



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



OUR PLAN

ANNUAL DELIVERY PLAN

2023-2024



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INTRODUCTION

Greater Manchester Fire and Rescue Service (GMFRS) is an organisation that has firmly set itself on a new course for a better future. Our improvement journey is well underway.

Over the past year, we've worked hard to deliver the projects set out in our previous Annual Delivery Plan 2022-2023 and made great strides in achieving our vision of being a modern, flexible and resilient fire and rescue service.

We've done this with some notable successes, including His Majesty's Inspectorate of Constabulary and Fire and Rescue Services' (HMICFRS) removal of a 'Cause of Concern' for our Marauding Terrorist Attack capability; praise from Ofsted inspectors for our firefighter apprenticeship programme; and a Gold award from LGBTQ+ charity Stonewall alongside a ranking of 50th place in their 2023 Top 100 employers list.

Our people are feeling these positive changes too, as reflected in our annual staff survey. Colleagues said they felt our organisation was improving – both compared to previous years and in their levels of confidence for further positive changes over the coming year.

We have clear strategic direction, invigorated leadership, stronger performance management, an unyielding commitment to cultural transformation, and a clearer focus on our core fire and rescue duties. We are an organisation with momentum and a relentless commitment to

moving forwards and growing in the right direction for our workforce, our communities and our city-region.

I'm extremely proud of the progress we have made and the future ambitions we have for our Service and for Greater Manchester.

This is our third Annual Delivery Plan and its publication marks the mid-point of our four-year Fire Plan 2021-2025. No one document can cover the breadth and depth of the work we do, but this plan demonstrates some of the important areas of work and projects we will focus on in the coming year.

As leader of the Service, my plan remains unchanged from day one:

1) deliver our statutory core functions extraordinarily well, and 2) deliver an increasingly outward-facing Service. But what does change, are the steps we take each year to drive improvement – and this coming year will be no different.

We remain committed to the Manchester Arena Inquiry process and to addressing our monitored recommendations with an unrelenting resolve to learn and improve. We will provide further evidence to the Inquiry later in the year on our progress. Our enhanced Service-wide Marauding Terrorist Attack capability will be fully rolled out this year – a significant milestone and a major step forward for the safety of the public and our firefighters.

We will shortly consult on our Fire Cover Review proposals, which aim to deliver a stronger and more resilient Service, with further increased capacity and capability.

We are proud to be hosting the British Fire Fighter Challenge in July – a wonderful opportunity to showcase our Service and Greater Manchester as a whole.

Building work at our Bury Training and Safety Centre is due to finish soon. Once complete, we will have a facility that is second to none anywhere in the country. This, alongside the building of new fire stations in Blackley, Whitefield, and Stockport, underline our ambition to deliver facilities that are fit for the future.

We also know we will undergo a further inspection by HMICFRS this year. We welcome this as an opportunity to demonstrate our progress with our ongoing improvement journey. We also expect to see the outcomes of the Government's consultation on its White Paper on Fire Reform and understand what this means for the sector going forwards.

While confident we are a much-transformed organisation, I've said before that I won't gloss over our challenges, as that's not how I lead the Service. Following reports of shocking experiences in other fire services and the action we've taken here, the subject of organisational culture rightly continues to dominate conversation within our Service and beyond. It is a challenging period for the sector, and other public services, and I do believe GMFRS is at an important junction in terms of our cultural journey.

We have made significant strides in developing a culture of excellence, equality, and inclusivity, and rooting out behaviour that falls short of our values. But our work remains far from complete. I will continue my calls for all GMFRS colleagues to take responsibility for creating the right culture for our Service and the sector, day in day out, and challenging where this is not the case.

To help accelerate our cultural progress to date, this year we will introduce a new Culture First Programme Board. Made up of staff from all levels of our Service and external expert representatives, this will scrutinise our major programmes of activity to ensure that all benefits and risks for organisational culture are key considerations for how they are planned and delivered.

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

Dave Russel
Chief Fire Officer



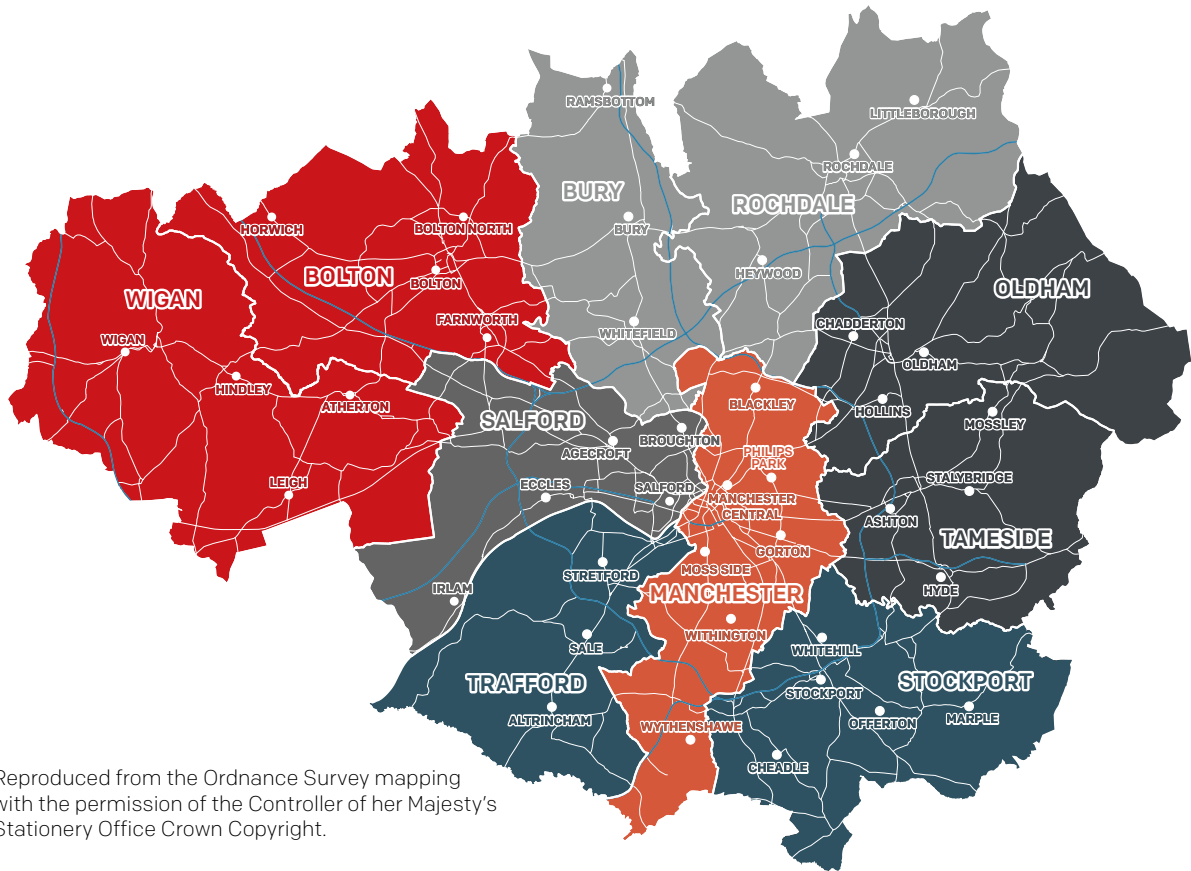
SERVICE AREA OVERVIEW

GMFRS provides a fire and rescue service from 41 strategically placed fire stations across Greater Manchester. Our city-region's 10 districts are split into six area teams, which are illustrated on the map below. In addition to these stations, we have an operational Training and Safety Centre, and Incident Command and Leadership Development Academy in Bury, Technical Services Centre in Wigan, and our Headquarters in Salford.

The Service forms part of Greater Manchester Combined Authority (GMCA), which is run jointly by the leaders of the 10 councils and the Mayor of Greater Manchester Andy Burnham. The Chief Executive is Eamonn Boylan.

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

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



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OVERVIEW OF GREATER MANCHESTER

GMFRS PROTECTS 1.22 MILLION

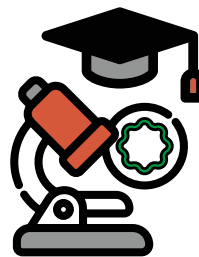


households, a quarter of which are in areas that are in the 10% most deprived nationally

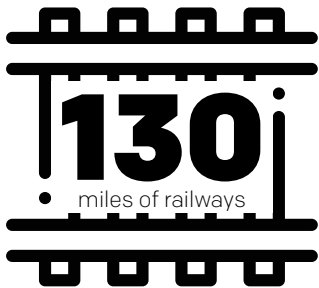


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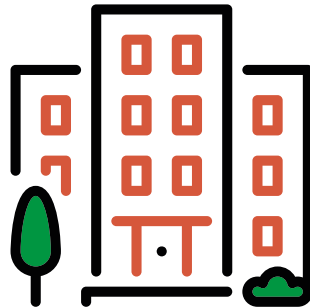
town and city centres



Internationally renowned **UNIVERSITY & RESEARCH** facilities

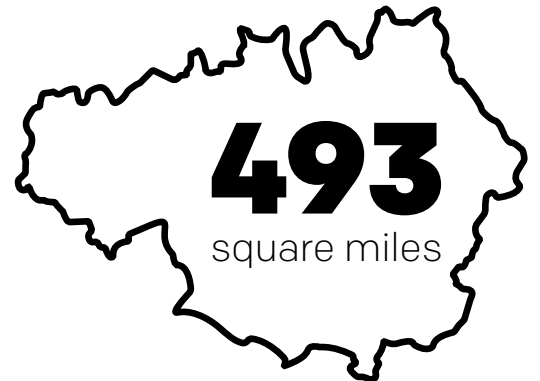


130
miles of railways



743+

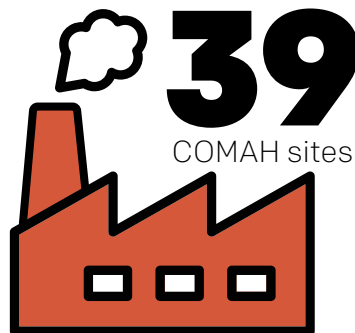
residential and commercial high-rise buildings



493
square miles

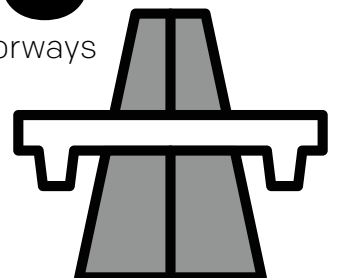


62
miles of Metrolink track

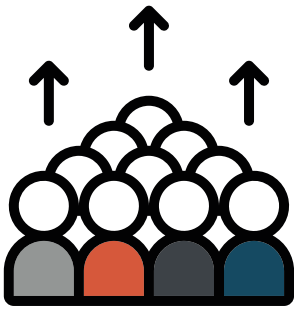


39
COMAH sites

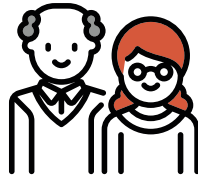
10
motorways



105
miles of canals



2.9
MILLION
residents



54,000

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



200+

different languages spoken



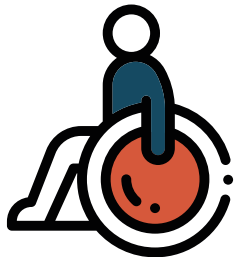
455,000

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



551,000

people living with long-term health conditions



100,000

people receiving disability allowance

1000s

of acres of moorland



we attend

THOUSANDS OF INCIDENTS

including fires, road traffic collisions, flooding and rescues



MA
Manchester
Airport



OUR

MISSION

PROTECTING
COMMUNITIES.
WORKING TOGETHER.
SAVING LIVES.

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

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

OUR

VISION

A MODERN, FLEXIBLE,
RESILIENT FIRE AND
RESCUE SERVICE.

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

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

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



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



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



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



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



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

OUR CULTURE

Creating an environment in which people are positive, proud and confident to work for GMFRS is key to achieving our vision of being a modern, flexible and resilient fire and rescue service.

We have been working hard for a number of years to ensure we have the right working environment and our organisational values are at the heart of this approach.

Since its publication in 2021, we have been working to embed the National Fire Chiefs Council’s Core Code of Ethics, aligning it to our values. We believe the Core Code will help us serve our communities and make GMFRS a better place to work. It will help everyone to display and promote good behaviours and to challenge conduct that is inconsistent with the Code’s principles.

The Code’s five ethical principles are:

- Putting our communities first
- Integrity
- Dignity and Respect
- Leadership
- Equality, Diversity and Inclusion

Led by our People Services team, staff networks and colleagues at all levels, our effective delivery has been recognised by independent external bodies:

- We are now ranked 50th in Stonewall’s Top 100 list for leading LGBTQ+ inclusive employers – rising 43 places from 2022 to 2023. Our Rainbow Network is Stonewall UK’s current staff network of the year.
- Our apprenticeships programme has been rated by Ofsted as ‘outstanding’ for its approaches to personal development and behaviour and attitudes, as part of a ‘good’ overall rating. We are now ranked 37th in the Top 100 Apprenticeship Employers nationally – the highest placing of all regional public sector organisations.
- In its last inspection in 2021, HMICFRS rated us ‘good’ at looking after our people – a significant improvement from our previous inspection.

We continue to make improvements to our ways of working to support a positive organisational culture. This has included the recent development and launch of a new Promotions Pathway Framework for operational staff. Our positive attraction work continues across Greater Manchester, targeting more diverse areas and with a specific focus on recruiting women and people from under-represented groups into operational firefighter roles.

Recent reports of appalling behaviour and attitudes within some fire and rescue services, and action taken within our own Service, have quite rightly made us reflect on our journey so far and our future plans.

We have recently agreed with the Deputy Mayor, five priority areas for moving further and faster in improving our organisational culture:

- Bring positive culture to life as a principle and priority, through amending our cultural narrative and developing a new internal communications campaign to inform and inspire positive behaviours.
- Establish a Culture First Programme Board, including diverse and external representation – to scrutinise organisational cultural benefits, risks and opportunities for new and existing major programmes.
- Review our key 'business as usual' activities, such as estates, recruitment, promotion processes and recruit/apprentice training – to ensure that cultural improvements are at the forefront of their aims and how they are delivered.
- Develop an organisational culture-focused workplan for all staff, leading to a quarterly training event.
- Commission an external review team to act as a critical lens to our existing activities and emerging plans, leading to independent recommendations.

The Deputy Mayor, Chief Fire Officer and Executive Board are clear that all staff should feel empowered to take on this responsibility, no matter what their level or role in the Service. They should feel empowered to hold each other to account and to challenge and 'call it out' when they hear or see something that goes against our values.

Embedding and maintaining a positive and inclusive culture across the Service is the not responsibility of a specific team, it is the responsibility of everyone. It is about the way we all think and act.

The importance of achieving the right culture and behaviour cannot be overstated. It is one of the hardest factors to get right but undoubtedly one of the most valuable.





GREATER MANCHESTER
FIRE AND RESCUE SERVICE

STRATEGIC IMPROVEMENT PROGRAMME

Our Improvement Programme, as set out in the Greater Manchester Fire Plan 2021-25 intends to deliver investment, innovation and improvements for the six strategic priority commitments.

Strategic Priorities

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

Over the last 12 months, we have made great strides in delivering against these priority improvement programmes as well as key elements of the improvement action plan, developed in response to our most recent HMICFRS inspection.

Through our ambitious plans, over the next year we will continue to drive improvements that will fundamentally change the way we work. These will maintain a strong focus on leadership, culture, equality, diversity and inclusion, aiming to help ensure the Service is fit for the future.

These ambitious plans sit alongside the delivery of our 'business as usual' activities. We will continue to provide excellent prevention, protection and response functions and work jointly with our partners to improve the service we provide to our communities. And we will continue to do everything we can to help deliver the wider vision for the city-region as set out in the Greater Manchester Strategy 2021-31, for Greater Manchester to be "a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer more prosperous city-region".

The next few pages set out the programmes, projects and initiatives that will be delivered over the next year under each of our six strategic priorities.

OUR PLAN

Annual Delivery Plan 2023-24

OUR MISSION: Protecting communities, working together, saving lives

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

- Consult upon recommendations from our fire cover and special appliances review and implement agreed recommendations.
- Review our call handling arrangements and begin to implement recommendations.
- Replace six fire engines with new ones.
- Implement new operating model to manage contaminants in the operational environment.
- Develop and implement a new Fitness Framework and invest in station-based gym equipment.
- Implement an Occupational Health and Safety Management System.



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

- Develop and implement a Prevention and Protection digital programme.
- Implement an adult Fire-setters programme.
- Implement a Fire Cadets scheme.
- Adopt the National Fire Chief's Council (NFCC) Early Intervention Implementation Framework.
- Adopt the NFCC Staywise programme.



PRIORITY 3: Help protect the built environment

- Implement and deliver new requirements under the Building Safety Act and Fire Safety Regulations.
- Develop and expand our fire safety training capability.
- Continue to implement recommendations from the Grenfell Inquiry and The Cube report.



OUR VALUES:

Excellence

Honesty

Inclusive

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

PRIORITY 4: Use resources sustainably and deliver the most value

- Deliver the financial efficiencies of £0.712 million.
- Introduce 13 electric and two hybrid non-emergency vehicles.
- Continue to implement an intranet for GMFRS.
- Complete building works at Littleborough fire station.
- Start building new fire stations at Blackley, Whitefield and Stockport.
- Invest £3.2 million refreshing our fire stations
- Complete carbon reduction schemes at five fire stations.



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

- Implement a new Volunteering Strategy.
- Refresh our Firefighter Recruitment and Attraction Strategy.
- Extend the Leadership Development Programme.
- Continue to embed the NFCC Core Code of Ethics.
- Implement the Wellbeing and Occupational Health Strategy and Framework.
- Implement the Organisational Learning Framework and system.
- Deliver the British Firefighter Challenge.
- Implement an approach to capture customer feedback.



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

- Implement the fire station community pathways project.
- Implement an integrated place-based working 'What Works Forum'.
- Embed and evaluate Place-Based Plans.
- Continue to enhance blue light service collaboration.
- Prepare for the Serious Violence Duty legislative changes.





OUR ROLE

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

GMFRS Change Priority: Investing in frontline delivery

We will, during 23/24

- Continue to implement recommendations and learnings from the Manchester Arena Inquiry.
- Continue to implement the new operating model for how we respond to a Marauding Terrorist Attack.
- Undertake a review of fire cover arrangements, consult upon, and implement final proposals to ensure we have the right resources in the right place at the right time.
- Following consultation as part of the Fire Cover Review, implement recommendations from the Strategic Review of Special Appliances to improve our capabilities for tackling more challenging incidents.
- Enhance our firefighting capabilities by replacing six fire engines with new ones.
- Undertake a review of our current call handling arrangements and commence implementation of recommendations.
- Implement a new operating model to manage contaminants in the operational environment, limiting and controlling firefighters' exposure to and the spread of harmful fire contaminants.
- Develop and implement a new Fitness Framework to help support firefighter fitness; accompanied by greater investment in new station-based fitness equipment and facilities.
- Implement an Occupational Health and Safety Management system to meet the standards of ISO 45001 accreditation for improving employee safety, reducing workplace risks and creating safer working conditions.
- Implement Phase 2 of our crewing system Gartan, providing improvements and easier management of our operational staff.



OUR COMMUNITIES

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

GMFRS Change Priority:
Improving and enhancing
our Prevention and Youth
Engagement delivery

We will, during 23/24

- Develop and implement a prevention and protection digital programme that will provide a single digital method for recording all activities.
- Implement an adult fire-setters programme to influence the behaviour of residents who are identified as at higher risk of lighting fires or playing with fire.
- Scope and introduce new prevention technologies to provide improved ways of delivering prevention education, campaigns and messaging. This will potentially include virtual reality and digital boards.
- Implement a Fire Cadets scheme to support the development of young people, improving their future employment prospects and providing pathways to employment.
- Adopt the National Fire Chiefs Council (NFCC) Early Intervention Implementation Framework to meet the needs of young people and communities through the delivery of best practice programmes.
- Adopt the NFCC Staywise programme to introduce best practice for delivering prevention education activities.



PRIORITY 3: HELP PROTECT THE BUILT ENVIRONMENT

GMFRS Change Priority:
Improving and enhancing
our Protection Delivery

We will, during 23/24

- Implement and deliver new requirements under the Building Safety Act and Fire Safety Regulations.
- Develop and expand our fire safety training capability

GMFRS Change
Priority: Protecting the
Built Environment

We will, during 23/24

- Continue to implement the recommendations from the Grenfell Tower Inquiry and The Cube incident report (highlighting risks within the Built Environment).



OUR FUTURE

PRIORITY 4: USE RESOURCES SUSTAINABLY AND DELIVER THE MOST VALUE

GMFRS Change Priority: Ensuring Financial Sustainability

We will, during 23/24

- Deliver financial efficiencies of £0.712m set out in the GMFRS budget.
- Undertake a review of future requirements regarding our fire service headquarters accommodation.

GMFRS Change Priority: Re-investing for the future

We will, during 23/24

- Identify and implement a system to support the management, maintenance and testing of fleet and operational equipment.
- Develop and implement a tailored staff intranet for GMFRS.
- Implement recommendations from the review of fleet and logistics to streamline structures and increase transparency and improve resilience across teams.
- Invest in our fleet to ensure it is modern and fit for purpose to deliver improved performance by:
 - The introduction of 13 electric and two hybrid non-emergency vehicles.
 - Investing in six new fire engines (as set out in Priority one).
 - Exploring the feasibility of an electric (EV) fire engine.

GMFRS Change Priority: Investing in our buildings

We will, during 23/24

- Continue to implement our Estates Programme:
- Complete the extension and refurbishment works at Littleborough Community Fire Station.
- Commence building new community fire stations at Blackley and Whitefield.
- Commence design and planning activities for a new community fire station in Stockport (King St).
- Develop feasibility plans for refurbishment works at Leigh and Withington community fire stations.

GMFRS Change Priority: Implement the station refurbishment programme

We will, during 23/24

- Invest £3.2m across our fire stations, which will include updating internal and external decoration, new flooring, gym upgrades, and improved welfare facilities.

GMFRS Change Priority: Environmental Sustainability

We will, during 23/24

- Implement our Sustainability Strategy, including:
- Deliver carbon reduction schemes at Wigan, Ashton, Bury, Rochdale and Horwich fire stations.



OUR PEOPLE

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

GMFRS Change Priority: Investing in our people

We will, during 23/24

- Develop and embed a new Volunteering Strategy to support the GMFRS Volunteering Programme.
- Extend our leadership development programme, through:
 - Mutual mentoring to support senior managers to aid greater understanding of the voice of our diverse workforce
 - Implementing a programme to develop coaching skills, to support peer to peer development
 - Frontline leaders' course, to support the development of leadership skills
 - Leading others programme, to support newly promoted staff
 - Middle managers development offer, to further expand our offer to all staffing levels
- Continue to embed the Core Code of Ethics alongside our organisational values.
- Implement the Wellbeing and Occupational Health Strategy and Framework.
- Develop and implement an approach to create a more engaged workforce.

- Implement the recommendations from our internal workforce recognition phase two report.
- Deliver the British Firefighter Challenge.

GMFRS Change Priority: Recruitment and apprenticeship

We will, during 23/24

- Implement the refreshed Firefighter Recruitment and Attraction Strategy (2023-25).

GMFRS Change Priority: Developing excellence

We will, during 23/24

- Implement the recommendations from an independent review of our training provision.
- Implement the Organisational Learning Framework and system to improve our ability to effectively assure and evaluate our organisational learning.
- Develop a business case for a digital platform to support planning, performance, and projects management.
- Develop and implement an approach to capture customer feedback and insights to drive improvements.



**OUR
PARTNERS**

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

GMFRS Change Priority: Partnership working

We will, during 2023/24

Implement a Fire Station Community Pathway focused on effective use of digital and social media to help build community engagement.

- Continue to implement our new Integrated Place-Based Working framework that is assisting with driving continuous improvement and working in partnership with other key services.
- Implement an Integrated Place-Based Working 'What Works Forum' to share best practice and identify and prioritise initiatives delivering the best value to the public.
- Implement and evaluate place-based plans, which will be a suite of universal action plans providing clear guidance to our operational crews on what will be delivered each year.
- Enhance blue light service collaboration.
- Develop and implement partnerships, pathways and interventions to support our legislative responsibilities under the Serious Violence Duty.

CHALLENGES AND OPPORTUNITIES

As Greater Manchester continues to transform and grow it is essential that we adapt with our environment to ensure we are providing the best possible service and the best possible value to our communities.

Our Strategic Assessment of Risk (SAoR) helps us identify and respond to the new and ongoing threats that are likely to have an impact on the services we provide.

Impacts on our communities

Terrorism

Following the horrific attack on the Manchester Arena in May 2017, we have been working hard to improve our capacity and capability to respond to terrorist incidents.

This includes the development of a comprehensive action plan responding to the findings and recommendations of the Manchester Arena Inquiry volume two report, published in November 2022. We expect to provide oral evidence to the Inquiry in 2023 on our progress in responding to the recommendations.

Positive collaboration with the Fire Brigades Union has resulted in every firefighter being trained and every fire engine equipped to respond to a Marauding Terrorist Attack (MTA) and/or mass casualty incident.

This is providing flexibility, resilience and a faster response to a terrorist attack anywhere in Greater Manchester.

GMFRS has reviewed its policy and standard operating procedures for MTA capability and is ensuring that all operational staff are aware of them. A training programme is being rolled out for all operational staff and includes a number of exercises with Greater Manchester Police and North West Ambulance Service (NWAS).

We are continuing to invest in enhanced levels of Personal Protective Equipment and trauma equipment to deal with all terrorism related incidents, improving the rescue and extraction of injured people. It will also improve our response to non-terrorist incidents that require a mass casualty response.

HMICFRS has recognised the extensive work we have undertaken. They have confirmed they are satisfied the Service has made progress in relation to the cause of concern around our MTA capability identified in 2021, and in September 2022 this was removed.

Our officers are continually linked in with national and regional Counter Terrorism Policing (CTP); planning is undertaken with CTP (Northwest), which is consistent with local planning and the National Security Risk Assessment.

Built Environment

The built environment in Greater Manchester is complex and evolving. Greater Manchester's 'Places for Everyone' plan determines the kind of development that will take place in nine of the city-region's 10 boroughs, maximising the use of brownfield land and urban spaces while protecting Green Belt land from risk of unplanned development. This could mean a change in the types of homes and businesses in different areas across Greater Manchester, with more emphasis being placed on town centres and urban development. As of March 2023, the plan is undergoing an independent examination conducted by the Planning Inspectorate.

As the landscape across Greater Manchester changes, the legislative framework that ensures the safety of people from fire is also changing. The Building Safety Act aims to improve the regulation of high rise residential buildings and changes to the Fire Safety Order will affect all businesses across the city-region.

Our protection functions are focused on reducing the risk of fire and the risk to people from fire. We will do this by influencing the design and construction of new buildings; identifying the causes of fire; and sharing advice on fire prevention. We will reduce the risk to people and our communities by ensuring our regulatory activity is prioritised by

threat level and our resources are targeted where we can achieve the maximum impact.

We continue to learn from incidents and nationally recognised best practice to ensure a high degree of preparedness and response.

Climate emergency

GMFRS recognises the impacts of climate change will continue to increase, resulting in our operational crews responding to more weather-related incidents.

Flooding is one of the most devastating impacts of climate change with future increases in rainfall significantly impacting emergency response activities, particularly with regards the time it takes for us to respond to an incident. Utilising learnings from flooding incidents and moorland fires, we continue to build on good practice and identify opportunities to improve and further develop our operational capabilities.

We have introduced a Wildfire Suppression Burns Team, along with investment in new vehicles and equipment specifically designed to deal with these incidents and the challenging terrain where they occur. Their purpose is to bring wildfires under control more quickly and effectively, reducing damage to property, habitats, and the wider environment.

GMFRS has swift water rescue capabilities at Eccles, Heywood, Ashton and Leigh, with Eccles and Heywood each having a rescue boat capability. All other stations are equipped and trained in still water rescue and flood response.

This is further enhanced with all of our firefighters being trained in water awareness and being competent in flood rescue techniques. In addition, we have two Technical Response Units located at Ashton and Leigh fire stations.

We host two dedicated High-Volume Pump units at Bolton and Stretford capable of moving significant amounts of water at flooding incidents. These can also be deployed nationally to support other services. GMFRS will continue to work alongside Greater Manchester Resilience Forum in the development of locality partnership flood plans and the continued exercising and testing of them.

We will review and enhance our capability to respond to flooding in Greater Manchester, recognising any relevant guidance from NFCC.

Ageing population

Over the next 10 to 20 years, demographic change will lead to an ageing population. The 2021 Census showed more over 65s were living in each of our 10 districts compared to 2011 and it is estimated that by 2038, 37% of our city-region's population will be aged over 50

As people get older their needs become more complex. Age is an important factor in the likelihood of people having a fire and becoming a

casualty or fatality in a fire. As the age of the population increases so does the risk of fire incidents.

GMFRS works as a key partner in GMCA's Greater Manchester Ageing Hub, which coordinates a strategic response to opportunities and challenges of an ageing population in Greater Manchester.

Cost of living crisis

As the costs of energy, food and other bills continues to rise, difficulties have increased for many residents, including those who were already vulnerable. As fuel and electricity costs have rapidly risen, we have prepared for an increase in fire-related serious injuries – and potentially fatalities – as people try to find alternative ways to stay warm, light their homes and reduce energy use.

Our Prevention Strategy details how we will develop and deliver prevention functions to support our communities to adopt safer practices thereby improving safety and wellbeing. GMFRS prevention activities are strongly focused on responding to the cost of living crisis. The Service has undertaken a significant amount of work to identify those with greater vulnerability and focus campaign activities to ensure people are better informed as behaviours change in response to cost of living challenges. A GMFRS Cost of Living Response Group has been established, which meets regularly to determine the appropriate preventative activities as part of our ongoing response to the crisis, along with contributing to the wider Greater Manchester response.

Covid-19 pandemic

As we have emerged from the pandemic, we know that the world is not the same as it was. People are living their lives differently and the way that they view and value work is different too.

‘Long Covid’ continues to impact communities, with millions of people infected by the virus still suffering from long-term symptoms such as fatigue, breathlessness, and cognitive dysfunction. Our residents’ surveys have found that 42% of adults in Greater Manchester who have had coronavirus (or 26% of all adults) are still experiencing impacts, with 25% (or 15% of all adults) still having physical symptoms and 20% (or 12% of all adults) experiencing long-term mental health or wellbeing impacts.

This can cause an increase in associated vulnerabilities that lead to increased risk of fire, such as unemployment/reduced employment, increased loneliness, worsening mental health and increased drug/ alcohol use.

While cost of living impacts are experienced widely across the population, inequalities continue to be highlighted by the current crisis, meaning working together seamlessly with other services is more important than ever. A collective effort is helping the increasing number of vulnerable residents in our communities, along with identifying and mitigating the levels of risk and tailoring our prevention initiatives accordingly.

Responding to incidents

We respond to almost 100 incidents a day ranging from fires, road traffic collisions and building collapse to terrorist attacks, wildfires, water rescues and flooding. Our SAoR helps us focus prevention activities on key areas, including:

Water Rescues: Figures have shown that over the past five years, 68 people have died in our city-region’s waterways, with deaths from drownings overtaking those as a result of fire for the first time in 2022.

Last year, GMFRS brought together key organisations and campaigners, including local authorities, GMP, the Royal Lifesaving Society and the Royal Society for the Prevention of Accidents for the first ever Greater Manchester Water Safety Summit. This moved forward the creation of a new Greater Manchester Water Safety Partnership and a new strategy for the city-region, aimed at reducing deaths from drowning in canals, rivers and open water.

We have specialist water rescue units with a variety of enhanced equipment to facilitate the rescue and search for people and animals in different waterways. Whilst we already have this capability, we will strengthen this further and will expand these skills to other stations.

Fires in the home: Most fires in the home start accidentally and the consequences can be devastating. During 2022, we attended over 1,400 accidental dwelling fires (ADFs) and rescued 99 people from their homes. Statistics show that half the fires that result in deaths are in homes with no working smoke alarm, with most of these caused by cooking and smoking.

In 2022, we saw a reduction in cooking related ADFs driven down by our 'Cook Safe' campaign. The campaign utilised both universal and targeted messaging to warn people of the dangers of leaving cooking unattended, getting distracted while cooking, and cooking whilst under the influence of alcohol. It also reminded people to take care when frying and encouraged them to use a safer alternative to chip pans.

GMFRS anticipated a rise in the number of ADFs, due to the cost of living crisis. Positively, through our focused prevention activities, as a result of the work of the Cost of Living Response Group and prevention teams, we have not seen the expected increase. Work is ongoing to ensure we identify and target prevention activities at those groups most at risk from unsafe behaviours relating to the cost of living pressures.

We have introduced an online tool that give residents of Greater Manchester personalised home fire safety advice. This tool will help determine if those completing the check are eligible for a Home Fire Safety Assessment (HFSA).

Road Traffic Collisions (RTCs):

We respond to a wide range of road traffic accidents from low-speed single car collisions to high speed multi-vehicle accidents involving cars, lorries and buses. During 2022, we attended more than 2,000 RTCs, rescuing almost 300 people. Our specialist cutting equipment ensures the safe and speedy rescue of casualties trapped in vehicles. All our firefighters receive advanced first aid training to support applying immediate and emergency lifesaving actions and our fire engines are equipped with a range of vital medical equipment including defibrillators, specialist wound dressings, stretchers and oxygen.

We now rescue more people from RTCs than we do from fires, so we are keen to work with our partners to do all we can to keep people safe on our roads.

Twice a year our Road Safety Development Officer delivers a Safe Drive Stay Alive (SDSA) event in conjunction with partners. SDSA is an award-winning, performance-based road safety intervention, now delivered on a national scale across much of the UK. In Greater Manchester it is delivered in collaboration by GMFRS, GMP, NWS and Salford Royal NHS Foundation Trust. It is funded by 'Safer Roads GM' and the Mayor of Greater Manchester.

We work closely with partners to reduce the number and severity of RTCs, using data to target key areas. We have developed a suite of materials to support our staff in delivering targeted road safety prevention education. We also deliver a variety of safety campaigns throughout the year to help raise public awareness regarding essential safety issues.

Impacts on our service

Industrial action

We have a statutory duty to provide an emergency response and a moral duty to keep our communities safe at all times. Our cross-function Business Continuity Management group ensures we have the appropriate contingency plans in place to provide the best available level of service during industrial action and other periods of potential disruption. During these times we ensure we keep our communities informed of the impact as our level of response and capacity will be reduced. Focus is also given to reducing potential call outs during times of reduced service availability by promoting key safety messages and signposting communities to resources that will assist in keeping them safe.

Workforce

Over the last few years we have been focused on improving the diversity of our workforce. We have made steady progress with our ambition to have a workforce that reflects our communities. Our Equality, Diversity and Inclusion Strategy and action plan sets our ambitions and plans to ensure equality, diversity and inclusion are

at the heart of our service delivery and our culture. This is complemented by our Recruitment and Attraction Strategy, which is helping to increase the diversity of our operational workforce at entry level, especially among women and people from under-represented groups. We recognise that we are on a journey and we still have more to do.

Our operational workforce undertakes a very physical role. Following the removal of the default retirement age, the workforce will become, on average, older. Evidence suggests that ageing can potentially bring with it declines in aerobic and cardiovascular fitness, musculoskeletal strength, reaction times, sight and hearing. GMFRS will have an increasing responsibility to ensure we effectively support our staff to continue to undertake a demanding role within our communities, whilst considering the impact of aging on working patterns, job design and the use of kit and equipment.

We recognise the importance of investing in our firefighters. We will continue to invest in the development of our workforce, this includes our leadership development offer, and our new facilities at our Training and Safety Centre that have been designed to immerse firefighters in real-life operational situations making them better equipped to deal with the wide variety of incidents they respond to. The centre uses innovative technology and real-life scenario sets, ranging from serious RTCs, chemical incidents and mass casualty incidents to dealing with a range of building fires including high rise, commercial and house fires.

Our new Incident Command and Leadership Development Academy provides a fully immersive experience to those taking part in incident command training and assessments. Using virtual reality technology with pod-style rooms to fully immerse our staff into scenarios and training exercises, it will make GMFRS one of the best places in the UK to develop in all areas of Incident Command and multi-agency working.

We are committed to supporting our staff, and knowledge and learning are at the heart of a successful organisation. Our new People Strategy sets out the strategic direction across both GMCA and GMFRS, with a vision of being 'a greater place to work'. This is supported by our Learning and Development Strategy, Training Strategy and leadership development offer detailing our transparent and coherent training offer for all our staff.

These strategies are further strengthened by our new Promotion Pathway. This pathway will enable us to identify, develop and promote the best possible talent for our management and leadership roles in a fair and inclusive way. It sets clear guidance for operational staff from Apprentice Firefighter through the ranks to a competent Area Manager and is also used to identify high potential.

Through this new framework, we will place a greater emphasis on nurturing and supporting our emerging talent, by providing access to tools and development resources that can be proactively used by anyone at any stage of their career.



COMMUNITY RISK MANAGEMENT PLANNING

The 2018 Fire and Rescue National Framework for England places a statutory responsibility on GMFRS, and all fire services, to ensure we identify and assess the risks facing our communities and constantly evolve to respond to these effectively. Our community risk management planning activities help us to understand the risks facing our communities and how we can safely and effectively address them.

How we assess risk

Our annual Strategic Assessment of Risk (SAoR) supports the process by considering all potential and foreseeable risks. It ensures our planning, policies and decision-making is focused on threats to our communities and how we develop plans to mitigate them. The SAoR details and analyses a wide range of information, providing an evidence base to support our decisions, allocate resources appropriately and inform the development of our Fire Plan and Annual Delivery Plans. Together these documents make up our Community Risk Management Plan.

How we manage risk

To develop our plans, we first need to understand the risks to people, property, and the environment. Our SAoR enables us to create an accurate picture of the potential threats facing our communities.

We know that fires and other emergencies are not completely random but influenced by factors including economics, environment, lifestyle, health, age, behaviour, education, and location. Whilst we cannot predict precisely when and where incidents will occur, we can identify trends and patterns.

Using all available data, we use analysis and modelling techniques to determine the level and type of risk within our station and borough areas. Combined with local knowledge and experience, this information is used to plan our future activities, training requirements, and target our resources where they are needed most.

Risk modelling

We undertake regular reviews of our current fire cover arrangements to ensure we continue to respond to fires and other emergencies effectively and efficiently.

Each year we produce a base risk model that provides an area-based view of fire risk across Greater Manchester. This is calculated for small geographical areas known as Lower Super Output Areas (LSOAs) and uses historical fire and casualty data and deprivation data to grade each area low, medium, high, or very high risk.

The first iteration was produced in 2013/14. Since then, fire risk across Greater Manchester has reduced, predominantly as a result of our prevention and protection activities.

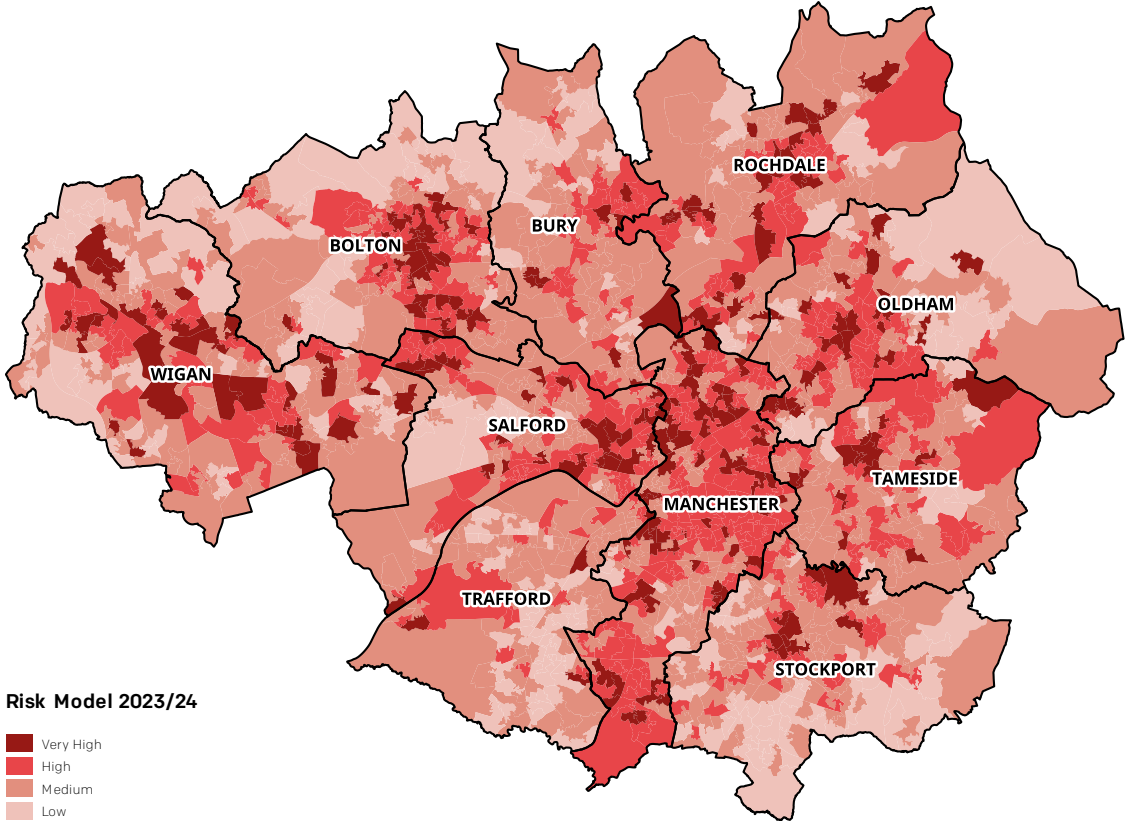
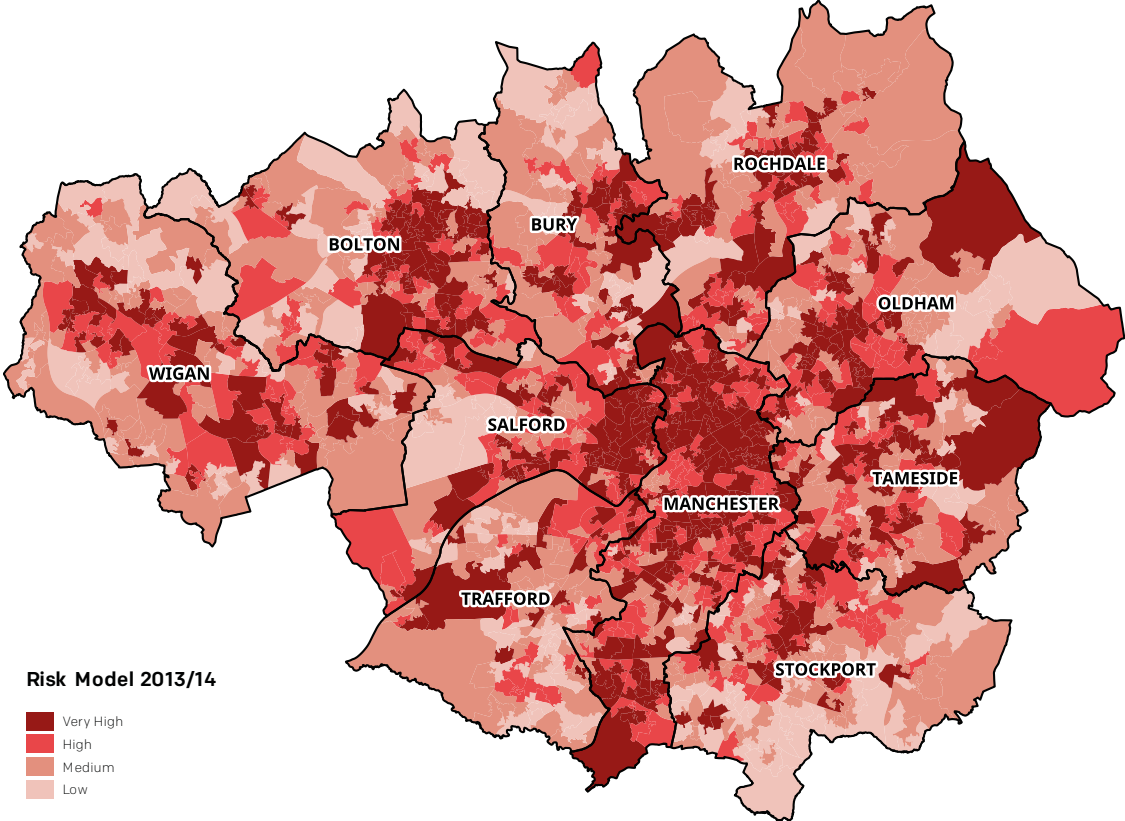
We use modelling software to compare this base risk model against any proposed changes, such as moving a fire engine and changing crewing arrangements. The results from this allow us to assess and understand the impact any changes would have on our performance.

This approach enables us to develop a range of evidence-based options, which along with key considerations and professional judgement allow us to determine the most suitable proposals to implement, whilst ensuring we maintain effective and efficient fire cover arrangements.

We produce borough-level risk profiles to help our station-based management teams assess and review the risks in their own areas, along with local knowledge. These assist in the development of actions plans that continue to mitigate risks. This process forms parts of our Community Risk Management model, ensuring we effectively plan and direct our resources, to focus our prevention and protection activities, campaigns, and initiatives towards those most at risk.



Risk model maps



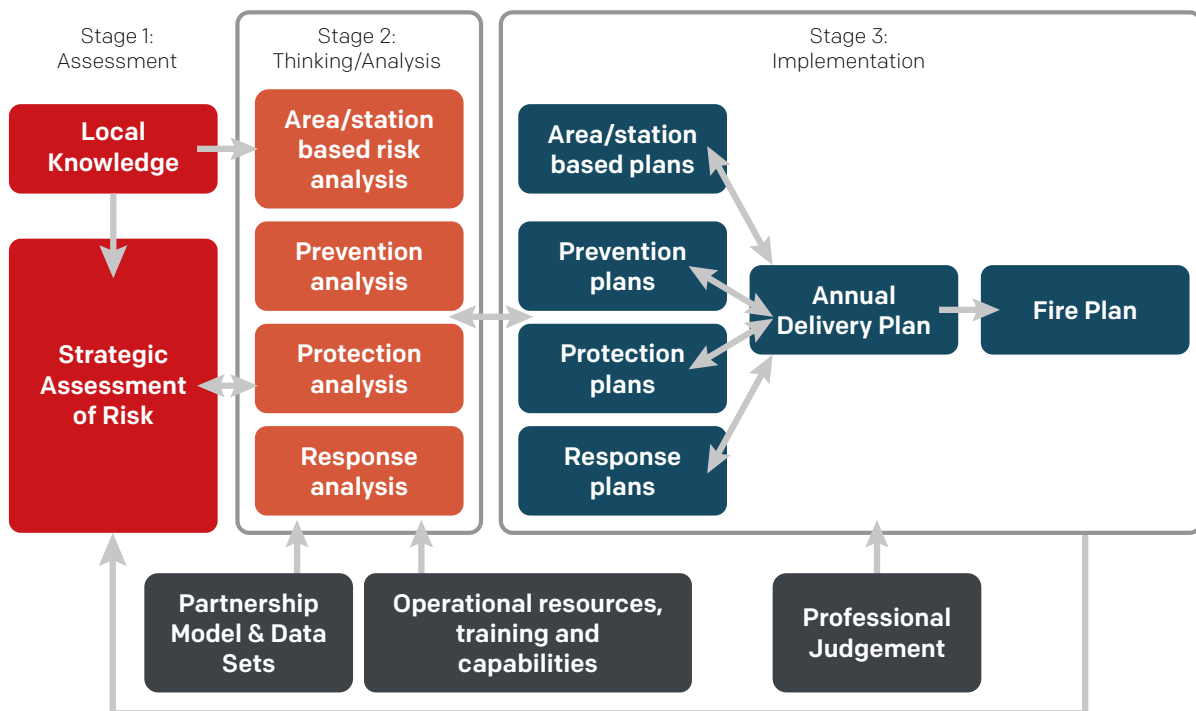
Community Risk Management Model

Our Community Risk Management Model links the processes we have in place to identify and respond to the risks facing our communities. It ensures all relevant risk factors are considered and enables us to:

- More effectively target prevention work at the most vulnerable communities to prevent incidents from happening.

- More effectively target protection work at the buildings that most require improvement.
- Locate our resources where they are needed most so that when we do have to respond we can do so as quickly and effectively as possible.

The model supports area-based and departmental teams to generate risk-based and sustainable plans by considering a range of information and effectively direct their resources. It has three main stages: assessment, analysis and implementation as detailed in the diagram below.



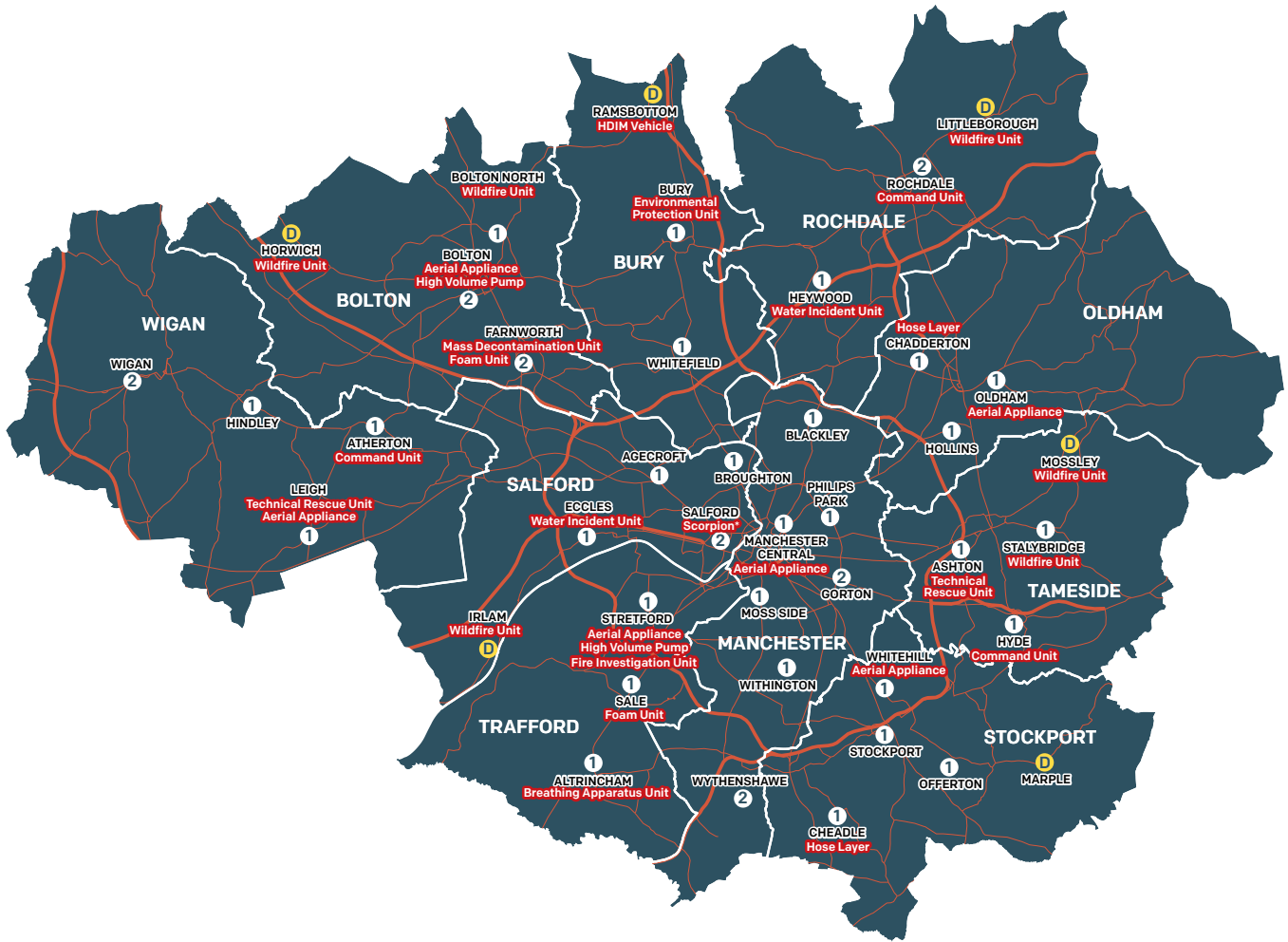
OUR RESOURCES

We manage risks across the city-region through the teams delivering our prevention, protection and response activities. To ensure we make the best use of our resources we utilise a range of professional support services roles such as finance, human resources, health and safety, operational and technical support, and other business support functions. We currently share a combined fire control centre that we share with three other fire and rescue services.

We operate two crewing systems. Our wholetime duty system ensures firefighters are available at stations spread across the city-region, 24/7 365 days per year and can be quickly mobilised to an emergency incident.

Our day crewed stations have crews on station during core hours and become on-call outside core hours, with specialist officers providing additional resource to support our operational response, when needed.

<p>Our response planning standard is 10 minutes on 80% of occasions</p> <p>.....</p> <p>Our average response target to life risk incidents is 7 mins 30 seconds</p>	<p>41 Fire Stations</p> <p>28 Special Appliances</p> <p>50 Fire Engines</p> <p>1,382 Uniformed Staff</p> <p>307 Non-Uniformed Staff</p>
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- 1** One pump wholtime station
- 2** Two pump wholtime station
- D** Day crewed station
- Special Appliance**

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* The Scorpion is the first pump with specialist capability

OUR FINANCES

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

We are funded from our share of council tax and from central government including specific grants and business rates. Our total net budget for the Service is £130.155m, and as part of our budget management we produce a Medium Term Financial Plan (MTFP), setting out how we plan to manage our finances.

Our MTFP is reviewed annually and our current plan was approved by GMCA in February 2023.


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

During 2022/23 we achieved our savings target of £0.788m and we are working hard to identify further efficiencies. We have a savings target of £0.712m to be delivered in 2023/24.

We are committed to investing in our Service and over the next year we have allocated £23.2m capital investment requirements for our buildings, vehicles, and equipment.

How we spend our money

Total Budget - £130.155m	(£000s)
Employees	£101,385
Premises	£6,720
Transport	£2,462
Supplies and Services	£10,192
Support Charges	£8,229
External Income	-£3,552
Capital Financing	£2,082
Transfer to Reserves	£2,637



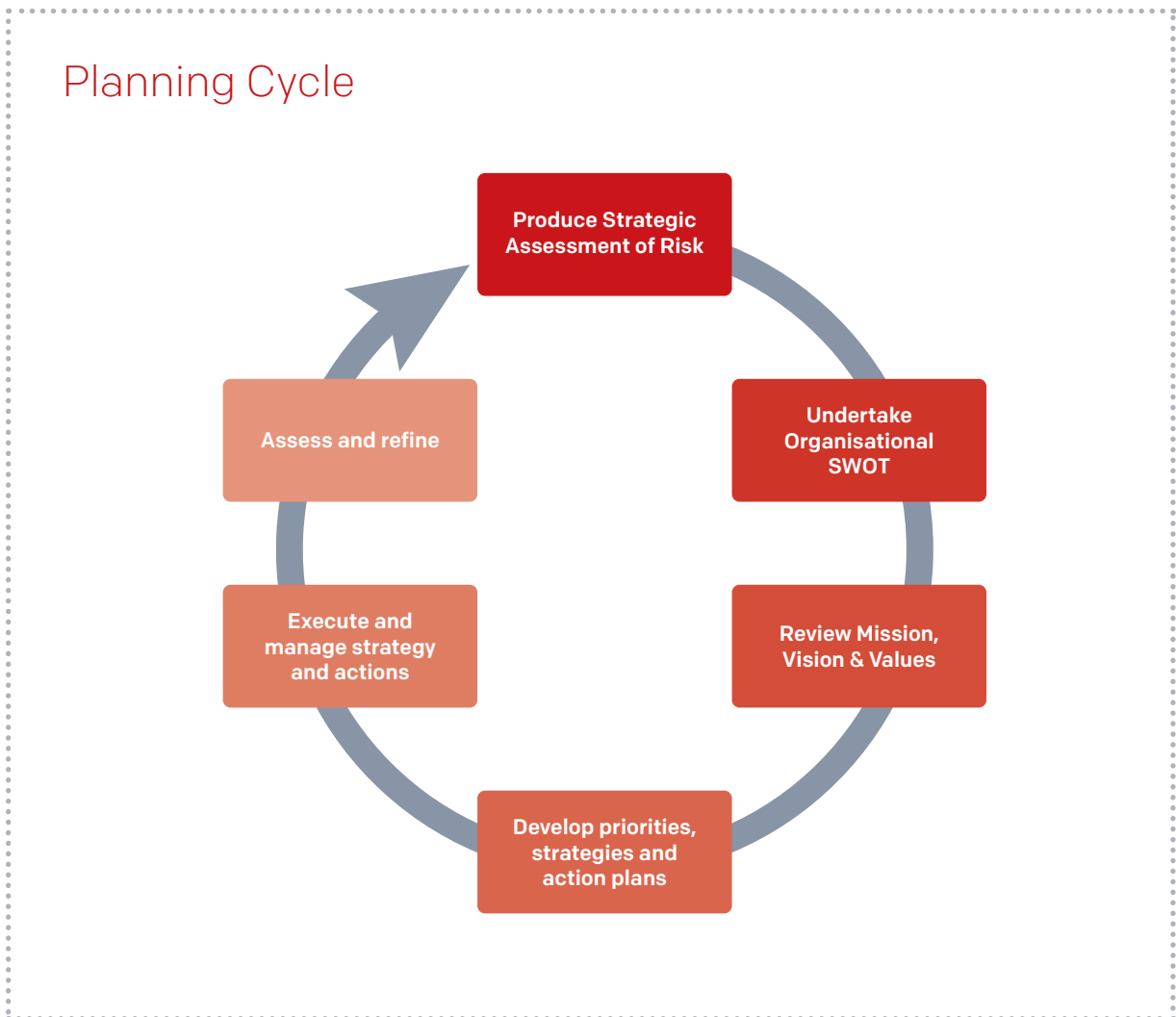
TOTAL BUDGET
£130.155m

OUR GOVERNANCE ARRANGEMENTS

Effective planning and governance are fundamental as they support the delivery of our strategic priorities and commitments, providing timely ethical decision-making and enabling progress to be closely monitored, reported and scrutinised.

Our corporate planning cycle is designed to support our commitment to continual improvement through service excellence.

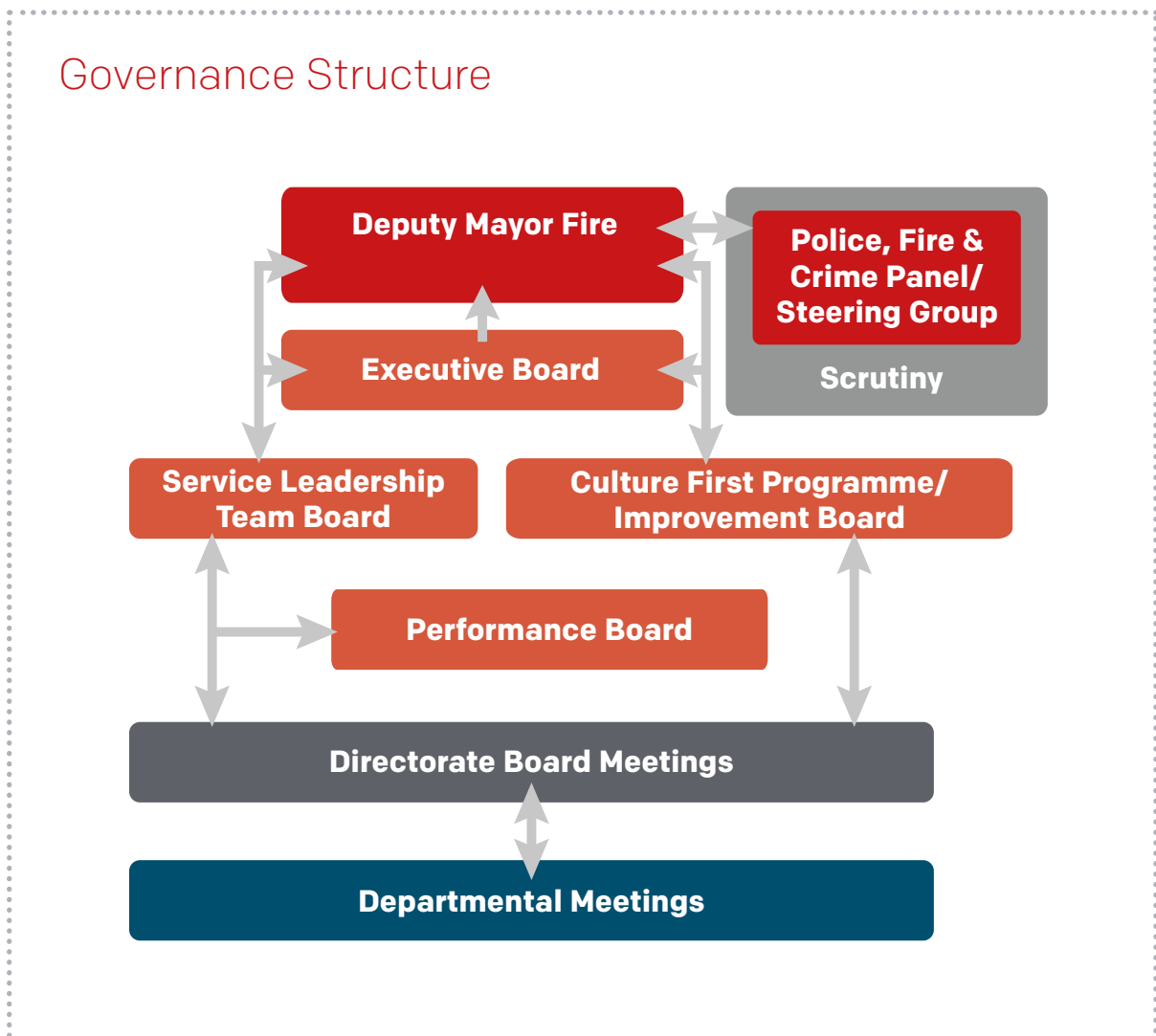
Each year we undertake environmental scanning to consider the external influences and impacts on our Service and the action we must take. Our annual PESTLE and SAoR documents capture this information and are used to inform the development of both the Fire Plan and Annual Delivery Plans, which collectively set out the strategic direction of GMFRS and assist with the development of our supporting action plans.



Our governance and meeting framework ensures that we carry out our functions in a transparent and inclusive way. It enables the sharing of information, consultative decision-making and effective performance management, and provides the opportunity for scrutiny leading to effective decision-making.

Departmental and directorate meetings feed up into the senior management board meetings and concentrate on overseeing two key areas – ‘Running the Service’ and ‘Changing the Service’.

The most recent addition to our governance structure is the Culture First Programme Board, comprised of staff at all levels of our Service and external expert representatives, with the first meeting scheduled to take place in May. This board will work alongside the Improvement Board to collectively monitor and scrutinise the progress of our Strategic Improvement Programme.



Decisions made by the Service Leadership Team (SLT) are taken to the Deputy Mayor's Executive (DME). This six-weekly meeting allows the Deputy Mayor to scrutinise and shape new strategies and work programmes, as well as assess the delivery of ongoing work. There are standing items at the DME around risk, budgets, performance, and the delivery of the Fire Plan. The DME also allows the Deputy Mayor to call for updates on emerging themes to ensure the Service is responding to new threats and opportunities and is continuing to deliver the best possible value to our communities.

Further scrutiny of the Service is provided by the Police, Fire and Crime Panel. Decisions agreed at the DME are then considered by the Panel and like the DME, the Panel is able to request updates and analysis of ongoing work programmes and performance, as well as respond to emerging themes. The Panel holds to account the police and fire services, and the Mayor and Deputy Mayor.

Alongside our governance arrangements, strategic planning sessions take place with the SLT, providing an opportunity to review progress against our strategic priorities, determine any appropriate reprioritisation and resource allocation, and feed any requirements into our annual budget process.

Corporate Risk Management

Corporate Risk Management is an integral part of our day-to-day operations and management of our organisation. A robust risk management process assists in safeguarding our assets and reputation to deliver our strategic objectives and ambitions.

The Risk Management Framework sets out how we expect risk to be managed to reduce the impact on the Service. It explains how risk exists at all levels of GMFRS and sets out the responsibilities of all employees regarding capturing and managing risk and links into GMCA processes.

Assurance

We carry out assurance activities to ensure we are delivering high quality services whilst spending money as effectively as possible. Our Annual Statement of Assurance summarises our assurance documents covering all aspects of service delivery: response; prevention and protection; business continuity; financial; governance; performance management and external assessment. The work undertaken by our internal and external auditors provides assurance to the Mayor, Deputy Mayor and GMCA.

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

HMICFRS inspects each fire and rescue service (FRS) against the three pillars of Effectiveness, Efficiency and People; within each of these pillars they assess eleven specific areas of each FRS. GMFRS was first inspected by HMICFRS in 2019 and subsequently in 2021. In our most recent inspection, GMFRS was graded as 'requires improvement' for Effectiveness and Efficiency, and 'good' for People.

Of particular note was the improvement in the People pillar, which moved from a rating of "inadequate" to a rating of "good" – it is extremely rare for an FRS to improve by such a margin within such a short period of time.

GMFRS was issued with a Cause for Concern regarding its ability to respond to a marauding terrorist attack (MTA) and addressing this area has been a priority for the Service. Due to the extensive work addressing policies, procedures, training, exercising and the provision of equipment this Cause for Concern was closed by HMICFRS in July 2022. After completing service-wide training, exercising and the provision of equipment, GMFRS has expanded its MTA and mass casualty event capability and delivered what we believe is one of the best and most comprehensive MTA responses in the UK.

Significant work has been undertaken across the Service since the last HMICFRS inspection to address all 16 areas for improvement detailed in their report, to improve the services we offer the public of Greater Manchester ahead of our next inspection.

HMICFRS will use a similar methodology to the Round 2 inspections assessing the Service across 11 principal questions. Whilst the framework and methodology remains the same the grading categories have been expanded from four to five, these are: outstanding, good, adequate, requires improvement or inadequate.

We will undergo our next HMICFRS inspection in 2023 and are confident that the work we have undertaken since our last inspection will put us in a stronger position.

Fire Standards

The Fire Standards Board was set up to develop and maintain professional Standards for FRSs in England. There have been 14 Standards released to-date, with each Standard identifying what services must have in place to achieve that outcome and the expected benefits of meeting the Standard.

As a service, we routinely support the introduction of these standards by providing insight and expertise into development and consultation processes.

A considerable amount of assurance activities have been undertaken by the Service to assess our compliance against each of the Standards.

Performance

In order for us to have a clear understanding of how we are performing against our agreed key performance indicators (KPIs), we produce monthly and quarterly performance reports to track and monitor our progress. We use data from a variety of sources which is analysed and where appropriate supported by qualitative local intelligence that is then used to identify and inform any improvement opportunities.

Our quarterly Measuring Progress report is monitored through our governance arrangements where our performance reporting cycle is divided into quarters. This provides us with at least four opportunities during the year to scrutinise our progress in detail and implement and track any required actions, giving us confidence that we are delivering results.



HOW WE WILL MEASURE OUR SUCCESS

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

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

Priority 1. Provide a timely, safe and effective response

- 1.1. Average response time to 'life risk' emergencies
- 1.2. % of appliances crewed and available
- 1.3. Maintenance of competencies (% completed against planned) - MoC3
- 1.4. Maintenance of competencies (% completed against planned) - MoC6
- 1.5. Maintenance of competencies (% completed against planned) - MoC12
- 1.6. % of Health Monitoring Surveillance in date
- 1.7. Firefighter fitness (acceptable to excellent)
- 1.8. Rescues from emergencies

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

- 2.1. Number of fire deaths
- 2.2. Number of injuries from fire
- 2.3. Deliberate Primary Fires
- 2.4. Deliberate Secondary Fires
- 2.5. Accidental Dwelling Fires
- 2.6. All Special Service Calls
- 2.7. Total number of HFSA referrals received
- 2.8. Number of Home Fire Safety Assessments completed
- 2.9. Prince's Trust - % retention rate

Priority 3. Help protect the built environment

- 3.1. Number of fire safety interventions
- 3.2. Total number of audits completed of which;
 - 3.2a. % Satisfactory
 - 3.2b. % resulting in formal enforcement
 - 3.2c. % resulting in advice
- 3.3. Number of businesses receiving advice
- 3.4. FADA (False alarm due to apparatus – non-domestic)

Priority 4. Use resources sustainably and deliver the most value

- 4.1. % Reduction in our carbon footprint
- 4.2. Progress against annual savings plan

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

- 5.1. % of Workforce - Male
% of Workforce - Female
- 5.2. % of Workforce - Ethnic minority group
- 5.3. % of Workforce - LGB plus sexual orientation
- 5.4. % of Workforce - Trans
- 5.5. % of Workforce - Non-Binary
- 5.6. Absence levels (%) All staff
- 5.7. % Apprentices from current workforce
- 5.8. Total no of adverse health and safety events:
 - 5.8a. Number of accidents resulting in injury
 - 5.8b. Number of work related violence incidents resulting in injury
 - 5.8c. Number of work related violence incidents not resulting in injury
- 5.9. Number of near misses
 - 5.9a. Number of reported adverse safety events/incidents resulting in damage to vehicles
 - 5.9b. Number of reported adverse safety events/incidents resulting in damage to operational equipment
- 5.10. Number of adverse events resulting in lost time
 - 5.10a. Total number of days lost to injury
- 5.11. Number of RIDDOR reportable accidents

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

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



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FIRE AND RESCUE SERVICE



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