



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



FIRE PLAN

2025 - 2029

OUR

MISSION

PROTECTING
COMMUNITIES.
WORKING TOGETHER.
SAVING LIVES.

OUR

VISION

A MODERN, FLEXIBLE,
RESILIENT FIRE AND
RESCUE SERVICE.

OUR VALUES

EXCELLENCE

HONESTY

INCLUSIVE

PROFESSIONALISM
IN OUR ROLE

RESPECT

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ANDY BURNHAM

Mayor of Greater Manchester

It is a privilege to introduce Greater Manchester's Fire Plan, which outlines the priorities for our fire and rescue service for the next four years.

Over the course of the previous plan, Greater Manchester Fire and Rescue Service (GMFRS) has provided not only an excellent emergency response, but also a vast range of programmes and initiatives that have helped make our city-region safer and a better place to live. I am confident in my belief that we now have one of the best fire and rescue services - not just in this country, but anywhere.

We owe a debt to those who work on the frontline to protect us. As we embark on this new plan, I am excited to see how GMFRS will go even further to help make our city-region thrive. Our fire and rescue service is an integral part of delivering the commitments in my manifesto and our forthcoming refreshed Greater Manchester Strategy and delivery plan.



“WE HAVE ONE OF THE BEST FIRE AND RESCUE SERVICES - NOT JUST IN THIS COUNTRY, BUT ANYWHERE.”

Greater Manchester's 'Live Well' approach will shift the balance of public spending to tackle the root causes of poor health and inequality, rather than responding to their consequences. Improving health and wellbeing reduces pressure on public services and gets more people into good work, which in turn grows the economy. This plan's focus on prevention and protection shows how GMFRS will be a vital part of this.

The Service is fundamental to the delivery of our 'Housing First' aims. This programme will increase housing supply and help prevent homelessness. It will also drive up housing standards through the UK's first Good Landlord Charter, and the new right for residents to request a Property Check, followed up by enforcement action where necessary.

GMFRS will also be an integral part of the Greater Manchester Baccalaureate (MBacc). The MBacc will transform technical education in our city-region, with the aim of growing the economy and helping all our young people fulfil their potential. Co-designed by education

and business leaders, the MBacc will open up a clear pathway from school to high-quality jobs, ensuring nobody is left behind. GMFRS already provides apprenticeships to hundreds of future firefighters in a programme Ofsted found to be Outstanding in several areas, and provides great opportunities for young people through its Kings Trust, cadets and education programmes. These are a great foundation for how vital emergency services will contribute to our ambitious plans to create a genuine and equal alternative to the university route for our young people.

I would like to take this opportunity to thank everyone at GMFRS for their hard work and dedication to the successful delivery of the previous Fire Plan. This new Plan serves as a blueprint for tackling the challenges and making the most of the opportunities we now face. It gives me every confidence our nation-leading service will deliver even more for our people, and drive further excellence in its core functions that are so vital to our vision of creating thriving communities where everyone can live a good life.

KATE GREEN

Deputy Mayor of
Greater Manchester

I am proud to introduce this Fire Plan for Greater Manchester, the first I have helped produce since I became Deputy Mayor in 2023. In this time, colleagues have dedicated themselves to keeping our communities safe, and to transforming how we work. I have seen firsthand how GMFRS has integrated delivery with other organisations and designed services that provide more for the people we serve.

I am pleased with the progress we have made on our journey to improve the culture of the Service. Chief Fire Officer Dave Russel and I have made this a priority, and I am delighted with the recognition staff have received. We achieved the 2024 Gold Award from Stonewall UK, and the Bronze Trailblazer Award from Race Equality Matters. His Majesty's Inspectorate of Constabulary and Fire and Rescue

Services (HMICFRS) also identified our Culture First Board as Innovative Practice. Improving the culture of the Service is not a one-off project, but an ongoing commitment to our people and communities, and it will continue to be a priority going forward.

It is not only our work to improve culture that has received external plaudits. In our most recent HMICFRS report, GMFRS achieved 10 out of 11 'Good' gradings, and one 'Adequate' grading. HMICFRS also recognised four areas of Positive Practice and two areas of Innovative Practice. GMFRS's progress against previous inspections makes it the most improved service and one of the best performing in England. In recognition of this, and his years of dedicated public service, our Chief Fire Officer was honoured with the King's Fire Service Medal.

Now is the time to build on this momentum and cement Greater Manchester as a beacon of public safety and resilience. The Fire Plan defines our ambitions as we strive for excellence and continue to expand our

offer to communities. The scope of our Prevention initiatives has grown and will continue to do so as we help deliver the city-region's wider aims around Live Well and Housing First. We know public services don't always reach and support everyone in the same way, and we know this is more pronounced in some communities than others. It is vital we deploy our resources to reach those most at risk or marginalised from opportunities, and implement new and innovative ways of improving people's lives. GMFRS will play a key role in delivering the vision of the Mayor, Greater Manchester's leaders and the many partners with whom we work so closely to make our city-region thrive.

I would like to thank colleagues for the incredible work they are delivering. I am excited to see where this dedication and innovation will take the Service and our communities as we move forward.



“THIS PLAN DEFINES OUR AMBITIONS AS WE STRIVE FOR EXCELLENCE AND CONTINUE TO EXPAND OUR OFFER TO COMMUNITIES.”

DAVE RUSSEL

Chief Fire Officer

This Fire Plan charts an ambitious path forward for GMFRS over the next four years. It is a plan to take GMFRS to the next level, building on the significant improvements to date, and enabling us to go further and faster in the delivery of an outstanding service.

I'm proud of what an extraordinary organisation GMFRS is and the significant progress we have made during our first Fire Plan, 2021-25. Now is the time to write the next chapter in our improvement journey. I am excited about our next four years and what I know we are capable of achieving together. Our Service is a formidable force that can adapt quickly and work together to respond to any challenge, while seizing new opportunities. Together, I am confident we will continue to forge ahead, ensuring GMFRS remains a leader in the fire and rescue sector.



“I AM EXCITED ABOUT OUR NEXT FOUR YEARS AND WHAT I KNOW WE ARE CAPABLE OF ACHIEVING TOGETHER.”

Culture separates high performing organisations from the rest. Without a strong and inclusive culture, we cannot have a successful GMFRS.

This is why we will continue to place cultural transformation at the heart of everything we do. It is the people who work for GMFRS that determine the strength of the Service – where staff can be their best self, and feel listened to and respected. As a leader, you can never overemphasise the Service's vision, standards, and expectations – a demand I will continue to place upon myself, and others.

We will continue to deliver our statutory core functions extraordinarily well and deliver a truly outward-facing Service, working at the heart of the communities we serve. We will build on this by making further improvements to the way we do things as part of 'one public service' focused on transforming outcomes for people who live and work here.

The strategic alignment of public services within Greater Manchester is a key strength, and GMFRS will continue to seize every opportunity to improve outcomes for our communities. We can do more, and will do more, to contribute to the

Greater Manchester Strategy and broader public service reform agenda. Collaboration and innovation will sit at the heart of this. Live Well, Housing First and Emergency Medical Response are three examples where we can add further public value, unlock new opportunities, and realise a more joined-up way of delivering services.

The development of this plan has been a collective effort involving input from a wide range of residents and stakeholders. Over 4,000 of you – our communities, staff and partners – were engaged throughout; this plan's pillars and commitments are rooted in what you said makes a modern, flexible and resilient fire and rescue service.

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. We all have a part to play in bringing this plan to life and shaping the future of GMFRS, and I am proud of the ambitions that we have for our workforce, our communities, and our city-region. I hope this plan inspires staff and volunteers, our partners, and most importantly the public we serve.



BACKGROUND

GMFRS provides a range of services to the people who live, work, visit, and study in our city-region. With a population of almost 2.9 million, Greater Manchester is the second-largest and fastest growing economy in the UK, playing a crucial role in regional and national growth.

Our city-region boasts the largest airport and media hub outside London, a complex network of motorways, significant industrial sites, heritage landmarks, protected wildlife areas, major businesses, and over one million homes. Greater Manchester also includes some of the most deprived communities in the UK, with significant disparities in wealth and health outcomes. GMFRS has a vital role in ensuring community safety and well-being, supporting businesses, and preserving our heritage and environment.

As one of the largest fire and rescue services (FRS) in England, we cover an area of 500 square miles with 41 fire stations across ten local authorities. In Bury, we have a Training and Safety Centre, and an Incident Command and Leadership Academy.

We have a Technical Services Centre in Leigh, and our headquarters is in Swinton. We currently employ 1,414 uniformed staff and 310 non-uniformed staff across 44 locations and, each year, we answer around 41,000 emergency calls and attend around 32,000 incidents.

The governance of GMFRS is overseen by the Mayor of Greater Manchester, Andy Burnham. Certain functions are delegated to the Deputy Mayor for Safer and Stronger Communities, Kate Green, who also oversees the scrutiny of Greater Manchester Police (GMP).

GMFRS is part of a wider group comprising Transport for Greater Manchester and Greater Manchester Combined Authority (GMCA), which is made up of the leaders of the ten local councils and the Mayor. The Group Chief Executive is Caroline Simpson. The Police, Fire and Crime Panel is composed of elected members from each of the ten local councils. It is responsible for holding the Deputy Mayor for Safer and Stronger Communities to account on policing and fire and rescue issues, ensuring actions and decisions reflect public priorities.



OUR APPROACH

The Fire Plan is Greater Manchester's overarching four-year strategy for GMFRS. It is built around four key pillars each with a series of commitments to our staff, communities, and partners, summarising our forward plans.

This plan has been developed collaboratively by the Mayor, Deputy Mayor, Chief Fire Officer, colleagues from across our Service, and residents from all ten of Greater Manchester's local areas. This included surveys of more than 3,800 residents, focus groups, partnership engagement, internal workshops and suggestion boards, and an online consultation.

The forward plans reflect the identified needs of our communities and demonstrate how we are fulfilling our statutory responsibilities. They are informed by our own strategic assessment of risk, as well as by HMICFRS, the National Fire Chiefs Council, and the Fire Standards Board. The Fire Plan also sets out how we are helping

to deliver the Greater Manchester Strategy and wider city-region aims, such as Live Well, Housing First, and education and employment pathways for young people.

The Fire Plan outlines our key priorities and commitments, while our Annual Delivery Plans translate these goals into actionable steps and allow us to respond to changing risk. Together, the Fire Plan and the delivery plans make up the Service's Community Risk Management Plan, focusing GMFRS on improving safety and outcomes, and providing an excellent emergency response.

Supporting the delivery of our plans will be a suite of strategies. Our Prevention and Protection and Response strategies will focus on reducing risks, enhancing community safety, and ensuring an effective emergency response. Over the course of the Fire Plan, we are also developing a new Culture and Inclusion strategy, and an updated People Plan. Together, these strategies create a framework to help us effectively look after our workforce and deliver the best possible service to the people of Greater Manchester.

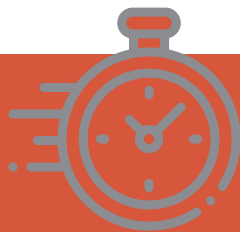
OUR PLAN ON A PAGE

To prevent emergencies by protecting people and places we will:



- Collaborate with partners and communities to reduce risks.
- Help deliver Greater Manchester's 'Live Well' and Housing First ambitions.
- Collect and analyse information to effectively target our work.
- Help accelerate the remediation of blocks of flats with unsafe cladding.
- Collaborate with partners to ensure building safety and our response to emerging risks.
- Provide advice and support to the premises we inspect and regulate.
- Enforce fire safety, building safety, and petroleum and explosive regulations.
- Effectively engage our diverse communities.
- Enhance our programmes for young people.
- Harness new digital solutions to drive innovation, efficiency, and effectiveness.

To deliver an outstanding emergency response we will:



- Provide a fast, safe, and effective emergency response.
- Analyse and mitigate current and emerging threats.
- Review our vehicles and equipment to ensure we have the right resources in the right place.
- Deliver high quality operational training.
- Plan and deliver multi-agency training.
- Invest in new equipment and technology.
- Ensure resilience to the climate emergency.
- Improve our operational policies and procedures.
- Enhance the health, fitness and safety of our operational workforce.
- Explore a wider response to medical emergencies.
- Enhance our 999 Control function.

To look after our people and foster a culture of equality, inclusivity, and excellent leadership we will:



- Build a workforce that is more representative of the people of Greater Manchester.
- Develop fair and effective pathways into the Service.
- Expand our volunteering offer.
- Improve development opportunities for all staff.
- Drive consistent, inclusive, and inspiring leadership.
- Enhance our culture of respect, inclusivity, and empowerment.
- Maximise engagement with staff and representative bodies.
- Enhance the health and wellbeing of our workforce.

To maximise public value through continuous improvement and sustainable use of resources we will:



- Provide transparency and public value.
- Reduce our impact on the environment.
- Review our role in helping to prevent the climate emergency.
- Modernise our estate.
- Conduct studies and incorporate new technologies.
- Reduce false alarms.
- Drive excellence and professionalism through organisational learning, research and public participation.
- Evaluate the quality and impact of our services.
- Explore opportunities for income generation.
- Share our expertise with Government and others.

OUTCOMES:

Reduce deaths, injuries and damage caused by fire and other threats, and help build stronger communities.

Ensure people are safer in the buildings they live in, work and visit, and help make businesses more resilient to fire.

Develop and maintain a diverse, high-performing, and healthy workforce.

Deliver the best value to the public with the least impact on the environment.



PILLAR 1: PREVENT & PROTECT

Prevent emergencies by protecting people and places

Why is this important?

Preventing emergencies is the most effective way to keep Greater Manchester safe. Our Prevention teams deliver targeted interventions, campaigns and education programmes. Our Protection teams focus on reducing risks through regulatory activity and supporting businesses. Our youth intervention programmes work with young people to help keep them safe, while providing them with opportunities to develop skills and qualifications.

We are committed to working with Government and our local partners to ensure the recommendations from the Grenfell Tower Inquiry make a difference to the safety of our residents and the way services respond to major incidents. We must ensure that those responsible for protecting the public from fire effectively fulfil their duties.

It is essential our residents are safe in their homes, and feel safe in their homes. GMFRS has a key role to play in the city-region's wider plans to improve housing standards as part of Housing First.

Fires can also be economically devastating for businesses. GMFRS supports local growth by providing safety advice to help businesses and organisations reduce the risk of fires and the impact if a fire does occur.

In our consultation, **96% of people strongly agreed/agreed that this should be a priority for GMFRS.**

In our engagement surveys, preventing emergencies and ensuring the safety of homes and workplaces were amongst the highest priorities for residents.

Risks and opportunities

Integrated problem-solving

The vision of the new Greater Manchester Strategy is to create a thriving city-region where everyone can live a good life. GMFRS will play an essential part in delivering this. Financial shocks and periods of austerity have left public services struggling to cope with demand, so it is more important than ever that we take an integrated approach to achieve our goals. This is the most effective way of tackling the risks in our communities and providing the best value for the taxpayer.

We actively support and contribute to all ten of Greater Manchester's community safety partnerships (CSPs). We will continue to attend and support partnerships to jointly tackle local risks around safety, crime, violence, and anti-social behaviour. The Service has created a Safer Communities and Interventions Team, which will deliver initiatives to reduce risks posed by deliberate fire setting, reoffending, and serious violence. GMFRS will invest in these programmes to ensure we reduce risk and complement partnership work. Our What Works Forum, captures and shares best practice with local authorities and other partners to improve processes and develop new ways of integrated working.

GMFRS now has a responsibility to help deliver the Serious Violence Duty. The Duty requires councils and local services to collaborate, share information, and target interventions to prevent and reduce serious violence. We are working closely with the Violence Reduction Unit, CSPs, key partners, and other FRS and have developed a framework to deliver new programmes, interventions, and staff training.

GMFRS has a strong brand, trusted in our communities, and is able to reach residents other public services may struggle to engage with. It is essential GMFRS maintains and builds on this trust, and that we understand our communities to help make them safer and improve outcomes. This will be achieved by making the Service more reflective of the communities we serve; involving those communities in developing our plans; and delivering the services communities want. We will work hard to understand and overcome limitations to the effectiveness of our engagement, better accommodating, for example, individuals' language, physical and mental health, neurodiversity, sensory impairment, disabilities, and social deprivation.

"Personally, I think that kind of community work is just as important, because it is about risk reduction."

Engagement feedback



Live Well

As part of Greater Manchester's approach to a "one public service" model, it is essential GMFRS supports wider city-region priorities, including Live Well.

The intended outcomes of the Live Well agenda include:

- More adults in good work, and in better health.
- Families supported to be healthy and successful, resulting in fewer children living in poverty.
- Safer and stronger communities.
- Reduced demand on the NHS and local authorities.
- Reduced pressure on public sector finances.
- A shift to prevention in delivery of services.

GMFRS has adopted a culture of prevention for many years and has successfully driven down the number of fires in the city-region. Many of the Service's prevention initiatives have evolved in response to the links between the risk of experiencing a fire and factors such as lifestyles, unemployment, and ill health.

For instance, some of the Service's youth engagement schemes were developed to provide safety advice and reduce anti-social behaviour such as deliberate fire-setting. Whilst they still fulfil these aims, these schemes are now delivering much more. In line with the city-region's Live Well agenda, we are using them to tackle inequality, providing young people with skills, qualifications, and health and wellbeing support, as well as creating pathways into employment within the Service and the wider economy. As the Live Well agenda develops, GMFRS will ensure our interventions connect with and complement the programme's wider framework to help deliver its aims.

"Encompassing Live Well to create a more holistic sense of collaborating with and caring for our communities seems very positive."

Consultation feedback

Home fire safety

Providing fire safety advice is one of our core statutory duties. Using our online platform, GMFRS supports access to a home fire safety self-assessment, which guides users through their home and helps them spot potential fire risks. Following self-assessment, online fire safety advice is provided. The Service also visits thousands of households every year to deliver Home Fire Safety Assessments (HFSAs) to those identified as being more at risk of fire. HFSAs are bespoke, person-centred assessments that may include the fitting of safety equipment, the development of escape plans, and the provision of advice on potential risks. Over the course of the previous Fire Plan, GMFRS successfully increased the number of HFSAs delivered. We delivered almost 94,000 visits, targeted at those most at risk of fire.

GMFRS also attends properties to offer doorstep advice, provide reassurance when an incident has occurred, and respond to threats of arson with target-hardening initiatives that reduce the risk and provide protective measures. We will continually develop an accurate and up-to-date understanding of risk to ensure this work is delivered where it is needed.

Property checks

Data shows that in Greater Manchester, around 23% (56,000) of private rented homes and 17% (82,000) of all rented homes do not meet the legal Decent Homes Standard. But since many tenants feel unable to raise complaints, it is estimated that the true number of rented homes which are substandard could be as high as 40%.

Some of the hazards which contribute to unsafe housing also increase the risk of a fire occurring in the home and we know that people who rent their homes are more likely to have a fire than those who own their homes.

We are supporting the development of 'Property Checks' which will enable frontline workers across a range of public sector partners to spot and refer dangerous property conditions which have a detrimental impact on the health and safety of residents.

Our approach to Property Checks will build on our HFSAs and fire safety checks, enabling operational crews, prevention advisors, fire safety inspectors and our outreach team to recognise and refer dangerous housing to our local authority partners for enforcement action, supporting our Housing First ambitions.

Our outreach work

We have recently created a new central outreach team to improve how we work within our communities.

The team delivers interventions to different age groups, targeting those most at risk. They support campaigns; provide school-based thematic education; and deliver community and business engagement where it is needed most.

For example, our high-rise days of action have been developed to support the safety of residents living in buildings with known fire safety problems. During these events, we provide residents with advice on evacuations, home fire safety, and balcony safety. These days of action are crucial in building community awareness and helping residents reduce fires that could not only affect them but put the whole building at risk.

“Prevention is better than cure, so I think that should be prioritised because if you are involved in a fire or any emergency where the Fire Brigade come, your life is at risk. If they can prioritise working to prevent these emergencies, then there would be less fatalities.”

Engagement feedback



Building safety

The built environment in Greater Manchester is growing in its scale and complexity. We know that many of our existing buildings, particularly blocks of flats, are affected by the safety crisis with many having unsafe cladding and other serious fire safety defects related to the original construction.

Since 2017, we have played an integral role in the Greater Manchester High Rise Task Force led by Salford City Mayor and Deputy Mayor of Greater Manchester Paul Dennett. We have worked with local authorities, housing providers, the Local Government Association, central Government officials, and others to mitigate the impacts of the building safety crisis and support residents. This has included liaison with Government to develop new legislation; inspecting all our high-rise buildings; resident engagement and support; lobbying for funding and protection of leaseholders; development of advice for residents and guidance for those responsible for fire safety. We are linking this with our prevention work and business engagement activity to provide leaflets and videos for residents to support the checks required in high-rise residential buildings.

We are playing a lead role in accelerating the pace of remediation in blocks of flats with unsafe cladding. This supports Greater Manchester's Housing First approach and is key to our ambition that all residents are able to live in a home they can afford, a home that is safe, secure, healthy and environmentally sustainable.

GMFRS is working closely with Homes England to ensure the national Cladding Safety Scheme not only delivers funding for the remediation of unsafe cladding, but offers an opportunity to provide additional guidance and support to those responsible for fire safety, particularly where residents are legally responsible for the safety of their building.

We have resources in place to support the new building safety regime through the Building Safety Regulator (BSR). GMFRS is taking an active role, engaging with the BSR and other FRS. We have played a key role in developing a new Operational Forum and are supporting ongoing work to identify and address overlaps in the legislative framework.

Engagement, inspection and enforcement

To help protect and drive economic growth, business engagement is a key priority for GMFRS. We do this by providing advice and support, and by our inspection and enforcement activity.

We have developed a Business Engagement Framework giving us a more structured approach. GMFRS partners with the city-region's Centre of Regulatory Excellence (GMCRE), bringing together different local authorities to provide businesses with a single point of access for regulatory compliance advice, including environmental health, trading standards, and fire safety regulation. We have a successful and growing Primary Authority Scheme which generates income we can reinvest in business engagement activity.

Working with the GMCRE we supported the development of the Business Compliance Support Service and partnered on a campaign to provide information on fire safety and food safety to takeaways across Greater Manchester. We will continue to work with partners to ensure businesses get access to effective guidance and support to comply with fire safety responsibilities.



Through our Protection Business Engagement Framework we have worked closely with other North West FRS to develop materials and campaigns that support a range of businesses and collaboration activities. We have established a North West Business Engagement group, bringing together expertise to develop and deliver resources that support compliance with fire safety responsibilities and help those we regulate to reduce the risk of fires. We align this activity where we can with our prevention messaging to maximise our reach and impact.

Our Risk Based Inspection Programme allows us to proactively target our regulatory activity at the highest risk premises. We have expanded the capability of our Investigations and Enforcement Team which now works seven days a week, enabling us to respond to fire safety concerns more effectively and flexibly.

We have increased the number of Fire Safety Inspectors allowing us to inspect more premises. Advances in the competency and confidence of our inspectors is driving an increase in our auditing activity in line with recommendations from HMICFRS. In 2023/24, our audits per qualified officer were slightly below the national average,

however our other interventions including consultation response, non-audit inspections, and advice and engagement, were three times higher than the national average per qualified officer. Our high levels of enforcement activity demonstrate our effective response to risk and non-compliance. We are exploring how our enforcement capabilities can be utilised to support local authority partners, ensuring Housing First is embedded across the city-region.

In addition to our fire safety work, we will continue to develop and improve our regulation of petroleum and explosives. We are training more inspectors to undertake this work whilst continuing to utilise frontline operational crews to carry out checks of premises storing explosives.

The introduction of our outreach team provides an opportunity for us to expand our engagement with businesses in areas where there are hotspots for antisocial behaviour and link this with our engagement with young people.

We will continue to work with our regulatory partners to target our activities to maximise impact and regularly participate in multi-agency initiatives. Operation Vulcan demonstrated the

impact of partnership working to address deep rooted problems of criminality linked to regulatory non-compliance. Our work with partners to support the opening of Co-Op Live demonstrated the benefits of offering holistic support across a range of agencies to support compliance. We will build on these experiences to develop and deliver further multi-agency interventions.

Road and water safety

Almost 10,000 people have been killed or suffered life-changing injuries on Greater Manchester roads in the last ten years. In response, Greater Manchester has adopted the international Vision Zero approach. This aims to eliminate road deaths and life-changing injuries by 2040, with a target to achieve a 50% reduction by 2030.

Delivery of the strategy and action plan is being led by the Greater Manchester Safer Roads Partnership, made up of GMCA, our ten local authorities, Transport for Greater Manchester (TfGM), Greater Manchester Police (GMP), GMFRS and National Highways.

As part of this work, GMFRS has introduced a Motorcycle Risk Reduction Team, and we are actively working with partners to reduce motorcycle and powered two-wheeler collisions and deliver themed interventions.

We are also developing road safety educational packages, interventions and campaigns for our website. We will continue to support this strategy and develop new campaigns to target the most vulnerable road user groups and help achieve our collective aims.

In Greater Manchester, the number of people who die from drowning has reached the same level as the number of people who die in fires. In response to this, GMFRS created the city-region's strategic water safety partnership. The partnership has published a strategy outlining its aims, and overseen the creation of local water safety partnerships in all ten local authorities. These local partnerships are undertaking water risk reviews, to assess all significant risk locations across Greater Manchester. The findings will be used to develop action plans detailing what measures will be taken to reduce risk.



Investing in young people

Many lifelong attitudes are embedded during childhood and adolescence. Our focus on youth engagement and interventions will help create safer behaviours in the short-term and throughout people's lives. There is entrenched inequality in Greater Manchester with outcomes varying dramatically between localities. Too many young people encounter the criminal justice system, and we need to develop approaches that meaningfully divert them away from this wherever possible. Education and aspirations for the future will be crucial in tackling these challenges.

Our Training and Safety Centre (TASC) in Bury provides an interactive centre teaching people how to identify and reduce the risks posed by fires, roads, and more. We use a data and evidence-led approach to ensure our highest risk schools are targeted to visit, and to ensure we adopt an all-age approach to our community risk interventions.

Our highest risk schools and home-schooled children will also be targeted by our new Outreach Team for thematic and seasonal safety messages, whilst all primary schools will be offered a visit from our frontline firefighters, reducing risk through engagement and by utilising the online educational platform StayWise. Children

within alternative provision or with special educational needs and disabilities will be offered support by trained staff with tailored resources.

Our Fire Cadets programme aims to support young people and help them build resilience. It offers basic firefighting skills, personal and social skills, first aid, health and safety, and fire, road and water safety knowledge, leading to a national qualification. To expand the programme, GMFRS is collaborating with Manchester Enterprise Academy to provide an after-school activity for young people with special educational needs, disabilities, or challenging behaviour, supported by existing fire cadets as mentors.

To deliver our FireSmart programme, GMFRS works directly with school-age individuals, who are exhibiting signs of fire-setting behaviour. The intervention offers a free, confidential programme of prevention education and advice to both the individual and referrer. Anyone can be referred onto this programme from a variety of sources including parents, Youth Justice Board, and Probation.

The Service runs a youth boxing club at Moss Side fire station, where firefighters volunteer as coaches and mentors for young people to help combat anti-social behaviour

and gang-related activity. There are many success stories within the club including Patrick Brown, who qualified for the 2024 Olympic Games. The club also supports delivery of the Athena Project, an intervention that aims to improve life chances for young people aged 11-16 years, by helping them maintain healthy lifestyles and become positive role models and ambassadors. Its aims and objectives are to develop and build resilience; embed positive behaviour change; reduce anti-social behaviour and violence; and reduce reoffending.

Our King's Trust Team Programme is a personal development course for 16- to 25-year-olds who are not currently in education, employment or training (NEET). The programme is delivered in partnership with Manchester College from five of our fire stations. It aims to develop skills, provide qualifications, build confidence and embed teamwork. The programme includes a one-week residential course of outdoor activities, two weeks of work experience, a two-week community project, and firefighter experience days. We are developing pathways and partnerships to further support young people on completion of the programme.

GMFRS's Achilles Project is a new intervention that targets young people who have been involved in the criminal justice system or are struggling in mainstream education. The course will use education and engagement, and develop support structures to encourage behaviour change, create safer communities, and reduce anti-social behaviour. The programme will lead to a nationally accredited qualification in 'Developing Resilience,' developed in partnership by the National Fire Chiefs Council (NFCC) and the King's Trust.

"I'm particularly happy to see what seems like a significant commitment to youth in the community as my belief is investing in those NEET (not in employment, education or training) groups aged 18-24 embed the correct behaviours in the community."

Consultation feedback



Building personal resilience

The Service's Apollo Project provides one-off sessions based around a single theme, such as car crime, knife crime, ASB or water safety. The project works with partners to target a specific cohort with some involvement in these areas. Depending on the theme, the project aims to reduce re-offending; build strength and resilience through education; and support individuals to develop purpose and see a future beyond negative experiences.

GMFRS's Atlas Project, designed with Greater Manchester Probation Service, clinical psychologists, and universities, supports adults with a conviction, history or likelihood of deliberate fire-setting. The programme uses classroom and practical sessions based on evidence-based practices. It includes one-to-one person-centred techniques from a clinical psychologist and group discussions on the impact of fire. The course teaches teamwork, communication, risk assessment, and consequence, leading to a Developing Resilience qualification. Besides fire safety awareness, it offers support in education, employment, housing, and personal motivation.

The programme earned GMFRS a Promising Practice accolade from HMICFRS and won Project of the Year in the 2023 Excellence in Fire and Emergency Awards. GMFRS will explore how to apply the programme's principles to other community threats, including reduction of serious violence, and support international academic research for arson and fire setting.

A new youth mentoring scheme is being created in collaboration with GM Navigator. Using firefighters as mentors, it will help young people develop key skills, with a focus on self-discipline and self-awareness. It also aims to embed confidence, resilience, and self-esteem.

We will continue to develop new programmes, targeting them where they are needed most to reduce inequality and risk, and improve outcomes.

Digital Transformation

We are committed to utilising technology to deliver better, more accessible services for Greater Manchester through our digital transformation programme. This programme will replace our current systems with a single, unified platform standardising processes and removing administrative tasks, increasing capacity within our teams.

The programme will deliver measurable improvements in efficiency and service delivery. We will realise long-term, cash-releasing savings from reduced licensing, development, and support costs. More importantly, we will deliver significant productivity gains. This will allow us to improve responsiveness to residents and businesses, scale up risk reduction efforts, and deliver faster audit and reporting.



Case Study: Prevention in Prisons Programme

The Service's Prevention in Prisons Programme (PiPP) was established to address cell fires, anti-social behaviour, and violence in our prisons. The team have utilised learning from academics and criminal behaviour experts to develop a programme that promotes behaviour change and reduces risk. The overarching priorities are to protect prisoners, prison staff and the public; prevent people becoming victims; reduce re-offending; and reduce demand on blue light and health services.

PiPP includes a practical element, Firefit, and an educational element. The first 12-week Firefit programme was delivered in HMP Hindley. Participants undertook physical activities based on firefighter fitness challenges. The group achieved significant goals, culminating in a prison family day, where they took part in a demonstration of everything they had learnt. Several men were identified as high performers, with three chosen to return as mentors, and another who attended GMFRS' Kings Trust course after his release. Phase two of the PiPP is an education package delivered in prisons to support the reduction of cell fires. HMP Hindley has since reported a 60% reduction in deliberate fires.

One of the prisons involved in the programme reported back on its effectiveness – "The feedback from all prisoners that attended the course was outstanding." The prison went on to say that the programme had resulted in a reduction in fires, self-harm, and isolation.

PiPP is helping to change the thinking, attitudes and behaviours which may lead prisoners to reoffend. It is providing rehabilitative practice; promoting restorative justice; and allowing a person who has offended to reflect on their behaviours. The initiative also serves as a pathway onto programmes such as the King's Trust and into employment opportunities. Over the course of the Fire Plan, the Programme will also support neighbouring FRS and will become fully aligned with Greater Manchester's Reducing Reoffending Plan.

CASE STUDY



Our Forward Plan

To prevent emergencies by protecting people and places, we will:

1. Collaborate with partners and communities to reduce the risks from fire, water, roads and serious violence.
2. Help deliver Greater Manchester's 'Live Well' and Housing First ambitions.
3. Collect and analyse information, including from partner agencies and communities, to effectively deliver targeted campaigns, education, and interventions to those most at risk.
4. Play a key role in accelerating the remediation of blocks of flats with unsafe cladding.
5. Collaborate with partners to ensure the new building safety regime delivers improvements and we are able to identify and respond to emerging risks.
6. Provide advice and support to the premises we inspect and regulate, to help ensure our communities are safe in the buildings they live, work in, and visit.
7. Robustly enforce fire safety, building safety, and petroleum and explosive regulations to ensure those responsible for protecting the public are complying with their duties.
8. Work hard to understand and overcome any limitations to the effectiveness of our engagement with communities.
9. Enhance our programmes for young people to help them develop their skills and achieve their aspirations, while supporting the reduction of offending and exposure to risk.
10. Harness new digital solutions to drive innovation and efficiency and improve access to advice and information.



PILLAR 2: RESPOND

Deliver an outstanding emergency response

Why is this important?

An effective response to emergencies saves lives, reduces injuries, and limits damage to property, the economy, and the environment. It will always be one of our key priorities.

The threats to our communities have changed considerably over the last ten years. Terrorist attacks, wildfires, wide-area flooding, high-rise fires, social unrest, violent attacks, the pandemic, and recent changes in geopolitics demonstrate the scale, complexity and increasingly protracted nature of the incidents GMFRS faces. Advances in Artificial Intelligence have the potential to both mitigate and exacerbate these risks.

It is essential we understand and adapt to changing risks, so we are ready when an emergency occurs. To respond to an incident safely and effectively, we need to do so quickly, in the right numbers, and with the appropriate skills, equipment, and knowledge. Often emergencies demand a multi-agency response, so we need to work seamlessly with our partners.

In our online consultation, **99% of people** strongly agreed/agreed that this should be a priority for GMFRS.

Risks and opportunities

Risk and planning

Greater Manchester has transformed over the last ten years and will continue to do so. Economic and residential growth is radically changing our towns and city centres, including a huge increase in the number of high-rise and medium-rise buildings. Many of our communities have ageing populations, and are becoming more diverse in the ethnicities and nationalities of their residents. The number of residents with complex health needs is increasing. Our transport infrastructure is being constantly improved and expanded. Individual developments are creating brand new business neighbourhoods, and Greater Manchester has ambitions to build 75,000 new homes during the life of this Plan.

We will continue to update our understanding of our communities through our annual Strategic Assessment of Risk. This will help us understand where best to locate our workforce, fire engines, and specialist equipment, and how to target our activities and identify training needs. The Service also shares and uses

intelligence from our communities and our partners – local authorities, GMP, the VCFSE (voluntary, community, faith and social enterprise) sector, and NHS Greater Manchester. GMFRS will work hard to maintain and improve data-sharing agreements, to ensure all our public services have an accurate and up-to-date picture of all the threats we face.

"I agree with the commitments outlined under this priority. I am pleased to see that GMFRS are considering future risks and opportunities, such as climate change and new technologies."

Consultation feedback

Resilience and integrated response

In England, there is no statutory duty or funding for FRS to respond to flooding, and yet we are increasingly called on to do so. According to Government statistics, FRS attended 17,795 flooding incidents in 2023/24, an increase of 33% compared with five years ago. In January 2025, a major incident was declared in Greater Manchester in response to widespread flooding. In 48 hours, GMFRS led the rescue or evacuation of more than 1,000 residents at over 100 emergency incidents, co-ordinating the joint efforts of firefighters, police officers, paramedics, and mountain rescue teams.

The climate emergency and the threats within the built environment are driving larger and more complex emergency incidents. High-rise fires, moorland fires, and wide-area flooding can be protracted and resource-intensive, requiring significant support from other FRS. GMFRS will maintain effective agreements with other services to ensure resilience, as well as providing support in return.

Recent developments in geo-politics have triggered an increase in UK spending on defence. The heightened threat our nation faces cannot only be viewed through the lens of external aggressors and military expansion, we must also ensure domestic resilience and security. GMFRS will play a vital role in this going forward.

When different services come together at an emergency, it is essential they work together seamlessly. GMFRS has dedicated an officer to the Greater Manchester Resilience Forum, working to embed the Joint Emergency Services Interoperability Principles (JESIP) at all levels of multi-agency response. As part of this, we have undertaken a range of training events and planning exercises with partners. GMFRS will continue to work closely with the Greater Manchester Resilience Forum and individual agencies to identify and share understanding of large-scale threats to our communities and develop joint plans to mitigate, respond to, and recover from them.

Following the Grenfell Tower Inquiry, we have made improvements to our response to high-rise fires. GMFRS has adopted new strategies, where crews support evacuations while simultaneously responding to fire incidents. We have introduced smoke hoods on all our fire engines, allowing firefighters to safely lead occupants through smoke-filled environments, significantly improving the chances of survival. We have introduced an extra fire engine in Manchester city centre for quicker responses, and new turntable ladders which reach up to 42 metres, enabling rescues from higher floors. As part of our fire cover review, we also plan to introduce another fire engine. It will be based at Moss Side and serve across our city-region, increasing our fleet to 52.

GMFRS is committed to ensuring our staff are well-prepared to respond to high-rise incidents. At our training centre in Bury, we deliver large-scale multi-agency exercises simulating realistic and complex incidents. These exercises include high-rise fires, evacuation procedures, and the rescue of multiple casualties. They are undertaken with local partners as well as other FRS to ensure an effective integrated response.

North West Fire Control (NWFC) is the Service's shared emergency control room in Warrington. As well as handling all our 999 calls and mobilising resources, NWFC provides life-saving advice to callers involved in an emergency, and helps co-ordinate multi-agency working at incidents. The shared function enhances resilience, allowing services to support each other during high-demand periods, such as major incidents or severe weather events, ensuring communities receive uninterrupted emergency response. GMFRS will lead on the procurement of a new mobilising system to ensure NWFC continues to provide the most effective service to the people we serve.

"In order to be first class they need to have all the correct training."

Engagement feedback



Training and innovation

Responding to emergencies is complex and high-risk. To keep our communities and crews safe, GMFRS delivers regular, high-quality training that adapts to emerging threats. Our Training and Exercising Strategy brings all training together and enables joint exercises with partner agencies—ensuring we are prepared to respond effectively to real-world incidents.

Our training centre in Bury allows live training for a number of different and complex incident types including high-rise fires, road traffic collisions, rescues from height and collapsed buildings, and multi-agency incidents such as terrorist attacks. Over the course of the previous Fire Plan, we introduced a full-size drill yard with two training towers and an open water training pit. The large storage building on site has been transformed into an indoor technical rescue facility. This is supporting working at height and rope training, as well as other technical training such as rescues from silos and masts. The improved facilities are ensuring firefighters taking part in breathing apparatus courses and exercises can effectively manage contaminants. We have also established an Incident

Command and Leadership Academy on the site. This investment in the Service provides in-house, fully immersive operational and incident command training and assessment. Facilities at our training centre will continue to be adapted as new threats emerge.

High specification Mobile Data Terminals (MDTs) have been installed in all GMFRS fire appliances. These new terminals give firefighters access to up-to-date risk information at an incident. They have a faster, clearer, and more responsive interface; more reliable hardware; newer satellite navigation software; and access to a range of apps providing vehicle schematics at road traffic collisions, and hazardous material information at chemical spills. The MDT project earned the Service's Digital Team the Best use of new technology accolade at the national Real Innovation Technology awards. The terminals will be updated in response to changing risks as new applications are developed.

We will monitor developments in Artificial Intelligence and embed applications that will help streamline processes; strengthen the effectiveness of our emergency response; and enhance the safety of our firefighters.

Alongside our last fire cover review, we also conducted a special appliances review. Our public consultation used a range of methods to ensure our communities had numerous opportunities to give their input. Informed by feedback from the consultation, the reviews led to several key changes, including the introduction of two Enhanced Rescue Stations, the planned addition of two fire engines at Manchester Central and Moss Side, and various improvements to our special appliances. These changes will increase our capacity in Manchester city centre where extensive development continues. It will allow us to undertake more Prevention and Protection work to help keep our buildings safe. Our Enhanced Rescue Stations will improve our response to complex emergencies like road traffic collisions, trench rescues, and collapsed buildings.

We have introduced a Wildfire Suppression Burns Team at Littleborough fire station. Located close to moorland, the team will significantly reduce the spread and duration of wildfires using specialist techniques and equipment. This will ensure that we can effectively respond to the increasing number of severe weather incidents, safeguarding our communities and natural environments. We have purchased two specialist tracked wildfire vehicles and will enhance our fleet further with new beavertail trucks to improve equipment transportation.

Managing contaminants

In response to the potential health risks firefighters face from increased exposure to hazardous substances, GMFRS initiated the Managing Contaminants Programme in collaboration with representative bodies.

The Programme aims to reduce the health risks to our firefighters caused by exposure to contaminants such as toxic gases, smoke particles, and chemicals. Firefighters are trained to use personal protective equipment effectively and take appropriate safety measures to minimise exposure during incidents. GMFRS provides dedicated outdoor equipment and spaces to allow thorough cleansing of firefighters and equipment before fire station re-entry. GMFRS also leads regional and national projects that influence and improve the management and mitigation of fire contamination. Collaborating with other FRS and relevant stakeholders, we are sharing best practices, developing guidelines, and implementing new strategies.

The Service will update and enhance education and training materials and will review emerging scientific research to ensure our measures remain as effective

as possible. We will continue to research and implement improvements to personal protective equipment to ensure our firefighters are as safe as possible whilst attending emergency incidents and to minimise the risk of exposure to hazardous substances.

Expand our role as emergency responders

In Greater Manchester, we are committed to a Live Well approach that gets the whole city-region system pulling together to create healthy, happy lives and ease pressure on health services .

Collaborating with staff and the Fire Brigades Union (FBU), GMFRS implemented a universal response to terrorist attacks and mass casualty events over the course of the previous Fire Plan. Adopting the same partnership approach, we are looking to collaboratively scope out the delivery of an Emergency Medical Response (EMR) in support of North West Ambulance Service (NWAS) and the NHS. The aim is to improve health outcomes and relieve pressure on our Health service.

The chances of surviving a heart attack drop by 10% with every minute that passes. Every minute also increases the risk of

life-changing neurological damage. One of the primary functions of implementing EMR is a GMFRS response to cardiac arrests alongside NWAS. The Service piloted a similar scheme in 2015/16. GMFRS’s quick response times meant it could frequently reach a cardiac arrest before NWAS. This allowed our trained firefighters to start CPR before ambulance crews took over. It also allowed firefighters to continue CPR when ambulance crews were required to deliver more specialist care at the scene.

Drawing on lessons learned from the previous pilot, a new GMFRS response to EMR would be a major asset to the city-region and its people, saving lives and improving outcomes.

“They could do some kind of first line response or first responder, trying to support the Ambulance Service at high volume call times. I think that would be useful because of the degree of medical training they’ve got.”

Engagement feedback

Case Study: Our response to terrorist attacks

Following the horrific attack on the Manchester Arena in 2017, Mayor Andy Burnham implemented an independent review into the response of emergency services. The Kerslake Report made a number of recommendations for GMFRS and others, which the Service has implemented.

After rigorously assessing threat levels, response times, and capacity in the city-region, GMFRS successfully collaborated with staff and the Fire Brigade's Union to develop and implement a Greater Manchester terrorist response function. All our firefighters are now trained to respond to a marauding terrorist attack or mass casualty event, providing our communities with the most effective capability in the country, matched only in London.

To implement our universal response, GMFRS has delivered:

- Training to all firefighters and officers to respond to terrorist incidents and mass casualty rescues.
- The qualification of all firefighters in Immediate Emergency Care.
- New ballistic personal protective equipment, fast evacuation stretchers, and adapted vehicle stowage.
- A new Standard Operating Procedure and guidance.
- Highly realistic, multi-agency JESIP exercises, which are now part of our continuous training programme.

We have collaborated with NWFC, GMP, British Transport Police and NWS on large scale exercises to robustly test our multi-agency response to a terrorist attack at various venues across the city-region, including our Bury TASC.

Following the Arena attack, the Government implemented the Manchester Arena Inquiry (MAI), giving GMFRS four monitored recommendations on incident command, operational discretion, information sharing, and record keeping. GMFRS worked diligently with partners to deliver these recommendations, signing them off in 2024. GMFRS took a lead role in the NFCC MAI Oversight Group and continues to work with the NFCC North West JESIP Group, supporting progress on fire service recommendations at a national level. We have made substantial progress and remain committed to their full implementation.

CASE STUDY



Our Forward Plan

To deliver an outstanding emergency response, we will:

1. Provide a response to emergencies that is fast, effective, and as safe as possible.
2. Analyse current and emerging threats, and implement approaches to reduce the risks to our communities.
3. Review our frontline vehicles and equipment to ensure we have the right resources, in the right place, at the right time.
4. Ensure our operational training programme is delivered to the highest quality, adapting to new and emerging risks.
5. Plan and deliver multi-agency training and exercising to ensure an effective and integrated response to threats.
6. Research and invest in state-of-the-art equipment, vehicles, and technology to help keep our firefighters and communities safe.
7. Ensure we are resilient and prepared to respond to the increasing threat of incidents caused by the climate emergency.
8. Continually improve our operational policies and procedures, ensuring they build on lessons learned, public inquiries, and best practice.
9. Enhance the health, fitness and safety of our operational workforce.
10. Explore opportunities to provide a wider response to medical emergencies.
11. Enhance our 999 Control function to ensure optimal performance and mobilisation of resources.



PILLAR 3: PEOPLE & CULTURE

Look after our people and foster a culture of equality, inclusivity, and excellent leadership

Why is this important?

Looking after our people and fostering a culture of equality and inclusivity is essential. By prioritising these aims, GMFRS can create an environment where every individual feels empowered and motivated to contribute their best, leading to better outcomes for the people of Greater Manchester. By valuing all individuals, GMFRS can attract the best talent, reduce turnover, and cement a trusted reputation, recognising and celebrating diversity.

Excellent leadership is crucial for an organisation's success. It fosters a positive work environment, motivates employees, and drives innovation. Effective leaders set clear goals and expectations, and inspire their

teams to achieve excellence. They also navigate challenges, make informed decisions, and build a culture of trust and collaboration, ensuring the organisation thrives and adapts to change.

Risks and opportunities

Fire service culture

As well as the moral imperative for ensuring all our staff feel valued and protected, culture improvement has a direct impact on improving effectiveness. Our people are our most valuable resource and key to ensuring we deliver the best possible service to our communities. A service that reflects the public it serves is more effective at engaging with them to reduce the risks they face. It is vital we maintain and always seek to improve public trust and confidence.

The Culture First Board is now well-established. Jointly chaired by our Chief Fire Officer and a new independent member Elinor Chohan MBE, the Board brings together a range of employee voices, including staff network leads, our Freedom to Speak Up Guardian, trade union representatives, and senior leaders. Our major programmes of activity are scrutinised by the Board to ensure all benefits and risks for organisational culture are key considerations in planning and delivery. Our Cultural Sounding Panel allows us to engage earlier, and with a wide pool of staff. These structures bring a rich perspective, challenge, and buy-in to proposed policies, decisions and ways of working.

We will continually promote our processes for raising concerns and have complemented our existing Freedom to Speak Up provision with a new independent support line, FRS Speak Up, to ensure staff have access to well-understood and confidential platforms. A new system has been introduced to capture public feedback following our attendance at incidents. We will 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. An analysis of trends is considered both at our Culture First Board and at the Deputy Mayor's Executive scrutiny meeting.

To improve how the Service reduces and responds to disciplinary matters, we have recently created a Professional Standards team. The team provide:

- Better support and guidance on discipline management and development plans.
- Training and support to managers in expectations, accountability, standards and managing discipline.
- A dedicated team of investigators ensuring streamlined and consistent processes and outcomes.

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 management at all levels. Work will continue to develop these initiatives jointly with GMP.

An independent evaluation of our Equality, Diversity, and Inclusion Strategy recognised the strength of its action plan and its setting of clear goals. In line with its recommendations, we are continuing to prioritise training sessions that promote positive attitudes and values among our workforce. The report recognised the strength of the strategy's action plan and its setting of clear goals. In line with its recommendations, we are continuing to prioritise training

sessions that promote positive attitudes and values among our workforce. We will continue to embed the NFCC Core Code of Ethics across the Service, alongside our specific GMFRS values. As part of this work, training has been mandated for all staff, and a full-scale review has been undertaken to ensure the Code and our values are embedded in all our policies and processes.

GMFRS is also committed to deliver the Greater Manchester Race Equity Framework. The Framework has five key themes:

- Clear and effective leadership in race equity
- Accountability to our communities through engagement
- Commitment and resources to achieve meaningful improvements to outcomes
- Transparent and recognised performance measures
- Removal of employment barriers.

Over the course of the Fire Plan, we will work to integrate these themes into our workplans to help drive forward the framework's ambitions around reducing inequalities and improving the outcomes of racialised minorities.

We are pleased with the external recognition we have received for our culture improvement work. We achieved the 2024 Gold Award from Stonewall UK; have now reached number 34 in their Workplace Equality Index; and our EDI Manager won their Changemaker of the Year award 2024. HMICFRS identified our work to improve promotion pathways and leadership development as promising practice, and our Culture First Board as innovative practice. HMICFRS now grades the Service as "Good" regarding values and culture; promoting fairness and diversity; and developing leaders.

However, we are under no illusion that we have got everything right. National reports by HMICFRS and the media highlight there is still much the sector needs to do. We will use our robust structures and governance to ensure we fully deliver any new or outstanding recommendations from HMICFRS around organisational culture. We know that tackling values, behaviours and relationships is not something that can be fixed once before moving on to something else. Culture improvement is a journey that requires commitment, leadership, and transparency, as well as constant evaluation and adaptation.

We will enhance our existing programme of learning and development to cover additional

areas and priorities identified through the independent review into our approach to equality, diversity and inclusion. Additional training and initiatives will be provided for colleagues across our Service. This will include areas such as Accredited British Sign Language for Emergency Services, Anti-Racist Practice, and Disability Confident accreditation.

Leadership and development

Our leadership and development programmes and initiatives are intrinsically linked with our core values and behaviours, ensuring leaders at all levels embody the principles that define the Service. Accountability is crucial, with leaders being responsible for their actions and decisions, and for challenging any behaviour that falls short of the highest standards. Our leaders are expected to strive for excellence by continuously developing themselves and their teams, ensuring we all make GMFRS the best it can be.

The GMFRS Leadership Development Framework is now fully embedded and offers a consistent approach to enhancing skills, competencies, and knowledge for our current and future leaders. This is being supported by the rollout of leadership, management, and coaching qualifications.

Our new Promotions Pathway has been co-designed with staff and networks. The Pathway is enabling us to better identify, develop and promote the best possible talent for our leadership roles in a fair and inclusive way. The Pathway provides support and development for staff before they apply for promotion. It will allow us to identify and remove barriers, particularly for talented people from underrepresented groups who may not have had the same opportunities for promotion as their peers in the past.

In its most recent inspection, HMICFRS identified GMFRS's work to improve promotion pathways and leadership development as promising practice.

Going forward, there will be a new Talent Management Strategy in 2025 for GMFRS and GMCA. The aims of this strategy are to:

- Maintain an engaged and satisfied workforce that benefits from a variety of development opportunities.
- Keep talent within the GMCA Group and the Greater Manchester public sector.
- Ensure greater diversity in all positions, including leadership roles.
- Plan workforce needs more effectively to decrease the number of long-term vacancies in difficult-to-fill positions.
- Connect our work and skills initiatives to create opportunities for our residents to secure meaningful employment.



Recruitment, Apprenticeships, and the MBacc

Changing the demographic of our operational workforce is a long-term commitment. We are delivering targeted attraction and recruitment support to make firefighting a career of choice for people from all backgrounds. Over the course of the previous Fire Plan, we recruited 356 trainee firefighters - the largest firefighter apprenticeship programme in the country – of which more than a third (37%) have come from our underrepresented groups.

Positive action work has continued across Greater Manchester, targeting more diverse areas and sports / fitness establishments, with a specific focus on women. This work includes gym visits, local and regional community events, career fairs, Pride events and continued partnership working with GMP, the Growth Company's 'Fire Up Your Future' campaign, and the Armed Forces Covenant. Specific events for women are being progressed, including firefighter experience sessions for sports clubs and groups, and fitness sessions tailored to support female physiology. We have recently refreshed our attraction campaign to inspire more women to consider firefighting as a career by highlighting the experiences of women

currently working across the Service. Thanks to our efforts, the number of female firefighters in GMFRS has grown significantly over the last decade, with around 10% of firefighters being women, compared with 1.83% in 2015.

We have undertaken significant recruitment to increase the number of qualified Fire Safety Inspectors and have used this to improve the diversity and experience within Protection. Since 2022 we have recruited and trained 43 Fire Safety Inspectors and one third of the Protection workforce are now from underrepresented groups.

We will continue to promote diversity and inclusion, ensuring that our workforce reflects our communities and benefits from a wide range of perspectives and experiences.

We were one of the first FRS to undergo a full OFSTED inspection. We are very proud to have been graded as Outstanding for Behaviour and Attitudes and for Personal Development, and Good for Leadership and Management, for Apprenticeships and for Quality of Education.

We are creating placements for T-level students, giving them access to the workplace via different GMFRS departments. The students will undertake real-world tasks,

giving them vital skills and experience that will help them into employment. The placements will also give GMFRS access to extra capacity and the ability to engage with young people - bringing in fresh perspectives and innovative ideas. The Service will use the placements to promote GMFRS as an employer, helping us to reach potential candidates that we might have previously missed.

As part of the new Greater Manchester Baccalaureate (MBacc), young people will be able to choose from seven gateways at the age of 14. Each gateway will be brought to life by real world experience of the workplace, including clear routes into our emergency services. At age 16, young people will have access to more T-level courses, as well as other technical qualifications. A new central application system will open up work placements with employers, giving young people equal access to opportunities. At age 18, MBacc students will have access to work-related courses, from intermediate and degree apprenticeships to higher technical qualifications.

Going forward, we are looking to develop a specific Blue Light gateway with the police and ambulance services. From a fire and rescue perspective, this will create roles for firefighters, Protection officers, Prevention staff, and functions like fleet and asset management. This pathway will ensure young people have access to diverse and rewarding career opportunities within GMFRS, as well as ensuring we get the best possible candidates for our teams.

“Inclusivity is about building trust into the service so if there are emergencies you would be more likely to call... it’s super important that they are seen as a service for all.”

Engagement feedback

Safety, health, and wellbeing

Maintaining the health and wellbeing of our staff is of primary importance to GMFRS. It is vital not only for individuals and their families, but also for the safe and efficient delivery of our services.

Physical fitness is essential for all firefighters. We have developed a new fitness framework with annual testing and provided gyms and equipment at stations. This framework was trialled at pilot stations with support from videos, learning packages, and our fitness team. With the increase in the pension age, maintaining firefighter health and protection is vital. We have now introduced yearly fitness tests for all staff to ensure ongoing physical readiness.

Our health and wellbeing support includes a range of interventions for staff and their families, both in and out of the workplace. This includes occupational health services offering medicals, physiotherapy, and counselling.

The Employee Assistance Programme offers independent, confidential advice on personal issues, with bespoke plans for physical and mental wellbeing. We provide direct support for operational staff at traumatic incidents, including early diffusers, team debriefs, and the Trauma Risk Management protocol.

We have updated annual leave processes and are improving flexible working arrangements to be more family-friendly. Maternity leave for female firefighters has been increased to one year.

Everyone in the organisation is responsible for maintaining safety, health, and wellbeing practices. We will ensure they have the necessary tools, including the right appliances, equipment, policies, and training.

Case study: Volunteering

GMFRS has long recognised the invaluable contributions of our volunteers. Over the years, volunteers have played a crucial role in supporting our mission to protect and serve the communities of Greater Manchester. Our recruitment process includes an induction day and mandatory training to ensure volunteers are well-prepared for their roles. Training covers essential topics such as safeguarding, inclusion, information governance, and fire safety in the home.

GMFRS volunteers give their time to support various activities, including:

- Community and business engagement, supporting campaigns, plans, and partnerships.
- Prevention education, supporting the delivery of programmes with the Bury Training and Safety Centre, Fire Cadets, and the King's Trust.
- Operational training, with volunteers acting as live casualties in realistic, multi-agency scenarios.
- Wellbeing and Occupational Health, using specially trained volunteers to provide support and signposting to wellbeing channels.

We have recently developed opportunities for non-operational staff to volunteer outside the Service, including 29 hours a year paid leave to support voluntary, community, faith and social enterprise (VCFSE) organisations such as Age UK, Mustard Tree, and Our Futures. This aims to:

- Create a positive impact across our communities, directly benefiting residents.
- Increase staff knowledge at grass roots level, providing new ideas to deliver greater impact in our communities.
- Create further collaboration and a better understanding of different Greater Manchester organisations and the VCFSE sector.
- Strengthen working relationships, diversity and intersectionality.
- Highlight to employees in all roles how they can contribute to the Greater Manchester Strategy.

Looking ahead, GMFRS will continue to strengthen our volunteering offer with a focus on recruiting community and support volunteers, developing specialist roles, and enhancing training opportunities and pathways.

CASE STUDY



Our Forward Plan

To look after our people and foster a culture of equality, inclusivity, and excellent leadership, we will:

1. Work to attract, recruit, and retain a workforce that is more representative of the people of Greater Manchester.
2. Develop fair and effective pathways into the Service through the MBacc, apprenticeships, T-levels, and our own youth engagement programmes.
3. Strengthen our volunteering offer to provide the maximum value for communities and participants.
4. Improve development opportunities for all staff, removing barriers to provide pathways that are inclusive and progressive.
5. Drive consistent, inclusive, and inspiring leadership to promote excellence and cultural improvement.
6. Enhance our culture of respect, inclusivity, and empowerment, so staff feel supported and valued for the work they do.
7. Maximise engagement with staff and representative bodies, with a focus on honesty and ensuring everyone has a voice.
8. Strengthen processes to enhance and manage the health and wellbeing of our workforce.



PILLAR 4: EXCELLENCE & VALUE

Maximise public value through continuous improvement and sustainable use of resources

Why is this important?

We are funded by the public. It is vital we deliver an excellent service that provides value and is sustainable over the long term.

GMFRS strives for continuous improvement. We are committed to learning from experience, applying best practice, and staying agile as risks change.

It is also essential we use our resources responsibly. The climate emergency is increasing incidents of flooding, wildfires, and storms. This is stretching fire cover, and heightening the risks faced by our communities and firefighters.

As an ethical organisation, we must prioritise sustainable delivery to help reduce costs, and reduce the threat to our staff and the people we serve.

"They should try and use the least amount of money that they can, but at the same time, they should invest in the equipment and technology that would get the job done faster."

Engagement feedback

Risks and opportunities

Financial sustainability

It is important the public understands how we are using its money and feels we provide value. More information on the Service's budget, reserves, and spending can be found in our Medium-Term Financial Plan which is available on the GMCA website.

Every four years, we conduct a Fire Cover Review to ensure our resources are used efficiently and effectively. This review helps identify proposals to build a stronger, more resilient FRS while maintaining high safety standards and minimising risks.

Since 2010, central government funding for GMFRS has not kept pace with inflation, or the increasing demands on our resources. During this time, risks have increased as a result of vulnerability in our communities; defects in building construction; new and rapid development; large-scale incidents driven by the climate emergency; and the changing threat of terrorism and violence. To make up some of the funding shortfall we have been required to raise precept levels. We do not receive capital grants to modernise our stations, or to make our training facilities as effective as possible. We are forced to borrow money to do this and draw from our reserves.

To provide the best public value, GMFRS has implemented a number of measures to drive efficiencies. We share some fire stations with other emergency services, saving public money and encouraging a more integrated approach to tackling the threats facing our communities. More than 50% of our stations have a shared premises commitment, including partnerships with NWAS, GMP, and community groups. This includes the purpose-built Wigan Community Fire and Ambulance Station. We have recently created Safe Spaces in all our stations. They will provide temporary sanctuary to individuals who feel vulnerable or threatened, with support from crews and trained British Red Cross officers.

Our joint Control function reduces duplication of costs across individual FRS (Greater Manchester, Cumbria, Lancashire, and Cheshire). This ensures funding is used efficiently without compromising emergency response capabilities. By pooling resources, North West Fire Control (NWFC) can invest in advanced technology, training, and systems that might otherwise be unaffordable. To ensure the Service gets maximum value from our partnership, we undertook a review of the control room's functions. GMFRS contributes the most money to NWFC, in line with the proportion of the region's calls coming from our area. Following the review,

and GMFRS's successful reduction of emergency incidents, the share of Greater Manchester's contribution to NWFC reduced over the course of the previous Fire Plan.

Joint procurement has been in place at GMFRS for some time and has helped us achieve better value for the services and goods we buy. We work with other FRS nationally and across the North West, but also collaborate on city-region level with the wider public sector such as GMP.

GMFRS is working hard to increase productivity and find efficiencies. This has included a fire cover review to ensure we have the right resources in the right place at the right time; the use of new technology to streamline processes; improved targeting of Prevention work; increased use of volunteers; productivity training; and the embedding of our Evaluation Framework and Programme Management Office, recognised as promising practice by HMICFRS.

Over the course of the previous Fire Plan, we made savings of £5 million. Since 2021 we have increased productivity by 3%. Going forward we plan to save £0.677million during 2025/26, with further year on year savings anticipated. For more information, our Efficiency and Productivity plans can be found on the GMFRS website.

We will also continue to drive down false alarms, which can tie up our resources for extended periods. In 2024/25 these accounted for 44% of all incidents. Policy changes have significantly reduced the number of false alarms we would have mobilised to previously, with no impacts on public safety. This is providing substantial capacity back into the system to deliver valuable activities such as fire safety checks. We will continue to implement policies that reduce the number of resources we send to false automatic fire alarm signals when we are completely sure it is safe to do so.

Providing public value includes working in an integrated way with partners to provide a service that is more efficient and more effective at tackling complex problems. To support financial sustainability and fund innovation, GMFRS will also consider how we can use assets such as the Bury TASC, corporate services, and our Protection Suite to generate income.

Environmental sustainability

GMFRS is more directly affected by the consequences of the climate emergency than many other organisations. Not only do we need to manage and maintain our own assets and resources when faced with extreme events, but we are also expected to mobilise those assets and resources promptly and effectively to intervene to help communities, and protect vital infrastructure and environments. Extreme weather events such as wide-area flooding, wildfires, and fires during heatwaves are also increasing the risk faced by our firefighters.

In 2019, GMCA declared a climate emergency to signify the importance of reducing carbon emissions and wider environmental impacts across the city-region. The Greater Manchester Five-Year Environment Plan 2025-30 details how the city-region will respond, including the ambition of achieving carbon neutrality by 2038. GMFRS will continue to align environmental improvement and carbon reduction to city-region ambitions and we will refresh our Sustainability Strategy to ensure a clear delivery and monitoring framework.

GMFRS has made significant progress with carbon reduction. The Service has reduced direct emissions by 27% from

the 2018/19 baseline. Further investment in estates decarbonisation will continue, with emphasis on futureproofing our estate through investment in new build fire stations. These stations will feature renewable heating systems, solar PV, LED lighting, as well as broader sustainability measures. GMFRS will also look to further invest in estates decarbonisation schemes, which will focus on the transition from fossil fuel heating systems to renewable heating systems, supporting ambitions outlined within the Greater Manchester Five-Year Environment Plan.

Reducing our carbon footprint will also feature significant investment in fleet. GMFRS continues to invest in new electric cars and vans and will be implementing a widescale electric vehicle charging infrastructure across the estate to support the delivery of a resilient, low-carbon fleet.

Our moorlands, and areas of lowland in and around Salford, include large expanses of peat. Peatlands store twice as much carbon as all the world's forests. The destruction of peat releases CO₂ into the atmosphere and reduces the amount of CO₂ that is captured in the future, exacerbating the climate emergency and increasing the risk of further wildfires and flooding. Increased flooding incidents are also directly linked to moorland wildfires. As well as absorbing CO₂, peat and

its vegetation absorb significant volumes of rainfall. When these landscapes are destroyed by wildfires, rainfall goes directly into our waterways, increasing the risk of flooding further down in our towns and cities.

Since the devastating Saddleworth moor fires in 2018, there have been numerous other large-scale wildfires in Greater Manchester. These incidents highlight the critical need for proactive measures to protect our natural environment and mitigate the risks associated with its destruction. GMFRS will continue to emphasise the importance of responsible behaviour in moorland areas, urging the public to avoid lighting barbecues, fires, or fireworks, and to properly dispose of cigarettes and litter. As risks continue to evolve, it will be important to consider how we adapt our expertise and approach. Working with other agencies, the Service will consider what else we can do to help prevent behaviours that are driving extreme weather events.

Learning and continuous improvement

Learning and development are at the heart of a successful organisation. By fostering a culture of continuous improvement, we can adapt to changing risks,

innovate, and maintain high standards of performance. Encouraging staff to engage in ongoing training and professional development not only enhances individual skills and knowledge, but also drives organisational growth and success, ensuring the Service remains effective at meeting future challenges.

We have recently introduced an Organisational Learning Framework to foster a culture of continuous improvement. This framework will focus on learning from past experiences to enhance future performance, identifying improvement opportunities from operational incidents, projects, evaluations, health and safety incidents, and staff feedback. Learning outcomes from all areas of GMFRS will be shared across the Service to embed them in future behaviours and practices. Additionally, a new system will track learning outcomes and action plans. To drive innovation and respond to changing risk, we will also capture and embed learning from incidents and fire services around the world.

High-quality research provides a robust evidence base for decision-making and helps identify gaps in our knowledge, particularly regarding new technologies

and emerging challenges. We are committed to collaborating with local researchers and universities to ensure our services are informed by the latest academic insights, improving how we maximise opportunities and mitigate risks. GMFRS will also learn from best practices identified by other FRS nationally and around the world.

Conducting evaluations is central to GMFRS's commitment to excellence. Evaluations provide valuable insights into the impact of our work, ensuring our efforts make meaningful improvements to our communities and workforce. By identifying what works well and what does not, we can refine our strategies and processes, adopting best practices and innovating where necessary. Evaluation helps us keep our communities safer by implementing measures that successfully reduce threats. We are establishing new processes to ensure learning from evaluations is effectively implemented and tracked.

Resident insight is a vital supplement to our data and research. Involving people fully in our planning and decision-making ensures that we do things effectively – safeguarding our resources by making sure our actions meet public and staff needs.

As well as adopting best practice from outside the Service, GMFRS is committed to sharing our own learning to help other organisations improve.

- We developed learning packages from the Cube high-rise fire in Bolton and the Manchester Arena attack, sharing them nationally with the NFCC and other FRS.
- Our Atlas Project and Prevention in Prisons Programme were presented at international conferences, inspiring similar partnerships in the USA.
- Our High Rise and Building Safety Task Force leads the sector, and GMFRS holds the NFCC portfolio on the built environment. We frequently host Government officials to demonstrate our city-region approach to building safety and collaborate with MHCLG on new legislation.
- HMICFRS recognised our culture improvement progress, inviting us to host a conference at Bury TASC where we shared best practices with other FRS.

We will continue to share our learning and seek to influence Government and others to ensure we have the right resources and legislation to keep our communities safe.

We also use external assessment to drive continuous improvement. In our most recent HMICFRS inspection in Autumn 2023, GMFRS was graded as 'Good' in ten of the 11 areas and 'Adequate' in one. Additionally, the inspectorate recognised four areas of Positive Practice and two areas of Innovative Practice.

During the inspection, two Areas for Improvement (AFIs) were identified. The first AFI required effective methods to share fire survival guidance with multiple callers and a dedicated communication link. We have now implemented electronic systems to record and display this information, closing the AFI. The second AFI required the allocation of resources to our Protection department to deliver more fire safety audits. In response, GMFRS has increased the number of Fire Safety Inspectors, with further recruitment planned.

"There needs to be an increased focus on what the GMFRS can do to contribute to mitigating the effects of climate change from a prevention standpoint rather than just response...GMFRS could be a significant leader nationally and internationally as an FRS which influences public perception and behaviour change."

Consultation feedback



In our engagement surveys, **spending money efficiently was one of the highest priorities** for Greater Manchester residents.

Fire Investigations

We are committed to learning from fatal and serious fires to improve the advice we provide to residents and businesses. We have a dedicated Fire Investigation Team to carry out complex fire investigations and crew and watch managers have completed the Level 2 fire investigation qualification to support them to undertake investigations in less complex cases. This is supported by a Fire Investigation app which provides an additional evidence base for us to identify common causes of fires, emerging themes and respond to these.

Developing our Protection capability

We utilised Protection uplift funding to create a dedicated Protection Training and Development Suite, earning GMFRS an Innovative Practice accolade from HMICFRS. The suite is driving financial efficiencies and accelerating the training and development of qualified staff.

We were the first FRS and training provider to gain accreditation for the Level 2 Fire Safety Check qualification and are midway through rolling out this training to all frontline operational staff. This means that operational crews are equipped to undertake fire safety checks in low risk premises from our Risk Based Inspection Programme. This means that we can gather risk information and provide advice to a wider range of premises.

We are an accredited provider of Level 2 Fire Safety Checks, the Level 3 Fire Safety qualification and have had our explosives training certified by Skills for Justice meaning we can offer this to other FRS who regulate explosives. We are developing the full Level 4 Diploma for Fire Safety meaning we will be able to deliver all core qualifications in house and we are collaborating with North West FRS to develop a new training delivery model which will allow other services to benefit from our training capabilities.



Case Study: Our estates programme

Our Estates Improvements Programme includes a combination of new community fire stations and refurbishments. This long-term programme of improvements is being delivered in four phases, each taking four years. Despite our lead contractor going into administration, GMFRS has worked hard to get the new-build projects back on track, and we have found a new contractor for Blackley and Whitefield stations. Construction activity recommenced on both sites in Spring 2025. Subject to final approvals, a contractor has now been selected for a new community fire station in Stockport.

Work is ongoing at Moss Side, creating new rest facilities, flooring, and decoration, alongside the planned introduction of an additional fire engine. Following discussions with NWAS about improvements at Wigan fire station, a programme of works has been agreed upon and contractors are expected to be on-site in 2025.

Temporary improvement works have been completed at Marple, including new fitness facilities, a shower pod, and interim facilities for managing contaminants. Consideration of the longer-term requirements is currently underway.

Feasibility studies have been undertaken for schemes at Leigh, Eccles, and Sale, with budgets agreed. These schemes will include works to address backlog maintenance, removal of gas heating, installation of heat pumps, improved rest facilities, improved facilities for managing contaminants, new flooring and decor.

We are improving rest facilities at 27 stations, and new fitness facilities have been installed at all stations. Vital refreshes are being undertaken at 18 stations, and borough headquarters in Oldham. Our investment in our estate will create facilities fit for future working, and support Greater Manchester's target of becoming a carbon neutral city-region by 2038.

CASE STUDY



Our Forward Plan

To maximise public value through continuous improvement and sustainable use of resources, we will:

- 1.** Provide transparency and public value for our communities, ensuring people understand and benefit from how we are spending their money.
- 2.** Strengthen sustainable and innovative practices that will help reduce our impact on the environment.
- 3.** Review our role in helping to prevent the escalation and impacts of the climate emergency.
- 4.** Modernise our estate to ensure it is fit for purpose and reflects the needs of our workforce and the public.
- 5.** Undertake research and incorporate new technologies, including AI applications, to enhance the way we work and provide greater value.
- 6.** Work with building managers to reduce the burden of false alarms and implement robust attendance policies to safely reduce the threat to fire cover.
- 7.** Drive excellence and professionalism, using organisational learning, research, and public engagement to inform continuous improvement.
- 8.** Evaluate the quality and impact of our services to ensure public value and effectiveness.
- 9.** Explore opportunities for income generation to enhance our financial sustainability and invest in the growth of the Service.
- 10.** Share our expertise with Government and others to influence decision-making and ensure we have the right resources and legislation to keep our communities safe.



OUTCOMES AND SCRUTINY

What will we achieve with the Fire Plan?

1. Reduce deaths, injuries and damage caused by fire and other threats, and help build stronger communities.
2. Ensure people are safer in the buildings they live in, work and visit, and help make businesses more resilient to fire.
3. Develop and maintain a diverse, high-performing, and healthy workforce.
4. Deliver the best value to the public with the least impact on the environment.

Scrutiny

The delivery of the Fire Plan is scrutinised by the Mayor and the Deputy Mayor for Safer and Stronger Communities. The Deputy Mayor holds the Chief Fire Officer to account through the Deputy Mayor's Executive, a regular formal scrutiny meeting, as well as through weekly one-to-one meetings.

The Police, Fire and Crime Panel is made up of elected councillors and independent members and holds the Mayor and Deputy Mayor to account for the delivery of the Fire Plan. The Panel's meetings, agendas, and reports can be found on the GMCA website.

Assurance

To ensure high-quality services and cost-effective spending, we conduct robust assurance activities. Our annual statement summarises the assurance measures we have in place for operational activities, finance, governance and our workforce. This can be found on the GMFRS website.

HMICFRS

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspects each FRS approximately every two years. GMFRS was first inspected in 2019 and again in 2021. In our most recent inspection in 2023, GMFRS was graded as 'Good' in ten of the 11 areas and 'Adequate' in one. This made GMFRS the most improved FRS in England. Our full inspection report can be found on the GMFRS website.

Fire Standards

The Fire Standards Board was established to create and uphold professional standards for FRS across England. So far, 19 standards have been approved, outlining the necessary measures for services to achieve the desired outcomes and the benefits of meeting these standards. GMFRS has conducted extensive assurance activities to evaluate our compliance with these standards, and we will continue to ensure we meet all new criteria.

Reporting

As well as reporting via the Police, Fire and Crime Panel, GMFRS publishes an annual report. To ensure delivery of the Fire Plan, whilst adapting to changing risks, GMFRS produces annual delivery plans. These plans are reported on each year and include key performance indicators. These documents can be found on the GMFRS website.

Performance Indicators:

Pillar	Performance Indicator
Prevent emergencies by protecting people and places	<ul style="list-style-type: none">• Number of fires (accidental dwelling fires; non-domestic fires; deliberate fires; wildfires)• Number of special service calls (road traffic collisions; water rescues; response to flooding; rescues from height; emergency medical responses)• Number of fire deaths/injuries• Number of home fire safety interventions (Home Fire Safety Assessments)• Number of non-domestic fire safety interventions (inspections; audits; and advice)• Government remediation targets
Deliver an outstanding emergency response	<ul style="list-style-type: none">• Average response time to emergencies (fires and special service calls)• Appliance availability• Maintenance of Competence• Firefighter fitness• Number of health and safety events
Look after our people and foster a culture of equality, inclusivity, and excellent leadership	<ul style="list-style-type: none">• People performance (diversity and equality)• Recruitment Apprenticeship (number of apprentices; diversity)• Absence levels• b-Heard survey results (staff)• Number of internal complaints
Maximise public value through continuous improvement and sustainable use of resources	<ul style="list-style-type: none">• Non-pay related efficiency savings• Productivity levels• Balanced budget• Number of false alarms attended• Sustainability targets• HMICFRS outcomes





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