

CORPORATE & INTEGRATED RISK MANAGEMENT PLAN 2016-2020 SUMMARY

Introduction

Greater Manchester Fire and Rescue Authority (GMFRA) needs to save £14.79 million from its budget by 2020, with 78% of it in the first two years. This document explains how we propose to do this. We would like you to read it and feedback your comments or ideas. This document also fulfils our statutory requirements for an Integrated Risk Management Plan (IRMP) which summarises how we deal with all the fire and rescue related risks that affect Greater Manchester.

About Us

GMFRA has a legal responsibility to ensure that an effective fire and rescue service is provided across Greater Manchester. The Authority is made up of 30 elected councillors appointed annually by the 10 councils. The Authority governs Greater Manchester Fire and Rescue Service (GMFRS). Our primary function is to provide an emergency response, but our role is much broader than putting out fires. We respond to road traffic accidents, flooding, chemical spills, riots, terrorist attacks and more. We work to prevent incidents in the first place, educating and developing young people. We open our fire stations for communities to use. **Our Purpose is to save, protect and improve the lives of the people in Greater Manchester.**

Where are we now?

Risk-planning - We know some communities are more vulnerable to fire. We use incident data and research to target resources for emergency response, prevention work and business inspections. Between 10.30am in the morning and 10.30pm at night more incidents occur. Our plan is to have more fire engines available during these periods and fewer between 10.30pm and 10.30am. The fire engines in these stations may be called back into use if required by asking off-duty staff to come into work.

Resilience - Major emergency incidents include flooding, train derailments, large spillages, fires and chemical incidents, civil unrest, terrorist attacks and even 'flu pandemics. In Greater Manchester, planning for these risks is done jointly between GMFRS, Greater Manchester Police (GMP), the North West Ambulance Service (NWAS), the NHS, local councils and the Environment Agency.

Future firefighting - We are introducing new techniques including thermal scanning, aerial cameras and ultra-high pressure jets to help reduce deaths, injuries and business losses.

Training – As the amount of some incidents is falling, others are increasing and so it is essential we maintain and diversify firefighter skills. Our new training site in Bury and the Incident Command Academy will help to achieve this.

Devolution and public service reform - Devolution in Greater Manchester will deliver more control over public money, including that spent on health. In 2017 GMFRA will be abolished and responsibility for GMFRS will come under the elected Mayor who will also run GMP. The legislation will enable the Mayor to set up a committee to run the service on a day-to-day basis. There are clear opportunities to work together, sharing resources to improve services and reduce costs. We have embraced public service reform, changing how we deliver services, increasing the scope of the work we do and working more closely with other agencies. Initiatives include:

- **Salford Integrated Prevention Hubs (SIPH)** - A collaboration between GMFRS, GMP and Salford City Council, providing a joint approach to help Salford's most vulnerable young people and their families. The estimated benefit to the public is a £12 return in social value for every £1 invested in SIPH.
- **Community Risk Intervention (CRI)** – teams have responded to thousands of incidents, including falls in the home on behalf of NWAS, concern for welfare calls on behalf of GMP and

home safety visits to prevent accidents. All firefighters respond to cardiac arrests in support of paramedics. An independent assessment found that for every £1 spent on CRI £1.60 is collectively saved by the GMP, the NHS and GMFRS.

- **Community fire stations** - are shared with GMP, NWAS, local councils, the Driver and Vehicle Standards Agency and voluntary groups. They include the national flagship combined police, fire and ambulance station in Irlam.
- **Safe and Well assessments** - focus on health and crime prevention as well as fire safety. We are also working with Public Health England to use these visits to reduce the main causes of winter deaths - falls, frailty, cold homes, flu and social isolation.

Supporting diverse and underrepresented communities – We have targeted resources where they are needed most – in disadvantaged and underrepresented communities. This includes apprenticeships, volunteering schemes, cadet schemes, alternative curriculums, Princes Trust programmes and community facilities including caged soccer, boxing and a climbing wall. These initiatives have earned young people in Greater Manchester over 3,000 qualifications in the last three years.

Businesses - We are responsible for monitoring and where necessary taking enforcement action in over 100,000 premises.

Sustainability - Climate change affects the delivery of our service. In response to increased flooding, high winds and wildfires we launched our sustainability strategy. By 2050 we want to avert more greenhouse gas emissions than we produce. Since 2008 our annual utility bills are £267,000 lower..

The challenges we face

Since 2009/10 GMFRA has reduced its budget by £28 million or 25% by reducing support staff and senior managers, increased collaboration, revisions to crewing, improved procurement, reducing ill health retirements and energy conservation. Most significantly, we have cut 412 firefighter posts.

A saving of £14.79million will require a reduction in emergency response. Our plan presumes a 1.99% increase in our part of your Council Tax, known as the precept. While the plan will include further back-office savings, we are planning to lose a further 285 firefighter posts.

Whilst the number of incidents has been going down in recent years we are now seeing them go up in places. Between July and September 2015, special service calls like road traffic collisions and floods rose by 28% compared with the same period last year. Numbers of fires in commercial premises, accidental house fires and fire casualties also increased.

The scale of individual incidents can be huge. The June 2015 fire at Wigan Wharfside required 25 fire engines. Recent fires in Manchester City Centre and numerous recycling plant fires have been on a similar scale. In November 2015 we had to recall off-duty firefighters and officers to respond when storms battered Greater Manchester. In December 2015, our firefighters were mobilised to Cumbria to support the flooding. On Christmas Day 2015 we had to recall off-duty firefighters to go to Cumbria to protect a power station from flooding. On Boxing Day 2015, two thirds of our available resources were deployed to provide flood rescue response right across Greater Manchester. Firefighters rescued nearly 1,000 people in less than 24 hours.

Using our reserves (savings in the bank) is a limited option. Some are already spoken for e.g. to build new fire stations. Requesting help from other fire services is also increasingly difficult. It is not possible to rely on the army as they do not respond for 24 hours. Dealing with large-scale incidents requires resilience, being able to instantly deploy exactly the right resources in exactly the right quantities at

exactly the right moment. This also makes financial sense. Research shows that for every £1 invested in firefighter provision in Greater Manchester, £18 is returned in benefit to the local economy - £1.27 billion in 2014 alone. Being resilient also allows us to continue to deliver prevention work that has reduced fires and protected people. We also want to use available capacity, when demand is lower, to support the police and the NHS.

What are we going to do?

We will review the entire organisation. Our plan, where possible, is to keep all 41 fire stations open for at least 12 hours of each day, avoid compulsory redundancies and maintain technical response (specialist rescue) capability. The table below sets out the financial scale of the operational changes and the number of firefighter posts to be lost.

		2016/17	2017/18	2018/19	2019/20	TOTAL
Anticipated Reductions	Reduction in Firefighters	60	48	88	89	285
	Firefighter Budget Reduction	£2.4million	£1.92million	£3.52million	£3.56million	£11.4million

Between 2016/17 and 2019/20 we propose to:

- Review corporate support functions and share resources with other organisations
- Remove 285 firefighter posts
- Reduce the number of immediately available fire engines from 56 to a minimum of 46
- Permanently remove a fire engine from Heywood, Moss Side, Salford, Oldham, Blackley, Farnworth
- During periods of lower demand (10.30pm to 10.30am) some fire engines at Bolton Central, Gorton, Eccles and Wythenshawe will not be immediately available
- Open a new combined Fire and Ambulance station in Wigan
- Introduce six smaller fire engines called Community Response Vehicles (CRVs) dealing with small fires, cardiac arrests and less onerous emergency incidents
- Stand down all specialist emergency response vehicles, such as high reach aerial platforms
- Introduce a new shift system to reduce the number of fire engines at times of lower demand
- Open a new operational training site and community safety hub in Bury

What will the Service look like?

- Attendance times will increase by up to 42 seconds
- We will not be as effective if simultaneous emergency incidents occur
- We will not be able to support large scale emergencies as well, which may lead to incidents escalating with increased health and economic impacts
- We will reduce the range and number of prevention activities such as *Safe and Well* visits, school engagement, fire and road safety campaigns and community safety
- There will be fewer specialist fire safety enforcement officers to advise and assist businesses in keeping staff and visitors safe
- Agreements with neighbouring fire and rescue services will be re-negotiated to ensure our focus remains on our communities
- It is unlikely that we will be able to provide the same support for national emergencies

Response Standards

Current Average Response Time		Estimated Average Response Time			
		Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20
2015/16					
5 minutes 33 seconds	Day	5 minutes 33 seconds (no change)	5 minutes 35 seconds (increase of 2 seconds)	5 minutes 42 seconds (increase of 9 seconds)	6 minutes 2 seconds (increase of 29 seconds)
5 minutes 46 seconds	Night	5 minutes 46 seconds (no change)	6 minutes 1 second (increase of 15 seconds)	6 minutes 19 seconds (increase of 33 seconds)	6 minutes 28 seconds (increase of 42 seconds)
5 minutes 34 seconds	Overall	5 minutes 34 seconds (no change)	5 minutes 38 seconds (increase of 4 seconds)	5 minutes 50 seconds (increase of 16 seconds)	6 minutes 6 seconds (increase of 32 seconds)

Postcode Checker - Our postcode checker is an online resource that enables our communities to understand how these changes will affect you and more specifically how long it would take our firefighters to get to you in an emergency. You can simply insert your home or business postcode and see how long, on average, it will take us to arrive. Here is the link:

http://www.manchesterfire.gov.uk/my_area/response_times.aspx¹

If you do not have access to the internet please call into any of our stations where staff will be pleased to help you use this tool.

What do you think?

We have tried to clearly set out the issues we are facing and how we propose to make changes over the next four years and these details can be found in our full draft Corporate/Integrated Risk Management Plan 2016-20².

We would now like to hear your views about these plans and there are lots of opportunities for you to get involved in our future. You can:

- Complete the consultation survey online
- Write to us with your views and comments at:
 - Consultation, Corporate Communications
 - Fire Service Headquarters
 - 146 Bolton Road
 - Swinton
 - M27 8US
- Simply email us your views, suggestions and ideas to consultation@manchesterfire.gov.uk
- Get in touch and join the conversation on Facebook and Twitter (@manchesterfire)
- Ring us and talk to one of our friendly customer service team

If you have any questions about the consultation, the process and our planned approach, please contact **Roland Howard**, Consultation and Engagement Officer, at the address above or by calling: 0161 608 4169.

¹ http://www.manchesterfire.gov.uk/my_area/response_times.aspx

² (to be linked when document is live)