GMCA GREATER MANCHESTER COMBINED AUTHORITY

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

DATE: **Tuesday, 11th June, 2024**

TIME: **2.30pm**

VENUE: **The Tootal Buildings - Broadhurst House , 1st Floor, 56 Oxford Street, Manchester, M1 6EU**

AGENDA

1.   **Appointments to the Panel**

GM Police, Fire & Crime Panel Members are asked:

(i) To note that the following members have been appointed to the GM Police Fire and Crime Panel by the constituent councils for the municipal year 2024/25

District	Member	Substitute
Bolton	Rabiya Jiva (Lab)	Aaliana Khan (Lab)
Bury	Sandra Walmsley (Lab)	Richard Gold (Lab)
Manchester	Garry Bridges (Lab)	TBC
Oldham	Chris Goodwin (Lab)	Joshua Charters (Lab)
Rochdale	Janet Emsley (Lab)	TBC
Salford	Barbara Bentham (Lab)	David Lancaster (Lab)
Stockport	Tom Morrison (Lib Dem)	Stephen Gribbon (Lib Dem)
Tameside	Vimal Choksi (Lab)	Barrie Holland (Lab)
Trafford	Rose Thompson (Lab)	Simon Thomas (Lab)
Wigan	Dane Anderton (Lab)	Paula Wakefield (Lab)

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

(ii) To note that the following Independent Members have previously been co-opted by the GM Police Fire and Crime Panel:

Majid Hussain

Angela Lawrence

(iii) To note that the appointment of the five co-opted local authority members to achieve the Balanced Appointment Objective will take place at the next meeting of the Panel.

2.   Appointment of Chair & Vice-Chair

3.   Apologies

4.   GMPFCP Rules of Procedure

A report to be presented by Melinda Edwards, GMCA Deputy Monitoring Officer.

5.   Annual Complaints Report

A report to be presented by Samantha Stabler, Interim Lead Support Officer to the Panel.

6.   Declarations of Interest

7.   Minutes of the Meeting of 14 May 2024

Members are asked to consider the minutes arising from the Panel Meeting of 14th May 2024 as a true and correct record.

8.   Police Officer Recruitment and Wider GMP Recruitment

A report of Lee Rawlinson, Chief Resources Officer, GMP.

9.   GMP Stop & Search Report

A report of ACC Chris Sykes, GMP

For copies of papers and further information on this meeting please refer to the website
www.greatermanchester-ca.gov.uk. Alternatively, contact the following
Governance & Scrutiny Officer: Lee Teasdale
✉ Lee.Teasdale@greatermanchester-ca.gov.uk

This agenda was issued on 3rd June 2024 on behalf of Julie Connor, Secretary to the
Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street,
Manchester M1 6EU

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GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 11 June 2024

Subject: Greater Manchester Police Fire and Crime Panel – Rules of Procedure

Report of: Gillian Duckworth, GMCA Monitoring Officer

PURPOSE OF REPORT

The purpose of this report is to present the Panel's Rules of Procedure.

RECOMMENDATIONS:

Members are requested to note the GMPFCP's Rules of Procedure attached at Appendix 1.

CONTACT OFFICER:

Name and email address

Name: Melinda Edwards

Position: Deputy Monitoring Officer, GMCA

E-mail: Melinda.Edwards@greatermanchester-ca.gov.uk

BACKGROUND PAPERS:

- o The Police Reform and Social Responsibility Act 2011
- o The Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017
- o The Greater Manchester Combined Authority (Fire and Rescue Functions) Order 2017, as amended

1. INTRODUCTION AND BACKGROUND

1.1. The Panel's Rules of Procedure are reviewed annually and were last substantially revised in July 2020 in the light of the Panel's extended remit in relation to fire and rescue functions.

1.2. The GMCA's Monitoring Officer has reviewed the Panel's Rules of Procedure. Two minor amendments have been identified as being required for the 2024/25 municipal year as follows:

- 5.1 Minor rewording to confirm meeting frequencies.

- 15.8 Minor rewording to ensure the Chief Fire Officer falls within the remit.

1.3. The position will be kept under review throughout the year.

2. CURRENT POSITION

2.1. The current Rules of Procedure are attached at Appendix 1.

3. RECOMMENDATIONS.

3.1. Recommendations appear at the front of this report.

Appendix 1

Greater Manchester Police Fire and Crime Panel (GMPFCP) Procedure Rules

Contents

1 Definitions

In these Procedure Rules –

1.1. "Appointed Member" means an elected member of a Constituent Council who is appointed by the Constituent Council as a Member of the GMPFCP in accordance Paragraph 4(1)(a) of Schedule 6 of the Police Reform Act and the GM Police Fire and Crime Panel Arrangements or a substitute appointed member acting in place of that member.

1.2. "Constituent Councils" mean the metropolitan district councils for the local government areas of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan.

1.3. "Co-Opted Member" means a co-opted member of the GMPFCP and includes both co-opted Members of the GMPFCP appointed in accordance with Paragraph 4(1)(b) of Schedule 6 of the Police Reform Act and the GM Police Fire and Crime Panel Arrangements and also any co-opted Members of the GMPFCP appointed in accordance with Paragraph 31 of the Schedule 6 of the Police Reform Act and the GM Police Fire and Crime Panel Arrangements.

1.4. "the Complaints and Misconduct Regulations" means The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (S.I. 2012 No. 62).

1.5. "the Fire and Rescue Authority (Police and Crime Commissioner) Order" means the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017 (SI 2017 No. 863.)

1.6. "the Fire Order" means the Greater Manchester Combined Authority (Fire and Rescue Functions) Order 2017 (S.I. 2017 No. 469), as amended by the Greater Manchester Combined Authority (Fire and Rescue Functions) (Amendment) Order 2020 (S.I. 2020 No. 641).

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1.7.   "the Fire Plan" means the GMCA's priorities and objectives in connection with the discharge of the GMCA's functions as a fire and rescue authority, as required to be set out in the local risk plan.

1.8.   "the GM Police Fire and Crime Panel Arrangements" means the formal Panel Arrangements agreed by the Constituent Councils at a meeting of the Association of Greater Manchester Authorities (AGMA) held on 29 June 2012 and subsequently amended and approved at the AGMA Executive on 30 June 2017, 27 July 2018 and 26 June 2020.

1.9.   "the Mayor" means the Mayor for Greater Manchester elected in accordance with the requirements of the of the Local Democracy, Economic Development and Construction Act 2009

1.10.   GMPFCP" means the "the GM Police Fire and Crime Panel" established and maintained in accordance with requirements of the Police Reform Act.

1.11.   "Lead Chief Executive" means the person appointed by the AGMA Executive Board in relation to the GMPFCP.

1.12.   "the LDEDC Act" means the Local Democracy Economic Development and Construction Act 2009

1.13.   "the Police and Crime Panel Regulations" means The Police and Crime Panels (Nominations, Appointments and Notifications) Regulations 2012 (S.I. 2012 No. 1433).

1.14.   "the Police Precepts and Appointments Regulations" mean the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (S.I. 2012 No. 2271).

1.15.   "the Police Reform Act" means the Police Reform and Social Responsibility Act 2011.

2   Interpretation, Suspension and Chair's Ruling

2.1.   These Rules of Procedure ("the Rules") are made by the GMPFCP pursuant to Schedule 6 Paragraph 25 of the Police Reform Act.

2.2.   Meetings of the GMPFCP and, where appropriate, meetings of Sub Committees of the GMPFCP, will be conducted in accordance with the Rules. The Rules should be read having regard to the GM Police Fire and Crime Panel Arrangements.

2.3.   References in these Rules to the "Chair" mean the Member of the GMPFCP for the time being presiding at the meeting of the GMPFCP and a meeting of a Sub Committee of the GMPFCP.

2.4.   References in these Rules to a "Member" of the GMPFCP includes both Appointed Members and Co-Opted Members of the GMPFCP.

2.5.   These Rules are subject to any statute or other enactment whether passed before or after these Rules came into effect.

2.6.   The ruling of the Chair on the interpretation of these Rules in relation to all questions of order and matters arising in debate shall be final.

3   Amendment of GMPFCP Procedure Rules

3.1.   These Rules shall not be amended unless notification of a proposed amendment is received by the Chair and the Lead Chief Executive not less than fourteen working days prior to a GMPFCP meeting, a report on the implications of the amendment has been considered by the GMPFCP and the amendment has been agreed by two thirds of the current membership of the GMPFCP. No amendment may be considered by the GMPFCP if it does not comply with the Police Reform Act, relevant Regulations or statutory guidance.

4   Chair and Vice-Chair

4.1.   The Chair and Vice-Chair of the GMPFCP will be appointed at the first meeting of the GMPFCP and subsequently in June of each year at the GMPFCP's Annual Meeting. The Chair and Vice-Chair will be drawn from amongst the Members of the GMPFCP and will, unless they are removed, resign, cease to be a Member of the GMPFCP or become disqualified, act until their successor becomes entitled to act as Chair or Vice-Chair.

4.2.   The appointment of the Chair shall be the first business transacted at the Annual Meeting of the GMPFCP.

4.3. The appointment of the Chair and Vice-Chair shall be on the basis of a simple majority of the Members of the GMPFCP present and voting at the meeting.

4.4. The Chair or Vice-Chair may be removed by the agreement of a majority of the whole Membership of the GMPFCP and in that event the GMPFCP will appoint a replacement Chair or Vice-Chair from amongst the Members of the GMPFCP.

4.5. On a vacancy arising in the office of Chair or Vice-Chair for whatever reason, the GMPFCP shall make an appointment to fill the vacancy at the next ordinary meeting of the GMPFCP held after the date on which the vacancy occurs, or, if that meeting is held within 14 days after that date, then not later than the next following meeting. The Member appointed shall hold such office for the remainder of the year in which such vacancy occurred.

4.6. If both the Chair and Vice-Chair are unable to act or unlikely to be able to act as Chair for a particular period for any reason, the GMPFCP may appoint an Acting Chair to act in the place of the Chair until the Chair is able to resume his/her duties.

4.7. Subject to these Rules, anything authorised or required to be done by, or in relation to, the Chair, may be done by, or in relation to, the Vice-Chair or an Acting Chair.

5 Meetings

5.1. The GMPFCP will normally hold a meeting in public every 2 months, but in any case there shall be a minimum of four meetings of the GMPFCP held in public in each municipal year to carry out the functions of the GMPFCP

5.2. An Extraordinary Meeting of the GMPFCP may be called at any time by:

5.2.1. the Chair;

5.2.2. by four Members giving notice in writing to the Chair; or

5.2.3. by the Lead Chief Executive.

5.3. The business to be conducted at an Extraordinary Meeting of the GMPFCP shall be restricted to the item of business contained in the request for the Extraordinary Meeting and there shall be no consideration of previous minutes or reports,

except that the Chair may at their absolute discretion permit other items of business to be conducted for the efficient discharge of the GMPFCP's business.

5.4.   The Annual Meeting of the GMPFCP shall be held in June on a date and at a time determined by the GMPFCP.

5.5.   Ordinary meetings of the GMPFCP will take place in accordance with the programme decided by the GMPFCP, and will be held on such dates and at such times as the GMPFCP shall determine.

5.6.   Ordinary meetings of the GMPFCP will:

5.6.1.   receive any declarations of interest from Members;

5.6.2.   approve the minutes of the last meeting;

5.6.3.   consider reports from officers and Members.

5.7.   At least five clear days before a meeting of the GMPFCP notice to the public of the time and place of the intended meeting shall be published by the Lead Chief Executive at their offices and on the GMCA's website.

6   Work Programme

6.1.   The GMPFCP will be responsible for setting its own work programme and in doing so shall have regard to:

6.1.1.   the requirement to properly undertake the functions and responsibilities of the GMPFCP as set out in the Police Reform Act and the Fire Order;

6.1.2.   the priorities defined by the Mayor; and

6.1.3.   the views of Members and advisers as to the appropriate work to be undertaken.

7   Meeting Agendas

7.1.   The agenda for a meeting of the GMPFCP will be issued to Members at least five clear working days before the meeting. Copies of the agenda for a meeting of the GMPFCP and copies of any report for the meeting will made available for public inspection by the Lead Chief Executive at their offices and on

the GMCA's website and by sending copies to each of the Constituent Councils.

7.2.   The Chair of the GMPFCP will decide upon the agenda for the meetings of the GMPFCP. The Chair may put on the agenda of any meeting any matter which is relevant to the functions of the GMPFCP that the Chair wishes.

7.3.   Any Member may require the Lead Chief Executive to make sure that a motion (formal proposal) which is relevant to the functions of the GMPFCP is placed on the agenda of the next available meeting of the GMPFCP for consideration in accordance with Rule 10 (Motions) of these Rules.

8   Chair of Meeting

8.1.   At each meeting of the GMPFCP the Chair, if present, shall preside.

8.2.   If both the Chair and Vice-Chair (or, if applicable, any Acting Chair appointed under Rule 4.6) are absent from a meeting of the GMPFCP, the Lead Chief Executive shall invite the Members present to elect a Member to preside for the duration of the meeting or until such time as the Chair joins the meeting.

8.3.   Any power or function of the Chair in relation to the conduct of a meeting shall be exercised by the person presiding at the meeting.

8.4.   The Chair may bring before the GMPFCP at their discretion any matter that they consider appropriate to bring before the GMPFCP as a matter of urgency.

9   Quorum

9.1.   No business shall be transacted at any meeting of the GMPFCP unless at least one half of the whole number of its Members are present.

10   Motions

10.1.   Any Member may put forward a motion to be considered at a meeting by giving the Lead Chief Executive written notice at least 10 working days before the date of the meeting.

10.2. When the Lead Chief Executive receives a notice of motion, he or she will:

10.2.1. write the date it was received on the notice;

10.2.2. number notices in the order they are received; and

10.2.3. enter the notice in records which will be available for any Member to inspect.

10.3. The Member, or Members, who gave the original notice may withdraw a motion by notice in writing to the Lead Chief Executive.

10.4. Every motion must be directly relevant to some matter relating to the GMPFCP's powers or duties, and must not be to overrule or change any resolution that has been passed at a meeting of the GMPFCP within the previous six months.

10.5. Any motion a Member gives notice of in line with Rule 10.1 will be included in the agenda for the next meeting, in the order in which the motions were received. If notice for a motion is received less than 10 days before the next meeting, it will be put on the agenda for the meeting after that.

10.6. If a motion set out in the agenda for a meeting is not put forward at the meeting by the Member who gave notice of it, or by another Member acting on his or her behalf, or fails to be seconded (supported by at least one other Member), it will be considered to have been withdrawn.

11 Rules of Debate for Meetings

11.1. The debate at meetings of the GMPFCP shall be conducted by consensus unless any Member present indicates to the Chair that they require the following provisions to be invoked.

11.2. A matter can only be discussed if it has been proposed and seconded. The Chair can ask for a motion to be put into writing and handed to him or her before it is put to the meeting or discussed further.

11.3. When a motion is being debated, no other motion can be put forward at the same time unless that motion is:

11.3.1. to amend the motion;

11.3.2.	to adjourn the meeting;
11.3.3.	to adjourn the debate;
11.3.4.	to proceed to the next business on the agenda;
11.3.5.	for the matter to be put to the vote;
11.3.6.	for a Member not to be allowed to speak further on the matter;
11.3.7.	for a Member to leave the meeting under Rule 26.2; or
11.3.8.	to exclude the public from the meeting under Section 100A of the Local Government Act 1972.
11.4.	Any Member may, after a speech by another Member, propose:
11.4.1.	"That the question be now put" (the motion is voted on); or
11.4.2.	"That the meeting of the GMPFCP be now adjourned" (the meeting is put off till a later date).

If the proposal is seconded, the Chair will put that proposal to the vote without it being discussed.

11.5.	A Member can raise a point of order (question whether the meeting is being conducted properly) if they think that a Rule or legal requirement is not being met, giving their reasons.
11.6.	Any Member speaking must give way if a point of order is raised.
11.7.	The Chair's decision on a point of order will be final and not open to discussion.
11.8.	Any Member when speaking does so to the Chair. If two or more Members want to speak, the Chair will call on them to speak one at a time. While a Member is speaking, the other Members must remain silent unless raising a point of order.
11.9.	A Member shall direct their speech to the question under discussion or to a personal explanation or a point of order.
11.10.	A Member shall not speak for longer than [*five*] minutes on any matter without the consent of the Chair.
11.11.	A Member can put forward an amendment proposing to:

11.11.1.   refer a matter to a committee, group or panel for them to consider or reconsider;

11.11.2.   to leave out, insert or add other words to the motion, as long as this does not make the motion ineffective; or

11.11.3.   put a matter off until further information is provided.

The amendment must be relevant to the motion being discussed at the time.

11.12.   Only one amendment can be made and discussed at a time, and no further amendment can be proposed until the previous amendment has been dealt with. If the Chair allows two or more amendments to be discussed (but not voted upon) together because this would allow the matter to be dealt with most effectively, he or she will decide what order the amendments will be discussed in.

11.13.   If a proposed amendment to a motion is lost, other relevant motions or amendments can be put forward. If a proposed amendment is carried (approved by a majority vote), the amended motion will take the place of the original motion.

11.14.   If the majority of Members at a meeting agree, a Member can, by making an amendment, alter a motion that they have given notice of but which has not yet been put forward. If a motion has been put forward, the Member who put if forward can ask for an amendment as long as the majority of the Members, and the Member who seconded the motion, allows this.

11.15.   A motion or amendment can be withdrawn by the Member who put it forward, but another Member can then put that same motion of amendment forward.

12   Voting

12.1.   Subject to Rule 12.5 and the requirements of the Police Reform Act and the Fire Order, any questions that are to be decided by the GMPFCP will be decided by a simple majority of those Members present and voting on the question.

12.2.   Whenever a vote is taken at meetings of the GMPFCP it shall be by a show of hands. If, before a vote is taken, one Member proposes that votes are recorded, and at least five other

Members support this by raising their hands, a record will be kept of who voted for or against the matter or who abstained.

12.3.　　　All Members of the GMPFCP may vote in proceedings of the GMPFCP and each Member of the GMPFCP is to have one vote.

12.4.　　　If there are equal numbers of votes for and against, the Chair (or person presiding) will have a second or casting vote.

12.5.　　　Questions that are to be decided by the GMPFCP relating to the following matters require that at least two thirds of the persons who are Members of the GMPFCP at the time when the decision is made vote in favour of that decision:

12.5.1.　　　Decision to exercise the GMPFCP's power to veto the amount of the PCC component of the Mayor's proposed precept pursuant to Paragraph 4, of Schedule 5 of the Police Reform Act;

12.5.2.　　　Decision to exercise the GMPFCP's power to veto the Mayor's proposed appointment of a Chief Constable pursuant to Paragraph 5 of Schedule 8 of the Police Reform Act.

12.5.3.　　　Decision to exercise the GMPFCP's power to veto the Mayor's proposed appointment of a Chief Fire Officer pursuant to regulation 7 of the Fire and Rescue Authority (Police and Crime Commissioner) Order.

13　　　Minutes

13.1.　　　The Chair will sign the minutes of the proceedings at the next suitable meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record.

14　　　Reports from the GMPFCP - General

14.1.　　　Reports and recommendations made by the GMPFCP in relation to its statutory functions will be carried out in accordance with the procedure outlined in this Rule 14.

14.2.　　　Where the GMPFCP makes a report to the Mayor, it will publish the report or recommendations on the GMPFCP's website and send copies to each of the Constituent Councils.

14.3. The GMPFCP may by notice in writing require the Mayor, as appropriate, within one month of the date on which the Mayor receives the report or recommendations to:

14.3.1. consider the report or recommendations;

14.3.2. respond to the GMPFCP indicating what (if any) action the Mayor proposes to take;

14.3.3. where the GMPFCP has published the report or recommendations, publish the response;

14.3.4. where the GMPFCP has provided a copy of the report or recommendations to a Member, provide a copy of the response to the Member.

14.4. The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information is defined in the rules on access to information in Schedule 12A of the Local Government Act 1972 (as amended).

14.5. If the GMPFCP cannot unanimously agree on one single final report to the Mayor then one separate report may be prepared and submitted for consideration along with the majority report.

15 Scrutiny and Review

15.1. The GMPFCP must scrutinise or review decisions made or actions taken by the Mayor, the Deputy Mayor for Policing and Crime and any other person who exercises any function of the Mayor pursuant to arrangements made under section 18 of the Police Reform Act or section 107D(3) of the LDEDC Act in the discharge of his/her duties, and make reports or recommendations to the Mayor with respect to the discharge of those duties.

15.2. The GMPFCP will publish all reports or recommendations made in relation to the discharge of the Mayor's PCC and fire and rescue duties on the GMPFCP's website and by sending copies to each of the Constituent Councils.

15.3. The GMPFCP may require the Mayor to respond in writing (within a reasonable period of time determined by the GMPFCP) to any report or recommendation made by the GMPFCP to the Mayor. The Mayor must comply with any requirement imposed by the GMPFCP under Rule 15.3.

15.4.   As well as reviewing documentation, in fulfilling its scrutiny role the GMPFCP may require the Mayor, the Deputy Mayor for Policing and Crime, members of staff of the Greater Manchester Combined authority deployed wholly or partly in relation to the Mayor's PCC functions, members of staff of the Greater Manchester Combined authority deployed wholly or partly in relation to the GMCA's fire and rescue functions, and any members of the Greater Manchester Combined Authority who exercise any function of the Mayor pursuant to section 18 of the Police Reform Act or section 107D(3) of the LDEDC Act, to attend before the GMPFCP (at reasonable notice) to answer any questions which appear to the GMPFCP to be necessary in order to carry out its functions. The Mayor and any person referred to in this paragraph must comply with a requirement imposed by the GMPFCP under Rule 15.4.

15.5.   Where any such person as referred to in paragraph 15.4 of this Rule is required to attend the GMPFCP in accordance with this provision the Chair will inform him/her in writing giving, where practical, 14 days notice of the meeting. The notice will state the nature of the item on which that person is required to attend to give account and whether any papers are required for production for the GMPFCP. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.

15.6.   In urgent circumstances the GMPFCP may request any such person as referred to in paragraph 15.4, to attend at such shorter notice as the Chair of the GMPFCP considers to be appropriate or reasonable in the circumstances. Where, in exceptional circumstances, any such person is unable to attend on the required date, then an alternative date for attendance may be arranged following consultation with the Chair of the GMPFCP.

15.7.   Nothing in this Rule 15 requires a person to give any evidence, or produce any document, which discloses advice given to –

15.7.1.   The Mayor in relation to PCC or fire and rescue functions;

15.7.2.   The Deputy Mayor for Policing and Crime; or

15.7.3.   A member of the Greater Manchester Combined Authority who exercises any function of the Mayor pursuant to arrangements made under section 18 of the Police Reform Act or section 107D(3) of the LDEDC Act.

16   Attendance by others

16.1.   The GMPFCP may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not Members of the GMPFCP and officers in other parts of the public sector and may invite such people to attend.

17   Establishment of Sub-Committees, Task and Steering Groups

17.1.   Subject to Rules 17.2 and 17.4 below, the GMPFCP may establish such Sub Committees as it considers necessary to discharge the functions of the GMPFCP and may refer to those Sub Committees such matters as the GMPFCP considers appropriate.

17.2.   The Special Functions of the GMPFCP may not be discharged by a Sub Committee of the GMPFCP.

17.3.   For the purposes of these Procedure Rules "Special Functions" means the functions conferred on the GMPFCP by:

17.3.1.   Section 28(3) of the Police Reform Act (scrutiny of the GM Police and Crime Plan);

17.3.2.   Article 5B of the Fire Order (scrutiny of the Fire Plan)

17.3.3.   Section 28(4) of the Police Reform Act (scrutiny of the Mayor's Annual Report and the fire and rescue declaration);

17.3.4.   Paragraphs 10 and 11 of Schedule 1 of the Police Reform Act (review of senior appointments)

17.3.5.   Schedule 5 of the Police Reform Act (issuing precepts)

17.3.6.   Article 5D of the Fire Order (review of proposed allocation of budget for fire and rescue functions)

17.3.7.   Part 1 of Schedule 8 of the Police Reform Act (scrutiny of the appointment of the Chief Constable of GMP).

17.3.8.   Part 2 Chapter 1 of the Fire and Rescue Authority (Police and Crime Commissioner) Order (scrutiny of the appointment of the Chief Fire Officer)

17.4.   A Sub Committee of the GMPFCP may not appoint co-opted Members.

17.5.   Task and steering groups may be established from time to time to assist and support the work of the GMPFCP.

18   Carrying out the "Special Functions"

Reports and recommendations made in relation to the GMPFCP's Special Functions listed at Rule 17.3 will be carried out in accordance with the procedure outlined at Rule 14.

18.1   Police and Crime Plan and the Fire Plan

18.1.1.   The GMPFCP is a statutory consultee on the development of the Mayor's police and crime plan and the GMCA's Fire Plan. The GMPFCP will receive a copy of the draft police and crime plan and draft Fire Plan, or a draft of any variation to them, from the Mayor.

18.1.2.   The GMPFCP must -

18.1.2.1.   hold a public meeting to review the draft plans (or a variation to them), and

18.1.2.2.   report or make recommendations on the draft plans which the Mayor must take into account.

18.2   Annual Report and Fire and Rescue Declaration

18.2.1　　　　The Mayor must produce an annual report and fire and rescue declaration about the exercise of their PCC functions and the GMCA's fire and rescue functions in the financial year and progress in meeting police and crime objectives and the fire and rescue priorities and objectives in the year. The report must be sent to the GMPFCP for consideration.

18.2.2　　　　The GMPFCP must comment upon the said annual report and fire and rescue declaration, and for that purpose must:

18.2.2.1　　　arrange for a public meeting of the GMPFCP to be held as soon as practicable after the GMPFCP receives the annual report or fire and rescue declaration;

18.2.2.2　　　require the Mayor to attend the meeting to present the reports and answer questions about the annual report and fire and rescue declaration as the Members of the GMPFCP think appropriate;

18.2.2.3　　　review the Mayor's annual report and fire and rescue declaration; and

18.2.2.4　　　make a report or recommendations on the annual report and fire and rescue declaration to the Mayor.

18.3　　　　Senior Appointments

18.3.1　　　　The GMPFCP has powers to review the Mayor's proposed appointment of the Deputy Mayor for Policing and Crime (referred to hereinafter as a "Proposed Senior Appointment")

18.3.2　　　　The Mayor is required to notify the GMPFCP of any Proposed Senior Appointment and also to notify the GMPFCP of the following information:

18.3.2.1　　　the name of the person whom the Mayor is proposing to appoint ("the candidate");

18.3.2.2　　　the criteria used to assess the suitability of the candidate for the appointment;

18.3.2.3　　　why the candidate satisfies those criteria; and

18.3.2.4　　　the terms and conditions on which the candidate is to be appointed.

18.3.3   The GMPFCP is required to hold a public confirmation hearing for any Proposed Senior Appointment.

18.3.4   The GMPFCP will be notified of the need for a confirmatory hearing in respect of Proposed Senior Appointments made by the Mayor.

18.3.5   Confirmatory hearings will be held in public, where the candidate for the Proposed Senior Appointment is requested to appear for the purpose of answering the questions relating to the appointment. Following this hearing, the GMPFCP is required to review the Proposed Senior Appointment and make a report to the Mayor on the Proposed Senior Appointment. The GMPFCP's report must include a recommendation to the Mayor as to whether or not the candidate for a Proposed Senior Appointment should be appointed.

18.3.6   The Mayor may accept or reject the GMPFCP's recommendation as to whether or not the candidate for a Proposed Senior Appointment should be appointed. The Mayor must notify the GMPFCP of their decision whether to accept or reject the GMPFCP's recommendation.

18.4   Appointment of Chief Constable of GMP and the Chief Fire Officer

18.4.1   The GMPFCP has powers to review and to veto the Mayor's proposed appointment of the Chief Constable of GMP and the Chief Fire Officer.

18.4.2   The Mayor is required to notify the GMPFCP of any proposed appointment of the Chief Constable of GMP and the Chief Fire Officer and also to notify the GMPFCP of the following information:

18.4.2.1   the name of the person whom the Mayor is proposing to appoint ("the candidate");

18.4.2.2   the criteria used to assess the suitability of the candidate for the appointment;

18.4.2.3   why the candidate satisfies those criteria; and

18.4.2.4   the terms and conditions on which the candidate is to be appointed.

18.4.3	The GMPFCP is required to hold a public confirmation hearing in relation to any proposed appointment of the Chief Constable of GMP or the Chief Fire Officer.
18.4.4	The GMPFCP will be notified by the Mayor of the need for a confirmatory hearing in respect of a proposed appointment of the Chief Constable of the GMP or the Chief Fire Officer.
18.4.5	Confirmatory hearings will be held in public, where the candidate for the appointment as Chief Constable of GMP or the Chief Fire Officer is requested to appear for the purpose of answering the questions relating to the appointment. Following this hearing, the GMPFCP is required to review the proposed appointment of the candidate as Chief Constable of GMP or Chief Fire Officer and make a report to the Mayor on the proposed appointment of the candidate as chief constable of GMP or Chief Fire Officer. The GMPFCP's report must include a recommendation to the Mayor as to whether or not the candidate for appointment as chief constable of GMP or Chief Fire Officer should be appointed (unless the GMPFCP vetoes the proposed appointment of the candidate pursuant to its powers under Paragraph 5 of Schedule 8 of the Police Reform Act or Article 7 of the Fire and Rescue Authority (Police and Crime Commissioner) Order, in which case the procedure set out below at Rules 18.4.7 to 18.4.11 will be followed).
18.4.6	Where the GMPFCP does not veto the appointment of a candidate for Chief Constable of GMP or Chief Fire Officer, the Mayor may accept or reject the GMPFCP's recommendation as to whether or not the candidate for Chief Constable of GMP or Chief Fire Officer should be appointed. The Mayor must notify the GMPFCP of the decision whether to accept or reject the recommendation.
18.4.7	The GMPFCP may, having reviewed the proposed appointment of a candidate for Chief Constable of GMP or Chief Fire Officer, veto the appointment of the candidate. A decision of the GMPFCP to veto the appointment of a candidate for Chief Constable of GMP or Chief Fire Officer must be taken by the "required majority" of Members as set out at Rule 12.5. Where the GMPFCP decides to veto the appointment of a candidate for Chief Constable of GMP or Chief Fire Officer, the GMPFCP's report to the Mayor must include a statement that the GMPFCP has vetoed the appointment of the candidate.
18.4.8	Where the GMPFCP exercises its power to veto the proposed appointment of a Chief Constable of the GMP or Chief Fire

Officer, the Mayor must propose another person for appointment as Chief Constable of GMP or Chief Fire Officer ("a Reserve Candidate") and must notify the GMPFCP of the following information:

18.4.8.1   the name of the Reserve Candidate;

18.4.8.2   the criteria used to assess the suitability of the Reserve Candidate for the appointment as Chief Constable of GMP or Chief Fire Officer;

18.4.8.3   why the Reserve Candidate satisfies those criteria; and

18.4.8.4   the terms and conditions on which the Reserve Candidate is to be appointed.

18.4.9   Within the period of three weeks beginning with the day on which the GMPFCP receives notification of the Mayor's Reserve Candidate the GMPFCP shall –

18.4.9.1   review the proposed appointment; and

18.4.9.2   make a report to the Mayor on the proposed appointment.

18.4.9.2.1   Before making a report to the Mayor in relation to the Reserve Candidate, the GMPFCP must hold a confirmation hearing as detailed at Rule 18.4.5 above. The report of the GMPFCP in relation to the Reserve Candidate must include a recommendation to the Mayor as to whether or not the Reserve Candidate should be appointed.

18.4.10   On receiving a report from the GMPFCP regarding the Reserve Candidate, the Mayor shall have regard to the report (including the recommendation in the report) and notify the GMPFCP of his or her decision as to whether he or she accepts or rejects the recommendation.

18.4.11   After the Mayor gives notification of his or her decision as required by Rule 18.4.10 the Mayor may then -

18.4.11.1   appoint the Reserve Candidate as Chief Constable of GMP or Chief Fire Officer;

18.4.11.2   propose another person for appointment as Chief Constable of GMP or Chief Fire Officer.

18.5 Appointment of an Acting Commissioner

18.5.1   The GMPFCP must appoint a person to exercise the Mayor's PCC functions (the "acting commissioner") if the Mayor is suspended from the exercise of PCC functions in accordance with section 30 of the Police Reform Act.

18.5.2   The GMPFCP may appoint a person as acting commissioner only if the person is a member of staff of the Greater Manchester Combined Authority deployed wholly or partly in relation to the Mayor's PCC functions, (with specific consideration to the GMCA Chief Executive, Treasurer and Monitoring Officer) or the Deputy Mayor for Policing and Crime at the time of the appointment.

18.5.3   The GMPFCP may not appoint as acting commissioner any person appointed as a Deputy Mayor under section 107C of the Local Democracy, Economic Development and Construction Act 2009.

18.5.4   The appointment of an acting commissioner ceases to have effect upon the occurrence of the earliest of these events:

   18.5.4.1   the election of a person as Mayor;

   18.5.4.2   the termination by the GMPFCP, or by the acting commissioner, of the appointment of the acting commissioner.

   18.5.4.3   in a case where the acting commissioner is appointed because the Mayor is suspended from the exercise of PCC functions, the Mayor ceasing to be so suspended.

18.6 Proposed Precept

18.6.1   Pursuant to Section 28(5) and Schedule 5 of the Police Reform Act the GMPFCP has the power to scrutinise and to veto the PCC component of the Mayor's precept for the financial year.

18.6.2   The Mayor may not determine the final amount of the PCC component for a financial year until "the end of the scrutiny process" is reached. For the purposes of Schedule 5 of the Police Reform Act "the end of the scrutiny process" is reached when -

18.6.2.1   in a case where the GMPFCP does not veto the proposed PCC component, the Mayor gives the GMPFCP a response to the GMPFCP's report; or

18.6.2.2   in a case where the GMPFCP vetoes the proposed PCC component, the end of the process is reached in accordance with Regulations 5 to 8 of the Police Precepts and Appointments Regulations, as amended, and as set out Rules 18.6.4, 18.6.8 and 18.6.10 below.

18.6.3   Pursuant to Regulation 3 of the Police Precepts and Appointments Regulations the Mayor must notify the GMPFCP of the PCC component which the Mayor is proposing for the financial year ("the proposed amount of the PCC component") by the 1st February of the relevant financial year.

18.6.4   The GMPFCP must review the Mayor's proposed amount of the PCC component, and must make a report to the Mayor on the proposed amount of the PCC component. The GMPFCP's report may include recommendations, including recommendations as to the amount of the PCC component for the financial year.   The GMPFCP must comply with the duty to review the proposed amount of the PCC component by 8th February of the relevant financial year. (Where the GMPFCP exercises its power to veto the proposed amount of the PCC component under Paragraph 4 of Schedule 5 to the Police Reform Act, but fails to comply with the requirement to review and report to the Mayor on the proposed amount of the PCC component by 8th February, then pursuant to Regulation 4(1) of the Police Precepts and Appointments Regulations, the end of the scrutiny process is reached and, notwithstanding the veto, the Mayor may determine that the proposed PCC component is the final amount of the PCC component for the financial year).

18.6.5   Pursuant to Paragraph 4 of Schedule 5 of the Police Reform Act the GMPFCP may, having reviewed the proposed amount of the PCC component, veto the proposed amount of the PCC component. A decision of the GMPFCP that the proposed amount of the PCC component should not be the PCC component for the financial year must be taken by the "required majority" of Members as set out at Rule 12.5. If the GMPFCP vetoes the proposed amount of the PCC component, then the report that the GMPFCP is required to make to the Mayor under Paragraph 3 of Schedule 5 of the Police Reform Act must include a statement that the GMPFCP has vetoed it.

18.6.6   Where the GMPFCP does not veto the proposed amount of the PCC component, the Mayor must –

18.6.6.1   have regard to the report made by the GMPFCP (including any recommendations in the report);

18.6.6.2   give the GMPFCP a response to the report (and any such recommendations); and

18.6.6.3   publish the response.

18.6.7   Where the GMPFCP vetoes the proposed amount of the PCC component, the Mayor must not determine that the proposed amount of the PCC component is to be the PCC component for the financial year but must by the 15th February of the relevant financial year -

18.6.7.1   have regard to the report made by the GMPFCP (including any recommendations in the report);

18.6.7.2   give the GMPFCP a response to the report (and any such recommendations); and

18.6.7.3   publish the response.

The Mayor must, in the response given to the GMPFCP referred to at Rule 18.6.7.3, notify the GMPFCP of the PCC component that the Mayor now proposes to determine ("the revised PCC component"). Where the GMPFCP's report to the Mayor -

(i)   indicates that the GMPFCP vetoes the proposed amount of the PCC component because it is too high, the revised PCC component shall be lower than the proposed amount of the PCC component;

(ii)   indicates that the GMPFCP vetoes the proposed amount of the PCC component because it is too low, the revised PCC component shall be higher than the proposed amount of the PCC component.

18.6.8   On receiving the response containing notification of a revised PCC component the GMPFCP shall, by 22nd February of the relevant financial year -

18.6.8.1   review the revised PCC component; and

18.6.8.2   make a report to the Mayor on the revised PCC component ("the second report").

The GMPFCP's second report may –

(i) indicate whether the GMPFCP accepts or rejects the revised PCC component (but rejection does not prevent the Mayor from finalising the revised PCC component as the PCC component to be determined); and

(ii) make recommendations, including recommendations as to the PCC component that should be determined for the financial year. (Where the GMPFCP fails to act in accordance with the requirement to submit a second report by 22nd February, the end of the scrutiny process is reached and the Mayor may determine that the revised PCC component is the final amount of the PCC component).

18.6.9   On receiving the GMPFCP's second report the Mayor shall, by [1st March] of the relevant financial year –

18.6.9.1   have regard to the second report (including any recommendations in the report);

18.6.9.2   give the GMPFCP a response to the second report (and any such recommendations); and

18.6.9.3   publish the response.

18.6.10   Pursuant to Regulation 8(1) of the Police Precepts and Appointments Regulations the end of the scrutiny process is reached when the Mayor gives the GMPFCP a response to their second report in accordance with Rule 18.6.9 above. The Mayor may then -

18.6.10.1   finalise the revised PCC component as the PCC component to be determined for the financial year; or

18.6.10.2   finalise a different amount of the PCC component , but this is subject to Regulation 8(3) of the Police Precepts and Appointments Regulations.

(Pursuant to Regulation 8(3) of the Police Precepts and Appointments Regulations, where the GMPFCP's report to the Mayor made under
Paragraph 3(2) of Schedule 5 to the Police Reform Act –

(i)   indicates that the GMPFCP vetoes the proposed PCC component because it is too high, the Mayor shall not finalise the PCC component which is higher than the revised PCC component; and

(ii) indicates that the GMPFCP vetoes the proposed PCC component because it is too low, the Mayor shall not finalise a PCC component which is lower than the revised PCC component;

unless it would be in accordance with a recommendation made by the GMPFCP in the second report to do so).

18.7   Proposed Allocation of Budget for Fire and Rescue Functions

18.7.1   The Mayor must, in each financial year, notify the GMPFCP of the Mayor's proposed allocation of the draft budget for fire and rescue functions in relation to the following financial year.

18.7.2   The notification described in Rule 18.7.1 must be given before the date on which the GMCA determines whether to approve the Mayor's annual budget in relation to the following financial year, and the GMPFCP must have a reasonable amount of time to review the proposed allocation of budget before the GMCA makes its determination.

18.7.3   The GMPFCP must review any proposed allocation of budget notified to it under Rule 18.7.1.

18.7.4   The GMPFCP must make a report to the Mayor in relation to the proposed allocation of budget.

18.7.5   Where the GMPFCP makes a report described in Rule 18.7.4, the Mayor must—

18.7.5.1   have regard to the report and to any recommendations made in it;

18.7.5.2   provide the GMPFCP with a response to the report and any recommendations made in it; and

18.7.5.3   publish the response in such manner as is required by the GMPFCP.

19 Complaints

19.1   Criminal and non-criminal complaints in relation to the Mayor or the Deputy Mayor for Policing and Crime will be dealt with and/or delegated in accordance with the Police Reform Act and the Complaints and Misconduct Regulations as modified by the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017.

19.2   The GMPFCP's Procedure for dealing with complaints in relation to the Mayor or the Deputy Mayor for Policing and Crime is set out in a separate Protocol.

20 Rights of Public to Attend Meetings

20.1   All meetings of the GMPFCP, and its Sub-Committees shall be open to the public (including the press) except to the extent that they are excluded whether during the whole or part of the proceedings either:

20.1.1   In accordance with Section 100A(2) of the Local Government Act 1972 which requires that the public must be excluded from a meeting of the GMPFCP during an item of business whenever in the view of the Lead Chief Executive it is likely, in view of the nature of the business to be transacted or the nature of the proceedings that, if members of the public were present during that item, confidential information would be disclosed to them in breach of the obligation of confidence. For the purposes of Section 100A(2) of the Local Government Act 1972 "confidential information" means –

20.1.1.1   information furnished to the GMPFCP by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and

20.1.1.2   information the disclosure of which to the public is prohibited by or under any enactment of by the order of a court.

20.2   In accordance with Section 100A(4) by of the Local Government Act 1972 by way of a resolution passed to exclude the public on the grounds that it is likely, in view of the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information as defined in Section 100I of the Local Government Act 1972. Any such Resolution shall identify the proceedings or the part of the proceedings to which it applies and state the description, in

Page 28   26

terms of Schedule 12A to the Local Government Act 1972 of the exempt information giving rise to the exclusion of the public.

21 Interests of Members

21.1　An Appointed Member of the GMPFCP must disclose any interests in any business conducted by any meeting of the GMPFCP in accordance with their own Constituent Council's Code of Conduct for Members.

21.2　A Co-Opted Member of the GMPFCP must disclose any interests in any business conducted by any meeting of the GMPFCP in accordance with the Code of Conduct for Members adopted by Salford City Council in accordance with the requirements of the Localism Act 2011.

22 Records

22.1　The Lead Chief Executive shall ensure that the names of the Members of the GMPFCP present at any meeting of the GMPFCP shall be recorded in the minutes of the meeting concerned.

22.2　The minutes of the proceedings of a meeting of the GMPFCP are to be kept in such form as the GMPFCP may from time to time determine.

22.3　The minutes of the proceedings of a meeting of the GMPFCP shall be signed at the next meeting of the GMPFCP by the person presiding at the meeting of the GMPFCP to which the minutes relate.

22.4　Any minute purporting to be signed as mentioned in Rule 22.3 shall be received in evidence for the purposes of any legal proceedings without further proof.

22.5　Until the contrary is proved, a meeting of the GMPFCP, a minute of whose proceedings has been signed in accordance with this Rule 22, is deemed to have been duly convened and held, and all the Members of the GMPFCP present at the meeting are deemed to have been duly qualified.

23 Supply of Copies

23.1　The Lead Chief Executive will supply copies of:

23.1.1   any agenda and reports which are open to public inspection;

23.1.2   any further statements or particulars necessary to indicate the nature of the items in the agenda;

23.1.3   if the Lead Chief Executive thinks fit, copies of any other documents supplied to the GMPFCP in connection with an item.

to any person on payment of a charge for postage and any other costs.

24   Access to Minutes etc. after the meeting

24.1   The Lead Chief Executive will make available copies of the following for six years after a meeting of the GMPFCP:

24.1.1   the minutes of the meeting (excluding any part of the minutes or proceedings when the meeting was not open to the public or which disclose exempt or confidential information);

24.1.2   a summary of any proceedings not open to the public where the   minutes open to inspection would not provide a reasonably fair and coherent record;

24.1.3   the agenda for the meeting; and

24.1.4   reports relating to items when the meeting was open to the public.

25   Background Papers

25.1   An officer preparing a report will set out in such report a list of those documents (called background papers) relating to the subject matter of the report which in his opinion:

25.1.1   disclose any facts or matters on which the report or an important part of the report is based; and

25.1.2   which have been relied on to a material extent in preparing the report.

but does not include published works or those which disclose exempt or confidential information as defined in Part 1 of

Schedule 12A to the Local Government Act 1972 (as amended).

25.2   The Lead Chief Executive will make available for public inspection for four years after the date of a meeting of the GMPFCP one copy of each of the documents on the list of background papers.

26   Conduct of Members

26.1   If, in the Chair's opinion any Member at a meeting is:

26.1.1   persistently ignoring the ruling of the Chair;

26.1.2   behaving irregularly, improperly or offensively; or

26.1.3   intentionally obstructing the meeting;

the Chair can propose that "the Member named be not further heard" (cannot speak further at the meeting). If the proposal is seconded, it will be put to the vote without being discussed.

26.2   If it is agreed that the Member should not speak further at the meeting, but that Member continues to speak, the Chair will propose that:

26.2.1   "the Member named leaves the meeting"; or

26.2.2   the meeting is adjourned for a period the Chair considers appropriate.

26.3   If there is a general disturbance, which in the opinion of the Chair, makes it impossible to conduct the meeting properly, the Chair can, without question, adjourn the meeting for such period as the Chair considers appropriate.

27   Disturbance by Members of the Public

27.1   If a member of the public interrupts the proceedings at any meeting the Chair shall warn him or her that if they continue to act in that way they will be removed from the meeting.

27.2   If members of the public are causing a general disturbance in any part of the meeting room, the Chair can make an order that part of the meeting room to be cleared.

28 Suspension and Removal of the Chief Constable or Chief Fire Officer

28.1   If the Mayor suspends the Chief Constable or Chief Fire Officer the Mayor must notify the GMPFCP of the suspension.

28.2   The Mayor must not call upon the Chief Constable to retire or resign or dismiss the Chief Fire Officer until the end of the scrutiny process which will occur:

28.2.1   at the end of six weeks from the GMPFCP having received notification, if the GMPFCP has not by then given the Mayor a recommendation as to whether or not they should call for the retirement or resignation of the Chief Constable or dismiss the Chief Fire Officer; or

28.2.2   the Mayor notifies the GMPFCP of a decision as to whether they accept the GMPFCP's recommendations in relation to resignation, retirement or dismissal.

28.3   The Mayor must notify the GMPFCP in writing of their proposal to call upon the Chief Constable to retire or resign or to dismiss Chief Fire Officer together with a copy of the reasons given to the Chief Constable/Chief Fire Officer and any representation from the Chief Constable/Chief Fire Officer in relation to that proposal and in the case of the Chief Fire Officer, a copy of the written views of the chief fire and rescue inspector for England.

28.4   Within six weeks from the date of receiving the information referred to in Rule 28.3, the GMPFCP must make a recommendation in writing to the Mayor as to whether or not they should call for the retirement or resignation or proceed to dismiss. Before making any recommendation, the GMPFCP may consult the chief inspector of constabulary (if relevant), and must hold a scrutiny hearing.

28.5   The scrutiny hearing which must be held by the GMPFCP is a GMPFCP meeting in private to which the Mayor and Chief Constable/Chief Fire Officer are entitled to attend to make representations in relation to the proposal to call upon them to retire or resign or to dismiss them. Appearance at the scrutiny hearing can be by attending in person, or participating by telephone or video link.

28.6 The GMPFCP must publish the recommendation it makes by such means as it considers appropriate.

28.7 The Mayor must consider the GMPFCP's recommendation and may accept or reject it, notifying the GMPFCP accordingly.

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GMCA GREATER MANCHESTER COMBINED AUTHORITY

GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 12th June 2024

Subject: Annual record of complaints recorded on behalf of the Greater Manchester Police, Fire and Crime Panel

Report of: Samantha Stabler, Strategic Lead Community Safety, Manchester City Council.

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1   PURPOSE OF REPORT

1.1   In line with Panel's forward plan the following report is intended to give Panel members a summary of complaints recorded on the Panel complaints record in respect of police and crime matters.

1.2.   The Panel is required through the Police Reform Act to set out its complaints procedure and the Panel's current complaints procedure delegates the responsibility for dealing with complaints to the Lead Greater Manchester Chief Executive for Police, Fire and Crime.

1.3   Furthermore the Panel has statutory responsibilities under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 relating to the recording and determination of complaints against the Police, Fire and Crime Commissioner and or his Deputy (or equivalent).

1.4   The current Panel complaints procedure states it will produce an annual report of complaints for consideration by the Greater Manchester Police, Fire and Crime Panel.

2.0 COMPLAINTS

2.1 Between the 1st of April 2023 and the 31st of March 2024, 2 complaints were received 1 stating they were concerning the Greater Manchester Mayor and 1 concerning the Greater Manchester Deputy Mayor in respect of police and crime issues.

2.2 1 of these complaints was not within the purview of the Police Fire and Crime Panel and was therefore passed to the Monitoring Officer. The complainant was updated.

2.3 1 of the complaints received met the criteria for consideration under the GMPFCP complaints procedure. Accordingly, this complaint is currently being dealt with. At the time of the writing of this report the outcome of this complaint has not been established and cannot therefore be reported to the Panel by way of this annual report. The outcome of this complaint will therefore be documented in the 24/25 financial year annual complaints report.

2.4 1 complaint received in 23/24 did not have an outcome at the time the report was written. On receipt of further information from the complainant it was found that request was for the review of a police complaint with no involvement from the Deputy Mayor. The complainant was updated that there was no role for the GMPFCP.

3.0 RECOMMENDATIONS

3.1 Greater Manchester Police, Fire and Crime Panel members are asked to note the information contained in this report.

Background Papers
- Greater Manchester Police, Crime and Fire Panel Complaints Procedure can be found in section 19 in the Rules of Procedure.

Contact Officer

- Samantha Stabler, Strategic Lead Community Safety, Manchester City Council, email: Samantha.stabler@manchester.gov.uk phone 0161 124 1284.

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POLICE FIRE AND CRIME PANEL – 11 JUNE 2024

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: _____

DATE: _____

Minute Item No. / Agenda Item No.	Nature of Interest	Type of Interest
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary
		Personal / Prejudicial / Disclosable Pecuniary

Please see overleaf for a quick guide to declaring interests at meetings.

1

QUICK GUIDE TO DECLARING INTERESTS AT MEETINGS

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

- Bodies to which you have been appointed by the GMCA
- Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called DISCLOSABLE PERSONAL INTERESTS which includes:

- You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated)
- You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- Any sponsorship you receive.

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

STEP ONE: ESTABLISH WHETHER YOU HAVE AN INTEREST IN THE BUSINESS OF THE AGENDA

If the answer to that question is 'No' – then that is the end of the matter. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

- where the well being, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
- the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

FOR A NON PREJUDICIAL INTEREST	**FOR PREJUDICIAL INTERESTS**
YOU MUST	**YOU MUST**
- Notify the governance officer for the meeting as soon as you realise you have an interest - Inform the meeting that you have a personal interest and the nature of the interest - Fill in the declarations of interest form	- Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting) - Inform the meeting that you have a prejudicial interest and the nature of the interest - Fill in the declarations of interest form - Leave the meeting while that item of business is discussed
TO NOTE:	

• You may remain in the room and speak and vote on the matter • If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.	• Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent. **YOU MUST NOT**: • participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business, • participate in any vote or further vote taken on the matter at the meeting

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GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL
MINUTES OF A MEETING HELD ON 14 MAY 2024 IN THE BOARDROOM, GMCA
OFFICES

PRESENT:

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Amy Cowen	Bolton Council
Councillor Richard Gold	Bury Council
Councillor Chris Goodwin	Oldham Council
Councillor Barbara Bentham	Salford Council
Councillor David Lancaster	Salford Council
Councillor Rosemary Barratt	Stockport Council
Councillor Frankie Singleton	Stockport Council
Councillor Vimal Choksi	Tameside Council
Councillor Rose Thompson	Trafford Council
Councillor Yvonne Klieve	Wigan Council

Also in attendance:

Andy Burnham	Mayor of Greater Manchester
Kate Green	Mayor's Nomination for Deputy Mayor

Officers Present:

Ian Cosh	Chief Finance Officer, GMP
CFO Dave Russel	GMFRS
DCFO Ben Norman	GMFRS
Samantha Stabler	Interim Advisor to Panel & Head of Community Safety, Manchester City Council
Damian Dallimore	Assistant Director of Police, Crime, Fire & Criminal Justice, GMCA
Melinda Edwards	Deputy Monitoring Officer, GMCA
Lee Teasdale	Senior Governance & Scrutiny Officer, GMCA

PFCP/19/24   APOLOGIES

Apologies were received from Councillor Rabiya Jiva (Bolton), Councillor Tom Morrison (Stockport) (Substituted by Councillor Frankie Singleton), Councillor Dane Anderton (Wigan) (Substituted by Councillor Yvonne Klieve), Independent Members Majid Hussain & Angela Lawrence and Chief Executive Portfolio Lead Sandra Stewart.

PFCP/20/24   DECLARATIONS OF INTEREST

There were no declarations made.

PFCP/21/24   MINUTES OF THE MEETING OF 21st MARCH 2024

Members considered the minutes of the previous meeting.

The Chair then invited Mayor Andy Burnham to provide the latest update on the preparation of Dame Vera Baird's report into the treatment of women in custody. A date had now been set for the publication of the report of 10th June, and the complainants & stakeholders have all been informed accordingly.

RESOLVED/-

1. That the minutes of the meeting held on 21 March 2024 be agreed as a true and correct record.

2. That Mayor Burnham's update on the forthcoming publication of the Baird Report be received and noted.

PFCP/22/24   APPOINTMENT OF DEPUTY MAYOR

Mayor Andy Burnham, introduced a report notifying Panel Members of the procedure to be followed in the appointment of a Deputy Mayor and the candidate's qualifications in respect of the role. Points highlighted included:

- The Mayor reflected on his pride in how Greater Manchester was currently growing faster than the UK economy and with a growing population, but noted that the

growth came with extra challenges that placed further pressures upon both the police and fire services.

- The Mayor stated his equal pride that both Greater Manchester Police (GMP) and Greater Manchester Fire & Rescue Service (GMFRS) were both now in a position where they were outperforming counterpart organisations throughout the country.

- However, it was agreed that both services were still on a continuing path of improvement and that the current Chief Constable and Chief Fire Officer remained best placed to lead on those improvements, and with that, it was vital that the Deputy Mayor for Policing & Crime be someone who has the right to qualities to both support and challenge them in these roles.

- Given the single settlement and the newfound ability for a further aligned group approach, and the likelihood of changes in government at the end of the year – Greater Manchester found itself at the cusp of the biggest changes and opportunities yet seen – and the region needed to be ready to match the challenges that would come with these.

- Taking the aforementioned contextual picture into account – the Mayor felt there was no better person to continue to lead on Policing, Fire and Crime than his nomination for Deputy Mayor – Kate Green.

- Kate had throughout her career, provided a distinguished service to the country in a number of capacities. Having worked with the voluntary sector before entering parliament, with important work on addressing child poverty, before then using her position as the Member of Parliament for Stretford & Urmston to push the importance of public service reform in ensuring the best possible outcomes and opportunities for residents of our communities.

- The Mayor and Kate remained fully aligned on their ambition to ensure that the police force was strong and proactive in its approach, yet always fully accountable in terms of scrutiny.

The Chair thanked the Mayor for his introduction and then invited the Mayor's nominee Kate Green to make a presentation to the Panel – points highlighted included:

- The past 18 months in the role of Deputy Mayor had been an important period in which to have taken on the role and included a number of key successes.

- Successes were highlighted such as supporting the significant improvements seen in leadership, culture and performance at GMP & GMFRS; the continued tackling of

misconduct issues in both GMP & GMFRS; the launch of the new victims service and of the 10 year Greater than Violence Strategy; the publication of part three of the independent review into non-recent CSE; oversight of the Baird Inquiry into the treatment of women & girls in GMP custody; refreshes of both the Ethics Committee & the Hate Crime Action Plan; and the successful Fire Cover Review which had driven enough efficiencies to enable additional investment into protection & preventative work and the provision of a 51st additional fire pump into the city centre.

- Future priorities if appointed back into the role would include the continued delivery of what mattered most to residents of GM through the Police & Crime and Fire plans; committing to further work on building public trust and improving the culture within the fire & police services; tackling inequalities and disproportionality within the justice system; and improving outcomes for young people, particularly those at risk of harm.

Comments and Questions

The Chair then invited members of the Panel to comment on the proposal and ask questions of the Mayor and Kate Green.

- Members expressed concern about the effectiveness of the probation service and asked for further detail about work taking place with the service. Kate advised that as Deputy Mayor she had been working closely with Chris Edwards the Regional Probation Director and felt that he continued to provide exceptional leadership to the probation service, and they were seen as an integral part of the GM crime prevention family. The probation service had been significantly impacted by the Transforming Rehabilitation Programme of the mid 2010's, and the bringing back together of the service had been welcomed. But in that time many experienced probation staff had been lost, whilst numbers were now going up again there was still a real issue of experience. The ability to co-commission services in GM remained a very powerful exclusive tool.

- Members asked about collaborative work that had taken place with other PCC's throughout the country. It was advised that through the Association of Police & Crime Commissioners, Kate had been the Co-Lead for the Serious & Organised Crime Portfolio and that the Association made efforts to ensure that it spoke with a

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single voice and what not used as a 'political football'. Collective work had also been taking place on addressing issues such as the rises in shoplifting by organised gangs and ensuring cultural improvements within police forces throughout the country.

- Members asked whether it was felt that GM advertised the improvements seen in the fire and particularly the police service enough – were there ways to better communicate these improvements? It was felt that the level of awareness was improving, but it was agreed this had not embedded everywhere. A careful balance needed to be maintained so that the public were also aware that this was not 'the end of the journey'. It was felt that many of the operations in the next phase in terms of tackling crime hotspots through Operation Vulcan and increased presence on the transport networks would make this good work more visible in the day-to-day life of residents.

- Members asked about how best the nominee would ensure that voice of victims remained heard. It was stated that it was vital that victims were provided the support they wanted, at the time they wanted, and for as long as they wanted. The Co-located Victims Service now taking place with GMP was just one element of the key work that had taken place on this over the past year, which also including online support, restorative justice, and regular surveys on the victim's experience – which had provided a huge amount of quality feedback. The Police & Crime Team sought to be regularly updated by elected members on whether their residents felt that their own experiences had been satisfactory.

- Members asked for further detail on the proposals to increase public trust in the police service. It was stated that the best way to do this was to ensure that the public experience of the police service met their needs. That their call was answered expediently, that arrives at their doorstep, and that pursues every possible line of enquiry in addressing their issues. But it was also important to acknowledge that public trust was also impacted by the wider picture of the lived experience – did people feel safe when on public transport? were children safe attending local parks? Elements such as clean streets, access to good healthcare, housing and jobs all played a part in public perceptions and it was therefore vital that partners worked to these goals across the system.

- Members noted that a key concern of residents was a lack of visible presence of police officers or PCSO's. How would it be ensured that the visibility increased given that there have been reductions in PCSOs? It was advised that it was not possible in the current climate to have police officers 'on every corner' but there was a concentrated focus on ensuring that there was a strong presence around hotspots – with the Operation Venture team already working with places where young people were at the most risk of becoming engaged in violent crime. This had already been very successful in reducing the number of weapons on the streets, and in engaging directly with these young people. The Mayor stated that the coalition cuts of the past 14 years had a continued impact on police presence, with it taking many years to repair the damage done. The Mayor sought to ensure that recruitment became stronger from within GM's own communities and that the proposed Manchester Baccalaureate could play a part in this through the development of a Blue Light Pathway in which the Panel would be asked to help in developing.

- Members asked how a zero-tolerance approach to anti-social behaviour (ASB) was possible when the police force was frustrated by magistrates not taking significant action around ASB and the continued blight this brought to many communities. With an increasing concern highlighted on the usage of off-road bikes. It was advised that GMP had just received some funding from government to directly address ASB – this would be utilised through the Neighbourhood Policing Model. It was agreed that the off-road biking issue was a continuing blight on communities and the team were working closely with DCC Woods on bringing in the right capacity and capability to deal with this type of behaviour. There were two strands running currently - a tactical operation and high-level disruptive enforcement within communities.

The Chair drew the item to a close, asking that the Panel vote on the proposed Mayoral nominee. Following a vote by show of hands – the Panel voted unanimously in favour of supporting the Mayor's proposal that Kate Green return to the role of Deputy Mayor for Policing, Fire & Crime.

RESOLVED/-

1. That the Panel notes the process outlined for the appointment of the Deputy Mayor for Policing, Fire and Crime.

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2. That following consideration of the Mayor's proposed appointment of Kate Green to the role, the Panel recommends that the Mayor proceeds with the appointment.

PFCP/23/24   GMFRS ANNUAL DELIVERY PLAN 2024-25

Deputy Chief Fire Officer Ben Norman presented the Greater Manchester Fire and Rescue Service (GMFRS) Annual Delivery Plan (ADP) 2024-25, detailing the improvement programme activities for the next year. The plan also incorporated the Community Risk Management Plan (CRMP), the production of which was a statutory requirement under the Fire and Rescue Service National Framework. Points highlighted included:

- This was the fourth and final delivery plan within the current wider four-year plan. With the 2025-2029 now being worked on.
- An ambitious suite of improvement programmes that aligned with the Mayor's strategic priorities was included within the Plan.
- Panel member feedback had been incorporated through the Police, Crime & Fire Steering Group.
- Work had taken place with the public, external partners and colleagues within the GMFRS to help in shaping a plan that was both ambitious and deliverable.
- The plan detailed how GMFRS was working towards an 'outstanding' rating from HMICFRS upon their return visits.

Comments and Questions

- Discussion took place between members and officers regarding the vital need to ensure that all residential properties, be they high, medium, or low risk met a minimum criterion for fire safety.
- Members sought information on how the public with comments about the Plan were responded to. It was advised that they were responded to individually, and that the comments they raised would then be used to inform the Plan going forwards. The quantity received and the themes raised could be shared with Members either outside the meeting or through the Steering Group.

RESOLVED/-

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1. That the report and update be noted.

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 11th June 2024

Subject: Police Officer Recruitment and Wider GMP Recruitment

Report of: Chief Resources Officer Lee Rawlinson

Purpose of Report

The purpose of this report is to update the Deputy Mayor and members of the Panel on the Police Uplift numbers / progress alongside broader GMP staff recruitment, retention and diversity.

Recommendations:

The Panel is requested to:

1. Note the contents of the report.

Contact Officers

Tina Lonergan – Associate People Director

Tina.Lonergan@gmp.police.uk

Head of Strategic Attraction and Recruitment – Colin Ramwell

Colin.ramwell@gmp.police.uk

Equalities Impact, Carbon and Sustainability Assessment:

All recruitment is in line with the Greater Manchester Police (GMP) standards on diversity equality and inclusivity to improve diversity across the Force so this work will have positive benefits.

Risk Management

Decreasing risks across the Force on issues of workload overtime etc through increased numbers.

Legal Considerations

Nil to report.

Financial Consequences – Revenue

Finances not described within the content of the report however all new police officer posts come with funding for GMP.

Financial Consequences – Capital

Finances not described within the content of the report.

Number of attachments to the report:

None.

1. Overview

The Policing Uplift Programme (PUP) was a three-year national programme established to support the government plan to recruit an additional 20,000 police officers in England and Wales by the end of March 2023. As part of this programme, GMP was set a target to increase overall police officer headcount by 1,155, from 6,787 officers in March 2020 to 7,942 officers by the end of March 2023.

A robust delivery plan saw GMP make strong progress and having the ability to exceed target. This resulted in GMP being able to secure further funding. GMP made a successful bid and were set a new target by the Home Office.
In year 4 of extended uplift, GMP had a further headcount target of 8,131 by 31st March 2024

GMP achieved 8,189 by the 31st March 2024 putting the Force in a strong position of achieving its September 2024 and March 25 target of 8,151.

The Force recruited 684 Officers in to GMP during 2023-24

1.1. Recruitment Process

Recruitment of police officers is a complex process with a number of mandated stages requiring significant input and processing from various parts of the Force and partners. The national average time to hire for police officer recruitment is 6 months from the time of application to commencement.

Police officer recruitment also experiences a high attrition rate as candidates are unsuccessful at assessment stages or withdraw from the process. Experience shows that the national average is a 10:1 ratio between the number of initial applications and the number of officers recruited.

The core stages in police officer recruitment are:

- Eligibility checks to ensure candidates meet the requirements to join a Home Office Police Force

- Online National Sift assessment run by the College of Policing

- Online National Assessment Centre run by the College of Policing

- In force selection interview

- Fitness and medical checks

- Vetting

- References including absence checks

1.2. Police Officer entry routes and recruitment

There are a range of entry routes which can be utilised to recruit new student police officers or to recruit experienced police officers. GMP are currently using the following:

1.2.1. Police Constable Entry Programme (PCEP)

The Police Constable Entry Programme (PCEP) This is the new police officer training route introduced by the College of Policing. All Police Forces have had to develop revised training programmes and apply to the College of Policing to obtain a new training licence. GMP have successfully secured their training licence in April 2024 and will be starting the first intake of student officers on 10th June 2024. The whole of the training delivery is delivered by GMP within the training estate. This is a two-year training programme.

1.2.2. Police Constable Degree Apprenticeship (PCDA)

Police Constable Degree Apprenticeship (PCDA): a three-year training programme with time spent at university and time in operational policing delivery. At the end of year 3, officers achieve a Professional Policing Degree. Training is delivered in modules. GMP's Higher Education delivery partner is the University of Salford (UoS).

1.2.3. Transferees

Movement of existing, qualified and experienced police officers between Home Office forces.

GMP has had some success in attracting transferees from other forces, particularly around specialist roles.

Dedicated resources have now been assigned to this workstream to ensure that any enquiries and applications are processed in an efficient and effective manner.

The team will ensure that there is effective coordination within the recruitment process and streamline activity where possible.

Dedicated district and branch single point of contacts (SPOC) have now been identified to support the recruitment process and subsequent on boarding. The transferee team will develop strong working relationships with the SPOCs to support this.

The team will review and amend the transferee training course to ensure it is fully fit for purpose and timely in delivery.

1.2.4   Re-joiners

Recruitment of individuals who have previously been police officers, generally within the last 5 years, to rejoin policing as a career.

1.3.   GMP Police Officer Uplift

As a large force, GMP experiences a natural attrition averaging 550 to 600 police officers per year, primarily through retirement, resignation or transfer to other forces.

A robust plan and governance structure was implemented with all of the above entry routes being utilised.

The delivery plan saw GMP make strong progress and having the ability to exceed targets. This resulted in GMP being able to secure further funding. GMP made a successful bid and were set a new target by the Home Office.
In year 4 of extended uplift, GMP had a further headcount target of 8,131 by 31st March 2024

GMP achieved 8,189 by the 31st March 2024 putting the Force in a favourable position of achieving its September 2024 and March 25 target of 8,151.

The Force recruited 684 Officers in to GMP during 2023-24

2023-24 Officer recruitment

By 31st March 2024 GMP had met the 8189 headcount objective and is on course to meet the trajectory of September 2024 and March 25 target of 8,151.

The Force recruited 684 officers from different routes to GMP during 2023-24

Transferee	Police Now	IPLDP	PEQF	Policing Degree	Total
68	11	354	214	37	684

The outcome was also significant for GMP in that the police officer headcount maintained 8000 officers for the first time in over 10 years. GMP was also a net importer of transferees bringing in experienced officers from other forces.

1.4. Diversity

GMP has worked hard to make year on year improvements to increase the diversity of police officers and become more representative of the communities served.

Delivering volume recruitment in a restrictive time scale does make this more challenging.

Over the 3 years of the PUP, and the following year, GMP were able to continue to stabilise the representation of the police officer workforce as shown in the following table:

Officer Workforce Diversity over time:

Police Officer Diversity	% Minority Ethnic	% Female
Mar-20	8.6%	31.9%
Mar-21	9.2%	33.5%
Mar-22	9.9%	35.6%
Mar-23	9.7%	36.2%
Mar-24	9.7%	36.8%

The Diversity, Equality and Inclusive Strategy for GMP is currently being reviewed and will be launched in Summer 2024. This will include new and updated objectives which focus on improvements for the workforce and operationally for the communities the Force serves.

One of these objectives will be that GMP are committed to a cycle of continuous improvements in all activity relating to the recruitment process and that the Force is inclusive in the approach. GMP aims to ensure that candidates receive an experience that meets their individual needs.

GMP currently has the highest number of minority ethnic and female officers than it has ever had before, however, it is recognised that further work needs to continue to close the gap to ensure reflective representation of communities.

The Positive Action Team will be utilised to continue to improve recruitment from diverse backgrounds with numerous initiatives planned to reach out to communities that do not traditionally consider policing as a career.

1.5. Retention

Retention of the workforce is a challenge to policing nationally. Accordingly, GMP have invested in a small team, led by a Chief Inspector, this being the Insight, Support and Engagement Team. The team has developed a life cycle model identifying six key stages as part of the retention strategy:

- Attraction
- Recruitment
- Onboarding and Orientation
- Establish a positive employee experience
- Stay Interview
- Exit Interviews

With the Uplift targets, a key early deliverable was the retention of the existing workforce. As a result, the "Stay Interviews" were launched as an early initiative.

These interviews are conducted by the team and provide a psychologically safe space for police officers to raise their concerns which have led them to considering leaving GMP.

The interviews have proven to be highly successful in resolving issues being experienced by some officers, whilst also providing organisational insight and learning. The interviews have had a 70% success rate to date. This approach has received national interest, including GMP hosting a retention conference at the request of the

National Policing Uplift Team. The scheme is now being widened to include police staff. Organisational learning from the interviews is being used to further shape GMP's leadership training programmes and attraction strategies.

1.6. Current Recruitment

The Home Office have set targets for police officer headcounts for 2024/25. Under this, GMP will be required to maintain the baseline headcount of 8101 officers but has also been given the opportunity to achieve further growth beyond this for a new headcount set for March 2025 at 8151. Recruitment plans are in place and on track to deliver this by the first milestone on 30th September 2024 and again in March 2025.

1.7. Police Staff Recruitment

Beyond police officer recruitment, 2023/24 saw significant investments in police staff recruitment to support the service improvements being delivered by GMP under the transformational Plan on a Page (POAP) programme.

A key area of focus was recruitment to the Force Contact, Crime and Operations (FCCO) Branch. A previous year's total of 489 people were recruited into the Branch which was the highest ever recruited into the department and provided much needed capacity to deliver the required service improvements. Recruitment levels to the branch have now returned to normal maintenance levels for 2024/25.

Police staff recruitment also took place across all enabling services in GMP throughout 2023/24, which again saw significant investment with 545 people being recruited.

The latest workforce diversity data is as follows:

- Police Staff recruitment 2023-24 (across the Force).
- 545 Police Staff recruited during the last 12 months within posts across the Force.
- With 146 of the above recruited in to FCCO.

Diversity of starters during 2023-24:

Year to date starters (Apr - Mar)	Total Starters	Minority Ethnic Number	%	Female Number	%	Disabled Number	%
Staff	545	61	11.2%	329	60.4%	39	7.2%
Total	1229	117	9.5%	608	49.5%	103	8.4%

As with police officers, work continues to deliver a workforce that is representative of the communities.

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GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 11th June 2024

Subject: Use of stop and search powers by Greater Manchester Police

Report of: Assistant Chief Constable Chris Sykes

Purpose of Report

The purpose of this report is to provide an update for members of the panel in relation to the use of stop search powers by Greater Manchester Police (GMP). This report includes overall volumes, positive outcomes, ethnicity and disproportionality, use of S 60 powers and complaints against police as a result of the use of stop search powers.

Recommendations:

The Panel is requested to:

1. Note the contents of the report.

Contact Officers

Superintendent Richard McNamara

Richard.Mcnamara@gmp.police.uk

Chief Inspector Chris Clarke

Christopher.Clarke3@gmp.police.uk

BOLTON   MANCHESTER   ROCHDALE   STOCKPORT   TRAFFORD
BURY   OLDHAM   SALFORD   TAMESIDE   WIGAN

Equalities Impact, Carbon and Sustainability Assessment:

None to note

Risk Management

None to note

Legal Considerations

None to note

Financial Consequences – Revenue

None to note

Financial Consequences – Capital

None to note

## Number of attachments to the report: 0

1. The use of stop search powers by GMP

1.1 Overall volumes

GMP has seen a significant increase in the number of stop search encounters recorded in the calendar year 2023 compared to the previous 2 years. In 2021 a total of 9147 stop search encounters were recorded, this increased to 24428 in 2022 and the 42412 in 2023.

Calendar Year	Person only	Person & vehicle	Vehicle only	Total
2021	6778	2124	245	9147
2022	18412	5191	835	24438
2023	32655	8545	1212	42412

From the calendar year 2022 to 2023, GMP saw a 73% increase in stop search encounters. Nationally, during the same period police forces reported an average increase of only 3%.
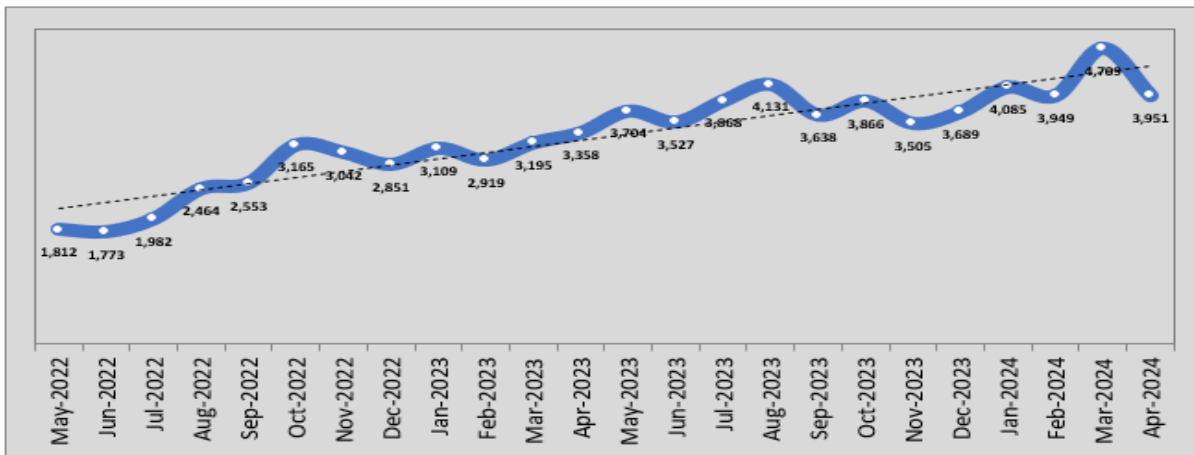
GMP has continued to see a rise in the number of stop search encounters during 2024. Whilst the rate of increase for stop search encounters recorded in GMP has slowed in 2024, GMP still continue to see a rise in those numbers. In April 2024 GMP recorded 3,951 stop search encounters which is a rise of 893 (18%) compared to April 2023.
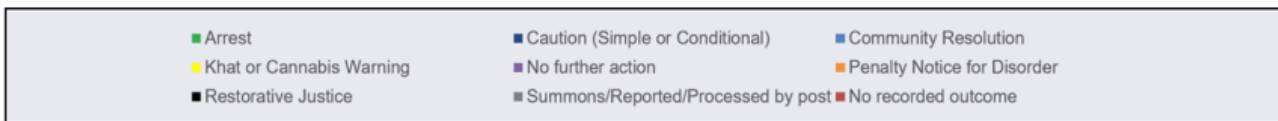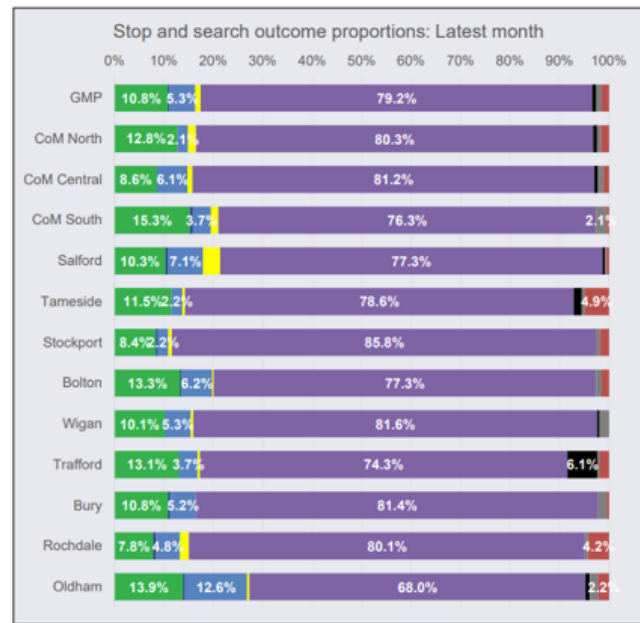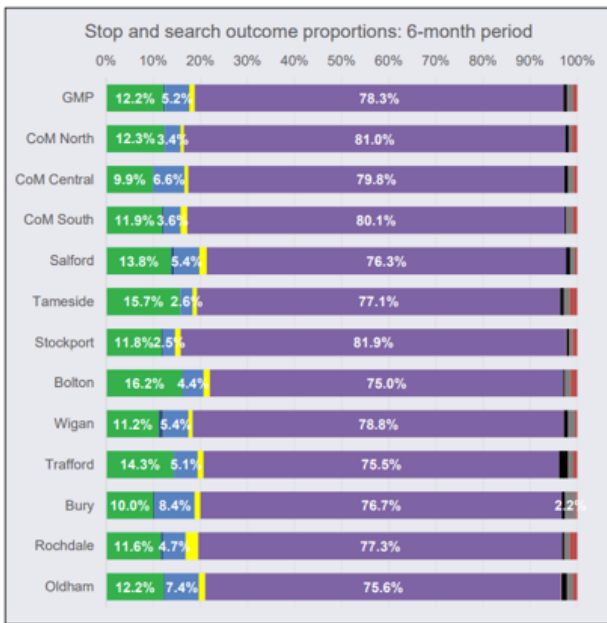
1.2 Positive outcomes – arrests and overall

Stop & Search Encounters 01/05/2022 to 30/04/2024
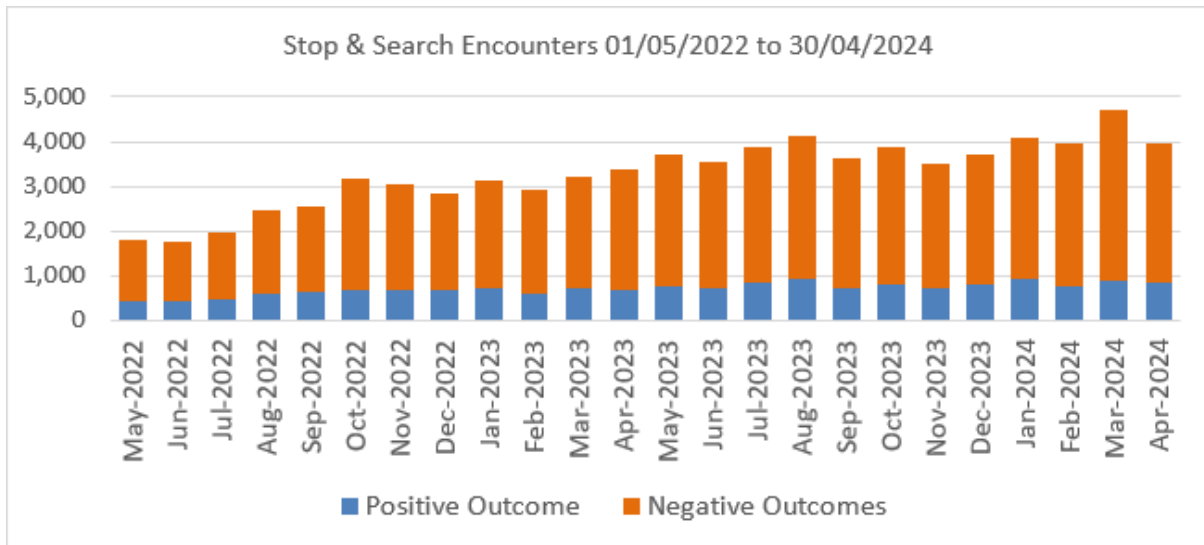
In April 2024 there were 533 arrests as a result of stop search encounters, this equates to 13.4% of those conducted, resulting in arrest. This is an increase from April 2023 when the proportion of stop search encounters resulting in arrest was 12.6%. The percentage increase in the number of arrests in April 2024 compared with April 2023 is 26% (from 424 to 533 encounters resulting in an arrest). The national average for the year to April 23 was 14%.

Overall positive outcomes proportions remain relatively static over the last 12 months with 21% of all stop search encounters resulting in a positive outcome. April 2023 and 2024 are comparable with 21% of stop search encounters resulting in a positive outcome. This is encouraging given the increase in volume of stop search encounters.

There are some minor variations between GMP Districts in terms of arrest rates and overall positive outcomes, as shown in the table below, these are explored through internal governance and performance mechanisms.

Stop and search outcome proportions: 6-month period

	Arrest	Caution/Other	No further action	
GMP	12.2%	5.2%	78.3%	
CoM North	12.3%	3.4%	81.0%	
CoM Central	9.9%	6.6%	79.8%	
CoM South	11.9%	3.6%	80.1%	
Salford	13.8%	5.4%	76.3%	
Tameside	15.7%	2.6%	77.1%	
Stockport	11.8%	2.5%	81.9%	
Bolton	16.2%	4.4%	75.0%	
Wigan	11.2%	5.4%	78.8%	
Trafford	14.3%	5.1%	75.5%	
Bury	10.0%	8.4%	76.7%	2.2%
Rochdale	11.6%	4.7%	77.3%	
Oldham	12.2%	7.4%	75.6%	

Stop and search outcome proportions: Latest month

	Arrest	Caution/Other	No further action	
GMP	10.8%	5.3%	79.2%	
CoM North	12.8%	2.1%	80.3%	
CoM Central	8.6%	6.1%	81.2%	
CoM South	15.3%	3.7%	76.3%	2.1%
Salford	10.3%	7.1%	77.3%	
Tameside	11.5%	2.2%	78.6%	4.9%
Stockport	8.4%	2.2%	85.8%	
Bolton	13.3%	6.2%	77.3%	
Wigan	10.1%	5.3%	81.6%	
Trafford	13.1%	3.7%	74.3%	6.1%
Bury	10.8%	5.2%	81.4%	
Rochdale	7.8%	4.8%	80.1%	4.2%
Oldham	13.9%	12.6%	68.0%	2.2%

Legend:
- Arrest
- Caution (Simple or Conditional)
- Community Resolution
- Khat or Cannabis Warning
- No further action
- Penalty Notice for Disorder
- Restorative Justice
- Summons/Reported/Processed by post
- No recorded outcome

1.2   Proportionality – Ethnicity

Disproportionality in relation to ethnicity in stop search encounters remains below that of England and Wales in respect of Black Community members and on the national average for Asian Community members. In GMP this means you are 2.4 times more likely to be stopped and searched if you are a Black Community member and 1.4 times if you are an Asian Community member. Nationally the figures are 4.1 and 1.4 respectively.

The ratio for Black Community member has fallen significantly over the last few years, though the release of new census data in late 2022 may account for some of this. However, over the last 12 months the numbers have remained fairly static and while encouraging to a point, it remains the case that people are more likely to be stop searched if they come from Black or Asian communities. This varies across the county as can be seen in the below table.

Officer base: ALL	Disparity in Stop Search encounters compared to White population - 01 May 2023 to 30 Apr 2024											
	White		Black (inc Mixed Black)		Asian (inc mixed Asian)		Other		Unknown		Not Applicable - Vehicle search	
Stop/Search - District	Stop/ Searches	Stop/ Search Ratio	Stop/ Searches	Stop/ Search Ratio	Stop/ Searches	Stop/ Search Ratio	Stop/ Searches	Stop/ Search Ratio	Stop/ Searches	Stop/ Search Ratio	Stop/ Searches	Stop/ Search Ratio
City of Manchester	7,938	1.0	2,946	1.4	2,751	0.9	594	0.7	3,786	N/A	327	N/A
Salford	2,529	1.0	286	1.2	226	1.2	69	0.6	594	N/A	74	N/A
Tameside	1,668	1.0	126	1.9	191	1.0	22	0.9	292	N/A	56	N/A
Stockport	2,095	1.0	116	2.1	168	0.9	21	0.4	597	N/A	65	N/A
Bolton	1,644	1.0	304	2.8	537	1.1	78	1.5	618	N/A	106	N/A
Wigan	2,417	1.0	102	2.2	65	1.2	28	1.1	323	N/A	51	N/A
Trafford	1,414	1.0	390	4.1	374	1.5	54	0.9	681	N/A	87	N/A
Bury	1,605	1.0	177	2.9	670	3.0	52	1.1	479	N/A	69	N/A
Rochdale	1,287	1.0	102	1.3	483	1.4	21	0.6	572	N/A	181	N/A
Oldham	1,211	1.0	112	1.3	771	1.7	61	2.0	690	N/A	116	N/A
GMP	24,471	1.0	4,769	2.4	6,434	1.4	1,026	1.1	8,757	N/A	1,165	N/A

This data receives significant scrutiny within GMP, and districts are challenged and explanations sort through the Disproportionality in Operational Policing Board and the Use of Powers Board chaired by ACC Chris Sykes, which in turn report to the Diversity, Equality and Inclusion Board chaired by the Chief Constable.

1.3 Section 60

Section 60 Criminal Justice and Public Order Act authorisations are short term (24 or 48 hrs) to address serious violence or weapons issues. These powers allow searches without requiring any grounds for suspicion to take place in a specified locality and must be authorised by a senior leader.

Calendar year	Authorities	Searches	Arrest %	All Positive Outcome %
2021	2	31	2%	6%
2022	36	901	4%	9%
2023	68	1652	3.2%	7.2%

2023 saw an increase in these authorities and resultant searches and is subject to extra internal scrutiny in the form of bespoke reviews for each authority.

Positive outcome rates for this power are nationally at 4.8% and are 7.2% in GMP.

1.4 Complaints

It is notable that while the volume of stop and search activity in Greater Manchester has increased significantly, the number of complaints from those who have been searched has remained consistently low.

From May 2022 to April 2023 there were 72 complaints, which increased to 103 complaints for the period May 2023 to April 2024. In terms of proportional change, we see no change from 0.22% May 22-Apr 23 (72 complaints from 32,223 stop and search) to 0.22% May 23-Apr 24 (103 complaints from 46,622 stop and searches).

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GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 11th June 2024

Subject: GMP Performance

Report of: Deputy Chief Constable Terrence Woods

Purpose of Report

This report aims to provide the Police and Crime Panel Meeting with a strategic update on the performance of Greater Manchester Police (GMP).

Recommendations:

The Panel is requested to:

1. Note the contents of the report

Contact Officers

Chief Superintendent Nicola Spragg

nicola.spragg@gmp.police.uk

BOLTON   MANCHESTER   ROCHDALE   STOCKPORT   TRAFFORD
BURY   OLDHAM   SALFORD   TAMESIDE   WIGAN

Equalities Impact, Carbon and Sustainability Assessment:

No issues identified

Risk Management

No issues identified

Legal Considerations

No issues identified

Financial Consequences – Revenue

No issues identified

Financial Consequences – Capital

No issues identified

Number of attachments to the report:

None

1. Introduction/Background

This report aims to provide the Police and Crime Panel Meeting with a strategic update on the performance of Greater Manchester Police (GMP).

Key performance indicators are mapped against the themes of the GMP 'Plan on a Page.' Data for the GMP indicators is reported from GMP force systems which are updated monthly.

A high-level summary of performance is presented, which describes performance over the period of April 2023-24 and also for the previous year, April 2022-23. Indications of the direction of change and whether these are statistically significant are also presented, by comparing the two time periods.

Where an indicator displays a statistically significant change across one or more of the comparison periods this is considered a performance exception and further detail is provided on these cases in the 'Exception reporting' chapter.

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GMP Performance Report

April 2024

Contents

1.   Introduction

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A high-level summary of performance is presented, which describes performance over the period of April 2023-24 and also for the previous year, April 2022-23. Indications of the direction of change and whether these are statistically significant are also presented, by comparing the two time periods.

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2. Key performance indicators

Improvement (statistically significant)	↑
Improvement (not statistically significant)	↑
Deterioration (statistically significant)	↓
Deterioration (not statistically significant)	↓
No change	↔

Key performance indicators	April 2023 to April 2024	Direction and significance of change (latest 12 months vs previous)	April 2022 to April 2023
Respond to incident and emergencies			
Number of 999 emergency calls	603,540	↓	616,026
999 call average speed of answer	0:00:04	↓	0:00:11
Number of non-emergency calls	858,312	↑	847,862
Non-emergency call average speed of answer	0:00:54	↓	0:02:20
Number of immediate (Grade 1) incidents	135,561	↑	114,936
Immediate (Grade 1) incident average attendance time	0:09:44	↓	0:10:11
Number of priority (Grade 2) incidents	132,017	↑	117,831
Priority (Grade 2) incident average attendance time	2:46:55	↑	2:34:18
Deliver an outstanding service			
999 calls answered in 10 seconds (%)	92.0%	↑	83.9%
Non-emergency calls answered in 3 minutes (%)	80.8%	↑	76.8%
Immediate (Grade 1) incidents attended in 15 mins (%)	87.4%	↑	85.2%
Priority indents (Grade 2) incidents attended in 1 hour (%)	55.1%	↑	50.8%
Incident (crime codes) to crime conversion (%)	93.7%	↓	95.4%
Investigate and solve crime			
Number of Stop and search events	46,020	↑	30,375
Number of arrests	64,730	↑	58,554

Proportion of crime outcomes 'solved'[1]			
Total crime	10.9%	↑	9.2%
Neighbourhood crime	5.6%	↑	4.6%
Residential burglary	7.8%	↑	6.2%
Personal robbery	9.5%	↑	7.7%
Theft from the person	2.0%	↓	2.2%
Vehicle offences	4.5%	↑	3.7%
Serious violence (robbery and violence with injury)	12.5%	↑	11.2%
Hate crime[2]	13.5%	↑	10.3%
Domestic abuse	12.2%	↑	11.1%
Rape	9.9%	↑	6.8%
Other sexual offences	13.0%	↑	10.3%
Child protection	9.7%	↑	7.3%
Homicide[3]	75.7%	↑	63.5%
Crime and incident counts			
Antisocial behaviour incidents	85,089	↑	72,019
Total crime	342,729	↓	371,658
Neighbourhood crime	43,378	↓	52,601
Residential burglary	12,268	↓	16,122
Personal robbery	4,134	↓	4,609
Theft from the person	6,590	↓	6,934
Vehicle offences	20,386	↓	24,936
Serious violence (robbery and violence with injury)	33,786	↓	36,073
Hate crime[4]	10,114	↓	11,683

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[1] This refers to the proportion of crime status changes that were made to show one of the following outcomes during the period: charge/summons; caution (adult and youth); offence taken into consideration; offender died; penalty notice for disorder; cannabis/khat warning; community resolution.

[2] Analysis has suggested that GMP recorded hate crimes may be higher than the numbers reported. This appears to be owing to inconsistency in the use of hate crime flags and qualifiers on the recording system. As such we would advise caution in interpreting the level of hate crime reported. We are reassured that all crimes are being recorded, but some may not be flagged as hate which may affect counts and any analysis conducted on this data.

[3] The volume of homicide crimes is small so caution should be taken in interpreting the degree of change.

[4] See note 2

|			
Domestic abuse	57,045	↓	66,219
Rape	4,293	↑	4,130
Other sexual offences	7,119	↓	7,606
Child protection	25,386	↓	27,142
Homicide[5]	35	↑	32

[5] See note 3

3. Exception reporting

Call handling and incident response performance

GMP has seen statistically significant performance changes in these areas of business. These performance exceptions are described in more detail below.

GMP 999 average (mean) answer time, April 2022 to March 2024
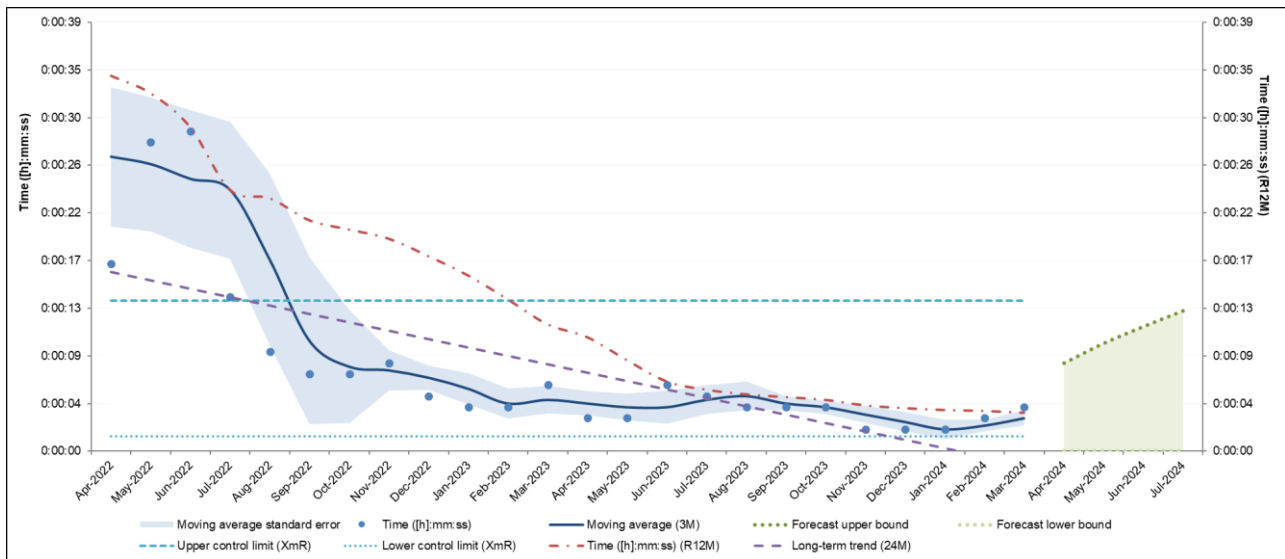
- This year there were 603,540 calls to 999 – last year 616,026.
- A reduction of 2.0% fewer calls.
- There were 130,547 calls to 999 in January-March, compared with 144,230 October-December, 9.5% fewer.
- Latest 12 months average speed of answer (ASA) 4 seconds – Previous 12 months 11 seconds. A statistically significant decrease.
- ASA for March 2024 was 4 seconds. March 2023 ASA was 6 seconds.
- This year 92.0% of 999 calls answered in 10 seconds – Last year 83.9% (a statistically significant increase).
- March 2024 saw 91.2% answered in 10 seconds – March 2023 was 86.6%.

GMP non-emergency average (mean) answer time, April 2022 to March 2024
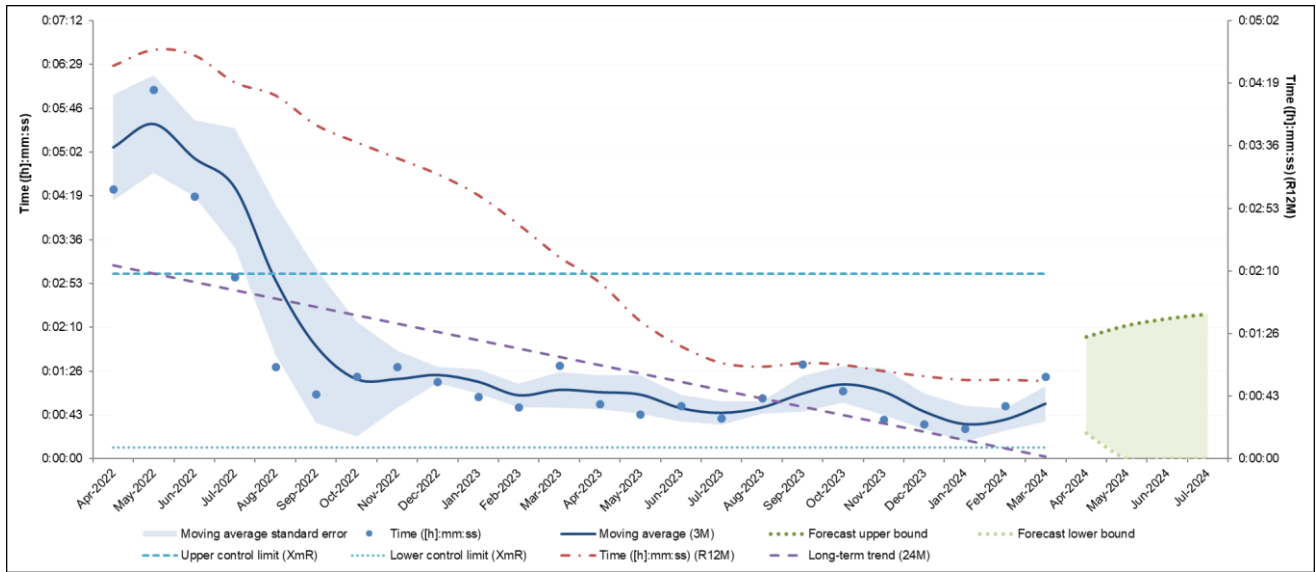
- This year there were 858,312 non-emergency calls – last year 847,862.

- An increase of 1.2% more calls.

- There were 202,611 calls January-March, compared with 205,204 October-December, a reduction of 1.3%.

- In March 2024 there were 68,377 calls, compared to 72,510 in March 2023.

- Latest 12 months average speed of answer ASA 54 secs – Previous 12 months, 2 mins 20 secs. This was a statistically significant decrease.

- Latest 12 months 80.8% answered within 3 minutes (significantly more than previous year 76.8%).

Graded response performance

GMP Grade 1 average (mean) attendance time, April 2022 to March 2024
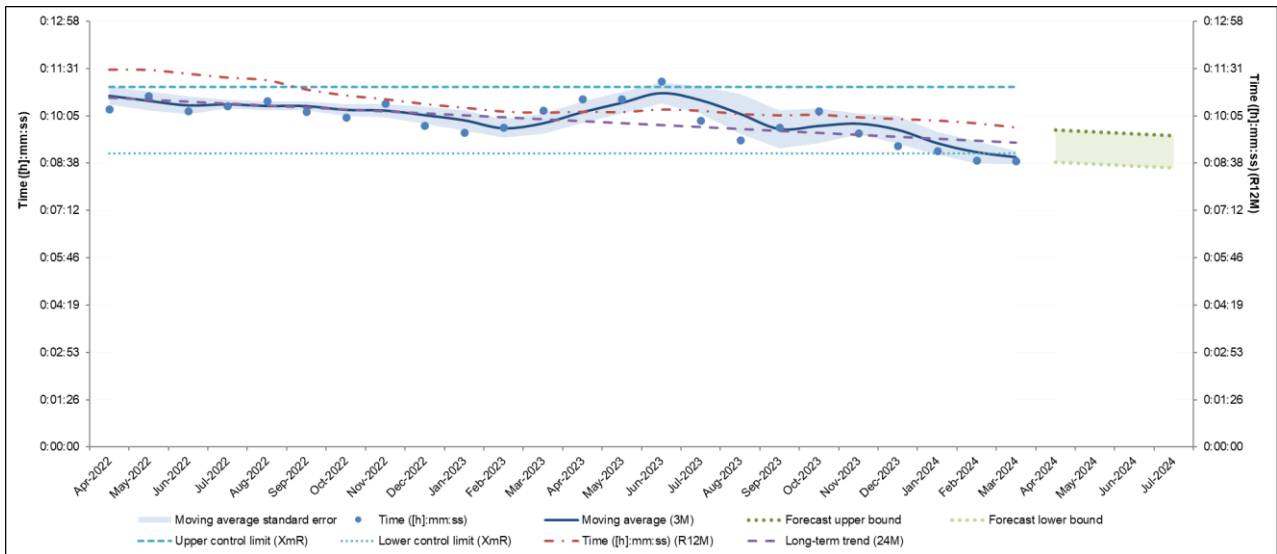
- This year 135,561 Grade 1 incidents, last year 114,936 (a statistically significant increase of 17.9%).
- January-March there were 31,699 compared with October-December 32,648.
- March 2024 saw 11,433 Grade 1 incidents, with 9,481 in March 2023.
- Latest 12 months average Grade 1 attendance time 9 mins 44 secs – Previous 12 months, 10 mins 11 secs.
- January-March average attendance time was 8 mins 49 secs, compare with 9 mins 39 secs October-December.
- March 2024 was 8 mins 42 secs (the fastest in a single calendar month) – March 2023 was 10 mins 14 secs.
- This year 87.4% Grade 1 attended to service level (15 mins) – Last year 85.2% (a statistically significant increase).
- January-March saw 90.9% attended in service level, compared with 87.1% October-December.
- March 2024 saw 91.4% attended in 15 mins – March 2023 was 86.4%.

GMP Grade 2 average (mean) attendance time, April 2022 to March 2024
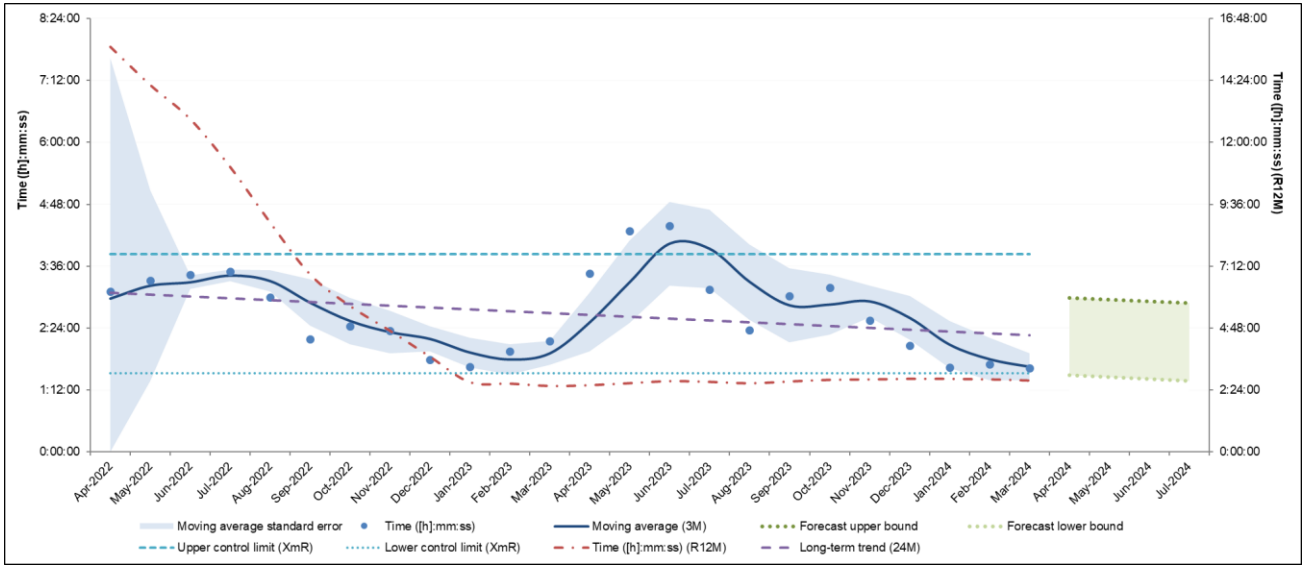
- This year 132,017 Grade 2 incidents, last year 117,831. A statistically significant increase of 12.1%.
- There were 30,387 January-March, with 31,288 October-December.
- March 2024 saw 10,517 Grade 2 incidents, compared with 9,753 in March 2023.
- Latest 12 months average Grade 2 attendance time 2 hours 46 mins 59 secs – Previous 12 months, 2 hours 34 mins 18 secs.
- January-March average attendance time was 1 hour 39 mins 12 secs, compared with 2 hours 36 mins 1 sec October-December. This was a statistically significant decrease.
- March 2024 was 1 hour 37 mins 29 secs. This was statistically significantly faster than the 12-month average of 2 hours 46 minutes 59 seconds. March 2023 was 2 hours 8 mins 55 secs.
- This year 55.1% Grade 2 attended in service level (1 hour) – Last year 50.8%.
- January-March 65.5% attended in service level, compared with 56.3% October-December. This was a statistically significant increase.
- March 2024 saw 65.9% attended in 1 hour – March 2023 was 56.4%.
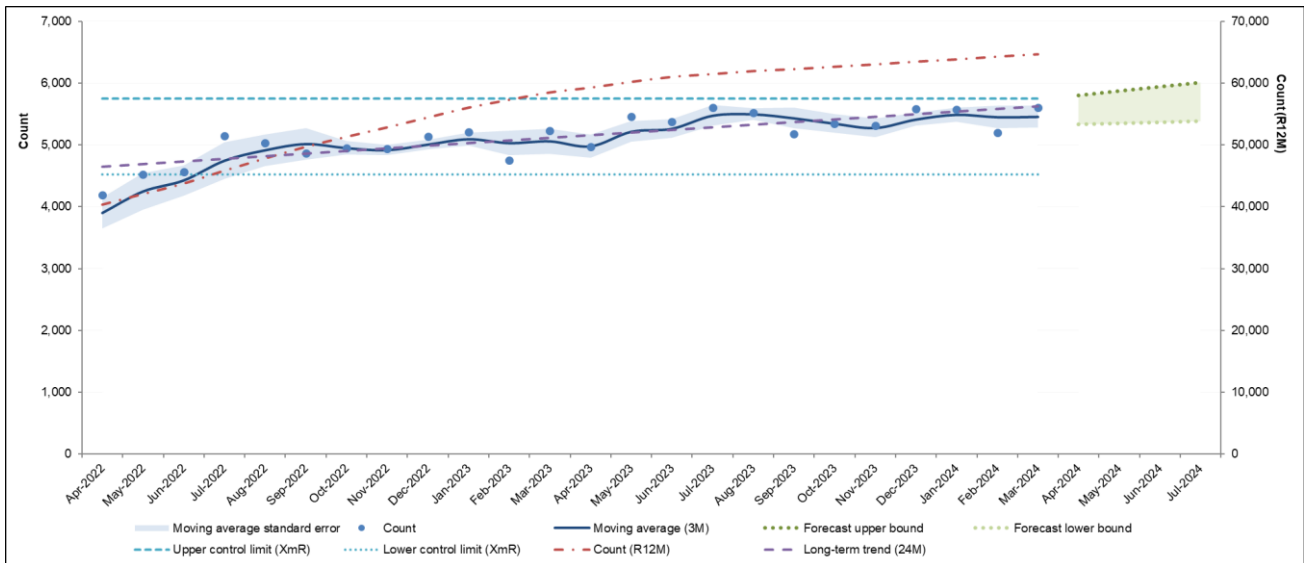
- This year 64,730 – last year 58,554 (a statistically significant increase of 10.5%).
- January-March there were 16,378 compared with October-December 16,246.
- March 2024 was 5,604 – March 2023 was 5,226.

GMP arrests – ethnic proportionality

Using a ratio calculated using population demographic data, the table below describes the disparity in arrests of people from ethnic minority backgrounds, compared with people from a white background (data is for the 12 months to March 2024). A result of 1.0 indicates the same ratio as for a person from a white background. Ratios higher than 1.0 may suggest higher disproportionately in arrests. The data below displays proportionality by 'officer-defined' ethnicity.

Arrest - District name	Disparity of Arrests compared to White population - 01 Apr 2023 to 31 Mar 2024									
	White		Black (inc Mixed Black)		Asian (inc mixed Asian		Other		Unknown	
	Arrests	Arrest Ratio	Arrests	Arrest Ratio	Arrests	Arrest Ratio	Arrests	Arrest Ratio	Arrests	Arrest Ratio
City of Manchester	6,593	1.0	2,111	1.2	1,398	0.5	388	0.5	350	N/A
Salford	2,933	1.0	363	1.3	224	1.0	81	0.6	109	N/A
Tameside	2,428	1.0	175	1.8	201	0.7	22	0.6	94	N/A
Stockport	2,511	1.0	182	2.7	186	0.8	43	0.7	83	N/A
Bolton	3,621	1.0	370	1.5	597	0.6	74	0.6	141	N/A
Wigan	4,153	1.0	112	1.4	65	0.7	58	1.3	84	N/A
Trafford	1,619	1.0	329	3.0	240	0.8	38	0.5	88	N/A
Bury	1,892	1.0	173	2.4	358	1.4	23	0.4	64	N/A
Rochdale	2,314	1.0	171	1.2	516	0.9	29	0.4	68	N/A
Oldham	2,124	1.0	229	1.5	747	0.9	44	0.8	65	N/A
GMP	47,327	1.0	6,827	1.8	7,311	0.8	1,364	0.7	1,896	N/A

The data here indicates that across all districts, people from Black ethnic background are more likely (GMP ratio of 1.8) to be subject of an arrest, with a range across the districts. It should be noted that, whilst the data here is based on 'officer-defined' ethnicity, there remain 1,896 records where ethnicity is 'unknown', which demonstrates caution should be taken when interpreting this data.

Crime recording levels

GMP has seen statistically significant crime and incident recording performance changes in these areas of business:

- Antisocial behaviour incidents
- Total crime
- Neighbourhood crime
- Residential burglary
- Personal robbery
- Theft from person
- Vehicle offences
- Hate crime
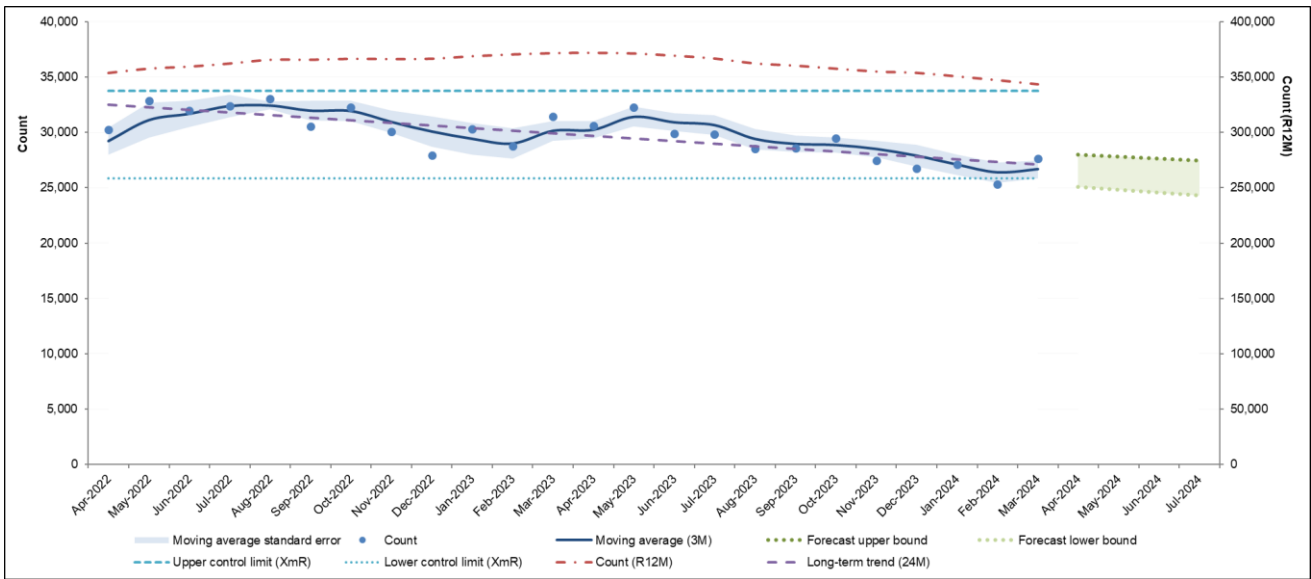- Domestic abuse
- Homicide

These performance exceptions are described in more detail below.

**Antisocial behaviour incidents, April 2022 to March 2024**
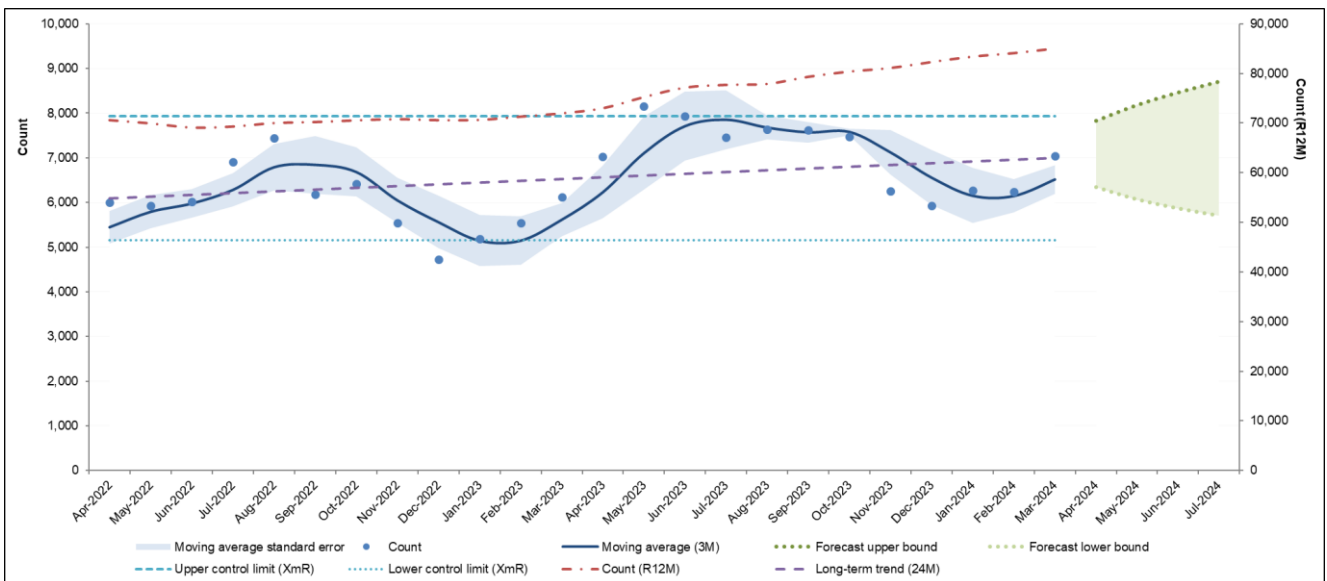
- This year 85,089 – last year 72,019 (a statistically significant increase of 18.1%).
- January-March there were 19,557 compared with October-December 19,671.

Total crime, April 2022 to March 2024

- This year 342,729 - last year 371,658 (a decrease of 7.8%). This was a statistically significant reduction.
- January-March there were 80,003 compared with October-December 83,658.

Neighbourhood crime, April 2022 to March 2024
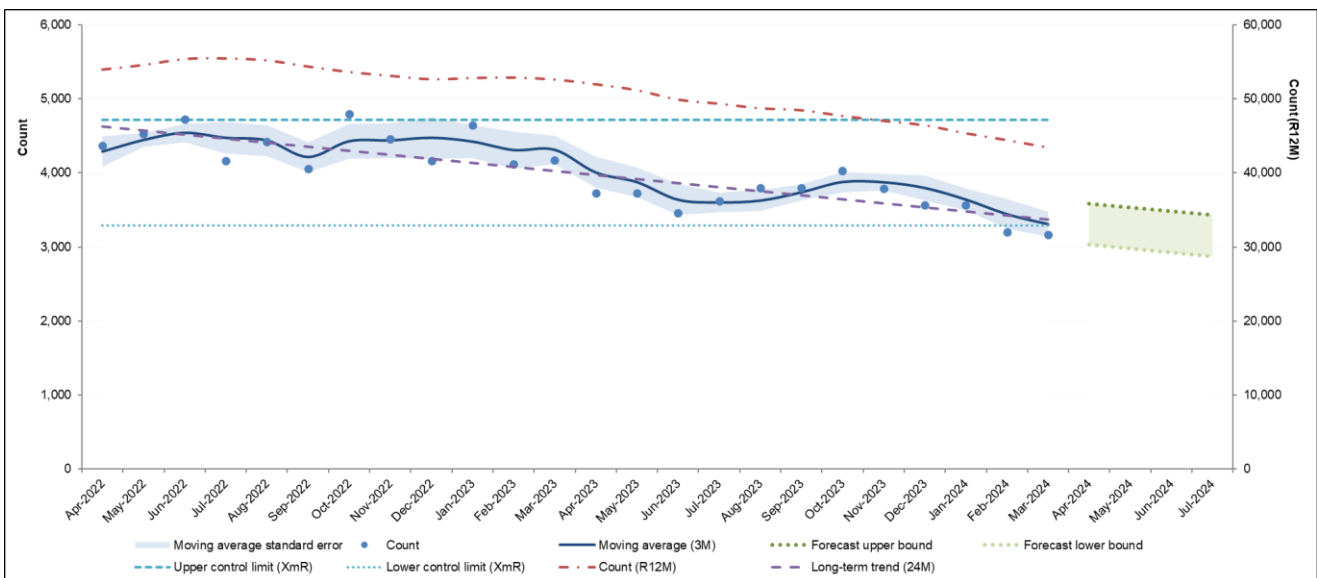
- This year 43,378 – last year 52,601 (a statistically significant decrease of 17.5%).
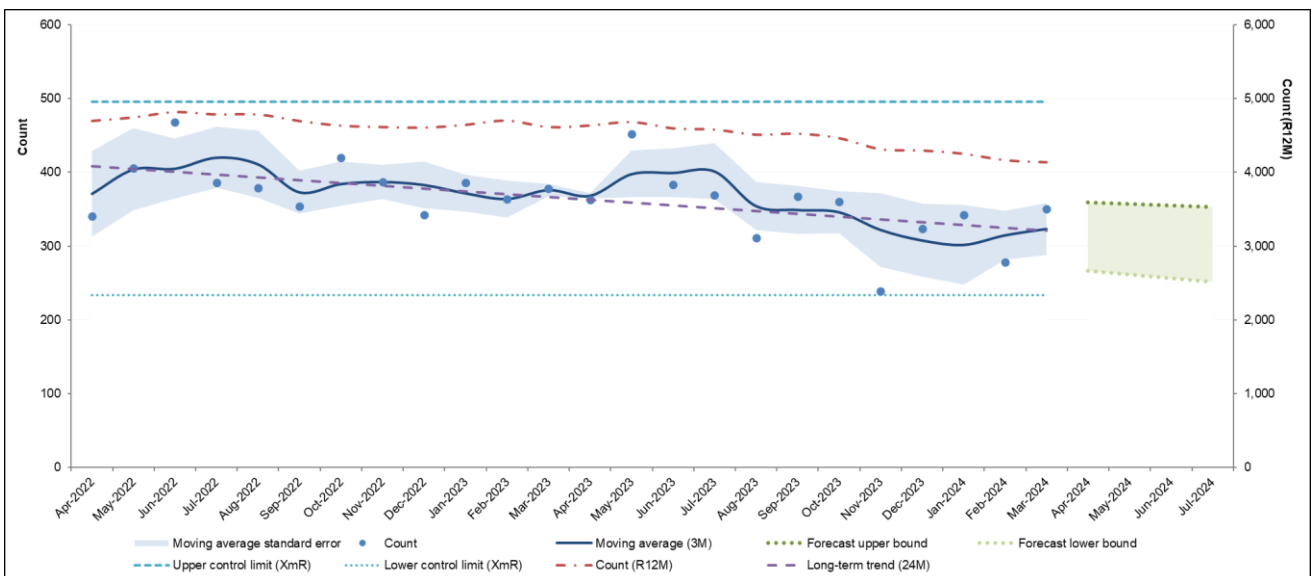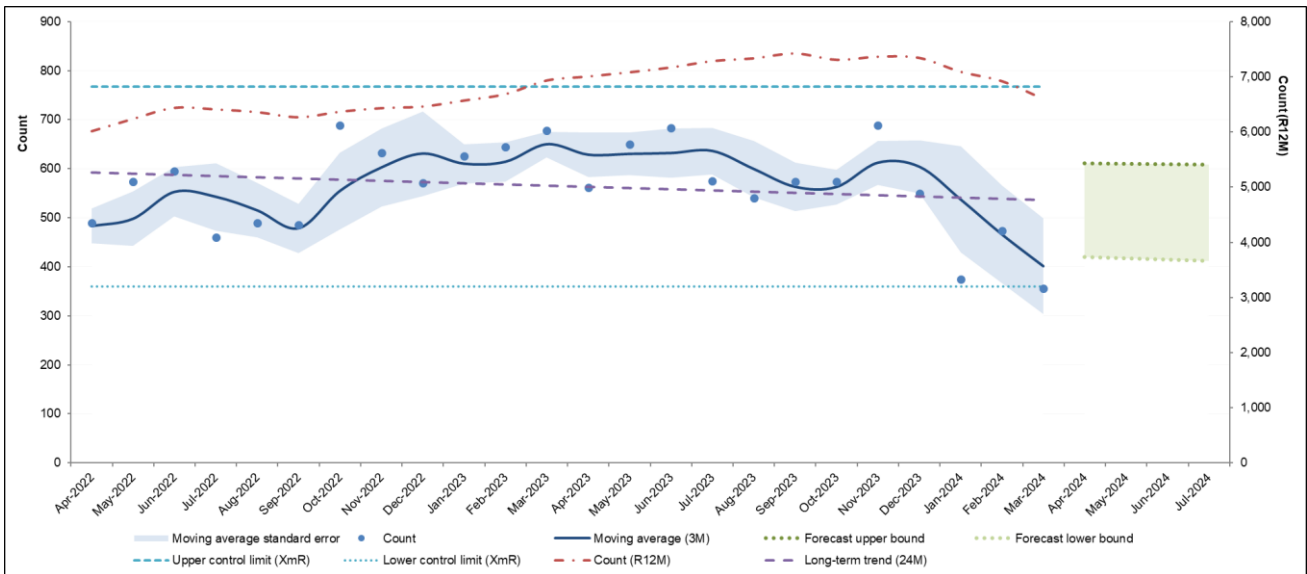- January-March there were 9,929 compared with October-December 11,389.

Residential burglary recorded crime, April 2022 to March 2024
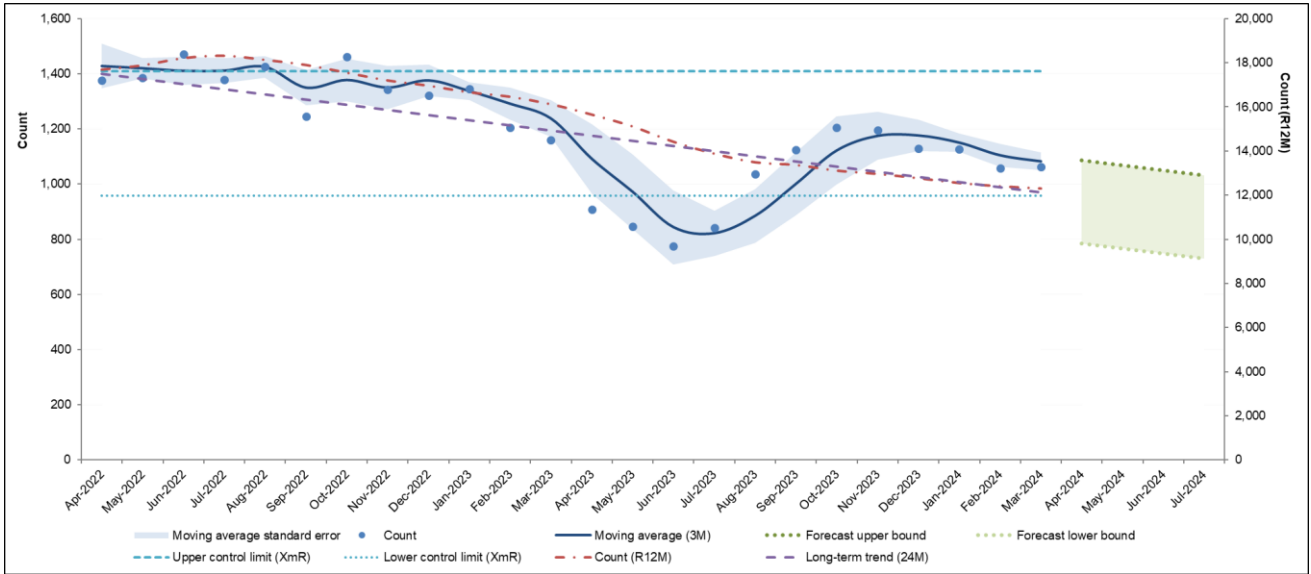
- This year 12,268 – last year 16,122 (a statistically significant decrease of 23.9%).
- January-March there were 3,246 compared with October-December 3,528 (a statistically significant decrease of 8.0%).

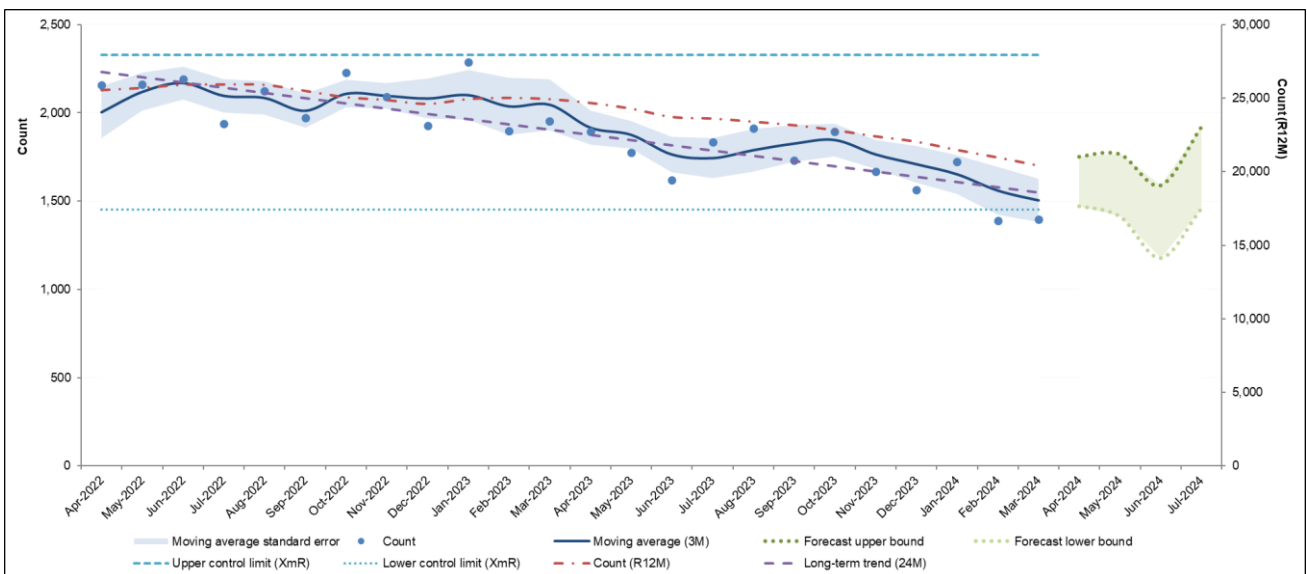**Personal robbery recorded crime, April 2022 to March 2024**

- This year 4,134 – last year 4,609 (a statistically significant decrease of 10.3%).
- January-March there were 970 compared with October-December 923.

**Theft from person, April 2022 to March 2024**

- This year 6,590 – last year 6,934 (a reduction of 4.8%).
- January-March there were 1,204 compared with January-December 1,812 (a statistically significant reduction of 33.6%).
- March 2024 was 356, a statistically significant reduction of 35.3% on the 12-month average (550). March 2023 was 678.

**Vehicle offences, April 2022 to March 2024**

- This year 20,386 – last year 24,936 (a statistically significant decrease of 18.2%).
- January-March there were 4,509 compared with October-December 5,126.

Domestic abuse, April 2022 to March 2024
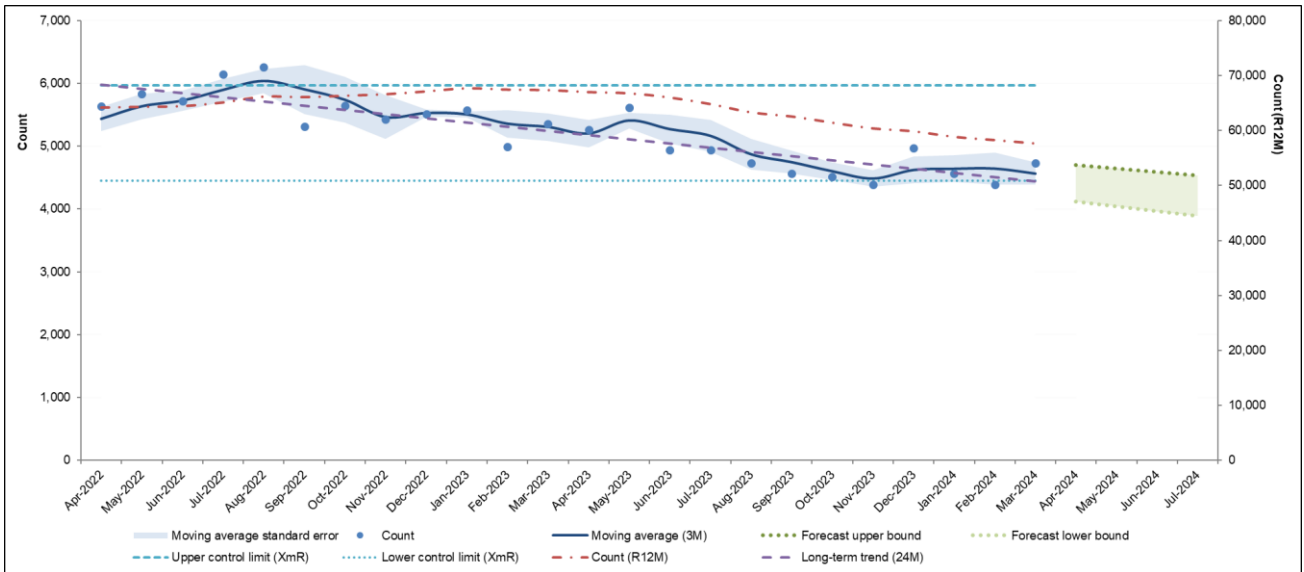
- This year 57,045 – last year 66,219 (a statistically significant decrease of 13.9%).
- January-March there were 13,695 compared with October-December 13,869.
- March 2024 was 4,733 – March 2023 was 5,353.

Homicide, April 2022 to March 2024
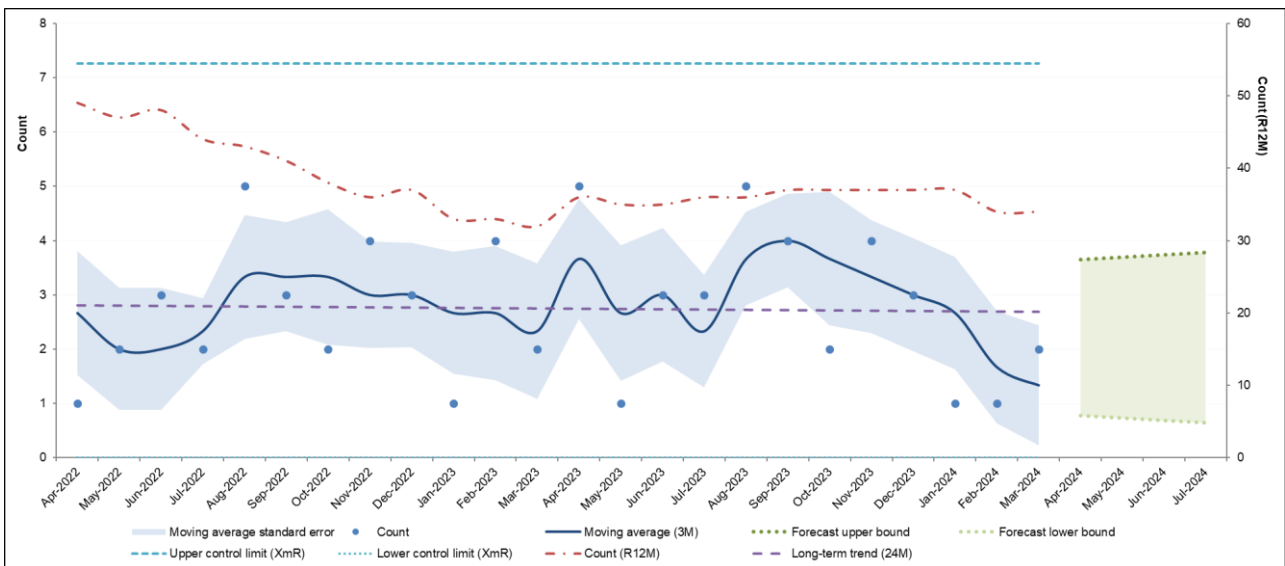
Owing to the small volume of homicide crimes, caution should be taken when interpreting change.

- This year 35 – last year 32.
- January-March there were 4 compared with 9 in October-December.
- The count in March 2024 (2) was a statistically significant decrease on the monthly average for the most recent 12 months (3). March 2023 also saw 2.
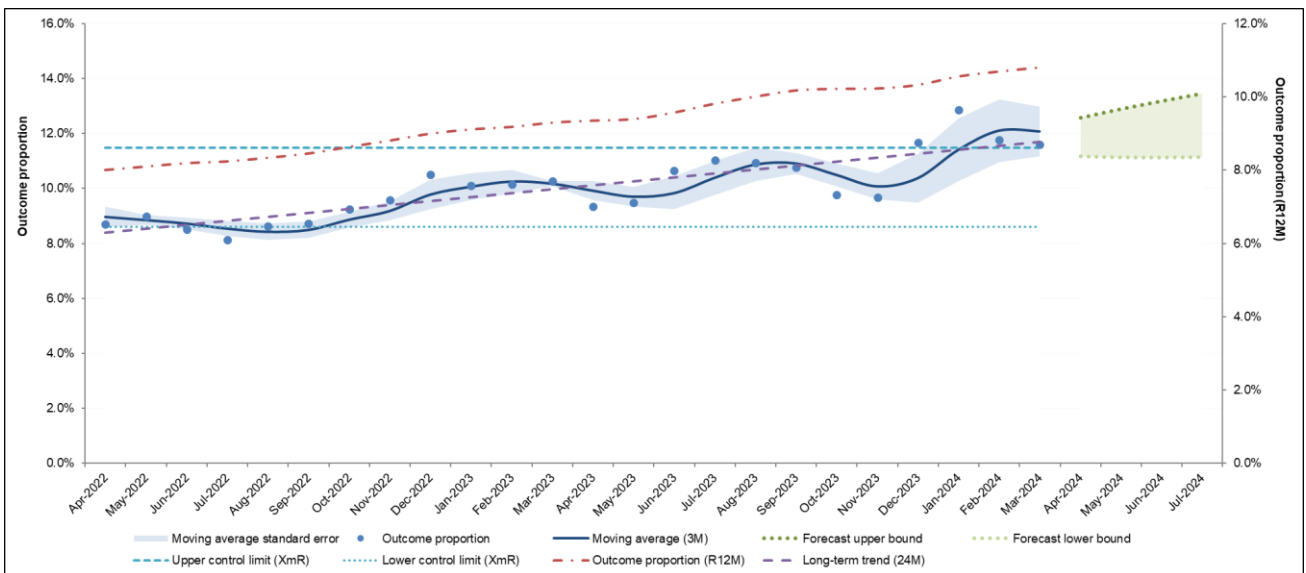
'Solved' crime outcomes

GMP has seen statistically significant 'solved' crime performance changes in these areas of business:

- Total crime
- Neighbourhood crime
- Residential burglary
- Personal robbery
- Theft from person
- Vehicle offences
- Hate crime
- Domestic abuse
- Rape
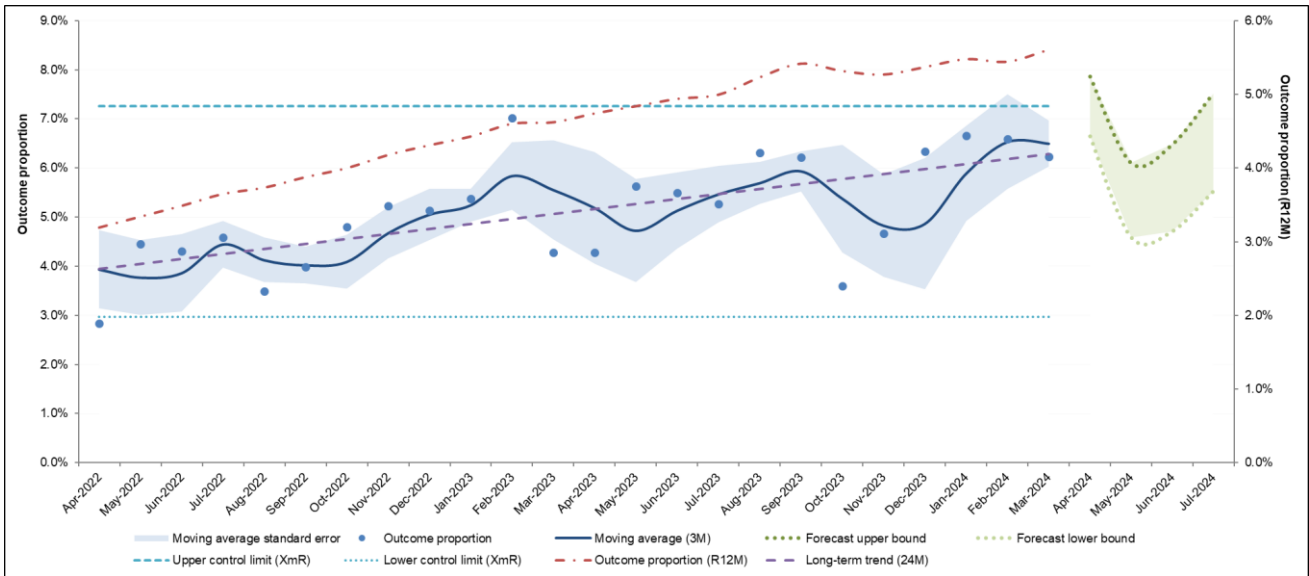- Other sexual offences
- Child protection
- Homicide

These performance exceptions are described in more detail below.

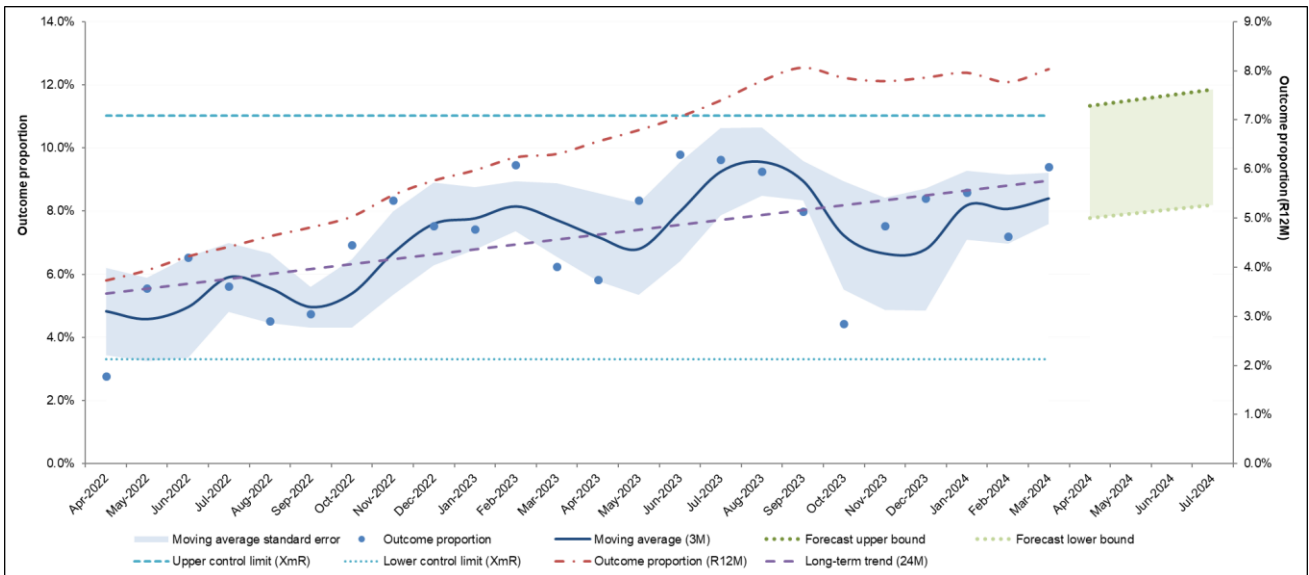**Total crime, proportion of outcomes solved, April 2022 to March 2024**

- This year 10.9% – last year 9.2%.
- This represents a statistically significant increase of 1.7% points.

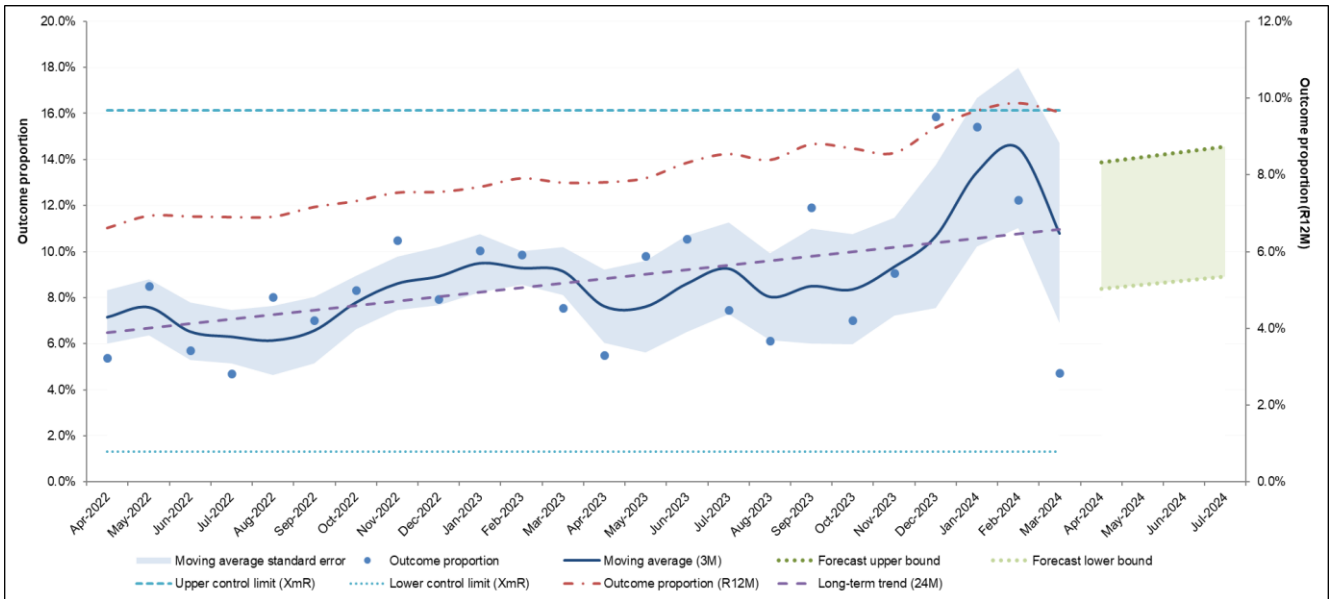**Neighbourhood crime, proportion of outcomes solved, April 2022 to March 2024**

- This year 5.6% – last year 4.6%.
- This represents a statistically significant increase of 1.0% point.

Residential burglary, proportion of outcomes solved, April 2022 to March 2024

- This year 7.8% – last year 6.2%.
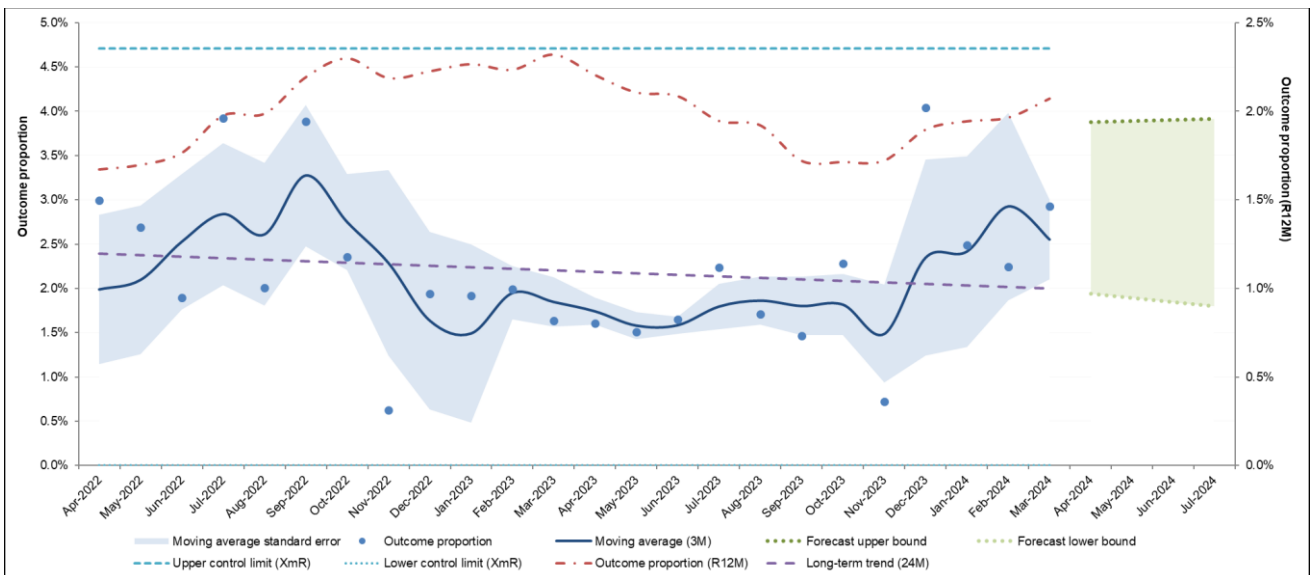- This represents a statistically significant increase of 1.6% points.

Personal robbery, proportion of outcomes solved, April 2022 to March 2024

- This year 9.5% – last year 7.7%.
- An increase of 1.8% points.

Theft from person, proportion of outcomes solved, April 2022 to March 2024

- This year 2.0% – last year 2.2%.
- This represents a reduction of 0.2% points.

Vehicle offences, proportion of outcomes solved, April 2022 to March 2024

- This year 4.5% – last year 3.7%.
- This represents an increase of 0.8% points.

Hate crime, proportion of outcomes solved, April 2022 to March 2024
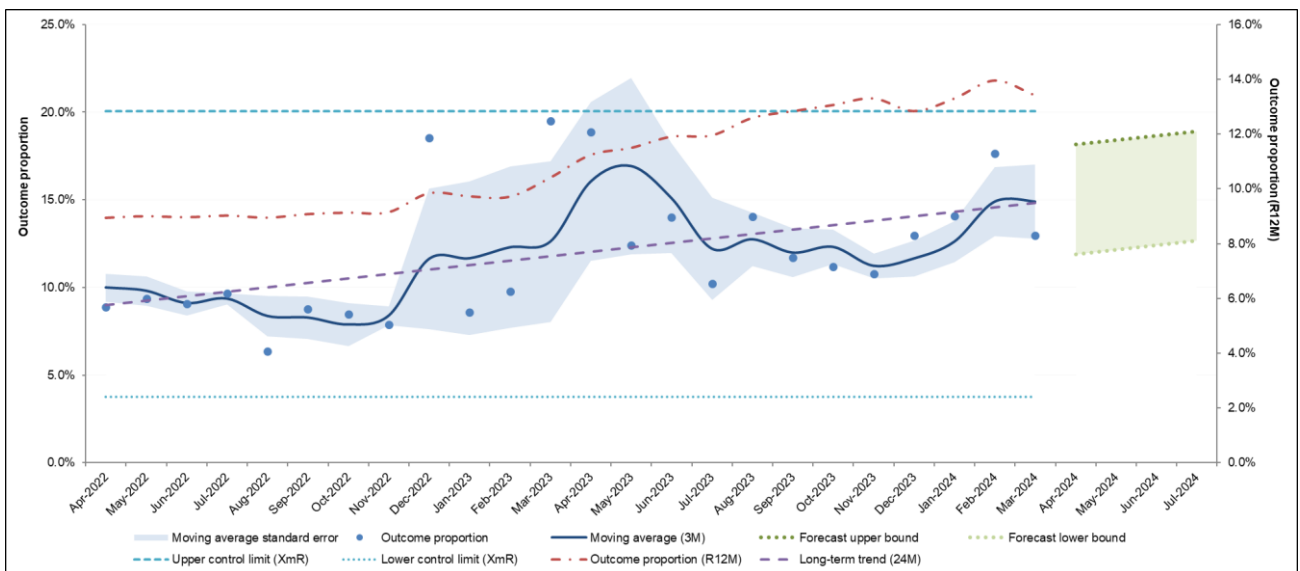
- This year 13.5% – last year 10.3%.
- This represents a statistically significant increase of 3.2% points.

Domestic abuse, proportion of outcomes solved, April 2022 to March 2024
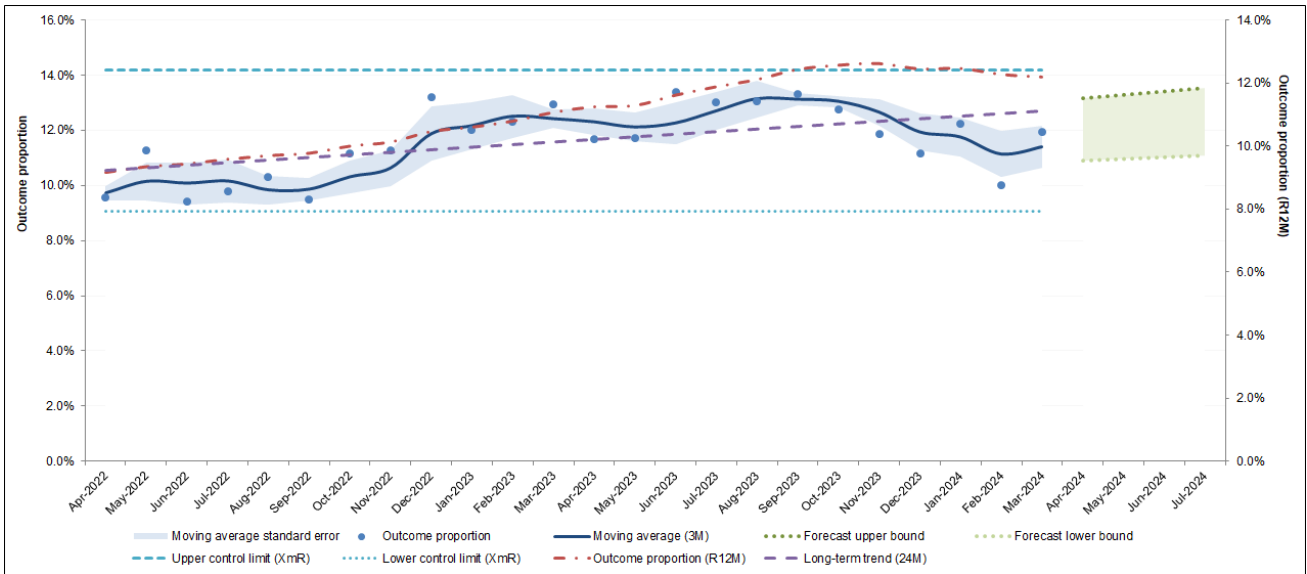
- This year 12.2% – last year 11.1%.
- This represents a statistically significant increase of 1.1% points.

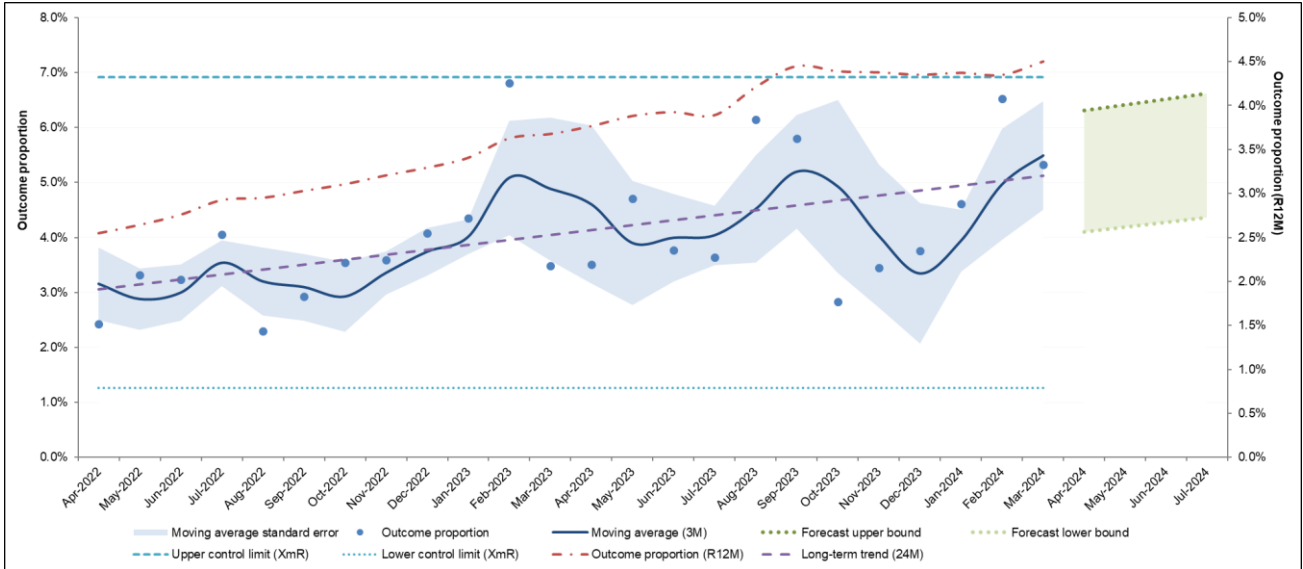**Rape, proportion of outcomes solved, April 2022 to March 2024**

- This year 9.9% – last year 6.8%.
- This represents a statistically significant increase of 3.1% points.

Other sexual offences, proportion of outcomes solved, April 2022 to March 2024
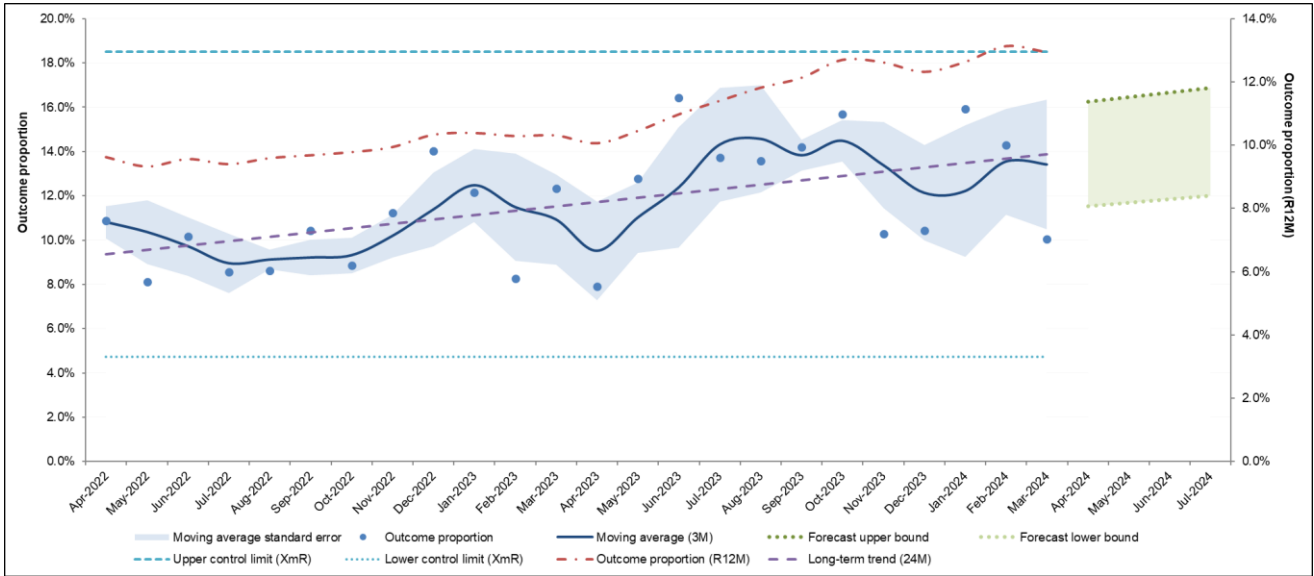
- This year 13.0% – last year 10.3%.
- This represents a statistically significant increase of 2.7% points.

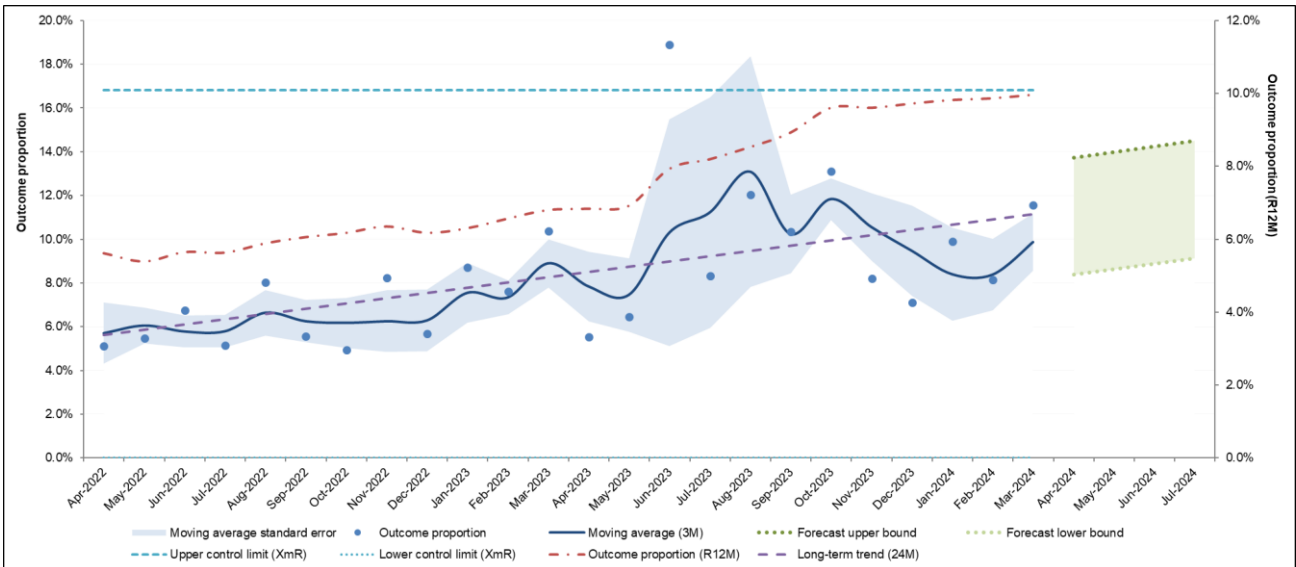**Child protection, proportion of outcomes solved, April 2022 to March 2024**
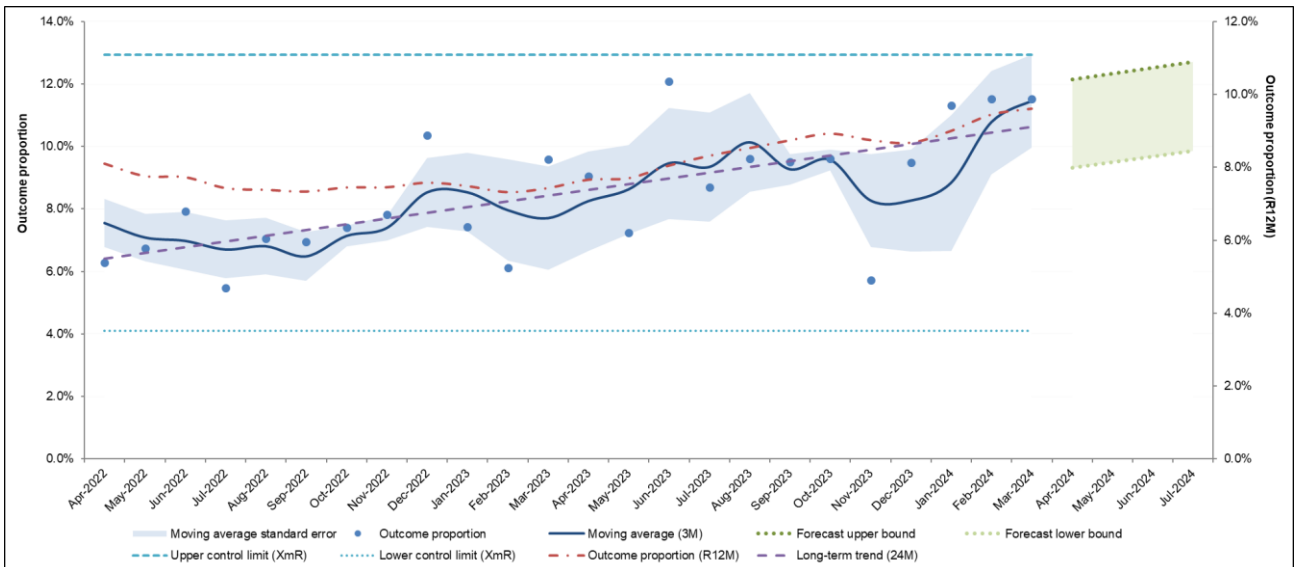
- This year 9.7% – last year 7.3%.
- This represents a statistically significant increase of 2.4% points.

4.   Addendum report – 'Shoplifting'

Shoplifting, April 2022 to March 2024
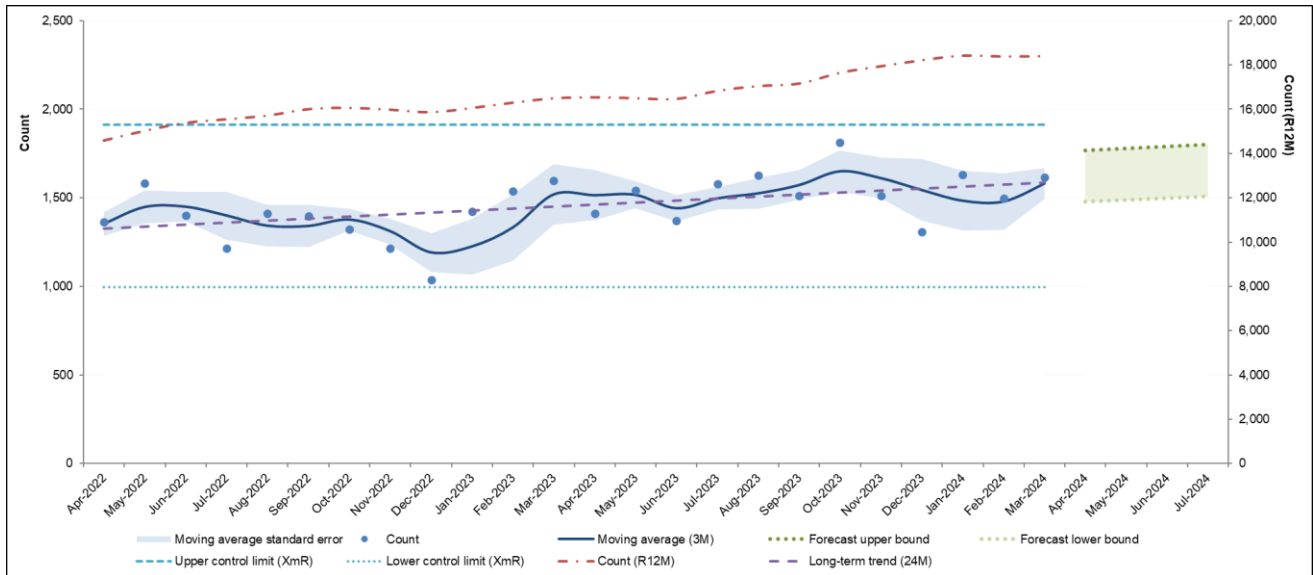
- This year 18,415 – last year 16,499 (a statistically significant increase of 11.6%).
- January-March there were 4,744 compared with October-December 4,632 (a reduction of 2.4%).
- Latest 12 months saw solved outcome proportion of 20.2%, up from 17.5% last year (a statistically significant increase).

GMCA **GREATER MANCHESTER COMBINED AUTHORITY**

Greater Manchester Police, Fire & Crime Panel

Date: 11th June 2024

Subject: GMFRS Efficiency and Productivity Plan 2024-25

Report of: ACFO Carlos Meakin / Andrea Heffernan Director of Corporate Support

Report Author: Sarah Scoales, Head of Service Excellence

PURPOSE OF REPORT

This report provides details of Greater Manchester Fire and Rescue Service's (GMFRS) progress in meeting national productivity and efficiency targets for the 2021/22-2024/25 Spending Review period, and the National Fire Chiefs Council (NFCC) / Local Government Association (LGA) proposals for fire and rescue services to secure 2% non-pay efficiencies and a 3% productivity increase in the same period.

RECOMMENDATIONS:

Members of the Panel are asked to note the contents of this paper and the full report provided at Appendix 1.

CONTACT OFFICERS:

DCFO Ben Norman **–** ben.norman@manchesterfire.gov.uk

ACFO Carlos Meakin – meakinc@manchesterfire.gov.uk

Andrea Heffernan, Director of Corporate Support – andrea.heffernan@manchesterfire.gov.uk

Sarah Scoales, Head of Service Excellence **–** scoaless@manchesterfire.gov.uk

Equalities Impact, Carbon, and Sustainability Assessment:
N/A

Risk Management
N/A

Legal Considerations
N/A

Financial Consequences - Capital
See Appendix 1

Financial Consequences - Revenue
See Appendix 1

Number of attachments included in the report:

BACKGROUND PAPERS:

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution	Yes/No	
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?	Yes/No	
TfGMC	Overview & Scrutiny Committee	
N/A	N/A	

INTRODUCTION

1. The NFCC and LGA have proposed that across fire and rescue services (FRSs) in England, the sector could create 2% of non-pay efficiencies and to increase productivity by 3% in the period 2021/22 to 2024/25.

2. The Fire Minister requested detail around these plans, and how the individual fire and rescue authorities (FRA) plans will align with the national productivity and efficiency targets that have been set for the 2021/22-2024/25 Spending Review period.

3. The GMFRS Efficiency & Productivity Plan 2024/25, provided at Appendix 1, outlines our strategies to streamline processes, optimise resources, and improve productivity through the use of new technologies and investments in its workforce. The plan aims to ensure that the Service remains flexible, modern, and resilient and can meet the evolving needs of the communities we serve.

4. GMFRS is committed to delivering efficiencies and improvements without compromising our prevention, protection, and response services, even in the face of financial uncertainty. The ultimate goal of the plan is to provide the best possible value to the city-region.

5. Our Annual Delivery Plans outlines the improvement program for the upcoming year and how the Service will respond to risks to keep communities safe. Meanwhile, the Medium Term Financial Plan (MTFP) outlines the Service's financial position, including the revenue targets, capital investments, and funding requirements.

FINANCIAL POSITION

6. GMFRS has a long-standing track record in delivering efficiency savings through a range of initiatives, including fire cover reviews, crewing arrangements, use of procurement to deliver savings, service reviews, management of ill-health retirement, predating our latest Efficiency Plan.

7. Since 2010 we have delivered almost £50 million of annual savings from various efficiency plans, including the Efficiency Plan for 2016-2019 and our 'Programme for Change' in 2019/20.

8. In December 2022, the Chancellor announced a one-year settlement for FRSs, which included a 6.5% increase in core spending power and flexibility on council tax precept for stand-alone FRSs.

9. The Service's government funding has increased by just over 3% from the previous year, which is lower than the pay and non-pay inflation pressures faced.

10. The precept of FRS functions in Greater Manchester has been increased by £5.00 in a Band D Council Tax Precept for 2024/25 to maintain levels of service delivery and continue the journey of improvement. Precept income has been included in the MTFP to ensure frontline fire cover is maintained.

11. The MTFP to 2026/27 has been updated to reflect pay and price inflation, cost pressures, and agreed savings, including a 6.5% increase in core spending power for FRSs.

ACTIVITIES TO-DATE

12. The GMFRS Improvement Programme launched in 2021 continues to build efficiencies across the organisation, with several key areas of focus, and include:

13. Successes in our recent inspection undertaken by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) with them acknowledging our continues progress and highlighting a number of innovative and positive practice, resulting in 10 'Good' gradings and one 'Adequate' grading. We were graded as 'Good' in Making the FRS affordable now and in the future, and 'Good' in Making best use of resources.

14. Undertaken our Fire Cover and Special Appliance Review to ensure we have the right resources, in the right place, at the right time, with the right equipment and training. The proposals were consulted upon and the final approved recommendations are currently in the process of being implemented.

15. Working towards our carbon reduction targets as set out in the GMCA Sustainability Strategy, with a 13% reduction demonstrated over the last five years. HMICFRS also recognised the strategy as "Promising Practice" in effective carbon reduction and energy-use monitoring with an increased use of renewable energy.

16. An Estates Programme that continues to deliver improvements to the estates portfolio and reduce costs, with two new zero-carbon fire stations to be built, contributing to carbon and cost reductions.

17. Introduced a range of governance frameworks to provide a consistent and robust approach corporate governance, project management and evaluation. HMICFRS recognised this as 'Promising Practice' that has led to service improvement, including a more efficient and effective service for the public.

18. Collaborative working and shared premises with other emergency services partners provide opportunities for cost savings and efficiency gains. Procurement exercises are carried out in collaboration with other regional FRAs, GMP, and local authorities, with several examples demonstrated.

19. A range of key prevention initiatives including, the award winning Atlas Project delivered in partnership with Greater Manchester Probation Service, the Safe Drive Stay Alive which is a collaboration of all 999 services, Northern Care Alliance NHS Trust and the Safer Roads Greater Manchester partnership.

FUTURE PLANS

20. The attached report sets out our continued plans to improve efficiency and productivity through several initiatives.

21. Initiatives include a review of our non-operational estate to consider the requirements at these locations and future proposals, a facilities management and security review to reduce costs in these areas and streamlining fleet and logistics.

22. We will also be instigating a Capacity Project which will look at the volume of demands placed on our colleagues and teams, leading to the creation of a blueprint regarding how the Service can work more effectively and achieve greater productivity.

23. We are exploring how the investment in technology can assist with enhancing the Service and will include exploring how to automate equipment checks and inventories to improve data quality and assist with reducing administrative time; investing in crewing software solutions and digital equipment to support prevention activities.

24. We will be building on our Integrated Place-Based Working framework, through the introduction of a 'What Works Forum' which will enable the sharing of best practice, identification, and prioritisation of initiative to deliver best value and allow a streamlined and efficient collaborative approach.

25. The Service is also implementing the Organisational Learning Framework and a refreshed Service Delivery Governance structure to improve productivity.

26. We continue to set non-pay savings targets for future financial years, with a target of £0.450m to be delivered over the next 12 months.

OPERATIONAL PRODUCTIVITY

27. Our Strategic Assessment of Risk helps us identify and evaluate potential risks and develop the appropriate approach to manage them. This ensures we allocate the appropriate resources where they are needed most and prioritise our risk management efforts accordingly.

28. Effective emergency response requires resilience and measuring the percentage of crewed and available appliances helps deliver this. Over the last year, all 50 appliances were available 99.66% of the time, which is the second in England.

29. We are introducing a range of improvements that will assist in improving operational productivity, including:

   a. Changes to the Work Routine Planner to improve processes and remove duplication;
   b. Introducing a digital asset management system (PaperTrail) to record testing and maintenance of operational equipment;
   c. Procurement of a Planning, Performance & Projects system that will replace our current performance portal providing quick and easy access to key station and borough performance information;
   d. Effectively utilising our volunteer cohort to support the delivery of key activities, particularly in areas struggling with capacity.

30. The Productivity Project initiated in 2022/23 assessed the level of productivity across our 41 fire stations and identified 12 recommendations to assist with supporting our proposals. Of these 12, five have been completed and the remaining seven are continuing to be progressed by Service Delivery teams.

31. Our Engaged Leaders sessions continue to promote candid dialogue to gather feedback for driving future improvements. We have had over 200 interactions with 40+ teams, identifying crewing and detachments for enhancement. Responding to this feedback, we are prioritising Gartan system upgrades and creating an action plan for improving productivity while maintaining high standards and quality in innovative ways.

NEXT STEPS

32. This Plan demonstrates our commitment to ensuring sustainable financial management and public value, whilst delivering an efficient and effective service to the communities of Greater Manchester. The Plan has been published on the GMFRS website and available via this link – Efficiency and Productivity Plans - Greater Manchester Fire Rescue Service.

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Efficiency and Productivity Plan 2024/25

April 2024

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Foreword

As we launch our Efficiency and Productivity Plan 2024/25, Greater Manchester Fire and Rescue Service (GMFRS) is committed to delivering the best possible services to the communities we serve, and we recognise that this requires constant attention to operational performance and financial sustainability. This Efficiency & Productivity Plan sets out a range of activities designed to enhance the service we provide.

We are committed to embracing new ways of working, identifying efficiencies, and driving positive change across the organisation. We recognise that uncertainty about our financial future requires us to be agile and adaptable in our approach, and we have developed a plan that puts us in a positive position to meet any challenges that lie ahead.

Looking towards the future with positivity, we know that we have committed and skilled staff across the Service who can help us deliver our vision. I am confident that by working together and focusing our efforts on delivering results, we can continue to drive improvements in productivity and efficiency while maintaining the highest standards of professionalism and quality.

The Efficiency & Productivity Plan is an important tool for GMFRS, but it is more than just a document. It is a statement of our commitment to the communities we serve and an affirmation of our dedication to the people who make our organisation what it is today. We must work together to make this plan a reality and to ensure that GMFRS continues to be a Service that our communities can rely on.

Dave Russel
Chief Fire Officer

Introduction

This Efficiency and Productivity Plan details how GMFRS will achieve efficiency and productivity targets during the 2021/22 to 2024/25 spending review period. These targets are in line with the recommendations proposed by the National Fire Chiefs' Council and the Local Government Association to create 2% of non-pay efficiencies and increase productivity by 3% across Fire and Rescue Services (FRSs) in England. The overarching vision and mission of GMFRS is to become a modern, flexible, and resilient fire and rescue service that is committed to protecting the communities it serves, working collaboratively with other organisations, and saving lives, as set out in our Fire Plan and Annual Delivery Plans.

- [Fire Plan - Greater Manchester Fire Rescue Service](#)
- [Annual Delivery Plans - Greater Manchester Fire Rescue Service](#)

This Plan demonstrates how the Service intends to fulfil this by implementing a range of measures designed to optimise performance and reduce costs without compromising the delivery of our prevention, protection, and response activities.

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The Service has a proven track record in implementing various efficiency measures, such as fire cover reviews, crewing arrangements, procurement strategies, service reviews, and managing ill-health retirement, which have resulted in significant cost savings. These efforts have led to annual savings of almost £50 million since 2010.

Year	Savings	Delivered through
2009/10 to 2015/16	£28m	Changes to crewing arrangements, Control Room functions, flexible resource deployment and management and support services.
2016 to 2019	£13.3m	Changes to firefighter numbers, implementation of service reviews in several corporate functions, review of non-pay budgets including a Leadership Team challenge and reduction in cost of utilities and fuel, linked to sustainability strategy.
2019/20	£2.908m	Whole Service review and introduced a new operating model.
2020/21	£0.029m	Ongoing savings relating to Whole Service review, together with additional non-pay savings offset by non-recurring savings identified in previous years.
2021/22	£2.857m	Line-by-line budget review, lower than anticipated pay award in 2020/21, non-pay savings target.
2022/23	£0.788m	Line-by-line review and Business Rates payable review.
2023/24	£0.712m	Changes to resources in the crewing hub, line by line budget review and savings from procurement.

Part 1: Primary Information - Budget & Income

With increasing financial pressures, this plan aims to identify areas where we can make efficient use of our resources while maintaining the highest standard of service delivery. Through effective budgeting, resource allocation, and proactive measures to identify cost-saving opportunities, we aim to improve our financial efficiency without compromising on delivering our vision and mission.

Budget

The Medium-Term Financial Plan (MTFP) to 2026/27 has been updated to reflect pay and price inflation, known cost pressures and agreed savings. The Chancellor announced the Spending Review in December 2023 which presented a one-year settlement as the final year of the three-year government Spending Review. In relation to FRSs, the announcements covered the following:

- FRSs receiving an average 6.5% increase in core spending power.
- Flexibility on council tax precept for stand-alone FRSs of 3%.
- Services Grant reduction of 84%.
- Fire and Rescue Pensions Grant now within core spending power.

The MTFP includes an efficiency savings target for the financial year 2024/25, however, future years targets are to be confirmed due to the uncertainty around the level of potential further savings required within the next Comprehensive Spending Review period against the backdrop of uncertainty of future pressures. Whilst this is the case, future financial efficiencies are at the forefront of decision making within the Service.

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The table below presents the budget requirements incorporating pressures and savings from 2023/24 onwards:

Medium Term Financial Plan	Original 2023/24 £000	Revised 2023/24 £000	Proposed Budget 2024/25 £000	Indicative Budget 2025/26 £000	Indicative Budget 2026/27 £000
Fire and Rescue Service	115,365	115,365	125,437	135,464	137,581
Pay and price inflation	5,955	5,955	5,005	2,418	2,463
Savings	-712	-712	-1,629	0	0
Cost pressures and variations	4,828	4,828	6,651	-301	0
Cost of service	**125,437**	**125,437**	**135,464**	**137,581**	**140,044**
Capital Financing Charges	2,082	2,082	3,800	4,685	5,179
Transfer to Earmarked Reserves	2,637	2,842	0	0	0
Net Service Budget	**130,156**	**130,361**	**139,264**	**142,266**	**145,223**
Funded by: Localised Business Rates	10,649	10,743	11,347	11,347	11,347
Baseline funding	43,275	43,275	51,281	51,281	51,281
SFA - Services Grant	1,244	1,296	204	0	0
Section 31 - Business rates related	7,567	7,707	10,017	10,017	10,017
Section 31 - Pension related	5,605	5,605	0	0	0
Precept income (at £81.20 Band D)	60,463	60,433	65,555	66,211	66,211

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Collection Fund surplus/deficit	531	479	444	444	444
Total Funding	**129,334**	**129,538**	**138,848**	**139,300**	**139,300**
Shortfall	**822**	**823**	**416**	**2,966**	**5,923**
Shortfall Funded by: **Earmarked Reserves**	**822**	**822**	**416**	**0**	**0**
General Reserves / Precept Increase	**0**	**0**	**0**	**2,966**	**5,923**
Use of Earmarked & General Reserves / Precept	**822**	**822**	**416**	**2,966**	**5,923**

Reserves

Taking account of the budget outlined in this paper, the reserves for GMFRS for 2024/25 are as follows:

Mayoral and GMFRS Reserves	Closing Balances March 2023 £000	Transfer out/(in) 2023/24 £000	Projected Balance March 2024 £000	Transfer out/(in) 2024/25 £000	Projected Balance March 2025 £000
General Reserve - Mayoral & GMFRS	-11,782		-11,782		-11,782
Capital Reserve	-10,870	-2,517	-13,387		-13,387
Capital Grants Unapplied	-12		-12		-12
Earmarked Budgets Reserve	-2,011	164	-1,847	416	-1,431
Revenue Grants Unapplied	-2,783	123	-2,660		-2,660
Insurance Reserve	-2,600		-2,600		-2,600

Business Rates Reserve	-1,128		-1,128		-1,128
Restructuring Reserve	-418		-418		-418
Innovation and Partnership	-127		-127		-127
CYP	0		0		0
Transformation Fund	-3,604		-3,604		-3,604
Total Mayoral & GMFRS Reserves	**-35,335**	**-2,230**	**-37,565**	**416**	**-37,149**

The current General Fund Reserve balance stands at £12.1m, this is considered an appropriate level and there is no planned use of this reserve.

Precept

The precept of FRS functions in Greater Manchester is set as part of the Mayoral General precept under our devolution arrangements. On February 9th 2024, the GMCA – made up of the 10 council leaders in Greater Manchester, and the Mayor – approved a £5.00 increase in a Band D Council Tax Precept for 2024/25, in line with the Council Tax Referendum Principle.

The increase will allow us to invest in frontline services to enhance prevention, protection, and response to the ongoing transformation of the city-region, which includes an increasing number of high-rise buildings in and around central Manchester and an ageing infrastructure. The investment will reduce fire risks and improve our proactive response to such risks.

The increase amounts to £1.04 per week (£81.20 per household at Band D equivalent, or £1.56 per week) or an increased rate of £54.14 per Band A property. This will enable us to maintain frontline fire cover and ensure that we can proactively respond to the challenges of the changing region.

Part 2: Secondary Information - Efficiency & Productivity

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

The success in our recent HMICFRS inspection in September 2023, demonstrates our commitment to deliver excellent services to the communities of Greater Manchester. We were graded as 'Good' in Making the FRS affordable now and in the future, and 'Good' in Making best use of resources. The report highlighted that the Service has a sound understanding of future financial challenges and clear arrangements for the use of reserves.

Improvement Portfolio

GMFRS regularly reviews its services to improve delivery and resource allocation. Reviews identify areas of improvement, cost savings and address risks, enabling the delivery of higher-quality services while maintaining outstanding value.

| Project	Description
Fire Cover Review	During 2022/23 we carried out a Fire Cover Review to ensure we have the right resources, in the right place, at the right time, with the right equipment and training. The below bullets set out the outcomes of the review: • Introduce one additional wholetime fire engine at Manchester Central Community Fire Station – taking the fleet from 50 to 51. • Invest an additional £340k in Prevention and Protection activities. • Implement Enhanced Rescue Station (ERS) proposals at Leigh and Ashton Community Fire Stations. • Crews will continue to be based on station 24/7, and day crewing arrangements will not be progressed at Sale and Offerton fire stations.

Special Appliance Review	Alongside our Fire Cover Review, we carried out a review of our special appliances. This included 15 types of vehicles – a total of 44 appliances and found that of these vehicles: • 28 are fit for purpose and require minor or no improvements, • 13 are not fit for purpose and require major improvements, • 3 appliances should be removed from service. The outcome from the review is to implement all proposals.
Fleet and Logistics Review	The review identified cost savings and improved efficiency in the function, allowing for new investments at the Leigh Technical Services Centre. Funding for a new grade 4 position was made possible by redirecting one FTE grade 4 role, and a new grade 8 role was funded in the Corporate Support directorate to address ongoing pressures and risks.
Operational Training Review	The Operational Training team delivered the Operational Training Strategy 2020 – 2024, which includes delivering efficiencies. Local training sites are used for water training, and the Technical Training Centre will provide efficiencies for rope and technical training. Candidates for Initial Commanders Incident Command training are assessed by qualified instructors rather than Station Managers. Trained instructors now conduct Hazmats training, reducing the need for qualified HMEPOs to attend frequently. An improved operational training model is in development to maximise training and reduce potential detachments and costs. It will be introduced in 2024.
Non-Operational Estate Review	A review of future accommodation requirements for FSHQ, as well as all non-operational estate, including Manchester Training & Development Centre and Bury Training & Safety Centre, will be conducted. This review will result in the production of business case(s) that will consider the requirements of these locations.
Facilities Management	We are undertaking a review of facilities management and security across the GMFRS estate, to reduce costs in these areas.

and Security Review	This will involve an assessment of existing arrangements, with an anticipated reduction in outsourced services required going forward, linked to changes across our GMFRS estates.
Capacity Project	This project aims to scope the volume of demands placed on our colleagues and teams. This will involve gathering and analysing data on a range of factors that impact capacity, such as workload, staffing levels, skillsets, equipment, and resources. The project will also involve consultations with key stakeholders, including frontline staff, managers, and partners, leading to the creation of a blueprint regarding how the Service can work more effectively, achieving greater productivity.

Sustainability

The GMCA Sustainability Strategy 2022-2026 focuses on reducing emissions from GMFRS fleet and estate. Five priority areas guide the strategy, such as climate adaptation, resource use, and carbon reduction. The graph below demonstrates the good progress being made towards our carbon reduction targets, progressing from a baseline of 4,519 tCO2e in 2018/19 (3,676 tCO2e as of Jan 2019) to 3,212 tCO2e as of Jan 2024, demonstrating a 13% reduction in Jan 2024 compared to Jan 2019. HMICFRS recognised the strategy as "Promising Practice" in effective carbon reduction and energy-use monitoring with an increased use of renewable energy.

GMCA Scope 1 and 2 Carbon Footprint - as of January 2024
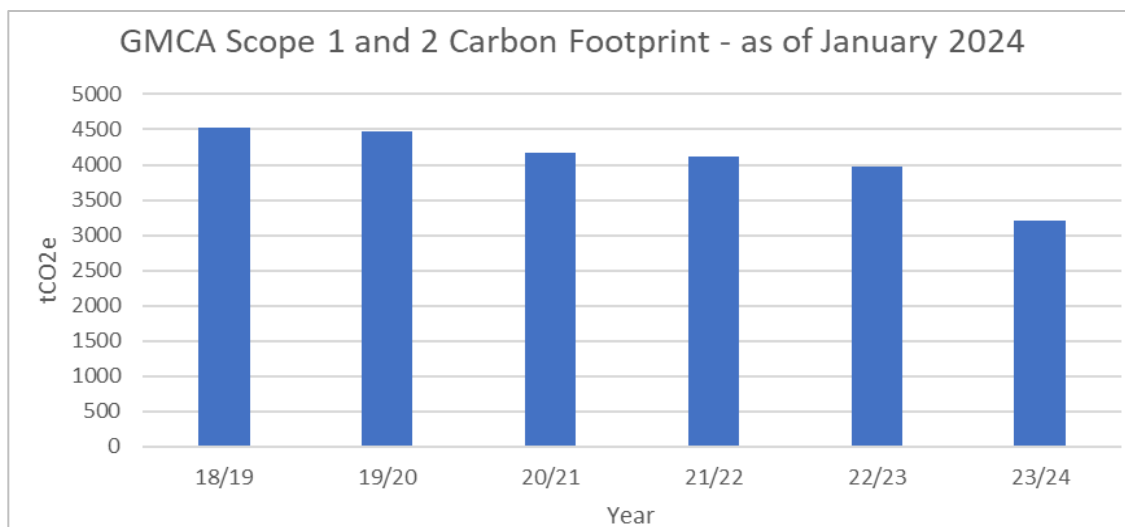
To reduce carbon emissions, GMFRS embeds carbon reduction in its Estates Programme. New builds meet operational net-zero standards, and four fire stations plan

to transition from fossil fuels to renewable tech like air source heat pumps. Grant-funded carbon reduction projects, worth £0.620m, delivered LED lighting and solar PVs at 18 and 2 fire stations, respectively, reducing carbon emissions by approximately 32 tonnes yearly and providing a return on investment within four years. GMFRS received £99,000 grant to deliver carbon reduction feasibility surveys to six stations, including whole building retrofit and fabric quality improvements.

Estate Programme

GMFRS Estates is improving its facilities with a Phased Capital Improvement Programme, which adds new fire stations and refurbishes existing ones over a 12-year span. The Refresh Project modernises stations and training sites beyond Phase One. Currently the Estates Service oversees 41 stations, 19 houses, and 8 additional buildings, conducting ongoing reviews of compliance, maintenance, and improvements. Carbon reduction projects (Carbon 4 and Phase 2 of Carbon 6) improve older buildings' fabric and decrease carbon output.

Home Fire Safety Assessments

The Service introduced Safelincs, an online assessment tool for home fire safety risks, that systematically assesses incoming referrals and prioritises cases for a physical visit called Home Fire Safety Assessment (HFSA). The tool reduced inbound calls by 50% and generated over 27,000 referrals, with 20,000 people with a Manchester postcode accessing it since January 2022. Of these, 16,500 received tailored advice or a Home Fire Safety Assessment after completing the online assessment. The HFSA app now has pre-populated fields and improved hardware and forms to minimise time spent on visits and improve data quality.

Asset Management – Vehicles

We are exploring the use of technology to automate equipment checks and inventories, improving data quality and reducing admin time. We invest approximately £1.4m in fleet decarbonisation, including £400k for 13 fully electric vehicles and £1m for 27 Plug-in Hybrids. We aim to transition more fully with a procurement exercise to supply EV charging infrastructure across our estate. Our investment in technology and infrastructure demonstrates our commitment to reducing our carbon footprint, prioritising safety and wellbeing of personnel and the community.

Technology Investment

We have made strides in enhancing our operational capabilities through investments in equipment and technology. This includes hardware that has earned national innovation accolades, improving safety and communication in high-rise buildings. Rolling out 4/5G connectivity to fire vehicles will enhance situational awareness, while our Gartan crewing system and app will improve resource management. Further investment in new Surface Pro devices for vehicles will support prevention activities for efficient resource usage. Our prevention and protection activities are also improving processes and utilising digital technology to streamline information recording and expand the capability of operational crews, as well as assist planning, performance, and project management.

Governance

The Service introduced a Programme Management Office, Project Management and Evaluation frameworks for consistent, controlled program and project implementation. This approach has led to service improvements and "Promising Practice" recognition by HMICFRS. Benefits-based processes and governance drive productivity improvements, and an Organisational Learning Framework evaluates learning assurance. A refreshed Service Delivery Governance structure seeks to improve middle management productivity, and Equality and People Impact Assessments enhance policy development and employee well-being.

Procurement

GMFRS actively participates in collaborative procurement through the Association of Greater Manchester Authorities Collaborative Procurement Hub and NFCC Commercial Transformation Programme. We lead regional procurements, including Station Wear, Layflat Hoses, and Technical Rescue Jackets. Task and finish groups enforce best practices for implementing the Procurement Act 2023, reducing duplicated efforts while supporting collaborative procurement agenda. Through these efforts our recent new mobile phone contract has led to an annual saving of £49,000.

Income Generation

GMFRS generates extra income by extending the primary authority scheme and exploring commercial training opportunities. The £79,000 generated from the scheme went towards business engagement, and there are future plans to explore more income

generation opportunities linked to the completion of Bury Training and Safety Centre. Additionally, Wigan Community Fire and Ambulance Station is shared with NWAS, generating £90,000 yearly, with NWAS contributing 50% towards the building's running costs. GMFRS continues to collaborate with GMCA and partners to identify and maximise income generation opportunities.

Collaboration

Collaboration with partners and organisations can help GMFRS improve efficiencies and productivity by maximising resources, avoiding duplication, improving communication, and fostering innovation. Here are a few ways we achieve this:

Shared Estates

Out of the 41 GMFRS stations, 22 have a shared premises commitment. GMFRS has 11 shared premises with the Northwest Ambulance Services, of which 7 are under a shared premise agreement and 4 are bespoke. In addition, three GMFRS Stations are shared with Greater Manchester Police, while Mountain Rescue Teams in Bolton North and Bolton Central share two more. GMFRS estates are also shared with community groups such as Barnardo's, Boxing Club, and Telecommunications Services.

Shared Fire Control

North West Fire Control – collaboration between Greater Manchester, Cumbria, Lancashire, and Cheshire FRSs realising annual savings of £0.325m pa.

Atlas Programme

The Atlas Project, developed by our Safer Communities and Interventions Team in partnership with Greater Manchester Probation Service, is a unique community program that provides wraparound support for adults convicted of fire-setting crimes. It takes a holistic and therapeutic approach to assess, engage, educate, and develop support structures while raising fire safety awareness and utilising therapies to enhance the behaviour change. The program was recognised as promising practice by HMICFRS and awarded the 'Project of the Year' award at the Fire Magazine Excellence Awards.

Safe Drive Stay Alive

Safe Drive Stay Alive is a collaboration between all of our 999 services, Northern Care Alliance NHS Trust and Safer Roads Greater Manchester (Transport for Greater Manchester). Every year we invite all of our Greater Manchester colleges and youth groups to our emotionally engaging performances, where they hear real stories from people affected by Road Traffic Collisions (RTC). This initiative helps promote safe driving habits and supports the reduction of RTCs, injuries and fatalities.

Integrated Place-Based Working

Our Integrated Place-Based Working framework enables continuous improvement and partnership working with other key services. Alongside this our 'What Works Forum' will enable the sharing of best practice, identification, and prioritisation of initiative to deliver best value and allow a streamlined and efficient collaborative approach. We refreshed our station action plans, relaunched as simplified 'Place-Based Plans' and introduced an updated system for recording local place-based activities which is more user-friendly and provides automated updates to the 'Place-Based Plans' reducing time spent on administrative activities.

Blue Light Collaboration

GMFRS collaborates with other Blue Light Services to improve service delivery and provide greater value, with a focus on areas such as leadership and development, recruitment, estates, and operational opportunities. The Service has robust governance arrangements and frameworks in place to collaborate with GMP, local authorities, and Violence Reduction Units to deliver their Serious Violence Duty effectively and create safer communities. GMFRS continues to pursue collaborative work with community safety partnerships and Violence Reduction Units.

Prevention Referrals

GMFRS has the highest number of online tool referrals despite lower numbers than in previous years. In Summer 2022, we introduced a new training offer for partner organisations on Home Fire Safety, HFSAs, and referrals which reduced administration time, and increased attendees per session. A total of 30 sessions have been delivered with 698 attendees year-to-date.

Water Safety

We are driving England's first regional strategic water safety partnership, combining efforts and resources across local authorities, police and ambulance services, landowners, and water safety specialists to reduce risks in our waterways.

Operational Productivity

GMFRS is fully committed to increasing the productivity of our wholetime operational crews. We are implementing various initiatives to enhance our emergency response, prevention activities and community engagement, including streamlining processes, upgrading technology, and investing in enhancing skills and capabilities.

Resourcing to risk

GMFRS ensures that resources are matched to risk through the use of our Strategic Assessment of Risk, which helps identify and evaluate potential risks and develop tactics to manage them. This allows us to allocate the appropriate resources where they are most needed and prioritise our risk management efforts accordingly. Additionally, frequent revisions are made to the assessment to ensure that the resources remain aligned with the evolving risk landscape.

% of appliances crewed and available

Effective emergency response requires resilience, the ability to quickly mobilise the right type and number of resources. Measuring the percentage of appliances crewed and available is an effective way of helping deliver this. Over the last year we have had all 50 appliances available on 99.66% of occasions, which is the second highest in England.

Hybrid Wording Arrangements

Ensuring we responded effectively to the pandemic, we modified our work practices for corporate personnel by adopting hybrid working, which provided them with increased flexibility. This proved successful, with no negative impact on productivity, and our staff welcomed the initiative. Consequently, we decided to continue with this flexible approach.

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Station Work Routines

In addition to making changes to the Work Routine Planner to allow Watch Officers to plan work in a more efficient manner, we are reviewing and updating our Station Work Routines and Planning Policy to promote more efficient and productive use of time on station, by clarifying expectations and prioritising workloads.

PaperTrail

GMFRS is collaborating with suppliers to introduce a digital asset management system (PaperTrail) across the organisation. Leigh's Technical Services Centre already benefits from the system, and a pilot will start in Q1 of 2024-25 across six fire stations for three months. Following an assessment period, we plan to launch the system in all stations in Q3 of 2024-25. The paper-based system we currently use to record testing and maintenance of operational equipment will be replaced, leading to individual asset audits and reduced maintenance and testing time.

Performance management and monitoring

GMFRS Performance Management framework and reporting process measure workforce productivity, enabling ongoing scrutiny of performance and identification of areas for improvement through the Performance Improvement Team. Monthly/quarterly monitoring is done through various portals, attended by borough performance reference holders. An upcoming monthly performance tool will facilitate consistent performance and productivity monitoring with narrative inputs by Watch Officers, allowing further data analysis and additions by Station Managers and GMs.

Volunteering

As of February 2024, GMFRS has 63 volunteers, including 5 Chaplains. The need for additional support and increased capacity across the Service continues to grow and where appropriate support the delivery of key activities. During 2023-2024, GMFRS Volunteers provided over 2,730 hours of their free time to support the Service, its partners, and communities. The Volunteer Strategy, launched in March 2023, aligns with GMFRS's strategic priorities to maximise the potential of volunteers, and enhance the services delivered. Volunteer agreements, policies, and guidance have been updated and implemented for clear governance and expectations, resulting in more efficient processes for volunteer recruitment, coordination, training, and management.

Productivity Project

In 2022/23, we initiated a project to determine the current level of operational productivity across our 41 fire stations through self-reported activity logs and qualitative feedback from Watch Officers (WOs).

Twelve recommendations were identified and activities have been progressed to address these:

No.	Recommendation	Progress / Outcome	Status
1	Build in consideration of the apprentice-related additional time requirements to the process for allocating apprentices to stations and watches.	The Hub has built-in rules to help balance out stations and watches additional workload associated with apprentices to reduce the impact on any given watch.	Completed
2	Review and re-balance workloads for 7(2)(d) inspections and HFSAs across stations.	Area Based Group Managers (GM) manage and balance workloads across stations within their Boroughs. Area Managers have reiterated this approach to Area Based GMs who have conducted work to ensure workloads are better balanced.	Completed
3	Establish an organisational expectation for more productive use of the whole crew whilst off station conducting prevention or protection work.	Hydrant checks are undertaken during HFSAs, 7.2.d. inspections, have been reiterated to crews through various forums, resulting in a significant increase in the number conducted during 23-24.	Completed
4	Establish a focus group to look at how the amount of time spent on station routines, such as change of watch checks, standard tests,	Working group established. The asset tracking technology (PaperTrail) is being implemented by the Head of Fleet and Technical Service as a 2023-24	In Progress

	cleaning, etc. could be reduced without compromising safety.	ADP project is central to this work.	
5	Produce a set of time profiles for change of watch checks / maintenance for pumps and each special appliance type.	This is dependent on the roll out of the PaperTrail asset management system and will be completed as part of this work.	In Progress
6	Establish a working group to review the administration required of WOs and to investigate improvements to ICT systems to reducing time and effort.	Working group established. Procurement of a tablet for each fire appliance is part of this workstream.	In Progress
7	Signpost and promote targeted ICT training to WOs to enable them to use systems more easily, including Outlook training to help them to manage emails more efficiently.	iTrent Masterclasses and Microsoft Fundamentals sessions delivered - Outlook, Excel, Word, Powerpoint. 28 training sessions completed enabling systems to be more efficiently and effectively.	Completed
8	Reintroducing a feature on the Work Routine Planner (watch calendar tool), enabling recurrences to be set, saving WOs significant admin time.	Following feedback from Watch Officers the recurrence feature was reinstated on 7th September 2023. This saves time and has been well received by WOs.	Completed
9	Investigate supplying tablets to WOs to enable them to conduct administrative tasks whilst on the appliance.	A trial of suitable electronic tablets has been conducted with feedback now being collated.	In Progress
10	Further reduce the number of WOs vacancies in order to enable more efficient running of watches.	The 2022-23, pathway process substantially reduced the number of WOs vacancies. Remaining vacancies to be filled following the next pathway processes.	In Progress

11	Develop a system to accurately record and display productivity data across stations in a live format.	Requirements have been incorporated into the Planning, Performance and Project Management Solution Project.	In Progress
12	Investigate more automated means of capturing productivity data, including greater use of MDTs or use of a phone app.	Extending the use of MDTs is currently being explored and costed.	In Progress

Frontline Engagement Sessions

We hold Frontline Engaged Leaders sessions that allow open and honest conversations to gather feedback from personnel and drive future improvements. Over 200 interactions with approximately 40 teams have been conducted thus far. Crewing and detachments were identified as an area for improvement and we are responding to feedback by prioritising the roll-out of Gartan system upgrades and creating an action plan based on innovative and creative ways to bolster productivity, while maintaining high standards and quality.

Operational Crews Activities

Our operational crews undertake a range of activities including:

Home Fire Safety Assessments (HFSAs)

Operational crews use high-risk household lists to delivery HFSAs. This targeted approach is aimed at high-risk households or individuals more at risk of fire and defined via shared data sources and partner referrals.

School Visits

The move from the universal Year 6 school visit to a targeted approach focusing on Years 2, 4 and 8 was adopted from 23/24. During key periods such as Halloween and bonfire period, GMFRS collaborate with partners agencies to prevent, tackle, and protect against ASB and criminal damage. Targeted primary and secondary school visits were arranged for crews to deliver key messages.

Hydrant Inspections

An increased level of simultaneous activity by operational crews will increase capacity to complete hydrant inspections. Moving forward targets will be included within the monthly performance reporting to monitor completion and offer support to crews where necessary. Our Hydrant App is now well embedded within GMFRS, providing a quick and easy means of recording checks on hydrants.

7(2)(d) Visits

GMFRS gathers building risk information and conducts visits to keep the data up to date, with inspection frequency and level depending on the building's risk. City region development plans will increase the workload, and we plan to improve productivity by accurately recording time spent on this activity. Revised policies and inspection frequencies will lead to fewer inspections in 24/25, but increased capacity for operational crews.

Fire Safety Checks

From 2023, we aim to provide Level 2 Fire Safety training to all frontline crews. This aligns with our strategy to enhance staff knowledge and equip them for basic checks. Such checks will help us capture risk information and improve our assessments and inspections, responding to incidents with greater flexibility. We plan to leverage this approach to advise businesses and pinpoint emerging risks, safeguarding our communities. Following two years of operational crew training, we plan to start fire safety checks in 2024. Annually, we anticipate gathering the latest risk information for at least 1000 premises and providing fire safety advice to half of them, with an expected annual increase.

Fireworks Licensing Visits

Retail premises that apply for a license to sell fireworks are inspected by operational crews, with much of the work taking place in the lead up to Bonfire Night. In recent years, the amount of firework licenses applied for has varied from 250 to 330, with the number of inspections conducted by operational crew's dependent on demand for licenses.

High-rise 'Days of Action'

Operational crews, working with Prevention Advisors and Protection Advisors, target high-risk high-rise properties speaking with residents about flat fire safety, smoke alarms and building evacuation procedures.

Table 1 below provides a summary of completed activities by operational crews for the reporting periods of 21/22 and 22/23, and the projected growth in productivity for the periods 23/24 and 24/25 across six prevention/protection activities.

Table 1

Activity	21/22*	22/23	Planned 23/24	Actual 23/24	Planned 24/25
HFSAs	4,977	18,498	27,800	28,308	29,000
School Visits	268	466	1,314	617	1500
Hydrant Inspections	884	1,447	2,500	2029	3,000
7(2)(d) Visits**	1,522	1,213	1,577	1,693	863
Fire Safety Checks**	NA	NA	NA	N/A	1000
Firework Licensing Visits**	304	282	250 to 330	288	250 to 330

* Figures for 21/22 were impacted by COVID restrictions.

** Protection activity figures are estimated and may be subject to change as a result of the introduction of new legislative / regulatory requirements.

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GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: 12th June 2024

Subject: Standing Together 2022-25 - Priority 1, year 3 Progress Report:
Keeping People Safe and Supporting Victims

Report of: Kate Green – Deputy Mayor for Police, Crime, Criminal Justice
services and Fire

PURPOSE OF REPORT

The purpose of this report is to provide a year 3 progress update on the work to progress Priority 1 of the Police and Crime Plan 2022 – 25.

Priority 1 - Keeping People Safe and Supporting Victims

RECOMMENDATIONS:

The Police, Fire and Crime Panel are requested to note the content of the report.

CONTACT OFFICER:

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Standing Together 2022-25
Priority 1, year 3 Progress Report: Keeping People Safe and Supporting Victims

Executive Summary

This report provides a year 3 summary of progress against **Priority 1 of the Police and Crime Plan, 'Standing Together' on Keeping People Safe and Supporting Victims** and is supplemented by more detailed reports that go to the Panel and Steering Group.

Key highlights:

- On average GMP answered 999 calls in 3 seconds - much faster than the 10 second target time for police forces. GMP have consistently remained as one of the best forces in the home Office league table for speed of answer.
- Non-emergency contact is also improving. GMP answered non-emergency calls in an average of 54 seconds compared to 1 minute and 9 seconds last year.
- Bee in the Loop now has 19,081 subscribers to date and districts continue to keep the momentum growing. In the last 12 months 1,951 messages have been sent out to our communities across the districts ranging from crime prevention to updates from the local area and dates/ details of up-and-coming police surgeries.
- On average GMP responded to Grade 1 incidents in 9 minutes and 59 seconds, much faster than the 15-minute target time and faster than the performance last year when average attendance was 10 minutes and 27 seconds. This is an improvement on last year (86% vs 84%). Grade 2 attendance has also improved from 66% within the hour target – up from 59% last year and this is a continual area of focus.
- Total recorded crime continues to reduce. This is most marked in neighbourhood crimes which have reduced by 23.2% and Domestic Abuse related crimes by 15.7%. Outcome rates also continue to improve across all crime types.
- GMP have seen a significant reduction in residential burglary crimes with 12,856, 4,105 fewer than last year – a reduction of 24.2%. Solved outcome has improved up to 7.5% from 5.7% last year.
- Greater Manchester Victims' Services brings together a variety of different services to offer practical and emotional support to victims of both reported and unreported crime from across Greater Manchester. A programme of work has been established flowing from the Greater Manchester Victim services Review Stage 1, including:
  - Commissioning of a new Multi-Crime Service
  - Developing a new website and referral portal and creating a new brand for Greater Manchester services
  - Commissioning a 3-year victim survey and insights work.
  - Establishing a new Victims Strategy Board to support the GM response to the Victim and Prisoners Act 2024 and a new GM Needs Assessment for Stage 2 of the GM victim Services Review
- The Sexual Violence Harm Reduction Group is helping to co-design an integrated approach across the sector. A Communications and Engagement Post has been funded to support campaigns and coordination. The Justice and Rehabilitation Executive agreed a plan – co-designed with the sector called the Nightingale Programme which will enable parties to work as a GM system with new Nightingale Officers to support people who have been subject to extended and delayed trials; support families, create peer networks, and establish Nightingale Witness Suites across the sector.

Standing Together 2022-25
Priority 1, year 3 Progress Report: Keeping People Safe and Supporting Victims

- A key component of the GBV Strategy is improving services provided to victims of domestic abuse. The GBV Board continues to oversee the implementation of the Greater Manchester GBV Strategy. The GBV Board has recently agreed a new two-year Delivery Plan that encompasses the following new areas of activity:
  - Employment and employers
  - Children
  - Travel & Transport
  - Sex Workers including on-line harm.
  - Men & Boys
  - GM Wide Governance
- Challenger continues to provide the place of safety, to provide immediate respite to individuals identified as potential victims of exploitation. In the calendar year 2023, the place of safety was used by 28 victims of modern slavery, enabling reflection and supporting next step decision making for these victims.
- In Greater Manchester we have already seen reductions in serious violence – between the year ending June 2022 and the year ending June 2023, police recorded knife crime decreased by 12.5% across all ages, and 13.5% for victims under age 25. Similarly, over the past four years from pre-COVID to latest data A&E attendances due to assault have fallen by 18%, homicides have fallen by 15%, hospital admissions due to violence have fallen by 38%, and police recorded robbery has fallen by 31%. However, there remains much to do to deliver further and sustainable reductions.
- A ten-year GM violence reduction strategy, 'Greater than Violence,' was launched in December 2023 following an extensive campaign of partner and public consultation and engagement. The strategy rests on two pillars of Prevention and Response and is delivered through five core principles of Community-Led, Early and Timely Intervention, Partnerships for Change, Equity, Equality and Justice and a Trauma Informed City-Region.
- GMP received 4,334 mental health related calls this year - down 2.8% on last year.
- GMP with partners is embarking on Right Care, Right Person (RCRP) which aims to ensure the most appropriate agency respond to those with mental health and wider welfare needs that are not best met with by policing. This is a national approach (underpinned by a national Partnership Agreement) that all police forces are required to implement this year. A number of police force areas have already done so.
- RCRP will enable police officers to have more time to fight, prevent and reduce crime and ASB. It is crucial that this opportunity is maximised across the 10 localities so that the people of GM benefit from this change.
- The initial 'go live' date was to be April this year. This was then postponed until and more recently until September/October to ensure all partners are ready for implementation. This will mean that GMP will be one of the last forces to implement this change.
- The Deputy Mayor meets monthly with the Chief Constable and his leadership team to ensure joint oversight of key issues. The Forward Plan is currently under review and will include progress reports against improvement priorities and emerging issues across all policy areas.

		Standing Together 2022-25 **Priority 1, year 3 Progress Report: Keeping People Safe and Supporting Victims**	
	You asked us to	**Progress update and highlights**	**How is this being achieved and measured?**
1.	Improve access to police services.	• As shown on the scorecard, on average GMP answered 999 calls in 3 seconds - much faster than the 10 second target time for police forces. GMP have consistently remained as one of the best forces in the Home Office league table for speed of answer. • As shown on the scorecard, non-emergency contact is also improving. GMP answered non-emergency calls in an average of 54 seconds compared to 1 minute and 9 seconds last year. This will become an increasingly important area of focus as the Home Office introduce league tables for 101 speed of answer this year. • Bee in the Loop now has 19,081 subscribers to date and districts continue to keep the momentum in growing this. In the last 12 months 1,951 messages have been sent out to our communities across the districts ranging from crime prevention to updates from the local area and dates/ details of up-and-coming police surgeries.	GMP Improvement Plan Delivered through the GMP Plan on a Page (POAP) Board. Home Office Call Answering League Tables
2.	Improve police responsiveness and visibility	• On average GMP responded to Grade 1 incidents in 9 minutes and 59 seconds, much faster than the 15-minute target time and faster than the performance last year when average attendance was 10 minutes and 27 seconds. • As shown on the scorecard, GMP attended 91% of these incidents in less than 15 minutes – an improvement on last year (86% vs 84%). Grade 2 attendance has also improved from 66% within the hour target – up from 59% last year and this is a continual area of focus. • As shown on the scorecard, total recorded crime continues to reduce. This is most marked in neighbourhood crimes which have reduced by 23.2% and Domestic Abuse related crimes by 15.7%. Outcome rates also continue to improve across all crime types. • GMP have seen a significant reduction in residential burglary crimes with 12,856, 4,105 fewer than last year – a reduction of 24.2%. Solved outcome has improved up to 7.5% from 5.7% last year. • All district areas have in place Neighbourhood Policing Teams (NPT's) that align to the new model and we now enter phase 2 which will focus on consistency, culture, and performance.	GMP Improvement Plan Delivered through the GMP POAP Board. GMP Prevention Hubs, Neighbourhood Policing teams and Neighbourhood Crime teams. Operation Avro Operation Vulcan

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		• The Sergeant and Inspector establishment is at full strength. There has been a continued reduction of constable vacancies, this has been enhanced by the establishment of specialist neighbourhood roles. When combined GMP are 15.4% under strength for neighbourhood constables with plans continuing to be followed to increase capacity in line with GMP's workforce profile. • GMP now have operational Prevention Hubs in each of the 10 localities. One area of focus has been repeat missing from home reports, an area of high risk often in relation to adult and child safeguarding. • GMP have continued to build on Operation Avro which has been run in each of the 10 localities and on the transport and roads system. These days of action provide a high visibility response to tackle particular issues in an area. The most recent Avro was a force-wide day in respect of protection of children and young people. • Operation Vulcan – has expanded beyond Cheetham Hill and Strangeways and is now in place in Piccadilly Gardens and Victoria and Piccadilly transport hubs. Crime has reduced significantly in these areas as a result with theft from persons in these areas reducing by 35% and stalking and harassment by 56%. Vulcan style operations have now been launched in Trafford, Stockport and Bolton via Operation Vulcan Futures.	
3.	Improve Services to victims.	• Greater Manchester Victims' Services brings together a variety of different services to offer practical and emotional support to victims of both reported and unreported crime from across Greater Manchester. • A programme of work has been established flowing from the Greater Manchester Victim services Review Stage 1, including: a) Commissioning of a new Multi-Crime Service b) Developing a new website and referral portal and creating a new brand for Greater Manchester services c) Commissioning a 3-year victim survey and insights work. d) Establishing a new Victims Strategy Board to support the GM response to the Victim and Prisoners Act 2024 and a new GM Needs Assessment for Stage 2 of the GM victim Services Review	Justice and Rehabilitation Executive

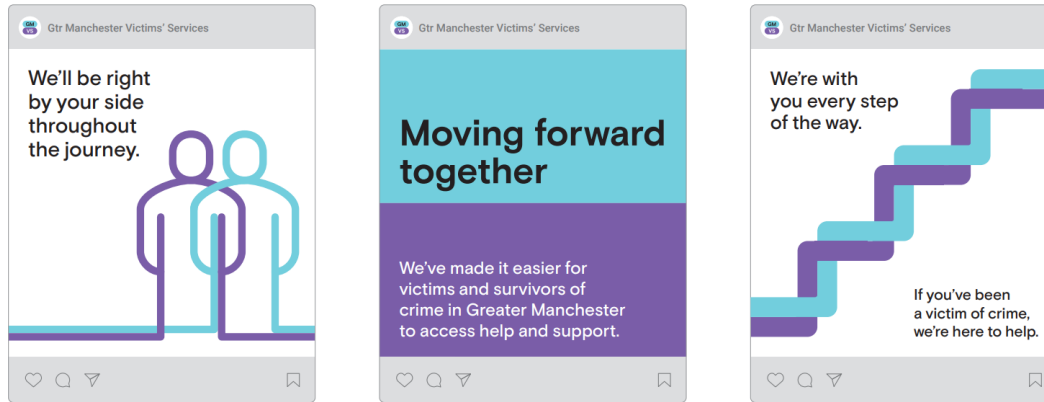| Standing Together 2022-25 Priority 1, year 3 Progress Report: Keeping People Safe and Supporting Victims			
		Commissioning of a new Multi-Crime Service The approach contains 5 priority areas that the new service is expected to support delivery of over the period of its contract, whilst also meeting the core delivery requirements of a victim support service, as set out in the Victims Grant from which funding for the service is derived. 1. Taking the Service to the Victim. 2. Stop Repeat Victimisation. 3. Strengthen Local Partnerships. 4. Digital Transformation. 5. Service Integration & Communication. • Following a robust competitive tender process, the new provider, Catch22 were awarded a 3-year contract and started delivering the service on the 18th September 2023. With the scale and complexity of the new delivery model the service will be adopting a staggered approach to mobilisation and implementation over 4 phases. • A significant change in approach is co-location at GMP Headquarters alongside the Force Crime Management Unit, this was done to improve the sharing of information between the force and the service and the provision of information and communication with victims of crime. • Another change will be to ensure that the service is more visible across the districts, working closely with local authority commissioned services and VCSE organisations to shape service delivery to meet the needs of individuals and communities. • Phase 1 was a 5-week mobilisation phase preceding the commencement date of 18th September. The focus being to establish the new co-located footprint, manage the TUPE transfer of staff and the transition arrangements between the outgoing provider and Catch22 to ensure continuity of support for those victims who straddled the two service providers. • Phase 2 extended to the end of January 2024 and took into account the significant recruitment and training requirements that the service faced – the focus now being to ensure the service is fully established and has the infrastructure, systems and processes in place to meet its core delivery requirements and has a clear strategy	Contract monitoring. Justice and Rehabilitation Executive Partnership Events

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for how it will deliver against the 5 priority areas, building to a full launch of the service at the end of the year.

- Phase 3 will run through this year with a focus on the Partnerships and Digital Transformation aspects of the ambition, working with key partners and stakeholders to promote the service, create a local profile and collaborate.

- Phase 4 is a sustainable model of delivery and benefits realisation.

Developing a new website and referral portal including creating a new brand for Greater Manchester services

- The website developer has been commissioned and the referral portal and site are expected to be finalised in July 2024. The branding has been consulted on, designed and finalised as the example below shows:

GMP Victims' strategic Lead CS Dalby

GM Digital Victim Services Programme Board

Justice and Rehabilitation Executive

New Victim Services Strategy Board

GM Survey Management Group

Contract Management

Justice and Rehabilitation Executive

Commissioning a 3-year victim survey and insights work

The body of work has been commissioned and a Survey Management Group meets regularly. The focus is on understanding quantitative and qualitative experiences against the Victims' Code. and work is broken down into three areas:

- Victims' Code 1-7 – GMP: Wave 1 in progress
- Victims' Code 8-12 the CJS: in design phase
- Victims' Code 1-12 Deep Dive Thematic: Autumn 2024.

All the findings will feed into a GM Needs Assessment and relevant performance frameworks.

Catch22 as part of their requirements at the GM Victim services multi-crime provider, created a victim insights dashboard which will be shared with partners on a geographical footprint, providing bespoke victim insights and reports to support interlinked services and plans. In 2024 Catch22 will work with partners to make sure this meets their needs.

Victims' Strategy Board

		A partnership event took place in March 2024 with the VCSFE sector, to provide updates on the strategic body of work on victim services and in anticipation of new legislation. In 2023/4 the Justice and Rehabilitation Executive agreed to establishing a new Victims Strategy Board to support the GM response to the Victim and Prisoners Act 2024 and a new GM Needs Assessment for Stage 2 of the GM Victim Services Review/. The first meeting will take place in June 2024. The body of work has grown significantly and needs a dedicated approach in order to effectively respond to the	
4.	Improve services to victims of sexual violence and domestic abuse.	**Sexual Violence** • The Sexual Violence Harm Reduction Group is helping to co-design an integrated approach across the sector. A Communications and Engagement Post has been funded to support campaigns and coordination. The Justice and Rehabilitation Executive agreed a plan – co-designed with the sector called the Nightingale Programme which will enable parties to work as a GM system with new Nightingale Officers to support people who have been subject to extended and delayed trials; support families, create peer networks, and establish Nightingale Witness Suites across the sector. • GMP Operation Soteria-Empower Programme has agreed an improvement plan co-designed with the sector and embedded a performance framework within GMP's POAP Boards. • Operation Soteria – Empower has now been established as a strategic change programme in GMP. A self-assessment has been completed and a feedback workshop was held with the national Operation Soteria team which has provide a steer on the development of a hub and spoke model f delivery. • St Mary's SARC is jointly commissioned by the Deputy Mayor and GM ICP to provide services to survivors of sexual and domestic abuse. St Mary's opened their new, modern facilities in March 2024. A waiting list initiative has been agreed with the ICP to tackle backlogs in the adult and CYP therapeutic support waiting lists. • St Mary's also held a successful national conference focusing on Breaking Barriers: Reaching Underserved Groups and Navigating the Criminal Justice System	Justice and Rehabilitation Executive New Victim Services Strategy Board GMP POAP Boards Operation Soteria Empower Programme Board Contract monitoring.

Risk: we are awaiting funding decisions post - General Election as a number of ISVA and IDVA posts are funded until March 2025. National Score Card Progress: • Progress for rape investigations remains steady with 7% of cases charged as at December 2023 which is an improvement on the previous year at 4% and is higher than the national average of 6%.	New Victim Services Strategy Board Operation Soteria Empower Programme Board

Domestic Abuse
• A key component of the GBV Strategy is improving services provided to victims of domestic abuse. The GBV Board continues to oversee the implementation of the Greater Manchester GBV Strategy. The GBV Board has recently agreed a new two-year Delivery Plan that encompasses the following new areas of activity:
 	
    o Employment and employers
    o Children
    o Travel & Transport
    o Sex Workers including on-line harm.
    o Men & Boys
    o GM Wide Governance
 	
• We now have fourteen areas of defined activity in the new Delivery Plan and each area of activity is led by an SRO. There is a defined work programme for these fifteen priorities to report into the GBV Board and Execuitve over the next 18 months:
 	
    o The continued development of our Lived Experience Reference Panel we will continue ensuring that the voice of Lived experience plays a central role in the delivery of the GBV Strategy.
 	
    o The Public Engagement element of the GBV Strategy will deliver a comprehensive campaign highlighting Coercive control and GBV in the private arena. The successful #isthisokay branding will be used to develop our message.
	Gender Based Violence Board and Executive
	
	The Lived Experience Panel work programme and priorities.
	
	The GBV Board and Executive will receive regular updates on activity.

o The Education element of the Strategy is now in delivery mode. The tender to manage the delivery was won by Salford Foundation and detailed operational strategies are in place. The work is being overseen by a project Steering Group that will report into the GBV Board & Executive.	VRU Education Group The project Steering Group The GBV Board & Executive.

o The health elements of the Delivery Plan have been revisited by colleagues in the ICS and now include the following ambitions:
    o Review of commissioned pathways: improve identification and reduce variation in access to advocacy support in health settings based on need (evidence base)
    o Role as an employer: embedding Sexual Safety Charter and domestic abuse requirements into NHS contracts and via safeguarding contractual assurance mechanisms.
    o Embedding policy: Continued support to NHS organisations to support implementation of domestic abuse policy for victims and perpetrators.
    o DHR quality assurance: Enact ICB delegated responsibility for quality assurance of the health elements of Domestic Homicide Reviews governance mechanisms to demonstrate effective response for health actions.
    o Targeted support: develop tailored pathways for GBV victims, as part of a 12-month funded pilot in partnership with Standing Together working alongside designated safeguarding teams.
    o Continued implementation of the Mental Health pathfinder: improve integrated support for victims of sexual violence that have complex mental health problems.
	Senior Responsible Officer (SRO)
	ICS
	GBV Board & Executive

o The Housing element is now governed by a detailed Delivery Plan that proposes work around these issues to name a few; the out of Borough Protocol, continued DAHA accreditation, the development of a progressive approach to tenancy agreements that explicitly confront GBV behaviours, further work around the impact of DA on homelessness, work with Private landlords to open access to properties to those fleeing GBV.	The Housing SRO will report regularly into the GBV Board & Executive. Partners in the Social Housing and Private Housing sectors.

o Equality, Diversity & Inclusion. We have developed a draft delivery plan with the LGBT Foundation this delivery plan defines priorities and areas of activity going forward. We continue to try and develop work with older people and will co-ordinate efforts with the GMCA Ageing Hub and Hourglass to take this work forward. We have developed a project to deliver IDVA provision targeted at the needs of neurodivergent people – this post is hosted by the Pankhurst Trust and is guided by a Steering Group of VCSE organisations that specialise in support for neurodivergent people. We continue to deliver nationally significant support services to those impacted by No Recourse to Public Funds (NRPF) via both the Home Office funded Lotus Hub project and via the GM wide project to deliver immigration advice via the Greater Manchester Immigration Aid Unit (GMIAU). We have just received the final report on 'so-called' honour-based abuse in GM and will over the next few months aim to identify priorities within this landscape.

SRO
GBV Board and Executive Reports from the following partners:
o LGBT Foundation
o The Lotus Hub
o GMIAU
o Neurodivergent IDVA Project SG

o Policing & Criminal Justice – Delivery of the Review of DA arrangements across GM to improve response to victims of DA. Review of Operation Encompass. Enhanced scrutiny via DIP Sampling on Rape and DA. Delivery of Operation Soteria. Piloting of the Rapid Video Response (RVR) approach to DA. There is a concerted and co-ordinated approach across GMP and the CPS to deliver:
    o Improved response to victims.
    o Improved file quality.
    o Increase in charging decisions.
    o Reduced victim & witness attrition

SRO
GMP
GM Probation
CPS

SRO
GMP
DA - QLAB

o Perpetrators – We will deliver the Domestic Abuse Protection Oder (DAPO) Pilot starting in Bury in late summer, then rolling out across GM over the following 12 months. The continued roll out of a MATAC style approach alongside Local Authority partners and GMP. Delivery of our existing Home Office funded perpetrator programmes. The delivery of the GMP targeted perpetrator programme. The development of a GM wide perpetrator strategy.

o Employers – Another new priority area of work and one that is being delivered via a dynamic partnership with colleagues in the private sector. More GM

SRO
Good Employment Charter
Pro Manchester
GBV Board & Executive

		employers to take meaningful action to prevent and eradicate Gender-Based Violence. More GM employers to support staff who are victims of Gender-Based Violence and respond appropriately to perpetrators. Establish an employer-led initiative across systems and sectors to drive this with the public sector leading by example.	SRO GBV Team GBV Board & Execuitve	
		o Sex Workers & Online harm - This new priority will build on existing partnerships within GM to further the support for sex workers, helping to keep people safe and ensure the diverse voice of people who sex work is included in the design of services. A key element of this priority is understanding the scale of, and response needed to online sex work in GM.	Childrens' Board SRO	
		o Children – We are now developing work in partnership with Children's services across GM. This work is being co-ordinated by the SRO who is the GMCA's Assistant Director for Children and Young People Reform. We will ensure that this work aligns with recognition of Children as victims within the framework of the DA Act 2021.	SRO TfGM GBV Team	
		o Travel & Transport - In the consultation on the development of the original strategy Travel and Transport was highlighted as a significant priority because of this we have included it as a separate priority in the new Delivery Plan. We are working with Transport for Greater Manchester (TfGM) to develop a comprehensive joint approach in this area.	SRO VRU	
		o Men & Boys Plan – This bespoke plan has been developed by the VRU in partnership with Manchester University and We are Survivors. It will be presented to the GBV Board and then a work plan will be developed to begin delivery in this new area of work area.	SRO DA-Coordinators GBV Board & Executive	
		o GM Wide Governance – We will shortly deliver the comprehensive review of MARAC. We have co-ordinated a review of the delivery of Operation Encompass with GMP. We will deliver a GM Wide perpetrator framework to Strategically guide our work going forward. We are participating in the national review of arrangements and responses to Domestic Homicide.		

		Standing Together 2022-25 **Priority 1, year 3 Progress Report: Keeping People Safe and Supporting Victims**	

5.	Protect vulnerable people from criminal exploitation.	**Help victims of modern slavery and county lines**
		 • Challenger continues to provide the place of safety, to provide immediate respite to individuals identified as potential victims of exploitation. In the calendar year 2023, the place of safety was used by 28 victims of modern slavery, enabling reflection and supporting next step decision making for these victims.
		 • The Challenger Executive Board Policy and Procedure subgroup has established two working groups. The first will focus on the development of police and partner responses to threats to life involving children and young people; the second will build on good practice in parts of GM to explore supporting a consistent police and partner response to cases of adult exploitation.
		 • The key dashboard metrics are:
		     ○ Firearms discharges. There has been a slight increase in March 2024 compared to March 2023, from 5 to 6 recorded discharges.
		     ○ Recorded Hate Crimes have reduced by 30.6%.
		 • The newly commissioned Greater Manchester Victims Services features thematic victim care leads including, one of which is modern slavery and human trafficking, offering subject matter expertise and tailored support to Victims that access the service.
		 • Challenger continues to commission Justice and Care to provide a Victim Navigator service, acting as a single point of contact between GMP and victims, and supporting the individual to navigate and access support to reduce vulnerability.
		 • Causeway continue to provide commissioned post-NRM services to individuals who have been exited from the NRM care, to support reintegration and minimise the risk of re-exploitation.
		 • There is a continued focus on raising awareness of exploitation and the support offers available for vulnerable victims / and those at risk of exploitation amongst the public and professionals, which has included:
		 • Continued investment in Programme Challenger's We Move mentoring project which aims to support young people (aged 12-18 years old) at risk of involvement in serious and organised crime/ youth violence to believe 'better is possible' by engaging them in positive activities.
			Governance through Challenger Executive Board and Complex Safeguarding Executive Board.
			
			 Outcomes framework captures key activity and impact in delivery of the GM Challenger strategy, which is reviewed quarterly by the Board.

Standing Together 2022-25
Priority 1, year 3 Progress Report: Keeping People Safe and Supporting Victims

- GMCA commissioned Breaking Barriers to deliver their hard-hitting play 'Crossing the Line' to year 6 children in over 37 primary schools (45 sessions) across Greater Manchester to raise awareness of exploitation and who young people can speak to.
- The Modern Slavery Training Coordinator continues to establish relationships with a wide range of partners including health and education, and in 2023/24, this work resulted in the delivery of training to over 2,000 individuals. This included 531 Health professionals to raise awareness of the signs of Domestic Servitude and staff in HMP Hindley, leading to delivery to all GM Probation staff in June 2024.
- Challenger have successfully engaged the Airport in proactively displaying campaign material across the airport. Inputs to Community Champions delivered by the MSHT Partnership Training Coordinator have seen a positive impact as Champions continue to deliver MSHT training to professionals across the Airport. Guidance from the Airport highlights that 300 professionals have been trained in MSHT by 03/05/2024.
- Programme Challenger and the GM Complex Safeguarding Hub collaborated with wider GM partners including Catch 22, Early Break, and National Autistic Society to design and deliver two extensive Programme of Learning and Development Events during the 12-month period which were aligned to National County Lines Intensification Periods (Oct 23 & Mar 24) reaching over 1400 professionals and parents and carers.
- Programme Challenger collaborated with GMFRS and wider GM partners to design and deliver a 'GMFRS Bury Fire Training Centre Takeover Pilot' blending fire safety messages with wider safety messages (including exploitation, substance misuse, serious youth violence, healthy relationships, and online grooming) within an immersive learning experience. The pilot was extremely well received and an excellent example of collaboration. Phase 2 is in development with a view to engaging with more young people in this fantastic experience.

Prevent more people becoming victims of fraud.

- The GMP Economic and Cyber Crime unit have been reviewing outcomes from 'Operation Wage', a Stockport community project to tackle fraud, for further viability and opportunity to expand this work in Greater Manchester.

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- The targeted pilot work within Stockport has been working proactively with partners to embed the Fraud Prevention team within the local community and has seen instances of predicated financial losses reduce by around 50% since January 2024 compared to last year over the 3-month period.
- The GMP Economic and Cyber Crime along with the fraud volunteer team have set up a multi-agency relationship with truCall and trading standards. An outcome of this partnership has resulted in the ability to offer free truCall units which are call blockers to prohibit scam and nuisance calls to landline phones of those in the community who are most vulnerable and may be at risk of fraud.
- Over the 4-year life of these units, it is estimated that they will block around 122,539 nuisance calls (of which 33,720 will have been scam phone calls), preventing 199 scams, saving vulnerable households £587,292, leading to a reduction of £545,513 in NHS, social care & police costs, and an increase in wellbeing & quality of life valued at £616,051 - total benefits of £1,748,856. The financial benefits of £1,132,805 is 30 times the project costs of £37,814.
- As well as call blockers, GMP Economic and Cyber Crime have also been offering doorstep crime victims a doorbell camera as part of a joint partnership with national trading standards.
- A multi-agency illegal money lending roundtable workshop chaired by the GM Deputy Mayor was held on 15.03.24.
- This was to raise awareness of this often hidden-harm crime type and identify ways to tackle barriers and increase disclosure and referrals. A number of actions are now being scoped in order to deliver the outcome recommendations from the event.
- The newly commissioned Greater Manchester Victims Services features thematic victim care leads including 2 of these that specialise in fraud, offering subject matter expertise and tailored support to victims that access the service.
- Guidance on fraud prevention was provided into the GMCA Ageing Well workshop on crime and safety which was held 17th April 2024.

Raise awareness of Hate Crime, promote how people can report it and improve access to support:

Hate Crime Awareness Week

- Over the last 5 years the Police and Crime Panel, along with the Deputy Mayor have provided a combined £10,000 per year to each district to support local activities to tackle hate crime throughout the year. As part of this agreement, districts are asked to allocate half of the funding for investment in local community led events and activities through small grants processes.
- Hundreds of events held throughout the year, raising awareness of hate crime, how to report it and how to seek help – through promotion of the GM's partnership hate crime resource site: www.letsendhatecrime.com

Campaign – Hate Crime Awareness Week
- The Deputy Mayor also provides funding in support of centralised partnership awareness campaigns to run in the GM week of action in February and the National week of action in October. For the February campaign this enabled the partnership branding and messaging to be disseminated around Greater Manchester, including at every Metrolink stop, on buses, billboards, electronic media screens in the city centre, through radio adverts and also paid Facebook advertising.
- Hate crime campaign messaging through these channels had a reach of 1.6 million people. Messaging is now also disseminated to residents through the Bee in the Loop community messaging service, which currently has over 19,000 subscribers.

The Deputy Mayor has commissioned a refresh of the GM hate crime plan and engagement work is underway to review the priorities for 2024 onwards.

Case Study – Increase reporting and improving reporting mechanisms.
Incidents can now be reported directly through the GMP website and the LiveChat facility enables direct, live, contact to a GMP operator who is able to escalate a police response if required. GMP will be running a campaign from November 2023 to promote and raise awareness of online reporting, LiveChat, and advice available at www.gmp.police.uk over a sustained long-term period of time to improve the use of online services and encourage the public to 'channel shift'.

Case Study - Refresh of Third-Party Reporting and Hate Crime Ambassadors - Bury

Standing Together 2022-25 Priority 1, year 3 Progress Report: Keeping People Safe and Supporting Victims			
		The hate crime ambassador programme has been relaunched in Bury. This included a dedicated two-hour interactive workshop to cover the remit of the role and ongoing training programme. This workshop will be delivered every 12 months with a regular training programme in that period, including a quarterly team meeting to share good practice and discuss any concerns or further opportunities. The training has now been dovetailed with GMP processes to offer a single gateway to become a registered hate crime reporting centre in Bury. At present there are 16 registered Third-Party Reporting Centres in Bury.	
6	Protect vulnerable young people.	**Greater than Violence**. • A ten-year GM violence reduction strategy was launched in December 2023 following an extensive campaign of partner and public consultation and engagement. The strategy rests on two pillars of Prevention and Response and is delivered through five core principals of Community-Led, Early and Timely Intervention, Partnerships for Change, Equity, Equality and Justice and Trauma Informed City-Region. • In Greater Manchester we have already seen **reductions in serious violence** – between the year ending June 2022 and the year ending June 2023, police recorded knife crime decreased by 12.5% across all ages, and 13.5% for victims under age 25. Similarly, over the past four years from pre-COVID to latest data A&E attendances due to assault have fallen 18%, homicides have fallen 15%, hospital admissions due to violence have fallen 38%, and police recorded robbery has fallen 31%. However, there remains much more to do to deliver further and sustained reductions. • **Another Chance** is a Youth Endowment Fund funded Focussed Deterrence programme targeting 14–25-year-olds involved in serious youth violence within a group dynamic, in the city of Manchester and a defined area of North Trafford. • The support element is provided by a local charity organisation, who have approached approximately 57 young people and so far, engaged 31 of them in the first nine months of the programme. Participants work with mentors to address risk related behaviours, as well as working to co-create the support they need to help	Violence Reduction Governance Board Supported by a range of themed sub-groups. Community Action Group

17

them desist from violence and raise awareness of the consequences of police enforcement. Participants are provided with opportunities which have included fitness activities, help with CV's and job applications as well as wider familial support. It is estimated that the programme will reach a minimum of 250 young people over the 2.5-year duration.

- **Parent and Carers Support Service (PACS)** has been developed in response to parents and carers that have concerns that their children may be at risk of violence and associated harms. The programme was designed in full consultation with those with lived experience and is tailored to those who may have some anxieties or concerns about going straight to statutory agencies in the first instance. PACS provides both one to one support to parents, sign-positing and guidance as well as a structured ten-week group work programme 'Encounter' designed to strengthen and up-skill parents and carers to manage day to day challenges as they raise and care for their children. Since its launch in October 2023 there have been 173 referrals with 123 initial contacts. There have been 62 one to one meetings, 88 attended group sessions and 125 attended support workshops.

- **GM Hospital Navigator Service** has continued to provide a robust and well received service since the previous update. The programme has since been evaluated and the overarching summary of this provision is very positive. The navigator concept has been expanded to incorporate a community-based offer and is currently being developed to provide a response to young people in GMP custody suites. During the last year the service has received 584 referrals, carried out 340 initial contact engagements with a further 240 one to one support meetings. Crucial to this programme is the through-care with follow-up referrals other agencies which offer ongoing support and opportunities to young people to help them to continue to address the underlying challenges. Careful consideration is now being given to the long-term funding plans for this important intervention.

- **GM VRU communications and engagement work** aims to reduce serious violence by increasing the aspirations of young people in Greater Manchester and reassuring the public that the VRU is working together with partners and the community to address serious violence and its underlying causes.

The VRU co-created the 'I am Greater' campaign with young people, which has to date achieved over 8 million impressions and has grown phase-on-phase to develop community cohesion and local role-model support.

- o #SpeakingOutCouldSaveALife campaign has been consistently rolled out in response to serious incidents and content to date has received over 650,000 views on social media.
- o The communications and engagement function has also developed content to promote the Youth Endowment Funded 'Another Chance' programme to eligible residents living in particular postcode areas. This content, which includes a mix of general messaging and case studies, has so far received more than 200,000 impressions.
- o The VRU also supports community-led content by sharing written spotlights and video content showcasing positive local role models.

| 7 | Improve how police, criminal justice, and community safety services work with mental health services. | • As shown on the scorecard, GMP received 4,334 mental health related calls this year - down 2.8% on last year.
• GMP are embarking on Right Care, Right Person (RCRP) which aims to ensure the most appropriate agency respond to those with mental health and wider welfare needs that are not best met with a policing response.
• RCRP is a national approach (underpinned by a national Partnership Agreement) that all police forces are required to implement this year. A number of police force areas have already done so.
• RCRP will enable police officers to have more time to fight, prevent and reduce crime and ASB. It is crucial that this opportunity is maximised across the 10 localities so that the people of GM benefit from this change.
• The initial 'go live' date was to be April this year. This was then postponed until and more recently until September/October to ensure all partners are ready for implementation. This will mean that GMP will be one of the last forces to implement this change.
• GMP have been working at both a strategic and tactical level with local authority officers, NHS trusts, mental health agencies and others to develop pathways and | Right Care, Right Person |

		solutions. The Deputy Mayor has been convening a Partnership Oversight & Learning Group. • Whilst GMPs RCRP approach includes physical health, missing from home, forced entry and social issues - mental health is by far the biggest of these areas. The ICB agreed funding for a Mental Health Crisis line as a pathway for this area. • The threshold for under 18s has been lowered and GMP will likely continue to deploy when a child is involved. We are awaiting national guidance on this issue that is due imminently and GMP will adopt this national guidance. • Learning from other force areas that have already implemented RCRP has shown us that the 'system' has been able to respond and that it has not always led to the level of partner demand that was anticipated - backed up by further GMP call analysis. For example, GMP receive around 5 calls an hour for Mental Health related issues that they would no longer respond to and 71% of these callers are already known to mental health services. For social issues, GMP take an average of 4 calls a week from across GM. • GMP will be working with our partners to put in place a number of contingencies to ensure the effective implementation of RCRP	

8	Governance and Accountability.	• Police accountability meetings have been held in Wigan and Trafford with a total of 68 Councillors attending.
		June 2023 - Wigan
		
		• 40 Councillors registered.
		• Representation registered from 9 Local Authorities
		• Discussion themes
		    o Greater Manchester Police
		    o Neighbourhood Policing
		    o Roads and Transport Policing
		
		March 2024 - Trafford
		
		• 28 Councillors registered.
		• Representation registered from Bury, Rochdale, Oldham, Stockport, Trafford and Manchester	

- Discussion themes
    - Child Sexual Exploitation
    - Greater Manchester Police Strategy
    - Neighbourhood Policing & Community Engagement
    - Roads and Transport Policing

The Deputy Mayor meets monthly with the Chief Constable and his leadership team to ensure joint oversight of key issues. The Forward Plan is currently under review and will include progress reports against improvement priorities and emerging issues across all policy areas.

A Performance and Oversight Board (POB) is in development. This meeting, with senior scrutiny and performance staff from GMCA, Police and Fire, will jointly agree the flow of information to the Deputy Mayor's meeting.
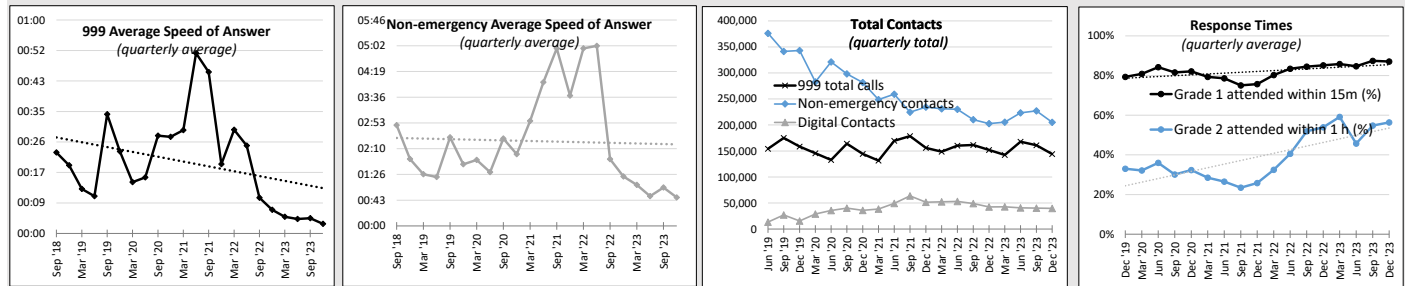
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Priority 1: Keeping People Safe and Supporting Victims

Contact Centre Performance	Previous Year		Latest Quarter		% Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Average Speed of Answer: 999	00:00:05	Mar '23	**00:00:03**	Mar '24	-35.8%	Average for quarter. -24% lower than England & Wales average and -15% lower than most similar forces. Note that comparison data includes network line connection time before transfer to police
999 calls received	142,275	Mar '23	**130,547**	Mar '24	-8.2%	Total for quarter
Average Speed of Answer: non-emergency contacts	00:01:09	Mar '23	**00:00:54**	Mar '24	-21.0%	Average for quarter
Non-emergency contacts	205,483	Mar '23	**202,611**	Mar '24	-1.4%	All non-emergency phone contact (inc. 101 and 5050). Total for quarter
Digital contacts	42,817	Mar '23	**42,983**	Mar '24	0.4%	Live Chat, Single Online Home. Total for quarter

Response Times	Previous Year		Latest Quarter		PPT Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Grade 1 Calls attended within 15 minutes	86%	Mar '23	**91%**	Mar '24	5.1%	Average for quarter
Grade 2 Calls attended within 1 hour	59%	Mar '23	**66%**	Mar '24	6.4%	Average for quarter

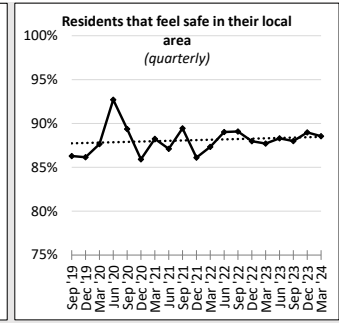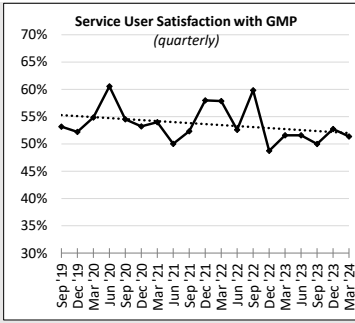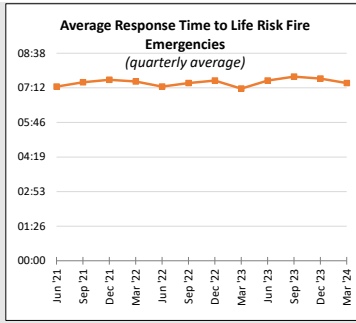| Crime Trends	Previous Year		Latest Quarter		% Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Total recorded crime	90,509	Mar '23	**80,003**	Mar '24	-11.6%	+33% higher than England & Wales average and +8% higher than most similar forces in year ending Dec 2023
Neighbourhood crime (Personal robbery, residential burglary, vehicle offences, theft from the person)	12,934	Mar '23	**9,929**	Mar '24	-23.2%	+25% higher than England & Wales average and +10% higher than most similar forces in year ending Dec 2023
Violence with Injury	7,209	Mar '23	**6,653**	Mar '24	-7.7%	+9% higher than England & Wales average and -9% lower than most similar forces in year ending Dec 2023
Domestic Abuse flagged crimes	16,242	Mar '23	**13,695**	Mar '24	-15.7%	Any crime with domestic flag
A&E attendances due to assault	2,003	Dec '22	**1,945**	Dec '23	-2.9%	Due to ongoing data issues at some foundation trusts, data from June 2022 onwards is modelled
Firearms discharges	5	Mar '23	**6**	Mar '24	20%	
Mental health incidents reported to GMP	4,460	Mar '23	**4,334**	Mar '24	-2.8%	Incident codes G17 and G36

2021/22 saw a step-change in GMP's compliance with the National Crime Recording Standard. The most recent external independent assessment of crime recording accuracy by HMICFRS estimated GMP's compliance rate across all crime types (excluding fraud) at 90.6%. This is a significant improvement from 77.7 % as reported in the Force's 2020 VSA assessment. As a result, latest crime figures may appear higher than expected compared to 2020.
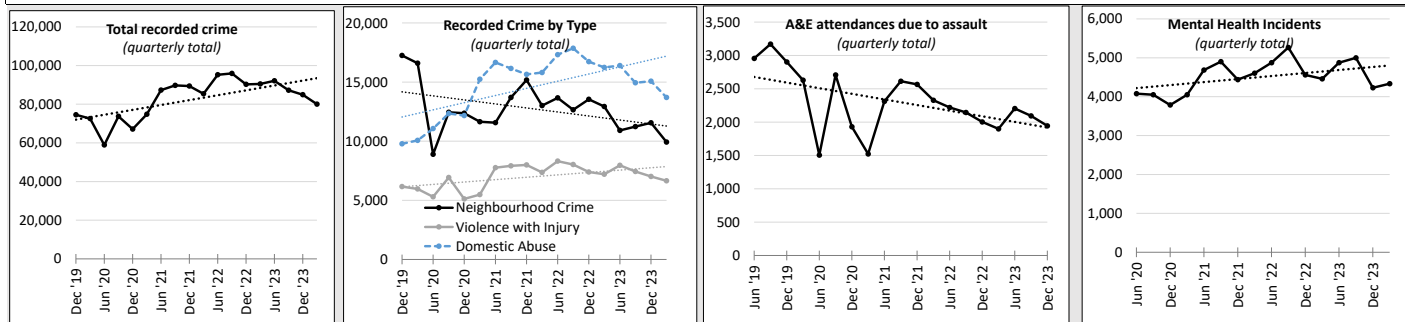
Fire Service Performance	Previous Year		Latest Quarter		PPT Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Fire incidents attended	2,302	Mar '23	**1,706**	Mar '24	-25.9%	
Average response time to 'life risk' fire emergencies	00:07:10	Mar '23	**00:07:24**	Mar '24	3.3%	

Support for Victims	Previous Year		Latest Quarter		PPT Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Service User Satisfaction with GMP	51.6%	Mar '23	**51.4%**	Mar '24	-0.2%	Survey data - sample size 3,250 per quarter

Feelings of Safety	Previous Year		Latest Quarter		PPT Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Residents aged 16+ that feel very or fairly safe in their local area	88.0%	Dec '22	**88.6%**	Mar '24	0.6%	Survey data - sample size 3,250 per quarter

Fire incidents attended
(quarterly total)

Average Response Time to Life Risk Fire Emergencies
(quarterly average)

Service User Satisfaction with GMP
(quarterly)

Residents that feel safe in their local area
(quarterly)
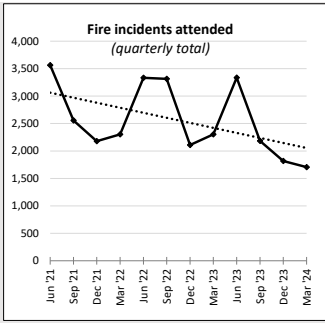
Priority 2: Reducing Harm and Offending

Arrests, Stop and Seach, and Seizures	Previous Year		Latest Quarter		% Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Arrests	15,182	Mar '23	16,378	Mar '24	7.9%	Total for quarter
Stop and search encounters	9,166	Mar '23	12,711	Mar '24	38.7%	Total for quarter
Total value of assets recovered by GMP	£2,756,707	Sep '22	£3,455,083	Sep '23	25.3%	Total for quarter

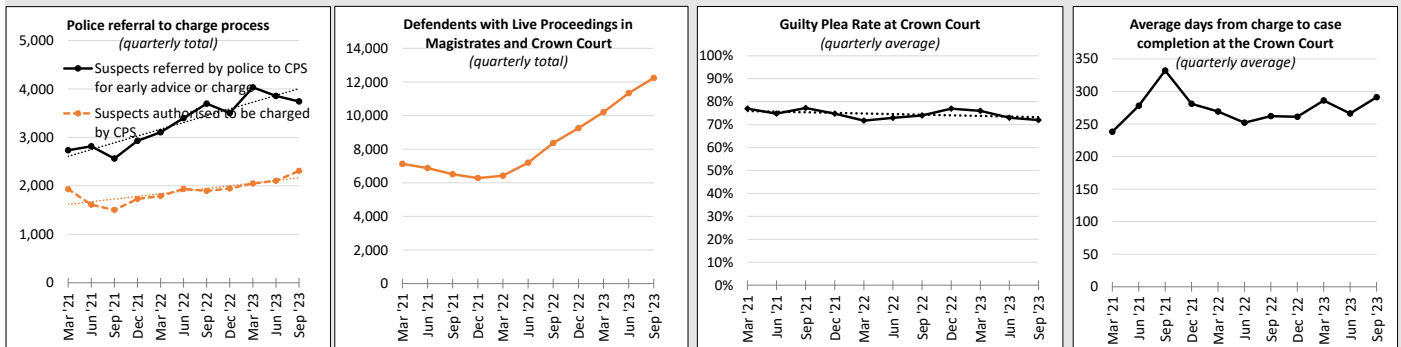| Crime Recording	Previous Year		Latest Quarter		PPT Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Incident to Crime Conversion rate	33.8%	Mar '23	30.1%	Mar '24	-3.7%	Quarter average. Recorded incidents linked to recorded crimes

Arrests *(quarterly total)*

Stop and Search Encounters *(quarterly total)*

Total value of assets recovered *(quarterly total)*

Crime to Incident Conversion Rate (All Incidents) *(quarterly average)*
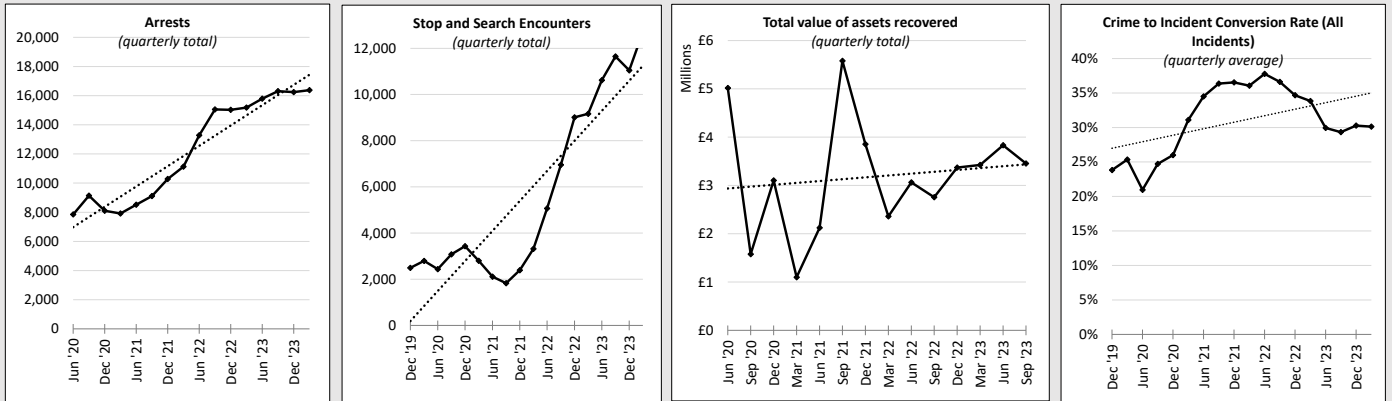
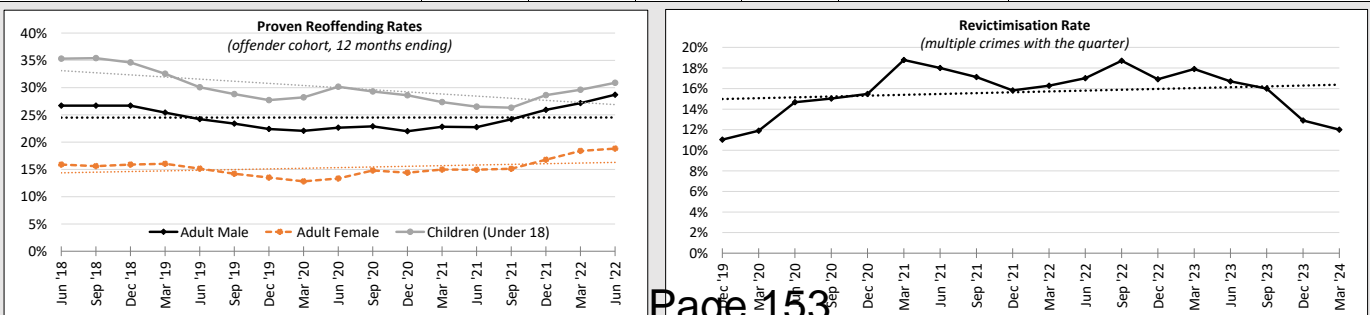| Drugs and Alcohol Related Deaths	Previous Year		Latest Data		% Change since previous year	Data Notes
	Value	Period	Value	Period		
Deaths due to drug misuse per 100,000	6.8	2017 - 19	6.9	2018 - 20	2.1%	+38% higher than England average (5.0)
Alcohol related deaths per 100,000	49.2	2021	48.9	2022	-0.5%	+23% higher than England average (39.7)

Crown Prosecution Service	Previous Year		Latest Quarter		% Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Number of suspects referred by police to CPS for early advice or charging decision	3,695	Sep '22	3,742	Sep '23	1.3%	Total for quarter
Number of suspects authorised to be charged by CPS	1,896	Sep '22	2,309	Sep '23	21.8%	Total for quarter
Number of Defendents with Live Proceedings in Magistrates and Crown Court	8,363	Sep '22	12,242	Sep '23	46.4%	Total for quarter

Crown Courts	Previous Year		Latest Quarter		PPT Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Guilty plea rate at Crown Court	74.0%	Sep '22	72.0%	Sep '23	-2.0%	Crown Courts only. **England & Wales average 66%**
Average days from charge to case completion	262.0	Sep '22	291.0	Sep '23	11.1%	% change. All crime types, Crown Court only. **England & Wales average 295**

Police referral to charge process *(quarterly total)*

Defendents with Live Proceedings in Magistrates and Crown Court *(quarterly total)*

Guilty Plea Rate at Crown Court *(quarterly average)*

Average days from charge to case completion at the Crown Court *(quarterly average)*

Proven Reoffending	Previous Year		Latest Quarter		PPT Change since previous year	Data Notes
	Value	Year ending	Value	Year ending		
Adult Male proven reoffending rate	22.8%	Jun '21	28.7%	Jun '22	5.9%	**England & Wales average 26.3%**
Adult Female proven reoffending rate	14.9%	Jun '21	18.8%	Jun '22	3.9%	**England & Wales average 20.7%**
Children (under 18) proven reoffending rate	26.5%	Jun '21	30.9%	Jun '22	4.4%	**England & Wales average 33.3%**

Revictimisation	Previous Year		Latest Quarter		PPT Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
% of victims with multiple police recorded crimes within the past 3 months	17.9%	Mar '23	12.0%	Mar '24	-5.9%	All crime types

Proven Reoffending Rates *(offender cohort, 12 months ending)*

Revictimisation Rate *(multiple crimes with the quarter)*

Priority 3: Strengthening Communities and Places

Anti-Social Behaviour	Previous Year		Latest Quarter		% Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Police recorded ASB incidents	16821	Mar '23	19557	Mar '24	16.3%	

Road Safety	Previous Year		Latest Quarter		% Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Transport incidents involving injury	797	Mar '23	753	Mar '24	-5.5%	Police recorded incidents
Road fatalities	10	Mar '23	13	Mar '24	30.0%	Police recorded incidents
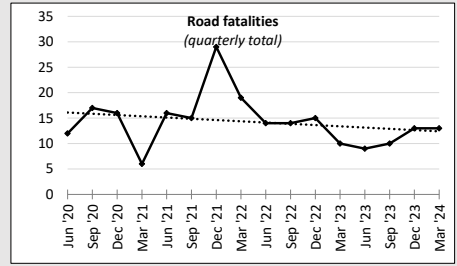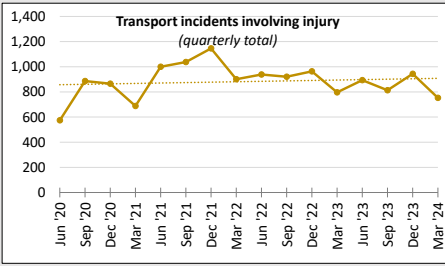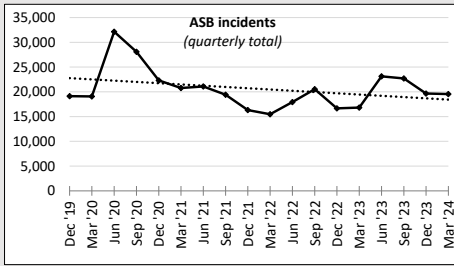
Business and Retail Crime	Previous Year		Latest Quarter		% Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Shoplifting Offences	4,562	Mar '23	4,744	Mar '24	4.0%	-12% lower than England & Wales average and -31% lower than most similar forces in year ending Dec 2023
Business Crimes	8,035	Mar '23	8,050	Mar '24	0.2%	Police recorded crimes - based on a flag rather than specific offences

| Community Cohesion	Previous Year		Latest Quarter		Change since previous year	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Residents that feel people of different backgrounds get along in their local area	73.0%	Mar '23	74.6%	Mar '24	1.6%	Survey data - sample size 3,250 per quarter
Hate Crimes	2,609	Mar '23	1,811	Mar '24	-30.6%	Police recorded crimes - based on a flag rather than specific offences
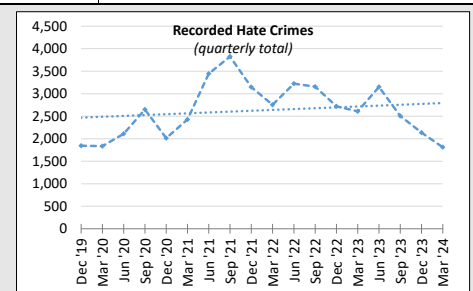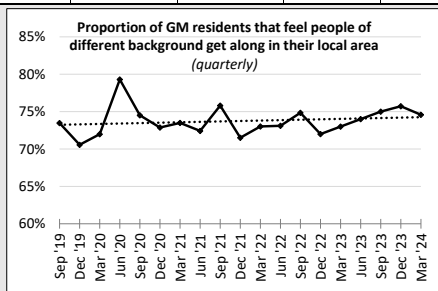
Police Workforce Diversity - Current Officers, Staff, PCSOs	Previous Year		Latest Year		Change since previous year	Data Notes
	Value	Year	Value	Year		
Female	45.3%	2021/22	45.7%	2022/23	0.4%	Approx. 50% of Greater Manchester total population
Male	54.7%	2021/22	54.3%	2022/23	-0.4%	Approx. 50% of Greater Manchester total population
Asian	5.6%	2021/22	5.7%	2022/23	0.1%	Approx. 11% of Greater Manchester total population
Black	1.0%	2021/22	1.0%	2022/23	0.0%	Approx. 3% of Greater Manchester total population
Mixed ethnic background	1.9%	2021/22	2.0%	2022/23	0.1%	Approx. 3% of Greater Manchester total population
White	91.1%	2021/22	91.0%	2022/23	-0.1%	Approx. 82% of Greater Manchester total population
Other ethnic background	0.4%	2021/22	0.4%	2022/23	0.0%	Approx. 1% of Greater Manchester total population

Police Workforce Diversity - Recruitment	Previous Year		Latest Year		Change since previous year	Data Notes
	Value	Year	Value	Year		
Female	53.2%	2021/22	48.6%	2022/23	-4.6%	Approx. 50% of Greater Manchester total population
Male	46.8%	2021/22	51.4%	2022/23	4.6%	Approx. 50% of Greater Manchester total population
Asian	8.7%	2021/22	6.7%	2022/23	-2.0%	Approx. 11% of Greater Manchester total population
Black	1.0%	2021/22	1.1%	2022/23	0.1%	Approx. 3% of Greater Manchester total population
Mixed ethnic background	3.0%	2021/22	2.4%	2022/23	-0.6%	Approx. 3% of Greater Manchester total population
White	86.5%	2021/22	89.4%	2022/23	2.9%	Approx. 82% of Greater Manchester total population
Other ethnic background	0.8%	2021/22	0.4%	2022/23	-0.4%	Approx. 1% of Greater Manchester total population

Police Workforce Diversity - Retention and Progression	Previous Year		Latest Year		Change since previous year	Data Notes
	Value	Year	Value	Year		
Constables (% from ethnically minoritised groups)	11.1%	2021/22	10.7%	2022/23	-0.4%	Approx. 18% of Greater Manchester total population
Sergeants (% from ethnically minoritised groups)	5.7%	2021/22	6.3%	2022/23	0.6%	Approx. 18% of Greater Manchester total population
Inspectors (% from ethnically minoritised groups)	6.9%	2021/22	6.4%	2022/23	-0.5%	Approx. 18% of Greater Manchester total population
Chief Inspectors (% from ethnically minoritised groups)	6.6%	2021/22	6.4%	2022/23	-0.2%	Approx. 18% of Greater Manchester total population
Superintendent (% from ethnically minoritised groups)	5.8%	2021/22	5.8%	2022/23	0.0%	Approx. 18% of Greater Manchester total population
Chief Superintendents (% from ethnically minoritised groups)	5.0%	2021/22	4.5%	2022/23	-0.5%	Approx. 18% of Greater Manchester total population

Carbon Reduction	Previous Quarter		Latest Quarter		% Change since last quarter	Data Notes
	Value	Quarter ending	Value	Quarter ending		
Greater Manchester Fire and Rescue Service Scope 1 and 2 emissions (Kg CO2e)	#N/A	Mar '23	1,275,075	Mar '24	#N/A	Includes gas, electricity, diesel, and petrol emissions. Energy use expected to be higher during winter.
Greater Manchester Police Scope 1 and 2 emissions (Kg CO2e)						Measure currently in consultation
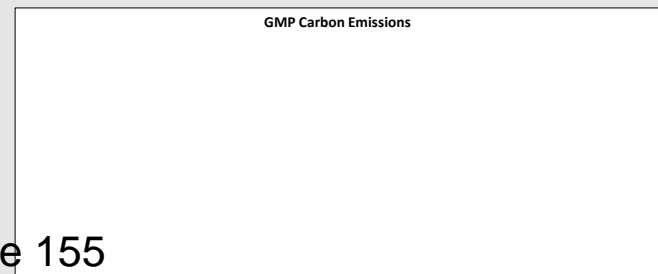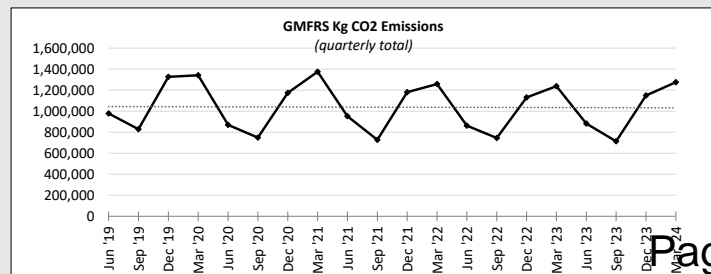
Greater Manchester Combined Authority

Police, Fire and Crime Panel

Date: 11th June 2024

Subject: Greater Manchester Gender Based Violence Delivery Plan, 2024-26

Report of: Vicky Sugars, Assistant Director, Police, Crime, Criminal Justice and Fire

Purpose of Report

The report sets out the process undertaken to develop the Greater Manchester Gender Based Violence (GBV) Delivery Plan for 2024 – 26 and sets out the Delivery Plan's priorities for the next two years.

The Police, Fire and Crime Panel are asked comment on and endorse the final GBV 2024-26 Delivery Plan and note that the plan was approved by the Gender Based Violence Board at its meeting in April.

Recommendations:

The GMCA is requested to:

1. **Note the process undertaken to develop the Gender Based Violence Delivery Plan 2024 – 26 including approval of the Delivery Plan at the Gender Based Violence Board on 23rd April.**
2. **Comment on and endorse the final GBV 2024-26 Delivery Plan**

Contact Officers

Carol Judge Campbell – Principal – Victims & Vulnerability – GMCA

Kate Smith – Senior Policy and Partnership Officer - GMCA

Equalities Impact, Carbon and Sustainability Assessment:

Through the planning and execution of the GBV Delivery plan we are committed to equality and giving voice to those who are too often excluded from debate. We are

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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cognisant of the requirement to operate in a manner that is mindful of its environmental impact.

Risk Management

N/a

Legal Considerations

N/a

Financial Consequences – Revenue

N/a

Financial Consequences – Capital

N/a

Number of attachments to the report:

None

Comments/recommendations from Overview & Scrutiny Committee

N/a

Background Papers

Greater Manchester Gender Based Violence Strategy

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution

No

Exemption from call in

No exemptions required

Bee Network Committee

N/a

Overview and Scrutiny Committee

N/a

1. Introduction

The Gender Based Violence Strategy was published in September 2021 aimed at improving the safety of women and girls while preventing violence occurring in the first place and tackling the attitudes and inequalities that enable this. We are now into our second year of delivery, and we are starting to see progress with people coming together to tackle gender-based violence in all its forms.

Work took place in Quarter 4 to develop the Gender Based Violence (GBV) Delivery Plan for 2024-26. This included:

- Refreshing and renewing the existing priorities and key deliverables within the GBV Delivery Plan.
- Engagement with Senior Responsible Officer (SROs) for each GBV priority area to agree roles and resourcing.
- Reviewing progress and capturing the outputs and outcomes to date of each priority area
- Undertaking scoping and engagement with key stakeholders to develop new priority areas of employers, sex workers, perpetrators; children; travel and transport and men and boys
- Engaged with the GBV Board and GBV Executive on the overall approach and highlighted key priorities for discussion and development.
- Engagement with the GBV Lived Experience Panel on the Delivery Plan and key priorities.

Each priority area has a focus on the aims and outcomes expected over the next two years for their priority area ensuring that these link back to the overall aims of the GBV Strategy. Specific measurables to understand progress made for each deliverable are also in development.

Progress will be reported back quarterly to the GBV Board with the intention that each priority has a substantive update over the next year. The intention is that this will support an understanding of the progress and impact of our work by ensuring we have SMART[1]

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[1] Specific; Measurable; Attainable, Relevant; Time Bound

deliverables for each area. This will support and challenge barriers to implementation and change as well as championing areas of success.

2. Delivery Plan for 2024-26

Below is a summary of key aims and themes for each Delivery Plan priority area over the next two years. It should be noted that a small number of priorities are still in development.

The intention is to share the Final Delivery Plan in a public facing document using the branding and identity from the existing Strategy and that reflects the profile of this plan.

Priority One	Key aims and themes	Commentary (if required)
Lived Experience	**Key aims:** • **The GBV Lived Experience Panel is an influential voice regarding Gender Based Violence policy design and delivery.** • **The GBV Lived Experience Panel is connected to relevant groups across GM and has strong relationships with the GBV Executive and GBV Board to create an authentic and influential culture of lived experience in decision making.** **Themes:** **Agree a priority/work plan for Panel.** This will both be informed by the GBV Strategy but also enable new ideas and points of emphasis.	The Panel are in the process of agreeing their areas of focus of the year.

	Engagement with those from diverse and marginalised backgrounds Ensure a wide range of voices and experiences are heard as part of the Group. **Develop effective joint working arrangements with the GBV Executive and Board** Ensure people with lived experience inform the design, direction and decision making of GBV Strategy. Elect a representative to GBV Board **Agree interaction with wider GM GBV stakeholder landscape.** The group will agree key partners and groups they want to establish relationships with over the next year to support the Panel's Priority Plan **Communication strategy** Agree their visibility and awareness within Greater Manchester and their preferred communication methods. **Lived Experience Coordinator** Coordinator in post to support the coordination and development of the group.	

Priority Two	Key aims and themes	Commentary (if required)
Public Engagement	**Key aims:** • **A flagship GBV campaign that changes men and boys' behaviour.** • **Public engagement as an enabler to support GBV priority areas including employers, children, etc.** • **Public engagement work is representative of diverse communities in Greater Manchester.** **Themes:** • **Continue to deliver a flagship GBV campaign aimed at changing men's and boys' behaviours and attitudes towards women and girls.** • **Promote the existing #IsThisOK campaign.** • **Support and promote the education priority as it delivers its programme into primary and secondary schools.** • **Ensure public engagement work is representative of and engages with diverse communities in Greater Manchester.** • **Ensure public engagement support for future work to tackle GBV in workplaces (Employer Priority) and for children.** • **Continue to support events and look for opportunities that work to tackle GBV in Greater Manchester,**	

Priority Three	Key aims and themes	Commentary (if required)
	including campaigning opportunities. • **Develop a baseline to better understand how to measure public engagement's effect on gender equality.**	
Education	**Key aims** • **Identify and respond to the main GBV issues that affect women and girls in education, schools, colleges and universities.** • **Make university campuses a safe place for women and girls to work in, walk through and socialise.** • **Promote positive masculinity.** **Themes:** **Identify and respond to Honour Based Abuse/ Violence in Schools and colleges.** To include the delivery of the 'Education 2024 GBVHA project' commissioned with Salford Foundation. Includes a focus on vulnerable	This is a joint delivery plan with the GM Violence Reduction Unit to ensure coordinated engagement with schools, colleges and universities on violence in all its forms.

groups and an audit to identify and respond to training needs across the sector.

Working with further and higher education including on key transitions

Build on existing partnerships with further and higher education to ensure a unified approach to understanding need and identifying a coordinated response. Ensure support is in place during critical transition stages in young people's education.

Positive Masculinities

Build on and expand existing work to promote positive masculinities with boys and men (early age to adolescence) in Greater Manchester including positive bystander work.

Priority Four	Key aims and themes	Commentary (if required)
Health	This priority is under development and will be presented at the June meeting of GBV Board for approval.	There are significant challenges regarding health centred criminal justice programmes of work from 2024 onwards due to funding constraints which have caused delays to developing key GBV deliverables for 2024-26, however, progress is now being made.

Priority Five	Key aims and themes	Commentary (if required)
Housing	**Key aims** • **Gender based violence is woven into homelessness policy, strategy and practice.** • **Embedding a Whole Housing Approach to domestic abuse and GBV** • **Consolidating our work on gender-based violence into emerging work on a GM-wide response to Multiple Disadvantage.** **Themes:** **Campaigning and influencing** Targeted approach to lobbying and influencing on systems change priorities which cut across gender-based violence and homelessness and Greater Manchester's response. **Domestic Abuse Housing Accreditation (DAHA)** Support six GM Housing Providers to become accredited and therefore domestic abuse exemplars. **GM Housing Providers' Policy** GM Housing Providers' partnership to develop a policy commitment to ensuring that no	

	victims of gender-based violence in social housing are put at risk of homelessness as a result.	
	GM domestic abuse out of borough protocol	
	Publicise and increase uptake of the GM Cross-Border Housing Reciprocal	
	Housing regulation and quality	
	Ensuring the Good Landlord Charter and GM response to emerging regulation recognises the role of landlords in homelessness prevention and violence reduction.	
	Workforce development	
	Improved training and awareness to support an informed workforce, which is aware of the tools at their disposal and confident identifying people at risk; providing tailored support and guidance.	
	GBV and homelessness prevention	
	Bringing together homelessness networks on GBV to ensure the GM Homeless Prevention Strategy actively addresses housing insecurity which compounds the risks of gender-based violence for women and children.	
	GBV, rough sleeping and multiple disadvantage	
	Embed learning to ensure that the offer for women experiencing rough sleeping is truly person-centred and effective, particularly for victims of gender-based violence.	
	Specialist housing-related support for people experiencing domestic abuse.	

| | Develop a full understanding of accommodation-based support for people experiencing domestic abuse, looking specifically at the extent to which current pathways meet the needs of people with protected characteristics.

Working with perpetrators

Work with the Probation Service's Homeless Prevention Taskforce on housing options and behaviour change for perpetrators of domestic abuse, learning from GMCA/Probation collaboration on CAS-3 and other prison leaver programmes. | |

Priority Six	Key aims and themes	Commentary (if required)
Equality Diversity and Inclusion including LGBTQ	**Key aims:** • **Ensure that the communities highlighted within the GBV Strategy can see their interests reflected in the plan.** • **Build on existing work to support neurodiverse individuals and people with a disability.** • **Establish a programme of work with the LGBTQ+ Community to reflect the prioritisation of this group.** • **Work with the Lotus Hub to develop a sustainable future and continue the radical and life changing work with people with No Recourse to Public Funds** **Themes:**	This priority has been refreshed to include a stronger focus on LGBTQ+ issues. However, we will maintain our work with Older People and Disabled groups to develop work to meet the needs of these communities. We will continue to be cognisant of the wider EDI agenda and will strive to maintain a focus across all the priority areas ensuring the needs and voices of

	Key aims and themes	
		our most marginalised individuals are heard.
	No Recourse to Public Funds Deliver a radical transformation of support services targeted at those with No Recourse to Public Funds (NRPF)	
	Older People Develop a comprehensive approach to GBV and older people ensuring this is aligned to Ageing Well/Ageing Hub aims.	
	LGBTQ+ community Understand specific needs, services required and opportunities to support the LGBTQ+ community.	
	People with a Disability Build on existing work to further understand and support the specific needs of people with disabilities who experience GBV.	
	Neurodivergent people Work with partner agencies to develop specialist interventions for Neurodiverse individuals.	
	Honour Based Abuse Review and address the findings from the Honour Based Abuse report in GM.	
Priority Seven	**Key aims and themes**	**Commentary (if required)**
	Key aims:	

Policing and Criminal Justice	• **Improved outcomes for victims of GBV** • **Better experience of criminal justice system for GBV victims** • **Improved public confidence and trust.** **Themes:** **Operation Soteria Implementation** Joint governance of Operation Soteria as a GMP change programme. **Domestic Abuse Performance** Improve quantitative and qualitative performance to meet victim's needs. **Domestic Abuse Protection Order (DAPO) implementation and monitoring** Provide information and updates during the trial, then quality assure the processes. **Deliver and evaluate a 2-year MASIP.** Create stalking clinics to assess risk, refer to interventions and victim support services. Improve quantitative and qualitative performance to meet victim's needs. **Offender Management and the Relentless pursuit of perpetrators** Ensure consistency in the approach to effectively select cohorts and manage associated risk.	This priority has been refocused to ensure there is a stronger focus on the distinct role of policing in GBV.

	Key aims and themes	Commentary (if required)
	Ensure alignment between GM work and the National Violence Against Women and Girls (VAWG) requirements. Clear plan delivering against national objectives aligned to GBV delivery plan. **Criminal Justice** This is still under development, and we will be engaging with the Justice Rehabilitation Executive to further develop the priorities for criminal justice around the themes of RASSO, domestic abuse and victim experience.	
Priority Eight	**Key aims and themes**	**Commentary (if required)**
Perpetrators	**Key aims:** **Deliver effective perpetrator provision working closely with Local Authorities including investing in earlier interventions.** **Coordinate consistent GM wide approaches to perpetrator provision.** **Understand the impact on victims and perpetrators and learn from perpetrator delivery.** **Themes:** **Delivery focus** Work with GM Districts/LAs to deliver the best perpetrator provision in the context of constrained funding. **Intervening earlier**	

	Work with GMP and the Hampton Trust to deliver the early intervention, Cautioning and Relationship Abuse (CARA) perpetrator programme. **Implement Multi Agency Tasking and Coordination (MATAC)** Roll-out of MATAC approach across GM working with the districts/LAs to understand what works. **Implement the Domestic Abuse Protection Order (DAPO) Pilot** Work with SROs from the GBV Policing Priority to implement the Pilot ensuring ongoing monitoring and links to perpetrator programmes. **Impact: monitoring and evaluation** Understand the impact of perpetrator approaches and commissioned services supported by the GM Domestic Abuse Perpetrator Quality, Learning and Assurance Board **Develop a consistent GM approach.** Develop a consistent approach to perpetrator provision across GM aligned to national models and to inform funding models from March 2025	
Priority Nine	**Key aims and themes**	**Commentary (if required)**

| Employers | **Key aims:**

- **More GM employers to take meaningful action to prevent and eradicate Gender Based Violence.**
- **More GM employers to support staff who are victims of Gender Based Violence and respond appropriately to perpetrators.**
- **Establish an employer-led initiative across systems and sectors to drive this with the public sector leading by example.**

Themes:

GMCA as an Employer

Making a statement

Making the case

Stakeholder Engagement Plan including engagement with employer organisations.

Work with leading employers in all 10 of the GM boroughs who can help lead the way in tackling GBV (one statutory, one private sector)

Establish an employer-led initiative.

Deliver a programme of coordinated employer engagement.

Strategic Engagement and Communications

Align GBV approach with GM priorities including GM Good Employment Charter and GM Real Living Wage | Alongside working with and asking employers to take further action to prevent and respond to Gender Based Violence, as an employer GMCA will also be reviewing the steps it can take as an organisation to support action to tackle Gender Based Violence. |

Priority Ten	Key aims and themes	Commentary (if required)
	Recognition of what good looks like to include in social value frameworks across GM.	
Sex Workers	**Key aims:** • **Build on existing partnerships and increase reach wherever possible to keep people who sex work safe and improve outcomes.** • **Ensure the diverse voice of sex workers is reflected in our delivery.** • **Improve statutory service response to Sex Workers** • **Understand scale and response required to online sex work in GM.** **Themes:** **Strengthening support and information sharing** Build on strong partnerships and identify opportunities to build capacity in thematic/place-based support. **Increasing reach** Support pilots in key boroughs across Greater Manchester and identify any specialist support	

required to groups with protected characteristics.

Lived Experience and influencing Change:

Ensure the diverse voices of sex workers is reflected in our policy design and service delivery.

Workforce and culture:

Work with statutory partners to upskill and improve the response to sex workers including adopting a trauma informed approach.

Victim focussed approach to reporting and investigating crime:

Work with GMP on support to sex workers reporting gender-based violence and engage with people who sex work to better understand and seek to remove barriers which prevent reporting.

Understanding and responding to online sex work in Greater   Manchester:

Gather intelligence, understand need and develop a shared view and response. This is a large and complex area and will be a key element of this priority.

Responsiveness to change:

Keeping up to date with developments that may affect sex work including technological changes recognising that this can have positive affects (increasing safety and control) and negative in term of increasing opportunities for exploitation.

Priority Eleven	Key aims and themes	Commentary (if required)
Children	**Key Aims:** • **Ensure the voice of children and young people who have experienced GBV is at the heart of our approach; listening to and learning from their experiences and insights.** • **Recognise and work with existing GM wide Children and Young People workstreams to develop co-ordinated approaches to supporting children as victims, witnesses and perpetrators (intimate and familial)** • **Work with our partners to identify our response as part of the wider Adverse Childhood Experiences work.** This priority is under development with key partners including the ten Directors and Assistant Directors of Children's Services across GM aligned to existing workstreams. Links will be made to education and other interdependent GBV workstreams.	Children have been identified as victims under the Domestic Abuse Act 2021 which recognises children as victims of domestic abuse if they "see, hear or otherwise experience the effects of abuse". Themes are under development with key partners.

Priority Twelve	Key aims and themes	Commentary (if required)
Transport and Travel	**Key aims:** • **Help people to feel safe on the transport network; whilst travelling through GM, respond to GBV concerns and build on what works.** Themes are still under development. However, it is likely that this will initially focus on	This priority is under development working with TfGM and other key partners and will be broad in scope including tackling GBV concerns regarding: • Walking/running • Bicycle

Priority Thirteen	Key aims and themes	Commentary
	reporting on public transport and scaling up existing by-stander work.	- Bus, tram and trains - Cars - Taxis - Airport/border related concerns - Road Safety - Vision Zero
GM Wide Governance Mechanisms	**Key aims:** **Work with partners across GM to determine priorities for governance review and refresh.** **Finalise governance review of MARAC.** **Develop consistent approaches to key pieces of work e.g. perpetrator approach.** **Evaluate Operation Encompass and implement the learning.** **Themes:** **Review of multi-agency risk assessment conference (MARAC) process and agreed approach across GM.** **Development of GM Perpetrator Framework & delivery mechanisms** Consultation and active involvement of those working on perpetrator approaches ensuring consistent evidence base aligned to national policy.	

	Review and evaluation of Operation Encompass	
	Development of a rolling programme of refresh/review establishment of governance framework for GM GBV	
	Multiagency approach to continuous improvement including: • Sharing learning and insights from GM Domestic Abuse Related Death Reviews to improve practices linked to work with the Domestic Abuse Commissioner on a local oversight pilot. • Domestic Abuse Disclosure Scheme • DAPN/DAPO pilot implementation • Data and intelligence ensuring a consistent GM view of need and impact	
Priority Fourteen	**Key aims and themes**	**Commentary**
Men and Boys	This priority is under development.	The GBV Board agreed the SRO, with University of Manchester and in partnership with We Are Survivors would develop a men & boys plan within the umbrella of the GBV Strategy. This plan is currently in development.

3. Conclusion

As set out in the report, progress has been made with all priority areas regarding reviewing learning, activity and impact to date and key aims, themes and deliverables have been developed for GBV Delivery Plan 2024-26. Those priorities still being developed will come back to a future meeting of the GBV Board which has strategic oversight of the plan.

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

FOR INFORMATION

Date: 12th June 2024

Subject: Police and Crime Panel and Steering Group Joint Forward Plan

Report of: Neil Evans - Director for Police, Crime, Criminal Justice and Fire

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PUPOSE OF REPORT

Following presentation of the Joint Forward Plan to Police, Fire and Crime Steering Group in April 2024, the Panel are asked to consider the updated Forward Plan.

The Forward plan sets out the schedule of reports to be presented to Police, Fire and Crime Panel, Steering Group and Leads over the municipal year and can be added to within the year to reflect emerging issues.

RECOMMENDATIONS

1. Members are asked to note the content of the Forward Plan which outlines the programme of reports to be presented to the Police, Fire and Crime Panel, Police and Crime Steering Group and the Police and Crime Leads.

CONTACT OFFICERS

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1. BACKGROUND

1.1 The Police and Crime Panel and Steering group share a joint work plan, known as the Forward Plan, which is reviewed on an annual basis.

1.2 The work plan sets out the areas of focus for Panel, Steering group and Leads.

2. DEVELOPING A FORWARD PLAN

2.1 Members of Steering group and Leads have been consulted on the reviewed Forward Plan and additions incorporated.

2.2 The Forward Plan takes account of the Police and Crime Plan priorities and commitments as well as additional areas of focus that are requested by Panel and Steering Group members.

2.3 The Forward plan can be added to at any time and members of all groups are able to request that items are added to future meetings. Items that have been presented to previous meetings are highlighted in green.

3. NEXT STEPS

3.1 That the Forward Plan is noted by Police, Fire and Crime Panel members.

4. RECOMMENDATIONS

4.1 Shown at the front of the report.

	June 2024 - April 2025		GMP reports		
	Completed		GMFRS reports		
Forward Plan - 2024-25 Municipal year					
Police and Crime Panel	**Item**	**Police and Crime Steering Group**	**Item**	**Police and Crime Leads**	**Item**
12/6/24 AGM	Rules of Procedure Annual complaints report Appointment to the Panel	27/06/2024 AGM	Appointment of Chair and Approval of TOR	29/7/24	Victim services - Catch 22
	Appointment of Chair and Vice Chair verbal		Complex Safeguarding		GMFRS Place Based App update
	GMP Workforce update - recruitment and retention, diversity etc		Serious Violence - Annual update and Forward Look		GMFRS Serious Violence Duty update

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	Stop & Search		Deliberate Fire Setting		Prevent and Channel Assurance process
	FCC performance update and general performance		GMFRS Water Safety Partnership Update		Fire Stations as Safe Havens
	Finance		Neighbourhood Policing - Update		Public Spaces Protection Orders- good practice
	Police and crime plan - priority 1 report & Performance scorecard Year 3 update		Child centred Policing		Cyber Prevent
	Gender Based Violence Delivery plan - year 2 updates		Blue Light Collaboration		Developing the Police and Crime plan - update
	Decisions taken		Victim service and wider strategy delivery		
	GMFRS - Atlas Project - update		Off Road Motorcycles		
	GMFRS Efficiency & Productivity Plan		DRAFT Deputy Mayor Annual Report 2022/23		

	GMFRS Fire Plan 2025-29 - Overview consultation and drafting				
	Joint Panel & Steering Group Forward Plan				
Police and Crime Panel	**Item**	**Police and Crime Steering Group**	**Item**	**Police and Crime Leads**	**Item**
24/07/2024	Baird Inquiry report	15/8/24	Tackling inequality in Policing		GM Combatting Drugs partnership - Strategic Delivery Plan and Outcomes framework
	Police and crime plan - Priority 2, year 3 report		Restorative Justice - broader work programme		GMFRS Staywise Update
	GMP Vetting update report		Domestic Abuse - update on GMP DA arrangements review and technology update		GMFRS Community Safety Interventions Offer
	GMFRS - Annual Delivery Report 23-24		Overview of Explosives		Police and Crime plan update
	GMP Plan on a Page update		GMFRS Volunteering Report (update against Strategy)		

	HMICFRS update – including SCO, Homicide Prevention and PEEL –		GMFRS What Works Forum (WWF) Update	
	Deputy Mayor Annual report 2023/24		RCRP update -Standing item	
	GM Drugs Intelligence Function (Trends, DEWS, DRDs)		Off Road Vehicles	
	GMFRS Annual Assurance Statement		GMFRS Annual Evaluation Report	
	GMFRS Culture First Update		GMFRS HMICFRS Update	
	Decisions		GM Drugs Intelligence Function (Trends, DEWS, DRDs)	
	Joint report - Tackling Hate Crime Plan refresh, Backward and Forward Look		Strategic assessment of risk of the national and international energy regulations technologies	
	Deputy Mayors report of Complaints			
	Proposal for the development of a new Police and Crime Plan			

Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
18.9.24, 2.00	GMFRS Annual Delivery Report 23-24	17/10/24	Out of Court Disposals	25/11/24	GM Combatting Drugs partnership - Strategic Delivery Plan and Outcomes framework
	Organised Crime Annual update and Forward look (Challenger, Modern Slavery and Trafficking)		GMFRS Volunteering report		Police and Crime plan update
	Reducing Harm and Offending strategy - year 3 update - to include support available to those on Probation orders with Mental Health challenges.		Youth Justice Transformation		
	Police and crime plan - Priority 3, year 3 progress report		RASSO		
	Decisions		Fire item in relation to Day crewing		
	Vision Zero update		Update on Fraud		

	Contest update report		Maturity Assessment of IPBW		
	Report recommending appointment of independent members following recruitment		GMFRS Winter Safety		
	Right Care Right Person		GMFRS Protection Business Engagement Framework and Overview		
			Draft Police and Crime Plan		
Police and Crime Panel	**Item**	**Police and Crime Steering Group**	**Item**	**Police and Crime Leads**	**Item**
20.11.24, 2.00	Finance - Precept process	12/12/24	GMFRS Fire Plan 2025-29 Proposals	27/1/25	items to be confirmed
	GM Combatting Drugs partnership - Strategic Delivery Plan and Outcomes framework		GMFRS Budget Proposals		

	Hate Crime Update		GMFRS Bonfire Night Interventions		
	GMP Local Policing update				
	GMFRS Mid-Year Performance Report				
	GMFRS Sustainability Strategy Update				
	Police and Crime Plan Dec 2024 - March 28				
Police and Crime Panel	**Item**	**Police and Crime Steering Group**	**Item**	**Police and Crime Leads**	**Item**

27.1.25, 1.00 - 3.00	GMFRS Budget	13/2/25	Fire Commission - emerging energy technologies		
	Precept Hearing		GMFRS Draft ADP 25-26		
	GMP items to be confirmed		GMFRS Item - TBD		
Police and Crime Panel	**Item**	**Police and Crime Steering Group**	**Item**	**Police and Crime Leads**	**Item**
19.3.25, 2.00	Year Review of GBV Delivery Plan	3/4/25	GM Combatting Drugs partnership - 6-month update - Strategic Delivery Plan and Outcomes framework	31/3/25	Year Review of GBV Delivery Plan
	GMFRS Estates Programme Update		Year Review of GBV Delivery Plan		
	GMP items to be confirmed		GMFRS Fire Plan Engagement - You Said, We Did		

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