



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



ANNUAL DELIVERY REPORT 2022-23

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.



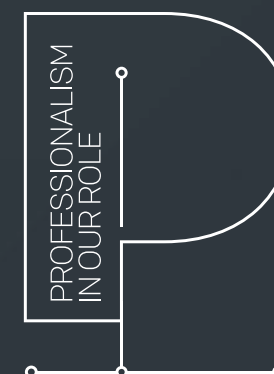
Striving to develop, to ensure our contributions make our Fire and Rescue Service the best it can be



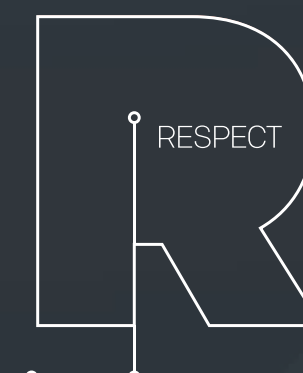
Committed to creating and maintaining an open and truthful environment, which is fair and consistent



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



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FOREWORD

I am delighted to introduce Greater Manchester Fire and Rescue Service's (GMFRS) Annual Delivery Report for 2022-23. Over the past year we have made significant progress against an ambitious plan, and I am proud of how staff across the Service continue to carry out our essential functions with unwavering dedication and commitment.

In recent months, a spotlight has been rightly shone on some of the appalling behaviour that has happened in fire and rescue services across the country. Over the last year, I can already see huge positive changes to the culture within GMFRS from when I took over as Chief Fire Officer. We have implemented a new Promotions Pathway that will enable us to identify, develop and promote the best possible talent in a fair and inclusive way, launched a new Frontline Leaders course co-designed with staff, and introduced positive changes around how we engage with our staff.

We have introduced our new terrorist response capability. This new capability provides all of our fire engines with specialist equipment, ensuring timely and effective multi-agency response. As a result of our collective efforts, the cause of concern placed on our service by His Majesty's Inspectorate following our last inspection has now been removed. This outcome highlights our unwavering commitment to ensuring the safety of our firefighters and communities. I am also proud of the work we are driving to reduce deaths and injuries in the

region's waterways. In September last year, we convened Greater Manchester's first water safety summit. Partners across the region came together and agreed on the formation of a Greater Manchester water safety partnership. GMFRS will continue to drive this collaborative work forward to make our region as safe as we can.

Our achievements over the last year have only been possible thanks to the hard work and dedication of our staff and volunteers, and the support of our partners. I would like to take this opportunity to thank them all for their continued efforts and passion, which have enabled us to deliver our core functions to the highest standards.

Looking ahead, there is still much more to do, and our top priority remains our workforce and the communities we serve. I am excited to build on our successes over the coming year, continuing to improve the way we deliver services to the public and meet future challenges.

Dave Russel
Chief Fire Officer



I am proud to write the foreword to my first GMFRS annual report as Deputy Mayor. Since starting in post in January 2023, I have been enormously impressed by the breadth of the work the Service delivers and the passion and commitment of those delivering it.

This report identifies the progress the Service has made in its delivery of the Fire Plan and its response to changing risks. There is much in the report to celebrate - the ongoing improvements in the culture of GMFRS; progress in the training and equipping of our firefighters to deal with terrorist attacks and mass casualty incidents; and our engagement with communities to reduce risk and improve lives.

The culture of fire and rescue services has been under significant scrutiny recently. It is reassuring that we started on our own journey several years ago and those initiatives are now starting to pay off. Our attraction work has seen an increase in the number of firefighters recruited from our underrepresented groups; we have established new platforms for staff engagement; and we have made our promotion pathways fairer and more inclusive. There is still more we can do. Improving culture is not a project but an ongoing commitment to our staff and communities, a promise to create a workplace where everyone feels welcome, safe and respected. I am very pleased that we have established a "culture first" approach in GMFRS, and look forward to seeing the positive improvements this will make for staff and communities over the coming years.

GMFRS is determined to improve the safety of everyone in our communities. Despite the passage of time, the inequalities exposed and exacerbated by the covid pandemic are still very real, and it is vital we continue to ensure we deploy our resources to reach the most vulnerable. I couldn't be prouder of the work GMFRS do to protect people in all Greater Manchester's communities. I would like to take this opportunity to thank colleagues for the incredible work they are doing.

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

"I couldn't be prouder of the work GMFRS do to protect people in all Greater Manchester's communities."



INTRODUCTION

This is GMFRS's Annual Delivery Report for 2022-23, highlighting some of the significant work we have delivered between April 2022 and March 2023.

At the midpoint of our four-year Fire Plan, our commitment to prioritising the safety of our communities remains unwavering. The Plan has six strategic priorities and a series of commitments to residents, partners, and businesses, which together aim to:

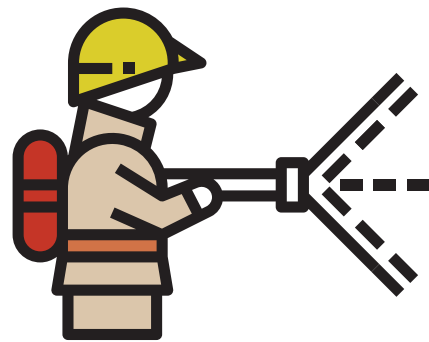
- Reduce deaths, injuries and damage caused by fire and other threats to our communities.
- Deliver the best value to the public with the least impact on the environment.
- Develop and maintain a diverse, high-performing, and healthy workforce.

Despite facing challenges from the climate emergency, the cost of living crisis, and the legacy of the pandemic, our service has displayed impressive resilience, flexibility, and dedication in delivering our objectives, with our staff and volunteers remaining highly committed and passionate. There is still much more to be done as we continue to improve. This includes prioritising staff well-being, increasing the number of home fire safety assessments, and promoting greater workforce diversity.

Our annual delivery plans allow us to adjust and allocate our resources in response to changing risks. This report summarises our achievements in fulfilling our commitments to providing exceptional core services and fostering a diverse, motivated, and outward-facing fire and rescue service.



PERFORMANCE HIGHLIGHTS



65
new
Apprentice
Firefighters



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



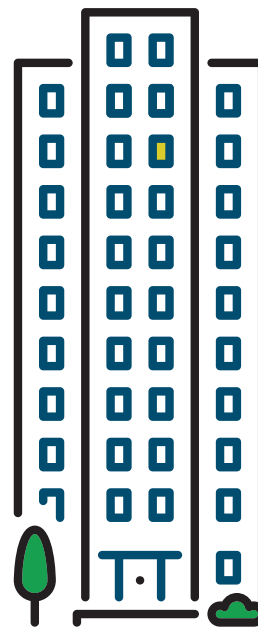
64% of uniformed
colleagues have so far
attended our **new Inclusive
Culture training**

22.34%
of recruitment from
underrepresented
groups

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**



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

3,072
volunteering
hours provided



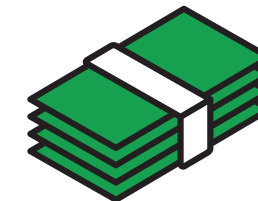
Our performance against each of our Key Performance Indicators (KPIs) is set out on pages 58-61



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



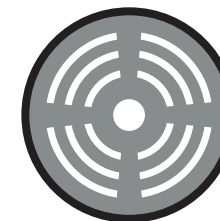
23,889
Home Fire Safety
Assessments delivered
following the launch of a
new online tool



£0.788m
delivered in savings



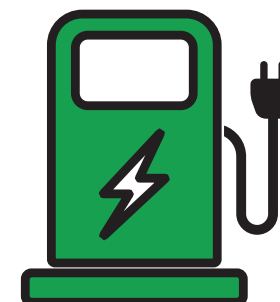
**7 minutes
12 seconds**
average response time to primary
fires – **1 minute 38 seconds faster**
than the England average.



4,407
fire safety
interventions



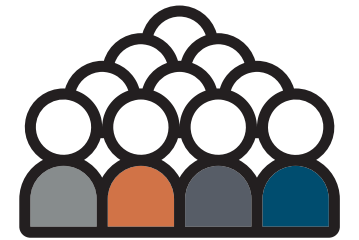
8,500
people attended our **Safer
Roads Greater Manchester
partnership** 'Safe Drive, Stay
Alive' event



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



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



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

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.

Understanding and adapting to complex challenges is key to providing an effective emergency response. This year we have continued to make significant progress, by investing in frontline delivery - our operational capabilities, our appliances, and the use of innovative technology.

Planning and modelling has been undertaken for our four-yearly Fire Cover Review, identifying proposals to reconfigure our service for the most effective and efficient use of our resources across our city region. We will engage our people, public and partners on these proposals from June 2023.

Key achievements and progress in 2022-2023:

- We successfully implemented our new terrorist response capability and are pleased to confirm that His Majesty's Inspectorate have removed the cause of concern received following our last inspection. All our stations and frontline appliances are now equipped and ready to respond to marauding terrorist attacks and other incidents involving large numbers of casualties.
- We continue to support the requirements of the Manchester Arena Inquiry, with an ongoing focus to work

effectively with partners to develop the multi-agency approach. This includes attending the Mayoral Oversight Group and the National Fire Chiefs Council Manchester Arena Inquiry Oversight Group, established to oversee the progress of recommendations and effective liaison between partners.

- 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. The site was handed over in November 2022.
- Our Wildfire Suppression Burns Team is now live and fully operational. The team has undergone specialist training in Catalonia and participated in joint training exercises with Lancashire and Cheshire Fire and Rescue services. The team's expertise was successfully tested during a recent multi-agency wildfire exercise on Saddleworth Moor.
- We conducted a comprehensive evaluation of our fleet of 44 special appliances to assess their effectiveness and performance. As a result of this review, several areas for improvement have been identified. A number of these improvements will form part of the Fire Cover consultation, alongside additional investment in a range of vehicles, including welfare units, wildfire vehicles, command units and new foam equipment.

- We procured and implemented a new Accident Reporting System which maintains a record of accidents, near misses, damage to equipment and vehicle incidents. This will improve performance reporting, assist with identification of risk themes, demonstrate due diligence, and provide easy access to performance information across the Service.
- Media training has been delivered to all our officers to ensure they have the tools and support they need to provide a clear and constructive interview for print or broadcast media.
- We introduced a new Response Strategy 2022-25 that sets out how we will deliver our emergency response functions to the communities of Greater Manchester.



CASE STUDIES

Bury Training and Safety Centre

In 2022/23 a £5.3 million investment and improvement project at the Bury Training & Safety Centre site was completed. This investment has enabled us to further support our staff members' training and development and ensure GMFRS is better prepared and fit for the future, by maintaining the highest standard of competence in the workplace and improving firefighter safety at emergency incidents.

A cutting-edge Incident Command and Leadership Development Academy has been built, providing a fully immersive experience in operational and incident command training and assessment. The facility has been designed to support a learning environment, applying a colour scheme proven to encourage learning, and will have five new classrooms and a dining area. This makes our service one of the best places in the UK to develop in all areas of incident command and multi-agency working.

Frontline leadership courses for our developing leaders have been running in 2023, as well as Skills For Justice (SFJ) Level 3 incident command courses which will see approximately 50 new Crew Managers ready to move into role.

Our improved facilities will ensure firefighters taking part in breathing apparatus (BA) courses and exercises can effectively manage contaminants.

The site has seen the introduction of a full-size drill yard with two training towers and an open water training pit. The first apprentice course to begin at the site commenced on the 9th May 2023 and the training yard is being put to full use.

The large storage building on site has been transformed into an indoor technical line rescue facility. This will support all working at height and rope training, as well as other technical rescue training such as rescues from silos and masts.

Marauding Terrorist Attack (MTA) Project

As a result of hard work with staff and the Fire Brigades Union (FBU), in April 2022 we embarked on an intensive project to increase GMFRS's capability and capacity to respond to a marauding terrorist attack (MTA) or an incident with a high number of injured people.

Through 2022 and 2023 we have trained our firefighters and introduced enhanced trauma equipment including fast evacuation stretchers and additional personal protective equipment to every fire engine in Greater Manchester.

The result is that from June 2023, every fire station in Greater Manchester will be able to respond alongside our Police and Ambulance colleagues to provide the best immediate response to a terrorist attack or mass casualty incident should it be required.

This project has been delivered through collaboration between teams from across the Service, under the scrutiny of His Majesty's Inspectorate of Constabularies and Fire and Rescue Services.

"The success of the project is a direct result of the commitment of our policy, training, equipment, fleet, fire control and estates teams, with direct input from firefighters and the trade unions. The resources provided by Greater Manchester Police and Northwest Ambulance Service has been outstanding, providing realistic training in order to develop and test our increased capability".

Ben Levy, Area Manager,
Service Support

GMFRS will continue to provide training and undertake large-scale exercises alongside our 999 partners to further develop our response, in accordance with the Joint Emergency Services Operating Principles.

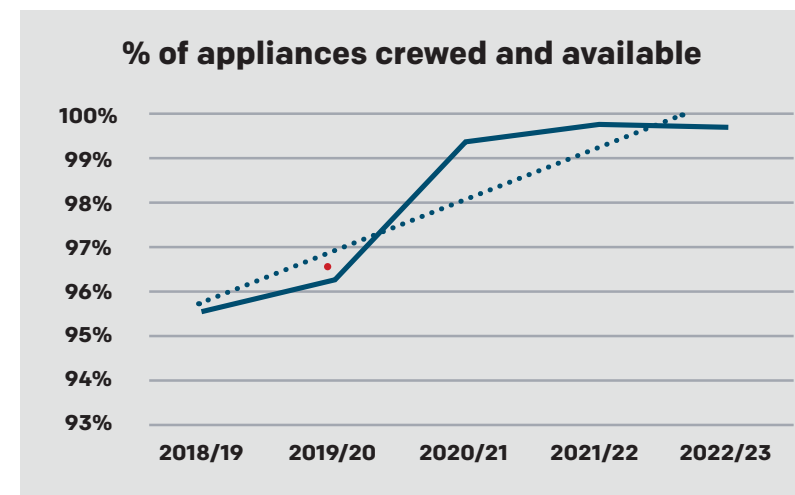


PERFORMANCE STATS

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 had all 50 appliances available on 99.64% of occasions. This is a marginal reduction when compared to the 99.72% reported the previous year.



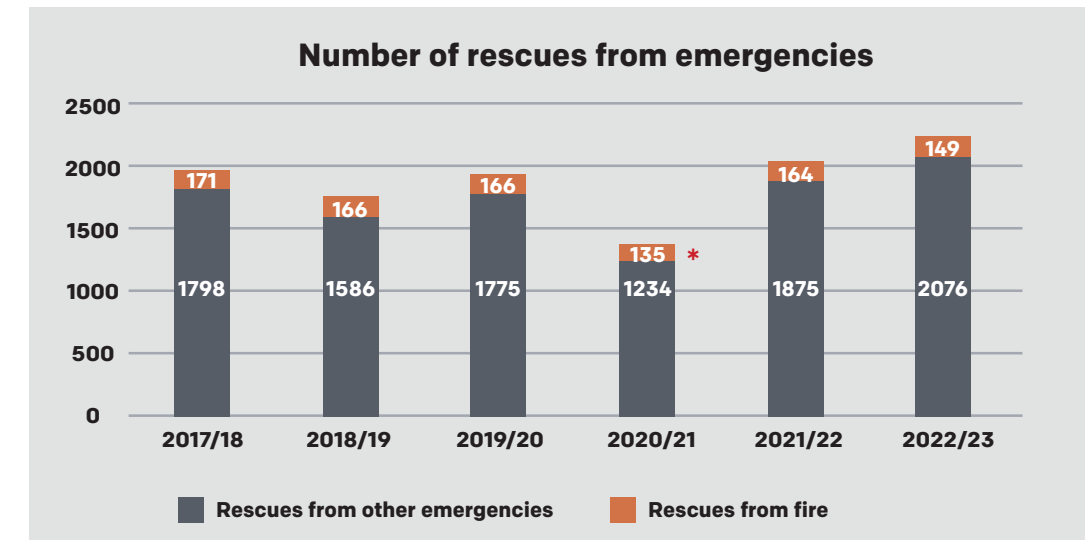
- Reduction to 50 appliances day/night on 02/10/19

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 2,221 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.

While our total number of incidents has increased, the proportions made up by fires is decreasing and other serious incidents increasing. This includes a year-on-year increase in the number of 'concern for welfare' calls we have attended, originated by North West Ambulance Service or Greater Manchester Police.

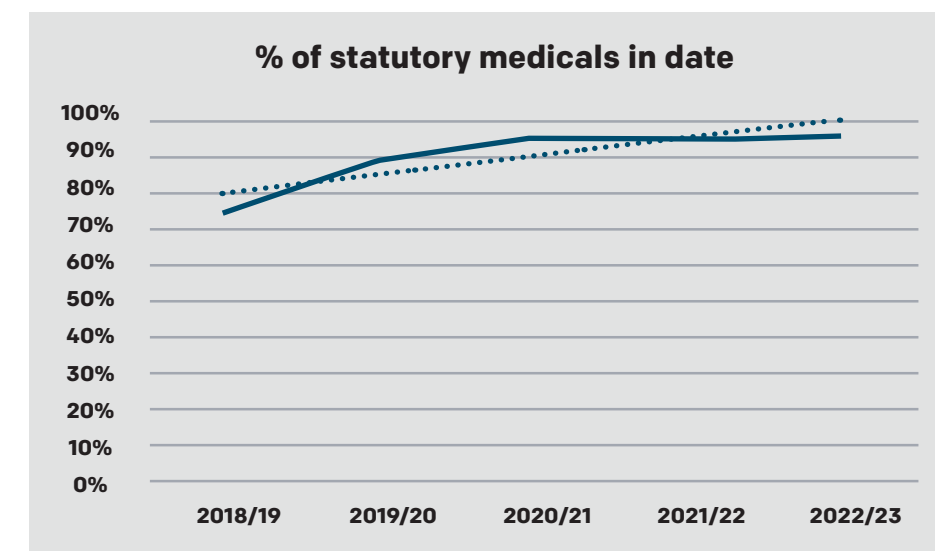


* Covid restrictions were in place during 2020/21

Firefighter health

Why it is important: Firefighter health is not only important to providing a resilient and effective emergency response, but as a responsible employer it is also vital that we look after our people and keep them mentally and physically well.

How we performed: Improvements last year included changes to the booking process with appointments now made six weeks before their due date, giving enough time to allow for cancellations and re-organisation. Projected increases were not as strong as forecast due to a heavy focus in the second half of the year on recruiting Resilience Crew members to cover threatened industrial action; nevertheless, at the end of 2022/23 we had achieved a slight increase of **96.23% of statutory medicals** being in date.



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.

The Covid-19 restrictions impacted the way we were able to deliver prevention activities; this provided an opportunity for us to refocus our resources for the longer-term. Over the last year we have introduced new and innovative interventions and education programmes to target and support those most at risk to build and support resilient communities.

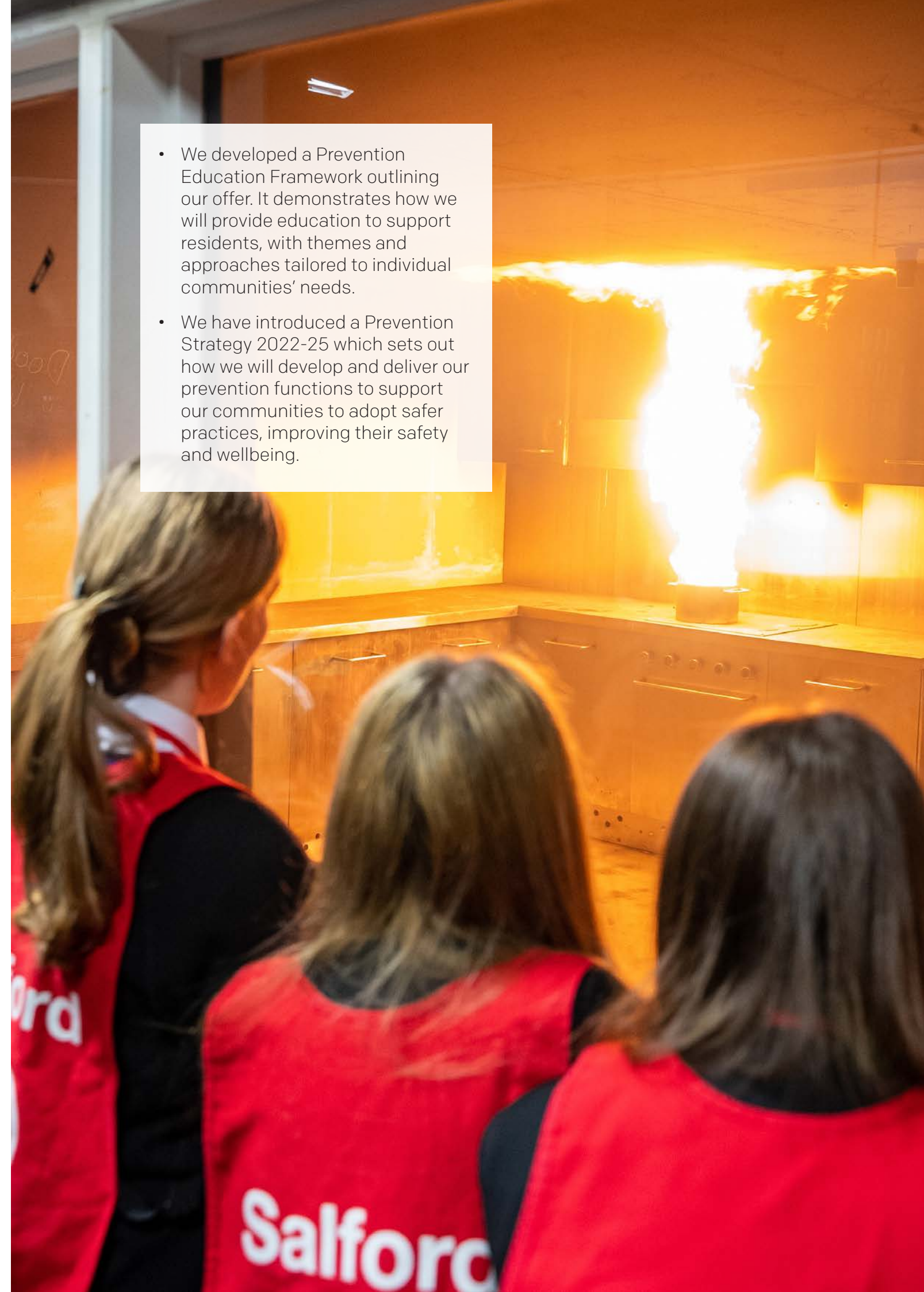
Key achievements and progress in 2022-2023:

- We launched a new fire setters intervention pilot. The first of its kind in the world, the Atlas Project has been designed in collaboration with clinical psychologists and universities, in response to an identified need to support and change behaviour of adults with a history or increased likelihood of deliberately starting fires.
- We have expanded our Prince's Trust Programme personal development course for 16-25 year olds, and now have five teams across the boroughs. This programme targets

individuals who are unemployed and not in full time education. Its aim is to reduce the vulnerabilities of young people, providing opportunities to engage through education and become economically active.

- We have undertaken a feasibility study to re-introduce a GMFRS Community Fire Cadets Programme. These cadet units deliver younger residents a range of activities to learn new skills and improve their general wellbeing, such as training with real firefighters, opportunities to gain a nationally recognised qualification, first aid courses, and community improvement projects.
- 23,889 Home Fire Safety Assessments have been completed following the launch of our new online home fire safety check tool available on the GMFRS website. This enables Greater Manchester residents to complete a simple and intuitive assessment of the fire risk in their home, to reduce the likelihood of a fire.
- We have developed a series of web-based, interactive resources to educate school pupils on fire safety. These resources are crucial in conveying our prevention messages to young people across Greater Manchester, specifically Key Stage 1 (Year 2), Key Stage 2 (Year 6), and Key Stage 3 (Year 8).

- We developed a Prevention Education Framework outlining our offer. It demonstrates how we will provide education to support residents, with themes and approaches tailored to individual communities' needs.
- We have 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.



CASE STUDIES

The Atlas Project for adult fire setters

Greater Manchester's Atlas Project is the first of its kind in the world, designed in collaboration with clinical psychologists and universities to support and change behaviour of adults with a history or increased likelihood of deliberately starting fires.

A 31-year-old male was referred to project by Greater Manchester Probation Service (GMPS). He had been convicted of arson with intent to endanger life and received a two-and-a-half-year custodial sentence. His offence had been an attempt to harm himself and no one else. Prior to his offence, he was diagnosed with PTSD and anxiety. Within 24 hours of entering prison, he attempted suicide for a second time. On release, he completed 84 days in temporary accommodation, then found himself to be homeless, with no access to his children and unable to access a GP for his medication.

On attending the Atlas Project, he engaged immediately with all aspects of the course, sharing details of the offence and time in prison with both Atlas staff and learners. He played an active role in each session, particularly enjoying his involvement with operational firefighters. Post course, he shared how attending the Atlas Project enabled him to regain his self-worth, confidence and motivation to continue with his positive rehabilitation. Following his 100% attendance of the project, with support from GMFRS Atlas Team and GMPS who were able to show a reduction in risk level, he secured long-term accommodation through GMCA's

A Bed Every Night Scheme and access to his children. He has since returned to GM Probation to present his experience of the Atlas Project, giving the following feedback:

"I found it was very helpful for me because I was sleeping in my car, and it was stopping me from moving forward with my life due to having an arson offence on my record. This was a big barrier for getting accommodation, but with the support from staff on the programme and Probation, I am now in my own flat. The things we did on the programme was stuff like boxing, doing some woodwork in the local Fire Service Garden. We were shown how the Fire Service train for large scale fires. The part I really enjoyed was getting involved with the Fire Service using some of the equipment to dismantle a car to rescue someone out of the car if they ever crash. If anyone else has got an arson offence on their record, it would be really helpful for them to move forward with their lives if they did this programme because it could help you get accommodation."

Cost of Living

Greater Manchester's commitment to tackling long-standing and deep-rooted inequalities across our city region, require that we focus our resources on vulnerable people in our communities. Our response to the cost of living crisis is one example of how GMFRS has adapted flexibly to changing risk within the life cycle of the Fire Plan and the Annual Delivery Plan. Aligned with a single Greater Manchester-

wide cost of living information and support campaign, GMFRS created messaging to help residents stay safe from fire during these difficult times. This was informed by insight into specific impacts and challenges experienced in different ways by different parts of the population, obtained through bimonthly surveys undertaken with residents.

The Service created a Cost of Living Response Group, feeding into a similar overall Greater Manchester-wide multi-partner group. It has utilised incident data, local authority fuel poverty data and resident insight to identify and target prevention activities at those groups likely to be at increased risk from unsafe behaviours related to cost-of-living pressures. As well as signposting residents to the different support measures available to our communities, we created a number of resources providing advice and guidance on saving energy; safely heating the home; and cooking, candle and electric fire safety. More information can be found here - <https://www.manchesterfire.gov.uk/your-safety/stay-fire-safe/>

We provided communications toolkits to partners to help them refer residents to our home fire safety assessments (HFSAs). This was done in tandem with the prioritising of our HFSAs using data and risk analysis to ensure we targeted in-person visits at the most vulnerable.

The Service also provided warm spaces for residents unable to heat their homes or looking for company or other support.

For instance, in partnership with Bolton Council we have provided a warm space for residents at Farnworth Community Fire Station.

"Working with our partners at Bolton Council we are pleased to welcome members of our local community into Farnworth Community Fire Station to keep warm for a few hours each week while learning about fire safety in the home. We have offered a warm space for people to come together to have a hot drink and a biscuit and talked with people about staying safe at home. We have helped people complete a Home Fire Safety Check which has led to a home visit from our colleagues or additional online advice."

Station Manager Carl Haslam

The council's executive cabinet member for wellbeing, Cllr Susan Baines, said:

"It's great to see the community coming together to support each other and to take advantage of this warm space. As the cost of living continues to increase, it's more important than ever that we look after ourselves, our family, friends, and our neighbours."

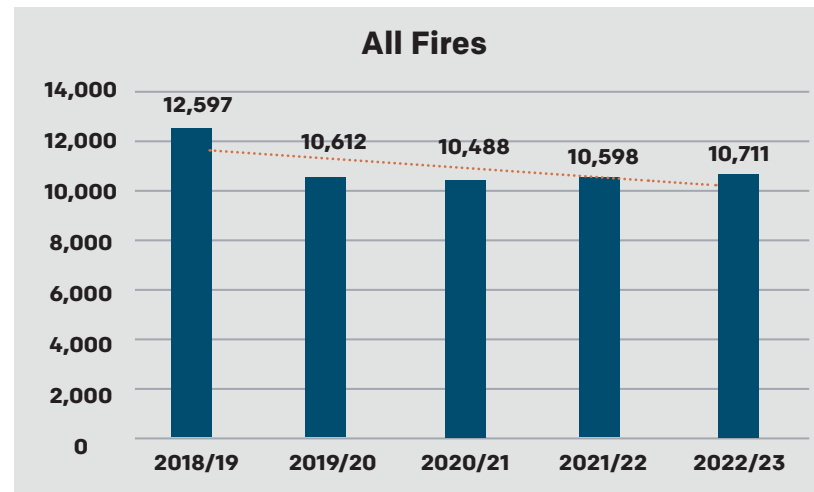
We are proud to note that because of our focused activities, GMFRS has prevented the increase in the number of accidental house fires expected during the cost of living crisis - and has even managed to drive them down slightly.

OUR PERFORMANCE

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 all types of fire is rightly seen as one of the main roles of the fire and rescue service.

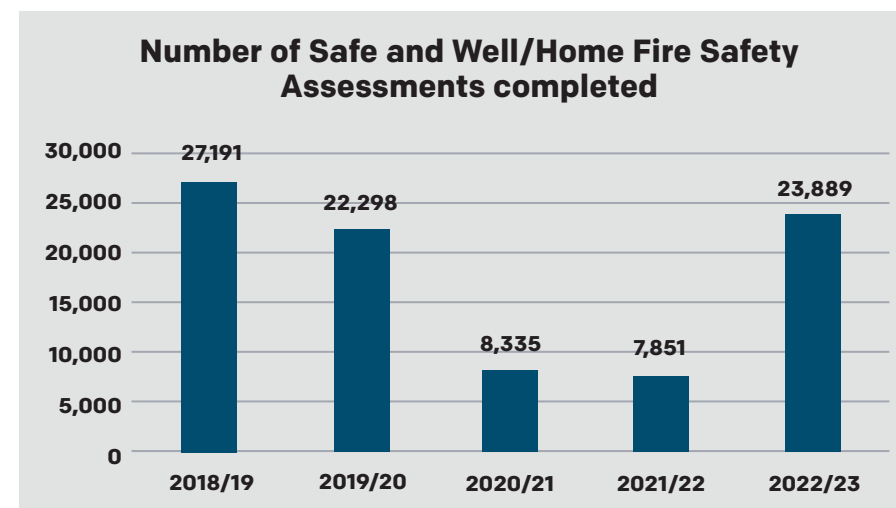
How we performed: This year the total number of fires in Greater Manchester rose by 1% to 10,711. However, this is still a 21% reduction over the last 10 years and a 15% reduction over the last 5 years.



Home Fire Safety Assessments

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.

How we performed: We delivered 23,889 Home Fire Safety Assessments with residents identified as being most at risk of fire during 2022/23. This is a significant increase compared to 2021/22 - and back to pre-pandemic volumes, with all visits now being delivered face to face.

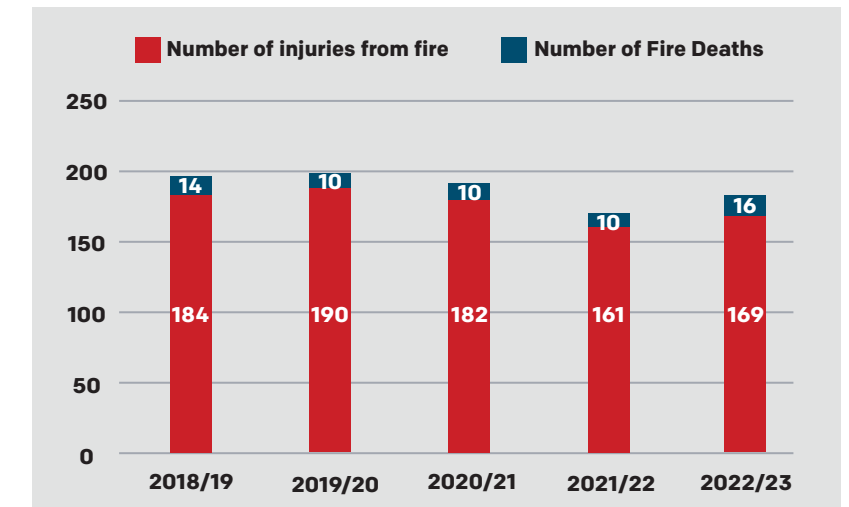


Injuries from Fire

Why it is important:

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. However, our relatively low numbers of fire deaths each year makes statistical analysis of trends challenging.

How we performed: Injuries have increased by 5% (8) in 2022/23 when compared to the previous year, however the trend over the last 5 years is a reducing one, -8%. The majority of injuries continue to be sustained in accidental dwelling fires, which is a key area of focus for our prevention activities.

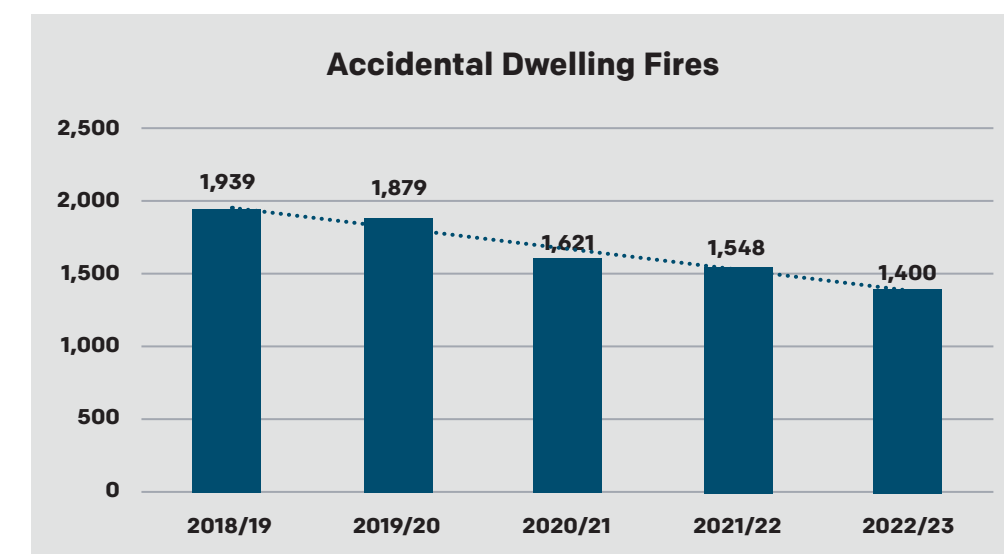


Accidental Dwelling Fires (ADFs)

Why it is important: Approximately three-quarters of fire deaths occur in people's homes. Our proactive prevention and protection work is key to stopping these incidents occurring.

How we performed:

This year there have been 1,400 ADFs, which is a reduction of 10% and, as shown on the graph, is a reducing trend. The majority of ADFs continue to be 'cooking related' (43%), although during 2022/23 the proportion reduced by 4.42% compared to the previous year.



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.

Our work this year has focused on training and upskilling our frontline Firefighters and Incident Commanders, supporting businesses and partners, delivering high quality regulation, improving our responses to consultations and enhancing our fire investigation capability.

Key achievements and progress in 2022-2023:

- We have formally closed our Built Environment programme after completing its actions to address the recommendations made in the Grenfell Tower Inquiry Phase 1 report and our own findings from The Cube Fire.
- We delivered face to face briefing sessions on our new Operational Intelligence Policy and carried out an accompanied inspection with every Watch to support implementation across our service.
- We have made significant investments in training and development activities, utilising national Protection Uplift funding to create a dedicated Protection Training and Development suite and increase the number of Fire Safety Regulators able to deliver training and assessments. This has included:
 - Designing and piloting a Level 2 Training Course for 'Fire Safety' Checks with Apprentices and three watches. We plan to accredit and extend this course to all operational crews over the next three years.
 - Providing thematic training sessions to Flexi Duty Officers on settings with specific risks - care homes, factories, warehouses and flats - and on the new Fire Safety England Regulations.
 - Conducting refresher training for all Fire Safety Regulators to ensure a consistent auditing approach.
 - Introducing new inspection letters to provide clearer guidance and outcomes, enhancing the experience of the 2,000 premises we inspected last year.
- Our Crew Managers and Watch Managers completed the Level 2 Fire Investigation qualification and we developed and rolled out a Fire Investigation App to support Incident Commanders to complete and record basic ('Tier 1') investigations.
- We 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, improving our ability to detect accelerants used in fires and support GMP criminal investigations.
- We have continued to support the Greater Manchester High Rise & Building Safety Task Force and GM Housing Providers to improve the safety of existing blocks of flats. As part of this work we co-ordinated a delegation of government officials from the Department of Levelling Up, Housing and Communities to discuss Remediation Orders and trial case conferencing arrangements with key Local Authority partners. We have also engaged directly with the Health and Safety Executive and been involved in undertaking and co-ordinating wider north west fire services' involvement in trials of Safety Cases. We worked closely with Housing Providers and Managing Agents to develop our approach to implementing the Fire Safety England Regulations in January.
- We have undertaken significant business engagement, delivering advice to 8,419 business covering 39,000 premises through Business Engagement Events. This includes:
 - Premises specific advice to 524 businesses following a fire.
 - Premises specific advice to 699 businesses following an AFA incident.
 - Advice to over 5,000 licensed premises about fire safety and the risk of using indoor fireworks.
 - Online fire safety sessions for people managing care homes, licensed premises and blocks of flats.
 - Prevention and protection advice sent to all schools during the summer heatwave.
- We also expanded our Primary Authority offer to new partners, generating £79,000 of additional income we can reinvest in business engagement.
- We requested 93 new water hydrants to support firefighting and inspected over 10,000 hydrants.
- We actively supported Operation Vulcan working with Greater Manchester Police to tackle organised crime in the Cheetham Hill and Strangeways area of Manchester. This has resulted in a significant number of Prohibition Notices to prevent dangerous buildings being accessed by the public.

CASE STUDIES

Implementation of the Fire Safety England Regulations

The Fire Safety England Regulations 2022 came into force on the 23 January 2023, bringing into law the majority of recommendations of the Grenfell Tower Phase 1 Inquiry. The Regulations apply to blocks of flats of various heights and have significant implications for Housing Providers and Managing Agents.

GMFRS worked with other north west fire and rescue services to consider the implications of the Regulations and covered these in a North West Fire Safety Regulator Continuing Professional Development Event in August 2022.

Locally GMFRS engaged with the Greater Manchester Housing Providers Group and carried out extensive business engagement to inform our approach to the Regulations and ensure that housing providers and managing agents were clear on expectations. We ran online sessions in May, December and January, reaching over 100 professionals collectively responsible for more than 15,000 blocks of flats.

In advance of the Regulations coming into force we provided Greater Manchester-specific guidance on Secure Information Boxes to supplement the national Fire Industry Association Code of Practice, along with examples and templates to support the preparation of plans. We have since provided information that can be distributed to residents to help providers and managing agents comply with the legal requirement to provide information

about what to do in the event of a fire and the importance of fire doors. This information also reinforces our core prevention messaging, helping keep residents of flats safer in their homes.

Feedback on our events:

“Very informative. Nothing has been shared by other FRS’s even after an update request. We also have properties in other UK areas.”

“An enjoyable and informative session.”

“Very open discussion. Feel we can hold honest discussions about expectancy without being judged. Great to see/hear about the work of others.”

“The material which is released on social media is especially good. Videos of real people, members of the public and crews, affected by occurrences and sharing their stories is worth it’s weight in gold.”

New Protection Training & Development Suite

We have created a new Protection Training and Development Suite to ensure we can deliver our ambitious programme of training for Fire Safety Regulators and Operational Staff. Utilising Home Office Protection Uplift funding we have converted previously underoccupied office space to two training rooms and a dedicated facility for conducting interviews of people under caution (known as PACE interviews).

This means we have a modern, flexible space that can accommodate a range of training and our virtual reality assessments used for fire safety training and competency assessments.



OUR PERFORMANCE

Preventing False Alarms

Why it is important:

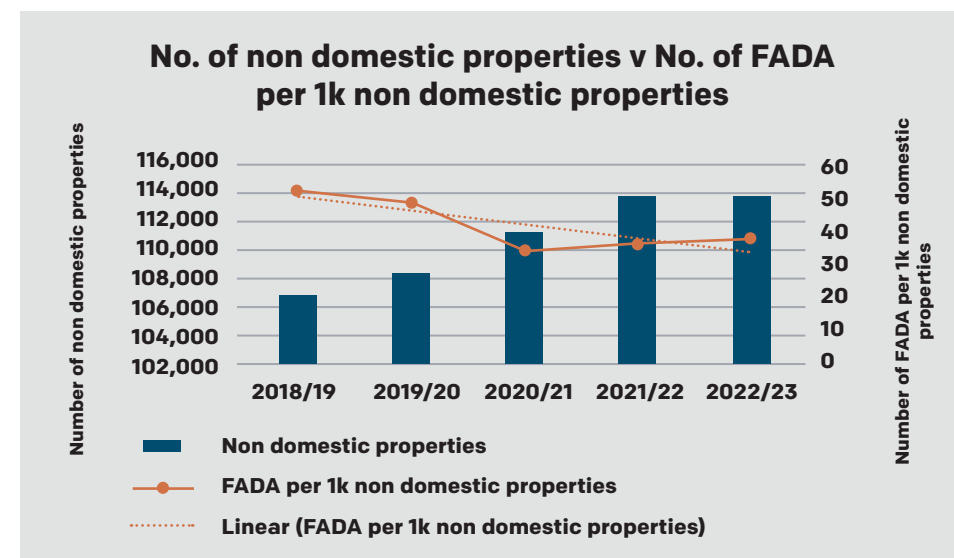
False alarms from automatic detection systems (FADA) tie up our crews, making them temporarily unavailable for real incidents, and incur avoidable costs.

How we performed: This year saw 147 (4%) more FADA attended in non-domestic premises than the previous year - although there has been a reduction of 24% compared to 5 years ago.

The number of FADAs fluctuates on a regular basis but the majority continue to be in hospitals and residential accommodation.

Over the last 5 years the number of FADA in non domestic properties is showing a reducing trend, although they have increased when comparing 2022/23 to the previous year.

It is worth noting that the number of non domestic properties in Greater Manchester is increasing year on year. When comparing the number of FADA to the number of buildings, the rate of incidents is a reducing one.

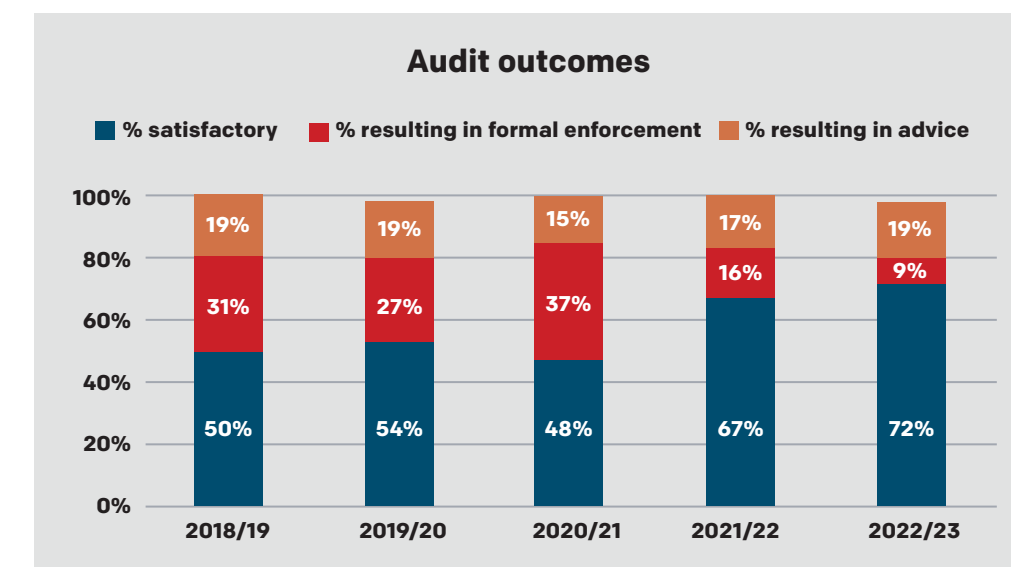
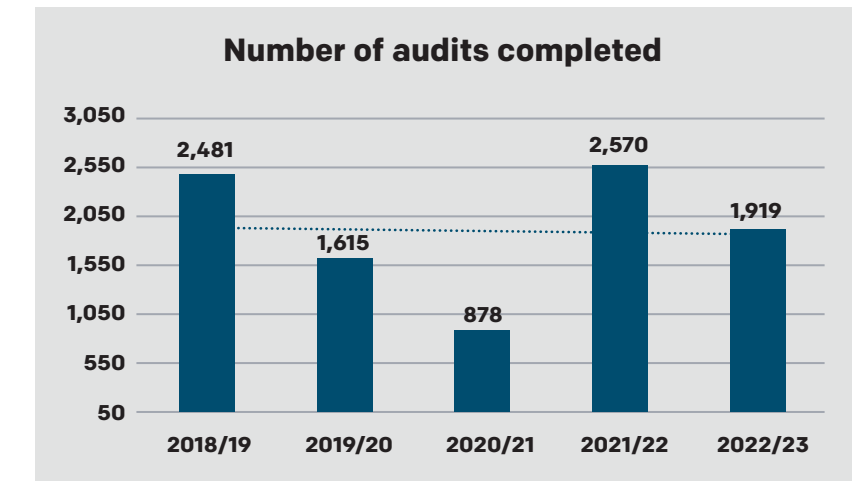


Fire Safety Audits

Why it is important: We have a statutory duty to provide advice and enforce fire safety standards in buildings. While building fires pose a potential risk to life, they also create increasing costs for businesses; many do not recover, leading to loss of jobs and wider financial impacts.

How we performed: 1,919 fire safety audits were undertaken in 2022/23. The majority were proactive audits taken from the Risk Based Inspection Programme. The smaller number of reactive audits included responding to complaints, following fires, linked to automatic fire alarms (AFAs) and resulting from intelligence led work.

The reduction in 2022/23 is associated with a reduction in experienced officers and the support and mentoring provided to 12 new regulators in Q3 and Q4. Additionally, a significant amount of resource was dedicated to training and assessment activity during 2022/23. Performance in regard to completed audits is an area of focus for improvement in 2023/24.



The proportion of audits passed as satisfactory is consistent with last year, and the proportion of audits resulting in enforcement action remains above the national average of 3% (based on 21/22 national data).

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.

Despite these challenges, significant progress has been made in investing in our estate and assets to deliver an efficient and sustainable portfolio for the future. The long-term GMFRS Estates Programme will ensure we have modern, fit for purpose properties that reflect our diverse workforce and improve facilities for all.

Key achievements and progress in 2022-2023:

- A planning application has been submitted for the redevelopment of Blackley Community Fire Station, continuing our plans to provide sustainable accommodation for our frontline staff. This is the first of our fire stations to be rebuilt as part of our 16-year commitment to improving our estates.
- Works were completed on the £5.3m Bury Training and Safety Centre site. This investment has delivered a new state-of-the-art training facility ensuring GMFRS is better prepared and fit for the future. By enabling our training and safety services to move to one site, it is providing efficiencies and an improved experience for our people. The facilities are considered one of the best in the country for operational training and community fire safety education.
- Works have started on the extension and refurbishment of Littleborough Community Fire Station, following planning approval. The £1.3 million upgrade will provide new fitness facilities, a new kitchen and dining area, locker rooms, and improved facilities to support managing contaminants.
- The GMCA Sustainability Strategy launched in August 2022. This sets out how the climate emergency and the interconnected challenges of inequality are the most pressing issues for our city region. The Strategy commits our service, and GMCA as a whole, to lead the way towards achieving Greater Manchester's overall aims for the environment and carbon neutrality, by doing all we can to reduce our most negative and enhance our positive environmental impacts.
- As part of our commitment to invest in reducing our carbon footprint, GMFRS has begun procurement for new electric vehicle charging infrastructure at 18 of our 45 sites. This is a key part of our plan to transition our non-emergency ('B') fleet to entirely electric vehicles.

- Our Efficiency and Productivity Plan 2022-23 was finalised. This document provides a strategic framework for how we use resources sustainably and deliver the most value.
- We have met our required efficiency target set by the government, delivering savings totalling £788K across areas of the Service where efficiencies could most suitably be made.



CASE STUDIES

Sustainability Strategy

In 2019, GMCA declared a climate emergency to signify the importance of reducing carbon emissions and wider environmental impacts. This coincided with GMCA launching the 5-Year Environment Plan for Greater Manchester, setting out ambitions for delivering a more sustainable and environmentally friendly city region with a key target set for achieving carbon neutrality by 2038.

GMFRS had already begun undertaking significant positive work to reduce its environmental impacts, including reducing its carbon emissions by 44% between 2009 and 2020 (from the 2008/09 baseline). But there was a need to go further and faster and refresh our approach to ensure our actions matched our city region's ambitions.

Following a range of strategy development workshops with our people, analysis of peer strategies and key sustainability themes, the Sustainability Strategy 2022 – 2026 was formally developed and launched in August 2022. The strategy ensures our organisation has a clear framework for delivering sustainability action and features 5 key priority areas:

- Rapidly reducing our carbon footprint.
- Protecting and enhancing the environment.

- Using our resources efficiently and responsibly.
- Adapting to a changing climate.
- Being sustainability leaders.

Each priority is tracked via quarterly monitoring and refined targets that ensure progress towards city region ambitions for carbon reduction and wider sustainability ambitions. Given the scale of our ambition and activity required to achieve them, key stakeholders from across the organisation are involved with the development of actions and delivery of projects with direction provided through the Sustainability Strategy Steering Group.

A wide range of activities have already been delivered via the strategy since its launch in August 2022. The robust nature of our strategy has been recognised by the 'Highly Commended' award received within the 'Net-Zero Strategy' category of the Energy Managers Awards in 2022.

Littleborough Fire Station Refurbishment

Littleborough Community Fire Station refurbishment began in January 2022. Work is progressing well on site and the scheme is on time and to budget, due to be completed by the end of August 2023.

The £1.3 million works will see an increase in accommodation for team members working at the site, with new fitness facilities, a new kitchen and dining area, locker rooms, and improved facilities to support managing contaminants.

Once complete, the building will also have improved community facilities including a refreshed community and training room, which can be used by our colleagues working at the station and local residents and partners.

The developments in Littleborough form part of GMFRS' wider Estates Improvements Programme, which saw £38m awarded by the Deputy Mayor of Greater Manchester in July 2021 for the first phase of the programme which runs until 2026. This places a key focus on investing in facilities that are fit for the 21st century and beyond, including supporting Greater Manchester's target of becoming a carbon neutral city region by 2038.

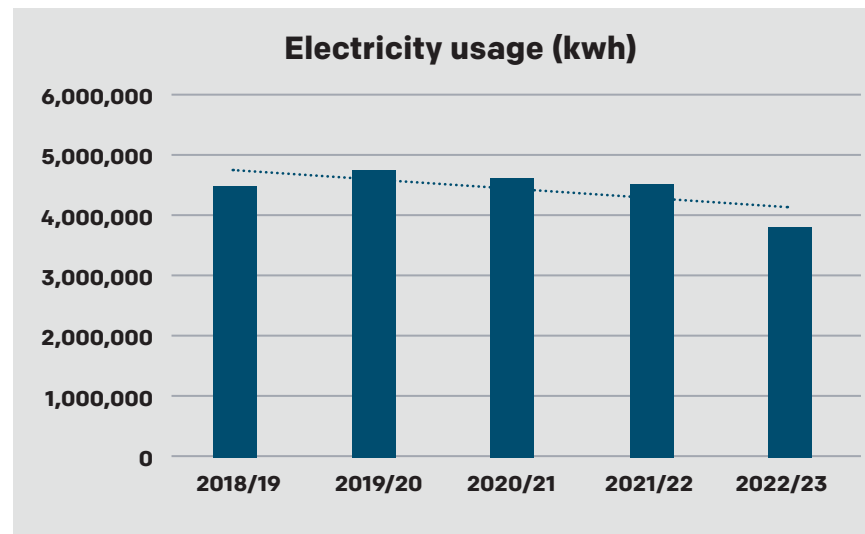


OUR PERFORMANCE

Energy use

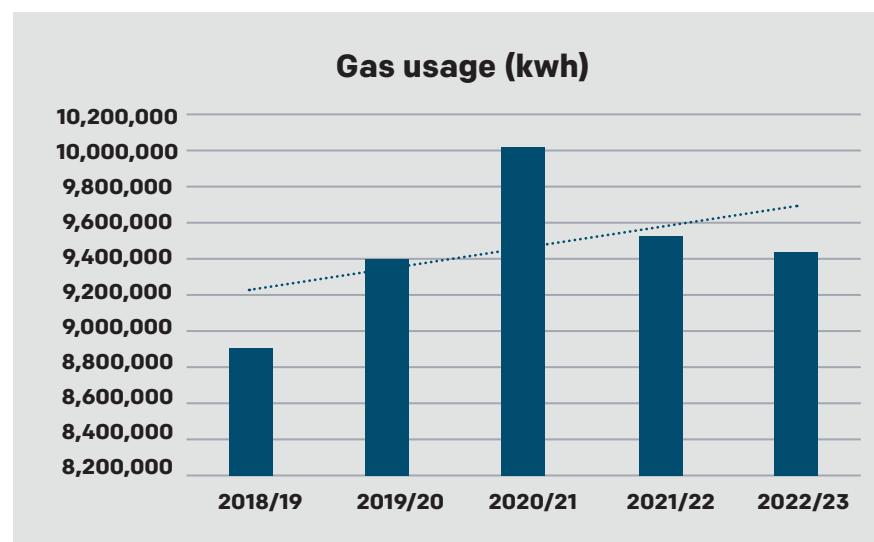
Why it is important: The climate emergency impacts fire and rescue to an even greater degree than many other services. Warmer, drier summers increase the number of wildfires, and wetter, milder winters increase the risk of flooding and road traffic collisions. We have 45 sites and a social responsibility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

How we performed:



The reduction in electricity usage in 2022/23 compared to the previous year is attributed to at least 18 fire stations being fully retrofitted with LED lighting and an expanded solar PV system at Bury and Ashton Community Fire Stations.

Gas usage is showing an increasing trend over the last five years, although has reduced in both 2021/22 and 2022/23 compared to the previous years. Improvements to the estate and hybrid working are resulting in more efficient use of our buildings' heating systems.



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.

We are working hard to ensure our workforce reflects the communities we serve, that we have the right people with the right skills, and that we create and foster a culture that is supportive, inclusive, and driven by inspiring leadership. We have made significant strides in developing a culture of excellence, equality, and inclusivity and rooting out behaviours that fall short of our values.

To help further accelerate our cultural progress and support the delivery of our equality, diversity and inclusivity activities, we have introduced our new Culture First Board to oversee and scrutinise our approach to transforming our organisational culture.

Key achievements and progress in 2022-2023:

- We have further embedded our leadership development programme across all levels. This is aligned to the National Fire Chiefs Council (NFCC) Leadership Framework, and sets out our leadership development offer for supervisory, middle, and strategic managers. As part of this

we have developed, piloted, and embedded our new 'Frontline Leaders' course for supervisory managers. The programme was co-designed with colleagues to provide a solid foundation of skills when entering into a management role.

- The Service listened to feedback from staff on how to improve the promotions process by introducing a new Promotions Pathway for operational colleagues. The new pathway is enabling us to better identify, develop and promote the best possible talent for our management and leadership roles in a fair and inclusive way.
- We continue to embed the NFCC Core Code of Ethics across the Service, alongside our specific GMFRS values. Together these support our service on our journey of continuous improvement. As part of this work training has been mandated for all staff, and a full-scale review has been undertaken to ensure the Core Code of Ethics and our values are embedded across our organisation and in our policies and processes.
- The newly refreshed Recognition and Rewards Framework was launched in June 2022 to value and recognise the contributions of employees.

- We have continued to increase the range of people engagement activities across the Service, helping to broaden our insight and understanding and inform the positive changes we seek to make. A Cultural Sounding Panel has been developed, which will see representatives of colleagues from across a variety of roles provide input and feedback on decisions that have a strong bearing on our organisational culture.
- We developed and launched Mutual Mentoring and Developing Diverse Leaders programmes to ensure people from our underrepresented groups realise their full potential and are supported into and at all management levels. Work will continue to develop these initiatives jointly with Greater Manchester Police.
- We have made excellent progress delivering our new Inclusive Culture training. Almost 64% of our uniformed staff have completed the training so far, and the feedback has been positive. Our aim is to ensure every Watch across the Service takes part in the training by Autumn 2023.
- We continue to engage our people through Best Companies' b-Heard staff survey, providing all colleagues a chance to have their say and ensure all voices are heard on important issues. We have maintained our status as 'One to Watch', with Best Companies again concluding that we have a 'good' level of workplace engagement and show promising signs for the future.
- Building on the success of our Engaged Leaders' sessions and acting on feedback from attendees, we have refreshed the offer and format, as we continue to invest in our leaders.
- Anti-Racist Practice sessions have been introduced for GMFRS's Service Leadership Team, as part of our commitment to continue to nurture a positive and inclusive culture.

CASE STUDIES

Equality, Diversity and Inclusion (EDI) Inclusive Culture Training

In April 2022, the Equality, Diversity and Inclusion (EDI) team welcomed its new EDI Training Co-ordinator. They had a primary focus on co-designing, piloting, and delivering Inclusive Culture training to all people across the organisation, starting with operational firefighters. This face-to-face training meets the HMICFRS recommendation of developing people's understanding of positive action, whilst covering other topics including unconscious bias, inclusive language and allyship, in line with the NFCC Code of Ethics. Nearly 64% of our uniformed colleagues have completed the training which started in August 2022.

From feedback, attendees appreciated the style of the training – the warm, open atmosphere providing an environment in which attendees felt safe to explore equality topics more deeply for a greater understanding. This style of training will continue going forward.

Frontline Leaders Course: Inclusive Leadership Training

Inclusive leadership training is a bespoke training session developed for the Frontline Leaders' programme. During Quarter 4 we delivered two sessions, for new Crew Managers and new Station Managers.

The feedback from participants has been fantastic. All sessions scored between 'good' and 'excellent' and participants felt that the trainer was passionate about the area they were presenting on.

Rewards and Recognition Framework

Recognising that our service was not realising the full potential value that a simple thank you or expression of appreciation can bring, we identified as a cultural priority the development of a new and improved Rewards & Recognition Framework. This included increasing our number of recognition events, to now include an apprentice graduation, annual celebration and process for local retirement events.

Over the past year we have implemented wider improvements, such as local retirement presentations, an increase in nominations for our CFO Awards and the introduction of our recognition events. We will continue to evaluate our new and existing initiatives as we strive to make further improvements in ensuring our people feel truly valued for their service."

"The dedication and commitment of our staff is critical to how we achieve service excellence. The introduction of our new Rewards & Recognition framework signals our ambition to recognising group and individual contributions throughout the service".

Station Manager Baz Scott

"Behind every GMFRS success story, lies the hard work, commitment, and skill of many, many, people, and yet too often we are so focussed on the next task, project, or milestone that we sometimes forget to pause and say thank you".

Pat Rogers, SLT Leadership and Culture Lead

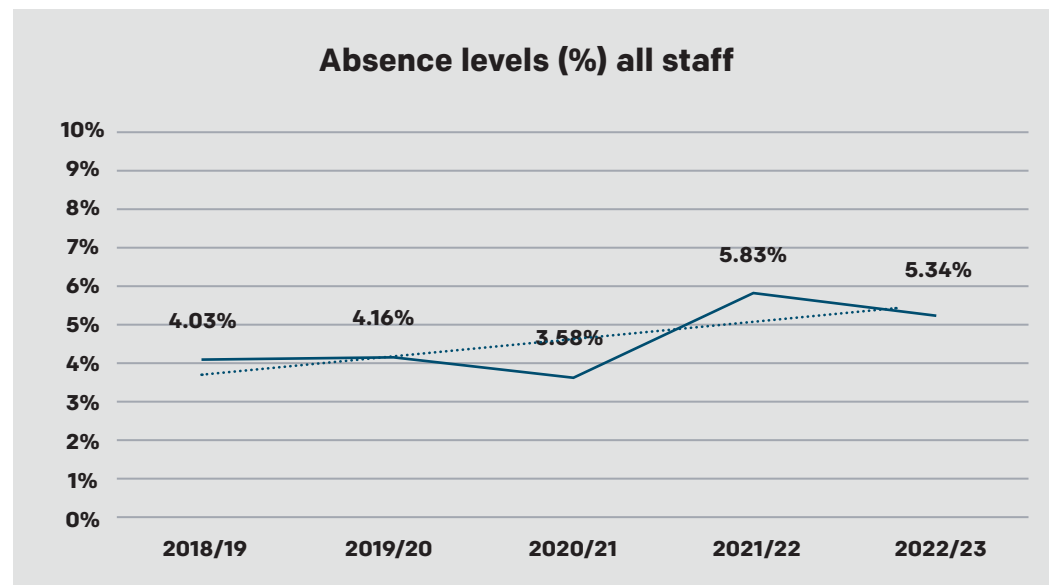


OUR PERFORMANCE

Improving Sickness Levels

Why it is important: Staying healthy and feeling good is essential to delivering high-quality services. 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.

How we performed: The increase in sickness absences during and coming out of the Covid-19 pandemic has continued to impact on sickness absence during 2022/23, although overall absences have returned closer to pre-pandemic levels as the number of cases has reduced.

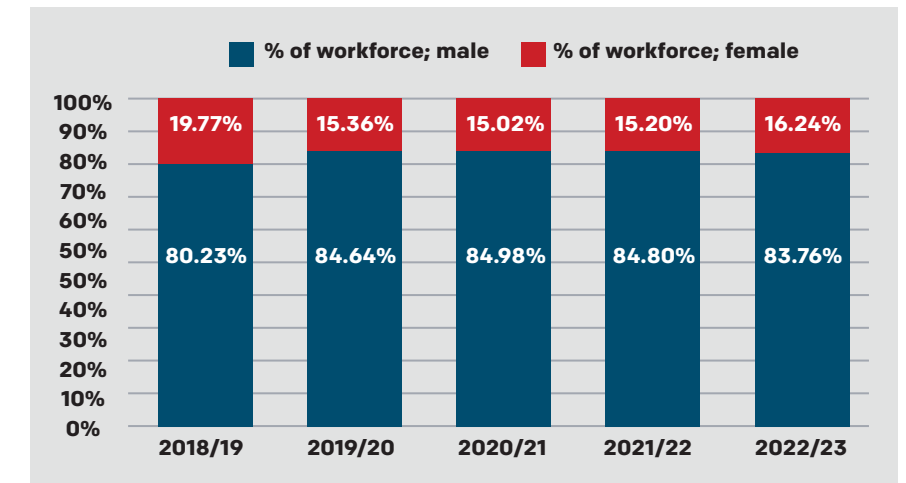


Overall the top three reasons for sickness in terms of the number of instances, are musculoskeletal injuries, viral infections, and gastro intestinal.

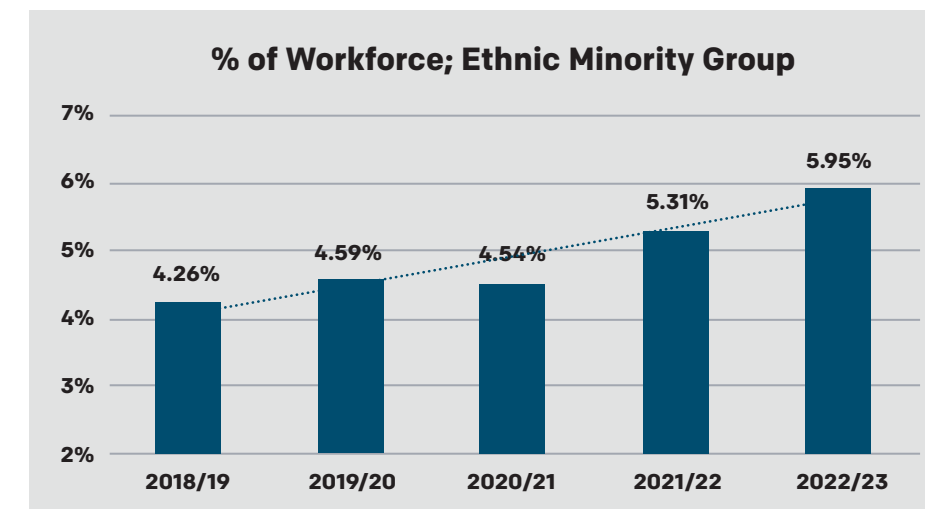
Diverse Workforce

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: The overall female population of the workforce has shown a year-on-year improvement of 1.04%.



At the end of 2022/23 7.28% of firefighters were women compared with 6.99% in 2021/22. This number continues to steadily increase from a low of 1.83% in April 2015.



The overall proportion of our people from an ethnic minority group was 5.95% at the end of 2022/23 which shows an increase of 0.64% and an ongoing positive direction of travel.

This overall increase includes increases in the proportions of both firefighters and apprentices from ethnic minority groups. The proportion of firefighters from an ethnic minority group was 6.48% in 2022/23, an improvement of 0.86% compared to last year. There has been an increase in Apprentices of minority ethnicity of 7.90% compared to the previous year.

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.

The ongoing cost of living crisis highlights inequalities, and we acknowledge that a joined-up multi-partner approach across communities can provide the most effective support to vulnerable residents, as well as in preparing for any large-scale emergencies. Integrating public services and addressing complex issues and major incidents in partnership with other services ensures our approach is as effective as possible, supporting the collective effort to add the most value.

Key achievements and progress in 2022-2023:

- We have continued our Safe Drive, Stay Alive collaboration with the Safer Roads Greater Manchester partnership – with over 8,500 people attending an event in November 2022. We have also further developed our road safety educational packages and road safety campaigns. Our external site now holds more topics for information and advice, including motorcycle safety, cycling and e-scooters.
- We introduced a Framework for Integrated and Place Based Working outlining 30 commitments to our partners and communities. Several workshops were undertaken with internal GMFRS colleagues, practitioner groups, and Community Safety Partnerships to support Integrated Place Based Working activities.
- GMFRS has invested in new immersive virtual reality technology, featuring content on key themes including equestrian, cycling and motorbike safety. Our virtual reality sets can be taken to any location in Greater Manchester to deliver road safety education.
- GMFRS hosted a Greater Manchester Water Safety Summit with partners in September 2022. Following this, there was commitment across partners to form a Greater Manchester Water Safety Strategic Partnership and strategy for reducing drownings in canals, rivers and other open water; we have now appointed a dedicated Water Safety Officer to drive this work forward.
- GMFRS has 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. In addition, during 2022/23, we have undertaken a range of training events and exercises with our partners including high-rise incidents, major power outage, Marauding Terror Attacks, and Control of Major Accident Hazard (CoMAH).
- We have 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, details of community fire stations and vehicles, defibrillator information, and details of local station leaders.



OUR PERFORMANCE

The commitments for this priority are embedded within each of the five other priorities. For this reason, there is no performance data at the end of this section.

CASE STUDIES

Water Safety Summit

In 2021, 15 people died in Greater Manchester as a result of drowning. This was more people than died in fires, the first time on record this has happened. There are multiple examples of safety measures implemented at a local level across the region. Risk analysis by GMFRS identifies that a joint strategic approach is the most effective way of making our waterways safer.

Following a detailed review by the Royal Society for the Prevention of Accidents, a number of safety measures have already been implemented in central Manchester. They include:

- Better lighting along canal towpaths and entrances.
- Barriers fitted at towpath entry points and over lock crossings to prevent people accidentally falling in.
- Signposting people to safe crossing points.
- Supporting developers to provide safe canal-side public areas when designing new homes, restaurants and bars.

- Ensuring many more rescue throwlines are available and that people who work in night-time venues are trained to use them.
- Working with the universities to help students be safe on nights out.

In order to discuss and share this kind of best practice, GMFRS convened the region's first Water Safety Summit in September 2022, fulfilling one of the commitments in the Service's Fire Plan. The summit brought together partners from GMFRS, Greater Manchester Police, North West Ambulance Service, local councils, Royal Society for Prevention of Accidents, landowners, and the Canal and Rivers Trust, as well as speakers such as Nick Pope, a father whose son tragically lost his life in Rochdale Canal in 2018.

As a result of the summit, GMFRS committed to creating England's first regional strategic water safety partnership made up of the agencies referenced above. The Service has created and appointed a Water Safety Officer whose role will be to drive the partnership and help produce the region's first water safety strategy. The aims of the strategy and the partnership will be to reduce the number of accidental drownings in Greater Manchester and ensure Greater Manchester residents are safe around water wherever they are. The first meeting of the partnership took place in June.

Farnworth Road Safety Event

Firefighters from Farnworth Community Fire Station, alongside colleagues from the Prevention team, and volunteers, hosted a road safety event, with support from partners, including Greater Manchester Police, Highways England and the British Red Cross.

The event included a demonstration of the Service's Air Unit and a road traffic collision practical demonstration. A 'road safety' area was set up in the engine house to demonstrate our road safety virtual reality (VR) experience, and this area included information on the Fatal 4 factors and road safety incidents that the station has mobilised to over the last few years.

Utilising the VR headsets and the 360 films, several demonstrations were shown, including Lester Lion (pedestrian safety / crossing the road), and two further VR experiences which targeted young and new to driving audiences, and older drivers.

Road Safety Partnership Event

In May, GMFRS hosted a road safety partnership event at our Bury Training and Safety Centre, in support of road crash victims' charity RoadPeace and national road safety campaign Project Edward.

We were joined by Active Travel Commissioner for Greater Manchester and our partners at Greater Manchester Police and Transport for Greater Manchester (TfGM) to discuss how we plan to make our city-region's roads safer.

Guests including Stockport 34 Prince's Trust team were invited to try out our new virtual reality headsets. The immersive experience teaches road safety through a variety of perspectives including drivers, pedestrians, cyclists and motorcyclists.

There was also a moving testimony from Paula Allen who lost her son Marcus in 2021 after he was hit by a dangerous driver. Paula is now a family speaker for Safe Drive Stay Alive.

COMMUNITY ACTIVITIES

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

- Operational crews from Manchester Central spent time training businesses around Canal Street in water safety and rescue.
- Firefighters from GMFRS joined international rescue efforts in Turkey after two devastating earthquakes hit the southern region of the country and northern Syria, killing thousands of people. Four of our firefighters flew to Turkey as part of the UK International Search and Rescue Team (UK-ISAR), a volunteer service made up of specialists from 15 fire and rescue services who are deployed to humanitarian incidents or disasters anywhere in the world.
- We held a large-scale high rise training exercise in Rochdale to test our procedures for dealing with fire in a high-rise building. This exercise was initiated by one of our Fire Engineers as part of a research project into evacuation and also allowed us to test our procedures for dealing with fire in a high-rise building. Operational crews from Rochdale, Oldham, Bury and Wigan took part with 10 fire engines, and over 100 volunteers and partners from Rochdale Borough Council and Rochdale Boroughwide Housing. The findings from the research will support GMFRS and other fire and rescue services to better understand and prepare for evacuation of high rise buildings.
- Over the last year, our volunteers gave almost 3,100 hours of their time to support our work. We also had a special birthday for one of our amazing volunteers, Keith Dunkerley, who celebrated his 85th birthday with us and has clocked up a staggering 3,000 hours volunteering for the Service.

- A joint approach between schools and GMP took place in early September to identify youths with a history or increased risk of deliberately starting fires in different wards. The follow up saw the identified children spoken with, their parents/carers also notified face-to-face, and school staff engaging both individually and via class/whole school assemblies.
- Firefighters, staff, volunteers and their families took part in the first Manchester Pride parade for three years. Cheshire Fire and Rescue Service and Lancashire Fire and Rescue Service were right there alongside us too, living our shared values of inclusivity and respect.
- Operational crews from across the Service have organised various activities, including station open days and charity car washes, raising money for the Fire Fighters Charity and local causes. Over the year we have raised a total of £173,741.
- Colleagues from Gorton Community Fire Station delivered four large pallets of bedding and clothing to Supporting People in Need (SPIN) which will be used to help and support vulnerable people in Greater Manchester who are rough sleeping or living in poverty.
- We worked with Bury Council and Rochdale Council to deliver strategic exercises which supported them to test their local incident responses and how they work collaboratively with partner agencies in such situations. The Bury exercise took place at the town hall and centred on a large fire at the Rock shopping centre multi-storey carpark; for Rochdale the scenario consisted of a large fire at an industrial estate. GMFRS are currently supporting the development of a similar exercise scenario for Manchester City Council.
- Following an increase in local serious fire incidents linked to cooking and alcohol, GMFRS teams joined forces with Wigan Borough Council licensing to engage with the Pub Watch scheme. Activities included joining meetings in Wigan, Leigh, and Hindley to highlight the dangers of cooking after drinking alcohol, while pub managers agreed to display posters and beer mats promoting our 'Cook Safe' messaging. Wigan Warriors and Leigh Centurions rugby league teams also displayed safety messages on their large screens during home fixtures. A decrease of 75% in incidents of this type was identified following this activity.



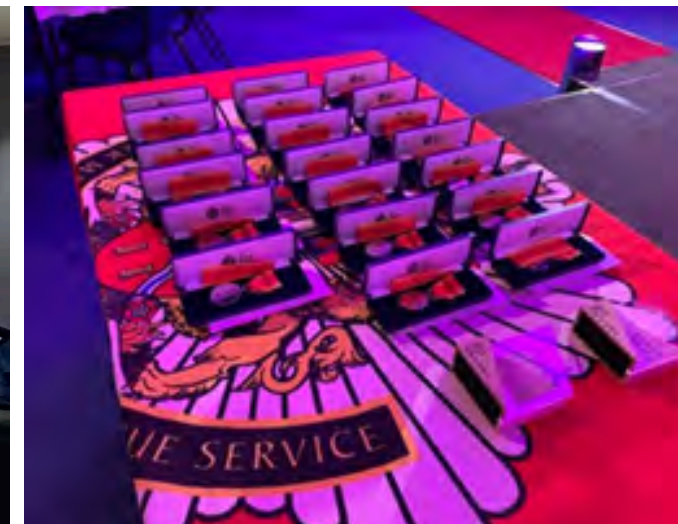
AWARDS AND ACCREDITATIONS

As well as the awards already covered earlier in this document, we have been recognised for a variety of achievements, these include:

- We secured a spot on Stonewall's Top 100 list for leading LGBTQ+ inclusive employers, moving up to 50th position from 93rd last year. GMCA and GMFRS also won a Gold Employer award from Stonewall in recognition of our ongoing commitment to inclusion of LGBTQ+ people in the workplace.
- At CIPR North West awards. The Greater Manchester Combined Authority (GMCA) Communications and Engagement team – which supports both GMCA and the Greater Manchester Fire and Rescue Service (GMFRS) – was crowned in-house team of the year. The judges praised the team for "lots of great campaign execution, from large-budget big-ticket work through to making an impact with lower budget opportunities on important social topics".
- We have moved up 31 places in the Top 100 Apprenticeship Employers in England for 2022 – finishing 37th.
- Our Rainbow Staff Network won 'Network Group of the Year' at the Stonewall Top Employers Awards beating more than 900 other organisations and teams to the top spot.
- Our Digital team celebrated winning the 'Best use of new technology' award at the national Real Innovation Technology awards on 17 May. This recognised the impacts of our Mobile Data Terminals (MDTs) replacement project in keeping operational colleagues and people of Greater Manchester safe by providing crews with detailed information about locations of hydrants, mapping and travel directions, chemicals, and vehicles involved in road traffic collisions.
- GMFRS won top spot in the national Extrication Challenge held as part of the United Kingdom Rescue Organisation's (UKRO's) Festival of Rescue. Our amazing team scored the highest out of 30 teams from across the country in both team performance and technical categories, with Ian Melville being recognised as top incident commander.
- GMFRS Road Traffic Collision (RTC) Extrication team members proudly brought home the Developing Excellence Award as the highest scoring new team in the World Rescue Organisation Rescue Challenge. The seven-strong team was invited to compete in its first World Rescue Challenge since 2013, joining 35 teams from across the world in Luxembourg from 7 to 11 September.
- In December 2022, we hosted an event at the Fire Museum in Rochdale, to celebrate individuals who were nominated for a Certificate of Outstanding Performance or a Chief Fire Officer's Commendation award – the highest honour that can be given by the Service. In total, six certificates were presented to staff and members of the public, while four Chief's commendations were awarded to Graeme Burton, Katie Butterworth, Alisha Roscoe and Emily Porter.



- Firefighters from Broughton Community Fire Station and members of the Hatzola emergency ambulance service were recognised by a commendation by GMFRS after successfully rescuing three children from an upstairs bedroom of a house in Salford. The collaborative rescue was supported by North West Ambulance Service, Greater Manchester Police and local security patrols.
- Three Long Service and Good Conduct award ceremonies were held during May 2022 to celebrate a combined total of 2,060 years of service from our GMFRS colleagues. The events took place at the Training and Development Centre where colleagues celebrated with family and friends. Fifty-four frontline colleagues received their 20 years' service medal from the Queen's representative. Chief Fire Officer Dave Russel handed out the Long Service and Good Conduct trophy to non-operational colleagues, including Ladder & Equipment Technician Stephen Greenall who has been working for the Service for more than 40 years.
- Our Freedom to Speak Up Guardian and Equality and Diversity Staff Network co-chair Carl Petch was awarded an Asian Fire Service certificate of merit for 'going the extra mile' for all his work around equality, diversity and inclusion on behalf of our Service.
- Our women's football team won their first competition at the Manchester FA's International Women's Day tournament. The team won the final 2-0 with great performances all round from our players.



MAJOR INCIDENTS

Park Seventeen, Bury

April 2022

GMFRS was called to an industrial estate to respond to a major hazardous and toxic materials (hazmat) incident, which involved the leak of approximately five tonnes of ammonia in a food processing plant. Full evacuation of the premises took place with no casualties.

Four fire engines from Blackley, Bury, Broughton and Whitefield Community Fire Stations attended, alongside a command support unit from Atherton Community Fire Station.



Bismark House, Oldham

May 2022

A major fire in the roof of a multi-occupied mill broke out in the early hours on the 7 May. This subsequently spread to the whole building and caused it to partially collapse, making it unsafe for firefighters to enter. Ten fire engines and three aerial appliances attended the scene, with operational crews on scene for a protracted period of time until the fire was fully extinguished.

During subsequent demolition of the buildings, remains of four people were tragically found. GMFRS assisted GMP with a lengthy search operation and investigation.



Pioneer Mill, Bury

May 2022

Fire crews were called to a fire in a commercial premises, located next to a recycling plant.

The fire was brought under control effectively using jets and hose reels, stopping it spreading to adjacent buildings. A total of 35 pumps were in use during the fire.



Dovestones, Oldham

July 2022

Firefighters were called to reports of a fire in an area of woodland close to Yeoman Hey Reservoir in Oldham. Operational fire crews from Oldham, Stalybridge, Ashton, and Bolton North Community Fire Stations attended the scene, utilising hose reels and specialist wildfire equipment to tackle the fire.

Ontario Basin, Salford July 2022

Emergency services were called to Salford Quays on Saturday 16 July, when reports of a person getting into difficulty in the water were received. Specialist search teams arrived on-site and were deployed, but unfortunately the body of a teenage boy was recovered. While on site, crews prevented further such incidents by issuing safety advice to other young people swimming in and around the docks, and more widely via media and communications channels.

Crowswood Drive, Stalybridge August 2022

At around 6.30pm on Monday 15 August, firefighters were called out to Crowswood Drive, Stalybridge to reports of someone getting into difficulty in the water. Soaring temperatures saw people entering the water and unfortunately one individual subsequently drowned.

A number of fire service teams, including a boat crew and Technical Response Unit, worked with other emergency service search teams at the scene with search operations and body recovery.



Mulberry Court, Salford December 2022

Firefighters, using breathing apparatus, tackled what was an intense fire in a flat on the tenth floor, bringing it under control using water jets. They successfully contained the fire to the tenth floor, but as a precaution 88 flats in the building were evacuated. Our firefighters were quickly on scene and at the height of the response we had five fire engines and an aerial ladder platform in attendance. The fire was believed to be caused by an electric bike that was on charge in the occupiers bedroom. Thankfully, no injuries were reported and our fire safety officer, working closely with housing provider Salix Homes, confirmed that the building performed as expected.

Barlow Moor Road, Manchester March 2023

At 10am on Sunday 19 March, fire crews were called out to a fire at a property on Barlow Moor Road, Chorlton. Five fire engines from Stretford, Sale, Salford, Moss Side and Withington were called to the scene and after gaining entry, crews were met with a large fire and faced difficult conditions due to the heat and smoke. The fire was on the first floor, second floor and roof space. Working with the support of the scorpion appliance, firefighters brought the fire quickly under control.



Good Hope House, Ashton March 2023

Firefighters were called to a fire in a four-storey building on Bentinck Street, Ashton-under-Lyne. The blaze broke out in a flat on the fourth floor of the Good Hope Mill in the early hours.

Five fire engines from Ashton-under-Lyne, Hyde, Stalybridge and Hollins along with the hydraulic platform from Oldham attended the scene. Firefighters used a range of equipment alongside a hydraulic platform and turntable ladder to extinguish the fire. A partial evacuation of flats in the building was carried out by fire crews and police. Fire crews were on the scene for more than nine hours.

ASSURANCE AND PERFORMANCE

The Fire and Rescue National Framework for England mandates each fire and rescue authority to produce an Annual Statement of Assurance. Our statement can be found on our website and outlines the way we regard the Framework, the Integrated Risk Management Plan, and 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 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 CFO as to the adequacy of assurance measures.

We set out our compliance requirements under five headings:

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

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 using experts from across the sector to deliver the inspections, the methodology considers three 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 make improvements, with progress reported and monitored through our governance arrangements. Our inspection in 2021 found we are an evolving and improving Service and identified a positive shift in our leadership and culture. We have worked to address areas of improvement and are looking forward to our next inspection later in 2023.

We also review our level of compliance against the new Fire Standards, published by the Fire Standards Board, to ensure any gaps are identified are addressed and compliance levels are met. All our inspection reports can be found on our website.



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 – Helps reduce the risks of fire 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% |
| Princes 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% |



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MANCHESTER**
FIRE AND RESCUE SERVICE



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