totalling £788K across areas of the Service where efficiencies could most suitably be made.



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

We will develop staff and leadership excellence, in an inclusive and progressive workplace.

Our workforce is our most valuable asset and as such, we prioritise investing in their development and well-being, recognising their contributions to the Service's growth and success.

Key achievements and progress in 2022-2023:

- Embedded our leadership development programme across all levels, aligned to the NFCC Leadership Framework, and set out our leadership development offer for supervisory, middle, and strategic managers.
- Improved the promotions process by introducing a new Promotions Pathway for operational colleagues, informed by the views of our people.
- Continued to embed the NFCC Core Code of Ethics across the service, aligned with our organisational values and supporting the Service on our journey of continuous improvement.
- Launched a refreshed Recognition and Rewards Framework to value and recognise the contributions of employees.

- Developed a Cultural Sounding Panel, which will see representatives of colleagues from across a variety of roles provide input and feedback on organisational culture decisions.
- Developed and launched a Mutual Mentoring programme and Developing Diverse Leaders programme to support and promote talent across all levels and backgrounds in our service.
- Made excellent progress in delivering our Inclusive Culture training, with 64% of uniformed staff having completed it to-date.
- Engaged with our people through the annual b-Heard staff survey, encouraging them to ensure their voices are heard on important issues around our ways of working.
- Refreshed the offer and format of our Engaged Leaders' sessions utilising feedback from those who have attended.



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

We will support and drive the place-based approach to public sector reform enshrined in the Greater Manchester Strategy, ensuring that local services from different partner agencies are fully integrated within every locality and contribute to problem-solving for local communities.

By collaborating with other public services and integrating our efforts, we ensure that our approach is effective in addressing complex issues and major incidents.

Key achievements and progress in 2022-2023:

- Continued our collaboration with the Safer Roads Greater Manchester partnership, to deliver the award-winning Safe Drive, Stay Alive road safety initiative.
- Introduced a framework for integrated and place-based working, outlining commitments to our partners and communities to deliver services in a more integrated way.
- Invested in new immersive virtual reality technology to deliver road safety education, with content including equestrian, cycling and motorbike safety.

- Hosted a multi-partner Greater Manchester Water Safety Summit to start creating a new city region water safety partnership and strategy for reducing drownings in canals, rivers and other open water.
- Continued to enhance our contribution to the Local Resilience Forum with a dedicated officer working to embed the Joint Emergency Services Interoperability Principles (JESIP) at all levels of a multi-agency response.
- Improved local residents' and businesses' access to information about their local services and support through a revamped 'Your Area' section of our website, providing interactive maps and details of community vehicles and fire stations.



KEY PERFORMANCE INDICATORS

2022/23 KPI FRAMEWORK

The following table shows the Service's performance against Corporate Key Performance Indicators at the end of 2022/23. Despite external factors, such as the weather, we have made good progress on our performance given the ambitious targets set at the start of the year. KPIs are important in helping us understand how well we are serving our communities and setting expectations for managers to monitor and adapt to changing situations.

We are committed to continuously improving our performance through Service Excellence and have set targets for various KPIs, which are reviewed quarterly at our Performance Board meeting, and scrutinised by the Deputy Mayor and the Police, Fire & Crime Panel.

Priority 1 – Provide a timely, safe and effective response	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Average Response Time to 'life risk' Emergencies (includes call handling, turnout and travel)	7 mins 25 secs	7 mins 21 secs	7 mins 30 secs or less	
% of appliances crewed and available	99.72%	99.64%	99.50%	-0.08%
Maintenance of competencies (% completed against planned) - MoC3	94%	93%	100%	-1.44%
Maintenance of competencies (% completed against planned) - MoC6	94%	93%	100%	-1.31%
Maintenance of competencies (% completed against planned) - MoC12	87.81%	93%	100%	5.19%
% of statutory medicals in date	94.93%	96.23%	100%	1.30%
Firefighter fitness (Acceptable to Excellent)	97.42%	93.62%	100%	-3.80%
Rescues from emergencies	2,039	2,221	Monitored	8.93%

Priority 2 – Help people reduce the risks of fires and other emergencies	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Number of Fire Deaths	10	16	Aspire to 0	60.00%
Number of Injuries from Fire	161	169	97	4.97%
Deliberate Primary Fires	1,320	1,376	1,047	4.24%
Deliberate Secondary Fires	5,370	5,606	4,709	4.39%
Hostilities towards GMFRS personnel/property	78	73	Aspire to 0	-6.41%
Accidental Dwelling Fires	1,548	1,400	1,408	-9.56%
All Special Service Calls	6,997	8,039	Monitored	14.89%
Total number of Home Fire Safety Assessment (HFSA) referrals received	New for 2022/23	12,141	Monitored	
Number of Home Fire Safety Assessments (HFSAs) completed	7,851	23,889	32,600	204.28%
Prince's Trust - retention rate	New for 2022/23	85%	80%	

Priority 3 – Help protect the built environment	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Number of Fire Safety Interventions	New for 2022/23	4,407	Monitored	
Total number of audits completed of which;	2,570	1,919	4,320	-25.33%
% Satisfactory	68%	72%	Monitored	4.49%
% resulting in formal enforcement	16%	8%	Monitored	-7.72%
% resulting in advice	17%	19%	Monitored	2.31%
Number of businesses receiving advice	6,080	8,419	Monitored	38.47%
FADA (False alarm due to apparatus - non domestic)	4,059	4,206	4,015	3.62%
Priority 4 – Use resources sustainably and deliver the most value	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
% Reduction in our Carbon Footprint (compared to baseline year (2018/19)	-1%	-8%	-12%	-7%
Progress against annual savings plan	£1.5m	£788k	£788k	
Priority 5 – Develop a culture of excellence, equality and inclusivity	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
% of Workforce; Male	84.80%	83.76%	Monitored	-1.04%
% of Workforce; Female	15.20%	16.24%	Monitored	1.04%
% of Workforce; Ethnic Minority Group	5.31%	5.95%	Monitored	0.64%
% of Workforce LGB Plus Sexual Orientation	<5%	<5%	Monitored	
% of Workforce Trans	<5%	<5%	Monitored	
% of Workforce Non Binary	<5%	<5%	Monitored	
Absence levels (%) All staff	5.83%	5.34%	5.00%	-0.49%
% Apprentices from Current Workforce	10.13%	10.47%	2.30%	0.34%
Total number of adverse health and safety events	New for 2022/23	200	Monitored	
Number of accidents resulting in injury	New for 2022/23	76	Monitored	
Number of accidents resulting in lost time	34	17	Monitored	-50.00%
Total number of days lost due to injury	New for 2022/23	651	Monitored	
Number of RIDDOR reportable accidents	3	5	Monitored	66.67%
Number of reported adverse safety events/incidents resulting in damage to vehicles/plant/equipment	New for 2022/23	95	Monitored	
Number of near misses	40	29	Monitored	-27.50%
Priority 6 – Integrate our services in every locality with those of partner agencies	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Level of engagement in Local authority safeguarding assurance exercises (expressed as a %)	80%	95%	100%	15.00%



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



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