

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

DATE: Thursday, 22nd July, 2021

TIME: 10.00 am

VENUE: The John Tocher Room, The Mechanics Institute, 103 Princess Street, Manchester, M1 6DD

ANNUAL MEETING

AGENDA

1. APOLOGIES

2. APPOINTMENT OF CHAIR AND VICE CHAIR OF THE PANEL

To appoint a Chair and Vice Chair of the Panel for the Municipal Year 2021/22

3. MEMBERSHIP 2021/22

To note the membership of the Committee for the Municipal Year 2021/22:

Member

Authority

Councillor Nadim Muslim	Bolton
Councillor Richard Gold	Bury
Councillor Rabnawaz Akbar	Manchester
Councillor Stephen Williams	Oldham
Councillor Janet Emsley	Rochdale
Councillor David Lancaster	Salford
Councillor Amanda Peers	Stockport
Councillor Alison Gwynne	Tameside
Councillor Graham Whitham	Trafford
Councillor Kevin Anderson	Wigan
Majid Hussain	Co-opted Member
Angela Lawrence	Co-opted Member

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

Please note that this meeting will be livestreamed via www.greatermanchester-ca.gov.uk, please speak to a Governance Officer before the meeting should you not wish to consent to being included in this recording.

- 4. CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**
- 5. DECLARATION OF INTEREST** 1 - 4
- To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer at the start of the meeting.
- 6. MINUTES OF THE PANEL HELD ON 14 MAY 2021** 5 - 10
- To approve the minute of the meeting held on 14 May 2021
- 7. iOPS** 11 - 16
- Report of Superintendent Phil Spurgeon, GMP
- 8. HMIC - VICTIM SERVICES ASSESSMENT AND ENGAGEMENT ACTION PLAN** 17 - 20
- Report of Chief superintendent Rick Jackson, GMP
- 9. GM POLICE ,FIRE AND CRIME PANEL - RULES OF PROCEDURE** 21 - 22
- Report of Liz Treacy, GMCA Solicitor and Monitoring Officer
- 10. GENDER BASED VIOLENCE** 23 - 146
- Report of Baroness Beverley Hughes, Deputy Mayor for Police, Crime, Criminal Justice and Fire and Dr. Carolyn Wilkins Portfolio Lead Chief Executive for Police and Crime.
- 11. CAPITAL BUDGET 2021/22** 147 - 166
- Report of Andy Burnham, GM Mayor
- 12. ANNUAL RECORD OF COMPLAINTS RECORDED ON BEHALF OF THE GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL** 167 - 170
- Report of Jeanette Staley, Head of Community Safety, Resilience and Neighbourhoods, Salford City Council and Lead support officer to the Greater Manchester Police, Fire and Crime Panel
- 13. DECISIONS AND ACTIONS TAKEN BY THE GM DEPUTY MAYOR** 171 - 184
- Report of Beverley Hughes, Greater Manchester Deputy Mayor for Policing and Crime

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: Steve Annette
✉ steve.annette@greatermanchester-ca.gov.uk

This agenda was issued on 14 July 2021 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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POLICE FIRE AND CRIME PANEL – 22 JULY 2021

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.

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

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

TO NOTE:

FOR PREJUDICIAL INTERESTS

YOU MUST

- 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

- 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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Agenda Item 6

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL MINUTES OF A MEETING HELD ON 14TH MAY 2021 AT MANCHESTER TOWN HALL

PRESENT:

Councillor Janet Emsley, Rochdale Council (Deputy Chair in the Chair)
Councillor Richard Gold, Bury Council
Councillor Rabnawaz Akbar, Manchester City Council
Councillor Steve Williams, Oldham Council
Councillor David Lancaster, Salford Council
Councillor Amanda Peers, Stockport Council
Councillor Laura Boyle, Tameside Borough Council
Councillor Graham Whitham, Trafford Council

Also in attendance: Andy Burnham, Greater Manchester Mayor, and Baroness Beverley Hughes, Deputy Mayor Designate.

Officers Present:

Clare Monaghan, Director, Police, Crime, Criminal Justice and Fire, GMCA
Jeanette Staley, Salford City Council and GM Police and Crime Policy Lead
Gwynne Williams, Deputy Monitoring officer, GMCA
Steve Annette, Governance and Scrutiny GMCA
Jim Cessford, GMCA
Sarah Keaveny, GMCA
Alexandra Rucki, GMCA
Dave Russel, Chief Fire Officer, GMFRS

PFCP/10/21 MINUTES

RESOLVED/-

That the proceedings of the meeting held on 26th March 2021 to confirm the appointment of the Chief Constable of Greater Manchester be approved as a correct record.

PCFP/11/21 APOLOGIES

Apologies for absence were submitted on behalf of Councillor Nadim Muslim, Bolton Council, Allison Gwynn, Tameside Council, Councillor Kevin Anderson, Wigan Council, and Majid Hussain and Angela Lawrence, Independent Members.

PCFP/12/21 DECLARATIONS OF INTEREST

No declarations of interest were made.

PCFP/13/21 URGENT BUSINESS

There were no additional items of urgent business to be transacted.

PCFP/14/21 MR NIGEL MURPHY

Members paid tribute to the valuable contribution that Nigel Murphy had made to the work of the Panel as its Chair and extended their best wishes to him for the future. The Chair

indicated that Nigel's commitment to the work of the Panel was plain for all to see, as was his inherent sense of fairness shown in the courteous way in which he had always sought to conduct proceedings. Andy Burnham, Mayor of Greater Manchester, then paid his own tribute for the work that Nigel Murphy had done to take the role of the Panel forward.

PCFP/15/21 MAYOR OF GREATER MANCHESTER

The Chair extended congratulations to Andy Burnham upon his re-election as Greater Manchester Mayor.

PFCP/16/21 BALANCED APPOINTMENT OBJECTIVE AND CO-OPTED MEMBERS

Consideration was given to a report of the Monitoring Officer that informed Members of the statutory objectives set out in the Police Reform and Social Responsibility Act 2011 and, subject to the agreement of the Secretary of State, recommending that the Panel agree to co-opt local authority members.

The Panel noted that the Police Reform and Social Responsibility Act 2011 set out the roles and responsibilities of the Police and Crime Commissioner and of local authorities to establish and operate Police and Crime Panels. The Police, Fire and Crime Panel was established under that Act as a joint committee of the ten Greater Manchester districts; with each district appointing one member to the Panel and the Panel itself appointing two independent co-opted members, and it imposed a duty on the districts and the Panel itself to meet, so far as reasonably practicable, the balanced appointment objective to achieve a political make-up that brought together the skills, knowledge and experience necessary for the Police and Crime Panel to discharge its functions effectively.

The Fire Amendment Order placed a further duty on the Panel to meet a "fire and rescue expertise objective", so that members of the panel have the skills, knowledge and experience necessary to effectively discharge its functions in relation to fire and rescue services, and it was the introduction of this latter objective that now required the Panel to review its composition.

To achieve a balanced Police Fire and Crime Panel, the Panel could choose to co-opt five local authority members to produce a Panel with a total membership of 17. If the Panel decided to co-opt additional local authority members, the appointment of the additional members could be made to reflect the wishes of the relevant political groups, though such appointments could only be made following notification of the Secretary of State's agreement.

RESOLVED/-

1. To agree in principle to appoint five local authority co-opted members to meet the objectives described above; to seek the Secretary of State's agreement to this proposal, and to request a further report from the officers following the Secretary of State's determination.

PFCP/17/21 APPOINTMENT OF GREATER MANCHESTER DEPUTY MAYOR.

In accordance with the requirements in Schedule 1 to the Police Reform and Social Responsibility Act 2011; the Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017; the Greater Manchester

Combined Authority (Fire and Rescue Functions) (Amendment) Order 2020 and clause 18.3 of the Greater Manchester Police Fire and Crime Panel Procedure Rules, the Panel considered a report in relation to the Greater Manchester Mayor's formal notification of his recommendation that Baroness Beverley Hughes be re-appointed as Greater Manchester Deputy Mayor. The Panel was required to hold a confirmation hearing within 3 weeks of the day on which it received notification of the Greater Manchester Mayor's recommendations in respect of the appointment.

The Greater Manchester Mayor reminded the Panel of the scope of role to be carried out by the Greater Manchester Deputy Mayor, including setting the policing budget and precept, the production of a Police and Crime Plan and a Fire Plan for Greater Manchester, and the appointment and dismissal of a Chief Constable and a Chief Fire Officer, and that the skills set necessary to undertake the role, included -

- knowledge of the policing and criminal justice landscape both nationally and at a Greater Manchester Level;
- ability to work at a senior executive level and make strategic decisions as a sole decision maker;
- skills to influence policy at a national level to ensure that Greater Manchester's interests are considered in future government decision making;
- proven ability to engage with partners and the public in order to lead Greater Manchester's policing and community safety agenda;
- proven experience in understanding complex issues and the ability to challenge at a senior executive level, and
- extensive understanding of the complex nature of crime, its contributing causes and associated vulnerabilities both for victims and offenders.

He then set these criteria against the unforeseen challenges that had been faced during Baroness Hughes' time in office, including the Manchester Arena bombing, issues around local child sexual exploitation and safeguarding, the response to the control of moorland wildfires, the introduction of IOPS, responses to the pandemic, and finally the fall-out from the HMIC inspection report in 2020, all of which demonstrated that the scope of the Deputy Mayor's role had to be flexible.

The Deputy Mayor had given him sustained levels of support and advice in addressing each of those issues. He then gave an overview of the criteria used to assess the continued suitability of the candidate in terms of meeting those criteria and outlined the terms and conditions on which the appointment was proposed to be made. The Mayor considered that Baroness Hughes met the requirements for Deputy Mayor for Policing, Crime and Fire, a position in which she has served since 2017, and taking on formal oversight of Greater Manchester Fire and Rescue Service in 2020. She brought to the position relevant previous experience as a Minister of the Crown, as a local Member of Parliament and as a local Council Leader.

Baroness Hughes then made a presentation at the Panel meeting about the programmes and projects she had delivered alongside the Mayor over the past four years. She reflected on the challenges faced by the police and fire services, paid tribute to the way both services had responded to those challenges, and in particular in response to the pandemic, which had shown those services at their very best. A good deal of progress had been made across a number of areas of work, especially around the restitution of police resources, neighbourhood and partnership working, community policing, support for victims of crime, and support for the work of local community safety partnerships in terms of harnessing local knowledge to find local solutions to often intractable local problems. Much remained to be

done to build on those foundations and the strong working relationships that had been built up over the past four years both within the GMP and GMFRS, with this Panel, and with local communities.

Baroness Hughes and the GM Mayor then responded to questions posed by members, including –

- whether there were contingency measures in place to enable the GM Mayor to ensure that support for the Deputy Mayor properly reflects the additional and often unexpected demands that have fallen to her to deal with;
- the Mayor and Deputy Mayor's short-term priorities. Which they then outlined as being (a) the establishment in post of the new Chief Constable, harnessing the opportunities that presented in terms of maximising the potential for cultural change within GMP (b) the achievement of cultural and organisational change within GMFRS (c) fixing the 101 Service, because peoples' first interaction with GMP needs to be better, and (d) fixing IOPS and supporting officers on the ground, and
- the priority that needs to be given around neighbourhood place-based working which the Deputy Mayor indicated was key to strong leadership and was already one of the key priorities identified already by the incoming Chief Constable.

At the conclusion of the overviews given and the detailed questioning, the Panel agreed unanimously to the Greater Manchester Mayor's recommendation of Baroness Beverley Hughes' re-appointment as Deputy Mayor. In reaching this conclusion, the Chair indicated that the Panel considered that Baroness Hughes continued to demonstrate the required leadership qualities and breadth of experience necessary to effectively discharge the duties of the office of Deputy Mayor; remained strongly committed to effective partnership engagement with the ten constituent Councils, and to continue to build robust co-operative relationships with the diverse cultural communities within the districts of Greater Manchester and with representative local organisations and community groups, and to harness the inherent talent in the workforces of GMP and GMFRS to drive forward the development of those services in Greater Manchester. In conclusion the Chair said that Panel looked forward to having a continued successful working relationship with Baroness Hughes, and to strive together to achieve shared goals.

RESOLVED/-

1. To confirm the recommendation of the Greater Manchester Mayor in relation to the re-appointment of Baroness Beverley Hughes to the post of Greater Manchester Deputy Mayor for Policing, Fire and Crime, at a salary of £85,000 per annum, and subject to GMCA terms and conditions.

PFCP/18/21 GM FIRE & RESCUE SERVICE - FIRE PLAN

Consideration was given to a report introducing the Fire Plan for Greater Manchester as an overarching strategy for Greater Manchester Fire and Rescue Service (GMFRS) to be delivered over the next four years.

Dave Russel, Chief Fire Officer then gave a brief presentation of the 47 key commitments within the Plan, outlining the way that annual delivery plans would underpin the Plan and provide a robust framework against which to enable the Panel to monitor and scrutinise progress against the delivery of each of those commitments. He emphasised that the Plan

involved a significant amount of work and involved significant cultural step changes for GMFRS and the way that it worked in the future with strategic partners.

Members welcomed the Plan as a positive piece of work the implementation of which would deliver significant benefits for local communities in Greater Manchester.

RESOLVED/-

1. To note the content of the Fire Plan as the overarching strategy for Greater Manchester Fire and Rescue Service for the next four years.
2. To advise the Greater Manchester Mayor that the Panel supports the key priorities and objectives set out in the Fire Plan.

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Greater Manchester Police, Fire and Crime Panel

Date: 22nd July 2021

Subject: Greater Manchester Police – iOPS update

Purpose of report:

The purpose of this report is to inform the Panel of the progress in the continuing development of GMP's integrated operational policing system (iOPS) technology. The report will cover progress in each element of the iOPS project, and provide a general iOPS news update as follows:

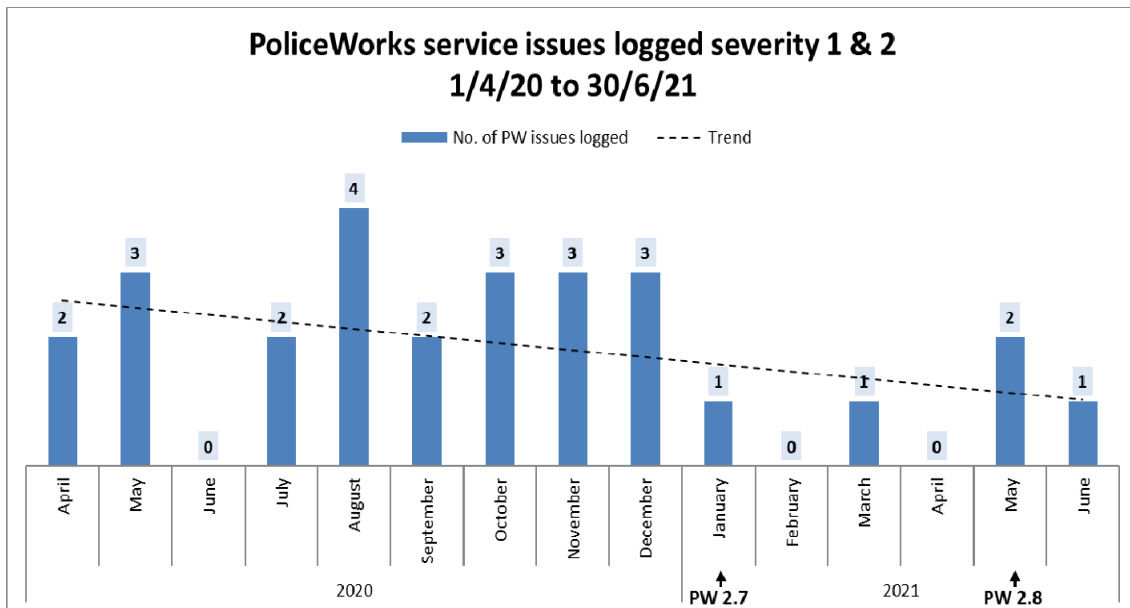
1. iOPS PoliceWorks records management system
2. iOPS ControlWorks command and control system
3. iOPS Mobile applications that support our staff when working in our communities
4. iOPS Dashboard which shows what is happening across GM with incidents and demand in near-real time
5. iOPS Cognos management information, data warehouse and reporting solutions
6. Other iOPS news.

1) iOPS PoliceWorks progress

As the least mature and most complex of the iOPS products, continued PoliceWorks development remains the priority of the project team and our suppliers. The team continue to fix bugs, defects and deliver further enhancements to PoliceWorks, to improve performance and support end users in the challenging work that they do.

Additional review, governance and accountability activity has been put in place through the new Chief Constable Stephen Watson, including an options review, to reassess the ability of PoliceWorks to meet GMP's needs going forward (see below).

A short-term (3-month) remediation plan was completed in April to address the performance issues that followed the upgrade of PoliceWorks to version 2.7 in early January. That plan resolved over a hundred defects and performance issues. The system has been more stable and user experience is now more consistent. This simple graph shows the improved stability, with a downward trend in Severity 1 and 2 issues (typically those that affect the whole system or significant parts of it):



Work with our suppliers to drive further improvements in PoliceWorks speed and performance continues. Fifteen further areas for improvement have been identified and are being initiated. These are designed to address speed of user operation in other areas, and reduce load on the infrastructure. These include:

- Ability to turn PoliceWorks POLE (Person, Object, Location, Event) searches on/off against the Legacy Data Store (LDS) where data prior to iOPS go live in July 2019 is stored. Currently POLE searches against both by default. This could reduce search times by around 60%
- Restructuring POLE search screen removing 'intellisense' in favour of searching within specific fields for most popular items. This will reduce number of clicks and provide more structured background searching
- Fully enable copy and paste (currently available for some, but not all fields)
- History tree view for POLE entities. This will immediately present a view of a subject's history, rather than end user having to keep clicking through into it.
- Refining how caching works (temporary storage area - when users return to a page recently looked at, the browser gets the data from the cache rather than the original server, saving time and additional traffic on the network)

Separate work with a wider range of suppliers is also being taken forward by GMP's IS Branch, to scope whether further capacity can be added to the system, which should also support better speed and performance.

PoliceWorks version 2.8 upgrade was successfully delivered on May 11th. The upgrade brought a significant number of bug fixes and improvements to the system - 60 across PoliceWorks, and 100 targeted at Case File and Custody functions. Improvements included:

- Events such as crimes or domestic abuse that are needed as documents, to be supplied to partners or as part of case files are produced within PoliceWorks as individual reports. Fixes were applied to reports so that they generate in a more punctual manner and sections of reports that were blank are now correctly populated.
- Associations between nominals e.g. relative, partner, were not always correctly displayed, which was addressed in the upgrade.
- Hovering over a person record now displays the last known phone number underneath other key summary information, which saves time looking elsewhere in the system.

- Nominal photos within PoliceWorks can now be used outside of the system, e.g. for missing person media appeals
- Case file document 'trees' are now displayed in easier to read formats, with icons showing what documents are within each 'branch'.
- A Voluntary Attendance diary was added, so staff can manage their own appointments for people attending for interviews not under arrest. Previously, this had to be arranged through custody staff, causing unnecessary work and delays.

The system was brought back online several hours earlier than anticipated, and the outage, cutover and recovery process went smoothly and in line with our business continuity plans.

Looking ahead, further PoliceWorks version upgrades are planned for 2021 and 2022 as part of a structured Programme of Works, including:

- PoliceWorks v3.0 (change of platform from Silverlight to Windows Presentation Foundation)
- PoliceWorks v3.1 (speed and performance enhancements)
- PoliceWorks v3.2 (enhancements for priority business areas including safeguarding, crime and intelligence)
- PoliceWorks v3.3 (further enhancements for priority business areas)

The priorities for PoliceWorks development remain system performance and speed, ease of submission and management of crimes and intelligence, and searching. These priorities are subject to regular review through structured governance processes, and informed by support and scrutiny from our internal and external stakeholders.

GMP's new Chief Constable Stephen Watson has commissioned an 'options review' for PoliceWorks, to reassess whether it can continue to meet GMP's needs going forward. CC Watson has publicly stated that if it is deemed that it cannot, alternatives will be considered. A new iOPS steering group has been established by Deputy Chief Constable Ian Pilling, to oversee the work to improve the performance and functionality of PoliceWorks and to reconsider its future. Sitting beneath the steering group, are three subgroups:

- A technical group chaired by GMP Head of IS,
- An IOPS Futures group (the existing Project Board) chaired by ACC Rob Potts to plan the future of the whole of iOPS,
- A confidence and communications group chaired by ACC Chris Sykes, responsible for staff engagement and internal/external messaging.

2) iOPS ControlWorks progress

Development continues with the ControlWorks command and control element of iOPS. A dedicated project team is in place to deliver the upgrade from the current version 9, to the most current version towards the end of 2021 (likely version 16). This will be the first significant upgrade to ControlWorks since iOPS go live in July 2019, and brings a wide range of enhancements, including mapping.

3) iOPS Mobile progress

The new look Optik mobile application user interface is targeted for early summer delivery. The new UI includes enhancements to mapping, which should contribute to better data quality. The UI should also be more intuitive for staff in terms of crime, intelligence and vulnerability report submission while 'out and about.'

A number of changes are underway behind the scenes too, helping to ensure the long term health of our systems. The server used to ensure safe and secure access to GMP systems on mobile is part way through a major upgrade, and we have recently commenced a 10 week plan to upgrade the entire mobile/dashboard server estate, bringing operating systems and software right up to date.

GMP has recently donated 2,400 tablets which were no longer required by staff to the Greater Manchester Youth Combined Authority, which will be used to support young people through the GM Tech Fund. The tablets have been distributed to primary schools and local device lending libraries across all boroughs, to support young learners, families and communities to access remote learning.

4) iOPS Dashboard progress

iOPS Dashboard improvements continue with the addition of mapping in May, which gives the ability to view incidents and events on a map, both on desktop and mobile. Users can add overlays of Force, District or wards, run address search (full, partial or postcode), using What-3-words or a filtered event search. Users can also save map views that have been created as favourites to quickly retrieve later on desktop or mobile. This exciting addition to the iOPS Dashboard will be developed further in the near future.

5) iOPS Cognos, data warehouse and Annual Data Return (ADR) progress

Cognos remains a powerful tool and is allowing us to interrogate our data and deliver some good reports and products. GMP's Performance Branch is also using Cognos alongside the data warehouse to support the delivery of Home Office Annual Data Returns (ADRs).

iOPS Cognos continues to develop and in May the crime trends dashboard was launched. This is the first in a suite of new reports which are aimed at operational officers to support their understanding of demand and performance in their area. This dashboard is easy to use and shows crime performance over the last 2 years down to district level. Users can also select from a range of crime flags to really start to understand longer term trends and performance. We have already received lots of good comments on this and a few ideas for development.

The team have also delivered in June a problem solving report. This allows users to easily search for crimes whereby victims, offenders or places are appearing multiple times. This will help with problem identification and a better understanding of some of the high volume issues affecting user's local areas.

GMP has now submitted 33 of 41 ADRs (80%).

A summary of ADR progress is as follows:

Total ADRs	41
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Submitted	33
Report complete, but some Data Quality challenges and awaits further review/activity	5
Report not built yet	3

6) Other iOPS News

There has been a recent change in iOPS Senior Responsible Owner (SRO), as the arrival of GMP's new Chief Constable has seen a review of Chief Officer portfolios. After three and a half years as SRO, ACC Chris Sykes has been replaced by ACC Rob Potts. ACC Potts has previously stood in for ACC Sykes during planned absences, so has a good understanding of the project.

Nine recommendations were made by HMICFRS in the iOPS inspection report published in March 2020. Seven have been completed, with Recommendation 3 (enhance capability for system to search different spellings of the same name - phonetic searching) and Recommendation 5 (ensure data from legacy systems is easily searchable and accessible) outstanding. A presentation took place on the 29th April 2021 to HMICFRS by the iOPS project team to demonstrate progress against the outstanding recommendations, and formal feedback is awaited.

Superintendent Phil Spurgeon
iOPS Futures
6th July 2021

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Greater Manchester Police, Fire and Crime Panel

Date: 22nd July 2021

Subject: Greater Manchester Police update on the Victim Service Assessment and Engagement Action Plan.

Purpose of the report:

The purpose of this report is to inform the Greater Manchester Police and Crime Steering Group of the activity under the Victim Service Assessment and Engagement Action Plan.

Overview:

In December 2020, HMICFRS published 'An inspection of the service provided to victims of crime by Greater Manchester Police (GMP)'. The focus of this assessment was to understand the experience of the victim; this is known as a Victim Service Assessment (VSA). The findings of the inspection highlighted a number of recommendations for Greater Manchester Police and, in response to these recommendations; the Force initiated a comprehensive action plan.

Progress to date:

Initial surge activity was necessary to deal with the immediacy of issues highlighted in the VSA report. Initial action was governed through a VSA Gold, Silver and Bronze (GSB) command structure. T/DCC Hussain took the lead as Gold, and ACC Potts was appointed Silver, ACC Sykes later took over as Silver and still acts in this role. Local Policing Command Area Bronze leads followed, who then led the tactical delivery of the VSA Strategy. Initial activity additionally focussed on the HMICFRS reporting structures and evidenced progress against the recommendations. This led to the development of the VSA and Engagement Action Plan (bi-weekly submissions), reinforced by monthly meetings with HMICFRS Inspectors. Whilst this 'surge' activity described was effective in improving data integrity and improving the quality of crime recording, it was recognised from the outset that it was not sustainable.

The second phase of activity was to mitigate the impact of surge activity through the implementation of long-term structural and procedural change. This activity began with the appointment of a Performance and Improvement Oversight lead, Ch. Supt Rick Jackson. Initial activity included the proactive benchmarking of GMP against Forces recommended by HMICFRS Inspectors, this included; Humberside, West Yorkshire, Lancashire and South Yorkshire.

Existing plans within the Organisational Change Programme were accelerated to develop the Centralised Crime Recording and Resolution Unit (CRRU). This unit recorded Grade 4 incident crimes and more recently secured the training resources required to include Grade 3 incident Crime Recording. Since Crime Recording has been centralised, the average time to crime record incidents has reduced from 56 hours to 10 hours. The Victim Assessment and Referral Service is the primary offer of support for victims who report crime to GMP. There are major improvements in the number of referrals being made through Victim Assessment and Referral Service. In January 2020, Greater Manchester Police was referring 9.4% (1825) of victim based crimes to a support service; in April 2021 this stood at 26% (5981). Incident to Crime conversion performance data identifies an increase in the volume of crime recorded in 2021, in comparison to the same periods in 2019 and 2020. One

such example is the recording of crime surrounding Controlling and Coercive Behaviour, with a 49% increase in crimes recorded. There is a 45% improvement in the recording of Stalking and Harassment offences and a 17% increase in Domestic Abuse crimes recorded during the same period.

GMP entered the engagement phase within the first few weeks of December 2020 after the release of the official VSA report. This phase focused on the three enduring causes of concern, which overlap with the recommendations in the VSA report. A fourth concern was implicit (albeit not a formal cause of concern) with regards the failure of GMP to effect substantive and sustainable change. It is for this reason that the VSA recommendations are seen as symptomatic of the enduring causes of concern, which have emanated from an unreformed environment.

Quality Assurance teams were initially developed on Districts to check each incident reported into GMP was appropriately crime recorded and allocated. To the end of June 2021, 266,556 incidents have now been quality assured, resulting in 10,450 additional crime reports being submitted based upon the information provided in the initial report. This quality assurance process, together with the GSB governance structure led to a dramatic increase in the number of crime reports that GMP is recording. Despite the effects of COVID seeing a 20% reduction in crime recording, nationally GMP has only experienced a 1% reduction due to a much higher Incident to Crime Recording ratio. To complement the work of the District Quality Assurance (QA) teams, it was felt necessary to ensure the quality of the checks being conducted were to the required standard. As such the Force Moderation Team was developed with Subject Matter Experts (SME's) introduced to assess the QA work being conducted by the District based staff. Local Bronze leads were informed of any emerging risks and work-streams that required particular focus. Over the period that the Force Moderation Team has been in existence, fewer faults have been found, to the point that in June 2021, the Force Moderation Team was disbanded as a result in the increased confidence.

A root cause analysis identified that a lack of a corporate and centralised Performance Team, that had sufficient capacity and capability to drive required behaviours, was central to the change required to improve victim outcomes. Consequently, GMP's budget has been re-profiled to build the Performance and Improvement Oversight Team and uplift the Force Crime and Incident Registrar (FCIR). Additionally further resources have been secured to develop necessary high quality strategic planning, governance and policy required to underpin sustainable performance. The Performance and Improvement Oversight Team will focus activity to increase qualitative fieldwork and reality checking across Districts and Branches, feeding back to individuals and forums to drive improvement activity. The improved audit function provides increased capability and capacity, which translates into a scale of work that yields statistical significance and confidence in findings. In addition to setting performance objectives, there is now ongoing monitoring and assessment of performance improvement indicators agreed via the Executive Performance Meeting or Quarterly Performance Reviews.

The Performance and Improvement Oversight Lead has created and fostered links with key stakeholders, including the District and Branch Senior Leadership Teams (SLT's). The lead provides advice and guidance, where necessary, and ensures that changes to management practices undertake the cultural shift that is required. On an ongoing basis, monthly district performance data packs are produced, providing SLT's with detailed performance information spanning corporate functions through to local vulnerability and investigative effectiveness, which hitherto had not been provided. A Force Performance Framework has been developed and implemented across GMP, to ensure the right strategic resources drive a common series of governance processes to embed Performance priorities from the Executive to Individual levels. GMP also embarked on a training programme called *Think Victim* to ensure staff are focussed on Victim outcomes as opposed to simple adherence to process. Additional bespoke training for all supervisors which outlined

standards and performance obligations has reinforced *Think Victim* training, which over 95% of our Police Officers (Constable to Inspector Rank) have now received.

New IT products from the iOPS COGNOS system allows Performance Managers to analyse beat area problem profiles, providing the key information required for Senior Leaders to make good decisions as to how best to use finite resources. The development to iOPS (Police Works) through multiple upgrades has enhanced the iOPS mobile functionality, improving the speed of the system and user experience. System developments and focus on data integrity have allowed GMP to make significant improvements to the Annual Data Returns (ADR's) which had been highlighted as a major concern for both the Home Office and HMICFRS. The HMICFRS Oversight Board (HOB) was developed to drive compliance with recommendations, areas for improvement and other feedback. As a direct result of this scrutiny, GMP has moved from zero ADR returns in May 2019, to over 80% compliance. Structured time-bound plans are now in place to address the outstanding ADR's going forwards.

In recent months chief officer portfolios have been streamlined, and there has been recognition that a move away from omni-competent officers would better support victims. Subject matter experts and appropriately trained staff now focus on improving outcomes and support to victims. Changes have included the restructuring of cluster policing areas to local policing command areas, strengthening local leadership. The implementation of prisoner processing units (PPU's) now improve the quality of investigations and victim outcomes, whilst reducing demand on front line resources. The introduction of Crime Investigations Teams, who conduct desk based investigations, has led to over 1,500 investigations being transferred from front line resources in order to be more effectively managed to improve outcomes. Each victim is now contacted within 24 hours of the crime being assigned, and the teams have identified further positive lines of enquiry in 532 of these cases. This will result in swifter service to victims thereby increasing their confidence and satisfaction; early evidence retrieval; and a problem solving approach.

In order to strengthen the service of the Operational Communications Branch (OCB), commitments have been made to recruit 50 additional call handlers, introduce a call handlers training programme and implement the THRIVE risk assessment framework. The OCB have promoted alternative ways for the public and partners to contact GMP, such as with Single Online Home and Live Chat. So far this has increased first contact resolution to 32%.

Specific governance through the Vulnerability Board has led to a better understand of why victims are not supporting prosecutions, specifically around Domestic Abuse. An audit of Body Worn Video footage from 110 incidents has been conducted to understand how officers are communicating with victims of Domestic Abuse. Thematic learning has been shared across districts, with learning opportunities identified. A Police and Partner focus group, involving victims of Domestic Abuse, has been developed to consider how we can improve service to victims through Reflective Practice Learning Circles with staff. The Domestic Abuse Survey conducted by a Leicestershire Survey Bureau found that in 2019, 74% of our victims said they were satisfied with the overall services provided by GMP, in 2021 this increased to 85%. In 2019, 58% of our victims said that they were satisfied with the updates of progress; this increased to 71% in 2021, but nevertheless remains an area for improvement.

It is accepted that the test of effectiveness will be the long term service improvements that victims of crime receive and the confidence that communities feel through Greater Manchester. GMP will undergo further re-evaluation through the PEEL inspection which reports in February 2022. Prior to this date, the majority of the Chief Constables transformational initiatives will have been implemented and the strategic transformation required to improve services into the future will begin to gain traction.

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GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 22 July 2021

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

Report of: Liz Treacy, 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: Gwynne Williams

Position: Deputy Monitoring Officer, GMCA

E-mail: williamsq@manchesterfire.gov.uk

BACKGROUND PAPERS:

- The Police Reform and Social Responsibility Act 2011
- The Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017
- 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 were 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. No further amendments have been identified as being required for the 2021/22 municipal year. 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**

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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).
- 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 4 months, but in any case there shall be a minimum of three 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 be 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 it 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 or 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.
- 15.8. If the GMPFCP requires the Mayor or Deputy Mayor for Policing and Crime to attend before the GMPFCP, the GMPFCP may (at reasonable notice) request the Chief Constable of GMP to attend before the GMPFCP on the same

occasion to answer any questions which appears to the GMPFCP to be necessary in order for it to carry out its functions.

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 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 or 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 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.

GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 22nd July 2021

Subject: Greater Manchester Gender-Based Violence Strategy

Report of: Baroness Beverley Hughes, Deputy Mayor for Police, Crime, Criminal Justice and Fire and Dr Carolyn Wilkins Portfolio Lead Chief Executive for Police and Crime.

1. PURPOSE

- 1.1 The purpose of this report is to outline to the Police and Crime Panel the development of the Greater Manchester Gender-Based Violence Strategy, and its progress towards approval by the Combined Authority and final publication.

2. RECOMMENDATIONS

- 2.1 The Police and Crime Panel are asked to note the content of this report and agree to receive further reports on progress of delivery.

CONTACT OFFICER:

Neil Evans, Strategic Adviser to the Deputy Mayor, neil.evans@greatermanchester-ca.gov.uk

Equalities Implications:

A full Equality Impact Assessment will be prepared and published with the finalised Gender-Based Violence Strategy.

Climate Change Impact Assessment and Mitigation Measures –

None identified.

Risk Management:

Detailed action plans will be developed from the strategy, which will all feature a risk management log.

<u>BOLTON</u>	<u>MANCHESTER</u>	<u>ROCHDALE</u>	<u>STOCKPORT</u>	<u>TRAFFORD</u>
<u>BURY</u>	<u>OLDHAM</u>	<u>SALFORD</u>	<u>TAMESIDE</u>	<u>WIGAN</u>

Legal Considerations:

None identified.

Financial Consequences – Revenue:

Costs have been incurred in respect of consultation and publication of the strategy, which have been met by the Deputy Mayor's Investment Fund.

The strategy makes broad commitments about developments of service provision, including commissioning arrangements. In financial terms such developments will be facilitated by existing funding envelopes. The strategy refers to potential innovations, which will be considered for funding from the Deputy Mayor's Investment Fund.

Financial Consequences – Capital:

None identified.

Number of attachments to the report:2

- Draft Greater Manchester Gender-Based Violence Strategy.
- Consultation Questionnaire.

Comments/recommendations from Overview & Scrutiny Committee

Timetabled to go before Corporate Issues Scrutiny Committee on 7th September and Health Scrutiny Committee on 8th September.

3. BACKGROUND

- 3.1 The development of this strategy commenced in late 2018 and previous reports on progress have been presented to the Police and Crime Steering Group.
- 3.2 The length of time it has taken to develop the strategy demonstrates the complexities of the issues that must be tackled. In this period several drafts of a strategy have been prepared, which following dialogue with stakeholders led to further work being required.
- 3.3 The outbreak of COVID-19, as has been common across all sectors, meant that resources had to be diverted to deal with immediate and ongoing implications. In the context of gender-based violence this was particularly the case in maintaining and adapting services for victims and survivors of domestic abuse.
- 3.4 In October 2020 intense work was able to recommence. This work was supported and enhanced by a small team from the University of Manchester led by Professor David Gadd. This has meant that we have been informed by the

most up to date academic research and have been able to establish links nationally and internationally in respect of best-practice. For example, links have been established with academics and professionals in Western Australia, who are widely regarded as leading the way internationally in tackling aspects of gender-based violence.

3.5 The Mayor approved a draft strategy in March of this year.

4. STRATEGY DEVELOPMENT

4.1 From the inception of this programme of work it has been the intention to design a strategy with appropriate engagement and input from stakeholders. This has included stakeholders within GMCA, other agencies and sectors, and in particular Violence Against Women and Girls (VAWG) organisations and those representing women and girls who have experienced violence.

4.2 Prior to October of last year such engagement had taken place with in excess of 40 agencies and organisations. This engagement ranged from one-to-one conversations to group round-table sessions.

4.3 Since October of last year, further engagement has taken place with a further 46 individuals representing stakeholder agencies and organisations.

4.4 In addition, there has been consultation with the Women and Girls Equality Panel and members of the Race Equality Panel. Consultation continues and has also led to more specific engagement with VAWG organisations, both large and small, with the Disabled People's Panel, Older People's Network and Youth Combined Authority.

5. THE DRAFT STRATEGY

5.1 Development of Original Published Draft

5.1.1 At the commencement of development, the working title of the work was 'Violence Against Women and Girls.' This was in recognition of the prevalence of gender-based abuse perpetrated against women and girls, with a recognition that the vast majority of perpetrators are men and boys. Despite the title, an explicit acknowledgement was made that recognised men and boys could also be subjected to such abuse.

5.1.2 During the development work it became clear that whatever the title, it would be contested. For any strategy to be successful, it must be able to engage men and boys. Specifically, it must recognise the prevalence of domestic abuse, the negative results this has for the development of children and the effects this can have on their characters and behaviour in adulthood. There was thus concern that the title would be exclusionary, in particular to boys. It is worthy of note that

the recently introduced Domestic Abuse Act now specifically includes the fact that children who are exposed to domestic abuse be specifically treated as victims. Previously this was only the case for the person who violence or abuse was specifically inflicted upon. In addition, members of the LGBTQ+ community are subjected to gender-based violence based on gender stereotypes and assumptions.

- 5.1.3 Taking this into account the title of the strategy was altered to ‘Gender Based Abuse.’ In ongoing engagement this title too was contested. It is clear that there is no consensus and thus to seek as much balance as possible the title of the initial draft strategy published was ‘Gender Based Abuse – Greater Manchester’s Strategy to Tackle Violence Against Women and Girls.’
- 5.1.4 Following the approval of the draft document by the Mayor, with purdah approaching it had been the intention to publish immediately after the mayoral election for formal public consultation. However, following the tragic abduction and murder of Sarah Everard, and the public reaction to it, the Mayor made the decision to publish early, the intention being to socialise the strategy with our communities and seek initial feedback. Publication took place on 17th March and responses were invited between then and 18th April.
- 5.1.5 The draft strategy consists of 8 key chapters namely:
- Tackling Gender-Based Violence (change of to violence described further below).
 - Changing the Story.
 - Mobilising Greater Manchester.
 - Supporting Victims and Survivors.
 - Meeting the Needs of Children and Young People.
 - Responding Effectively to Perpetrators.
 - Improving Policing and Criminal Justice.
 - Integrating Health and Social Care.
- 5.1.6 A series of commitments are made throughout the strategy underpinned by ten key priorities:
- Working to challenge the attitudes and underlying inequalities that foster gender-based violence, whilst mobilising the public, employers, health service, and educational institutions to work alongside the police and criminal justice system to protect victims and prevent violence and harassment.
 - Making it as easy as possible for victims and survivors to access the support and guidance they need, and providing high quality, joined up victim-focused services across health care, criminal justice, and other specialist providers.

- Ensuring all frontline staff understand both that anyone can become a victim of gender-based violence and that poverty economic insecurity, and other inequalities compound people's vulnerability to victimisation. These other inequalities arise from discrimination in response to sex, gender, ethnicity, age, sexual orientation, gender identity, immigration status, physical and intellectual abilities, and physical and mental health.
- Anticipating the threats posed to victims by online forms of abuse, while building on investment in new technologies to increase reporting, open up access to services, and provide evidence in criminal cases.
- Reducing the risk of homelessness that forces many victims and their children to ensure domestic abuse and increase the options for rehousing perpetrators to minimise the harm caused to victims.
- Develop a culture of reflective learning that builds on valuable work provided by specialist providers; enabling all frontline professionals to redress shortcomings in service provision at a system level and access the very best international research and evidence, so as to continuously develop best practice.
- Providing state of the art training and risk assessment tools for all those working with victims and perpetrators, which anticipate the diverse and complex needs of many service users.
- Working with employers, professional bodies and government inspectorates to set new professional standards for tackling gender-based violence and harassment, including responding to reports of it in the workplace, and by or against professionals working in the sector.
- Measuring the effectiveness of our interventions and public engagement campaigns, to ensure they increase safety for victims, change attitudes and behaviour, and reduce the prevalence of gender-based violence and the gendered inequalities underpinning it.
- Maximising accountability to victims and survivors, especially with regard to police and criminal justice outcomes; while working with the public, especially young people to tackle the norms, attitudes and inequalities that enable, justify and excuse gender-based violence; protecting those at risk of harm; and working effectively with those at risk of perpetrating it.

5.1.7 The strategy includes the commitment to establish a new Gender-based Violence Board with the core task of developing and overseeing the implementation of the strategic plan and establishing the key milestones to be achieved over the next ten years.

5.1.8 The Board will include victims and survivors with lived experience of gender-based violence as members. The Deputy Mayor will co-chair the Board with a survivor of gender-based violence appointed annually. The involvement and experience of women and girls with lived experience of violence will be central to how the strategy is delivered.

5.2 Initial Feedback

5.2.1 As indicated previously, the original draft was published on 17th March by the Mayor at his regular press conference. This was supplemented by a communication plan, where members of the public were encouraged to provide feedback via the GMCA website.

5.2.2 63 responses were received from individual members of the public, academics and organisations/groups representing particular interests. The themes from that feedback were:

- Continuing debate about the title, with conflicting views and no consensus.
- Some respondents objected what they saw as the centrality of policing and criminal justice within the strategy. Some objected to any reference to the police at all.
- Objection to the proposal for school engagement police officers.
- Greater focus required on the specific challenges faced by migrant women and those with no recourse to public funds.
- That the strategy should say more about the protection of sex workers.
- The strategy should say more about the specific challenges faced by trans people.
- Greater attention should be paid to the experiences of disabled people.
- Increased funding required for services supporting victims and survivors and the need to involve people with lived experience in policy making.
- Prevalence of sexual harassment within public spaces and priority required to tackle this.
- Housing and homelessness.
- The need to set out how the strategy would be measured and success defined.

5.3 Amended Draft

5.3.1 Following consideration of this feedback, the following amendments were made to the strategy:

- Title changed to 'Gender-Based Violence Strategy.' This title has been settled on as it is widely used nationally and internationally, and underpinned by international conventions. Further, the accompanying international definition fits with the issues that we seek to tackle.

- A commitment has been added to work with organisations that are experts on and work with ethnic minority communities, to improve assessment procedures in respect of rehousing so that social, emotional and economic needs are considered, as well as the potential risk of hate crimes.
- A commitment to collect data on gender-based violence and local demand for services to meet the needs of all communities and demographic groups.
- Links to be established across local authority areas for the provision of housing, care and support for survivors of domestic abuse through a Greater Manchester Housing Reciprocal.
- Commitment to Violence Against Women and Girls Sector Shared Core Standards in respect of commissioned services and development of Greater Manchester Advocacy Framework.
- Commitment to development and support of teachers to ensure best practice is shared and celebrated.

5.3.2 These amendments are reflected in the draft that is currently published to facilitate the formal public consultation.

5.3.3 Submissions received in the initial feedback phase have been retained and will continue to be considered alongside responses received during formal consultation.

6. FORMAL PUBLIC CONSULTATION

6.1 The formal public consultation phase was launched on 22nd June at the Mayor's press conference and closes on 1st August.

6.2 The consultation consists of an on-line questionnaire on GM Consult, where a copy of the draft strategy and supporting documents, including easy read versions are available.

6.3 The questionnaire seeks views on the title of the strategy and accompanying definition, the priorities defined in each chapter, as well as providing opportunity for free text responses.

6.4 The on-line consultation is complemented by the following:

- One to one interviews with victims/survivors of sexual violence.
- One to one interviews with victims/survivors of domestic abuse.
- One to one interviews with victims/survivors of domestic abuse from minority ethnic communities.
- Focus group – Female students.
- Focus group – Women between ages 18-30.
- Focus group – Women over 54.
- Focus group – Men between ages 18-30.
- Focus groups x 4 – School students (boys and girls).
- Focus group – Women with disabilities.
- Focus group – Employers.
- Focus group – Police and probation officers.
- Summit (in conjunction with Violence Reduction Unit) – School head teachers.

6.5 At the conclusion of this round of consultation the responses will be considered and further amendments made, where judged appropriate.

7. GOVERNANCE

7.1 As outlined previously, a Gender-Based Violence Board will be established with the responsibility for the delivery of the strategy. Work to identify and appoint members to the Board is underway.

7.2 Given that the strategy is envisaged to have a lifespan of ten years, an early task of the Board will be to set out the initial priorities in a delivery plan for the first year.

7.3 In addition, the Board will identify key milestones and define the measurements and key indicators that will support their achievement. As outlined previously, in the initial public feedback some respondents stated that these should be defined in the strategy. This is understandable, however, given the stated ambition to increase accountability to victims and survivors, including their involvement and that of organisations who represent and support them in the governance process, it is important they are involved at the outset in setting the priorities and influencing the ways in which success is judged. This will be made explicit in the final strategy document and the priorities and measures of success will be published publicly.

8. PUBLICATION

8.1 It is envisaged that the finalised strategy will go before the Combined Authority on 24th September, with publication following immediately thereafter, subject to approval.

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Gender-Based Violence Strategy

Consultation Questionnaire

May 2021 (Draft)

Consultation Overview

We want Greater Manchester to be one of the best places in the world for people to grow, up, get on and grow old – and we are on a journey to achieve that. The prevalence of gender-based violence represents a major barrier to achieving our ambition. Our aim through the Gender-Based Violence Strategy is to lead a comprehensive, responsive programme of service delivery that enhances the safety of women and girls, while preventing gender-based violence and challenging the attitudes and inequalities that enable it.

[Insert photo and quote from Mayor] ***“I want the streets, workplaces, schools, universities and homes of this city-region to be safe for every woman and girl.***

“That’s why we’ve developed a comprehensive, multi-layered approach to our Gender-Based Violence Strategy, listening to experts and victims of gender-based violence.

“We’re asking the public here in Greater Manchester to join our conversation and help shape our ambitious Strategy so together we can end gender-based violence.”

[Insert photo and quote from Deputy Mayor] ***Gender-based violence remains endemic in our society and around the world. Too many men still feel entitled to abuse, harass or attack women and girls, whether on the street, at work, at school or in the home. Enough is enough.***

Our Gender-Based Violence Strategy is a call to action: to challenge the misogyny that underpins gender-based violence, to prevent it from happening, and to support better those caught up in it. I’m proud of the comprehensive, multi-layered approach we’ve developed. But now, I want to hear your views and ideas to get it right.” – Baroness Beverley Hughes, Deputy Mayor of Greater Manchester.

Greater Manchester is home to over 1.4 million women and girls and we continue to lead the way in striving for gender equality. However, there are a number of issues that disproportionately affect women and girls. Gender-based violence is one of the most pervasive violations of human rights in the world, with far reaching consequences for communities and society, as well as individuals and their families. Abuse is deep rooted in gender inequality and subconscious bias, which has developed over generations, and occurs irrespective of class, ethnicity, faith, sexuality or where you live. Recent campaigns such as #MeToo and #TimesUp have given the issue more exposure. Very recently, the outpouring of emotion and testimonies following the tragic abduction and murder of Sarah Everard demonstrates all too clearly there remains much that we must do to tackle gender-based violence head on.

That’s why we have been developing a strategy for some time, which contains a series of commitments to end gender-based violence, and we want to know what you think about them.

Fact Bank - What do we mean by gender-based violence?

When The Mayor launched our draft strategy in March he urged people to provide us with initial feedback. At that time our draft was entitled 'Gender Based Abuse.' In using that term we wanted to emphasise that this includes the harms that do not involve the use of physical violence. However, based on initial public feedback received we have decided to now use the term 'Gender-Based Violence.' This term is used and recognized nationally and internationally, and is underpinned by a United Nations convention. We also believe the definition of gender-based violence underpins everything that we seek to tackle in our strategy.

The 1993 United Nations 'Declaration on the Elimination of Violence against Women,' defined violence against women and girls as 'any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life.' The 2011 Council of Europe Convention on Preventing and Combating Violence Against Women and Domestic Violenceⁱ – often referred to as the 'Istanbul Convention' – expanded the definition, requiring the countries that have signed up to it to recognise the 'structural nature of violence against women as gender-based violence, and that violence against women is one of the crucial social mechanisms by which women are forced into a subordinate position compared with men.'

In Greater Manchester we are adopting the term gender-based violence to convey our commitment to tackling the many forms of abuse, harm and violation that are directed, at least in part, by sexist expectations and which reinforce the sexual inequalities that most disadvantage women and girls. We use the term 'gender-based violence' to convey how the power inequalities associated with gender, in its many articulations, are exploited by perpetrators to reinforce gendered norms through the infliction of harm and the threat of it.

This exposes women and girls generally, but not exclusively, to gender-based violence and abuse, including domestic homicides. Consistent with the UN Convention, our strategy recognises that 'women and girls are exposed to a higher risk of gender-based violence' than men – that 'domestic violence affects women disproportionately', but that men may also be victims of domestic violence' – and that 'children' – i.e. boys and girls - 'are victims of domestic violence, including as witnesses of violence in the family'.

The term 'gender-based violence' is thus used to recognise:

- the pervasiveness of violence against women and girls
- that men and boys can also be victims too
- that men and boys are usually the primary perpetrators of this abuse at home and in public places

For the purposes of this consultation, the following crimes and behaviours are considered as gender-based violence:

- Domestic homicides
- Domestic abuse and coercive control
- Rape and sexual assaults
- Stalking – on and offline
- Harassment – including in public and work place settings
- Sexual exploitation
- Romance frauds
- Traditional harmful practices (such as so-called honour-based crimes, female genital mutilation and forced marriage)
- Misogyny
- Trafficking and modern slavery

Why We Are Consulting

In order to get this far in developing the Greater Manchester strategy to end gender-based violence, we have worked extensively with a range of people who support those affected by abuse, including the police, offender services, health services, education, safeguarding experts, and community and voluntary sector organisations. Most importantly, we have talked to many women who have personal experience of abuse.

As mentioned above, in March 2021, we published the draft strategy online and invited people to share their views on it – in essence to get a sense check. We received 62 responses and in addition to altering the title and definition we have made several other amendments.

Now we want to find out what you think about the Greater Manchester Gender Based-Violence Strategy. Greater Manchester is a place where all voices are heard and where, working together, we can shape our future. Therefore, we would like to understand your views on how we can – together – deliver a strategy that will significantly reduce the risks and harms caused as a result of gender-based violence.

Our strategy will be delivered over a ten year period. We won't be able to deliver all of our commitments at once and that is why we also want your views on what we should prioritise.

If you are a victim or survivor and feel you need advice and support then please contact Greater Manchester Victims' Services on 0161 200 1950 or visit their website at www.gmvictims.org.uk.

Chapter 1 – Our key priorities

In this strategy, we are committing to taking action to enable a radical transformation to Greater Manchester's approach to gender-based violence. We've set out key

priorities to help achieve our ambition of improving safety for women and girls, challenging misogyny, tackling gender equality, and holding the perpetrators of gender-based violence to account.

Our key priorities

1. Tackle the attitudes and underlying inequalities that foster gender-based violence.
2. Mobilise the public, employers, health service and educational institutions to work alongside the police and criminal justice system to protect victims and prevent violence and harassment.
3. Make it as easy as possible for victims and survivors to access the support and guidance they need, and providing high quality, joined up victim-focused services across health care, criminal justice and other specialist providers
4. Ensure all frontline staff understand anyone can become a victim of gender-based violence and that poverty, economic insecurity and other inequalities compound people's vulnerability to victimisation.
5. Anticipate the threats posed to victims by online forms of abuse, while building investment in new technologies to increase reporting, open up access to services and provide evidence in criminal cases
6. Reduce the risk of homelessness that forces many victims and their children to endure domestic abuse and increase the options for rehousing perpetrators to minimise the harm caused to victims.
7. Develop a culture of reflective learning that builds on the work provided by specialist providers; enabling all frontline professionals to redress shortcomings in service provision at a system level and access the very best international research and evidence, so as to continually develop best practice.
8. Provide state of the art training and risk assessment tools for those working with victims and perpetrators, which anticipate the diverse and complex needs of many service users.
9. Work with employers, professional bodies and government inspectorates to set new professional standards for tackling gender-based violence and harassment, including responding to reports of it in the workplace, and by or against professionals working in the sector.
10. Measure the effectiveness of our interventions and public engagement campaigns to ensure they increase safety for victims, change attitudes and behaviour, and reduce the prevalence of gender-based violence and the gendered inequalities underpinning it.
11. Maximise accountability to victims and survivors, especially with regard to police and justice outcomes; while working with the public, especially young people, to tackle the norms, attitudes and inequalities that enable, justify and excuse gender-based violence; protecting those at risk of harm; and working with those at risk of perpetrating it

1. **Overall, to what extent do you agree or disagree that these are the right priorities to end gender-based violence in Greater Manchester?** [Single choice]

Strongly agree / Agree / Disagree / Strongly disagree

2. **Which three priorities do you believe are the most important to end gender-based violence in Greater Manchester? Rank three in order of importance, with 1 being the most important** [Rank top 3 priorities]

3. **Do you have any other comments about these priorities?**

Is there is anything else that should be included, removed or changed? [Open text box]

Chapter 2 - Tackling Gender-Based Violence in Greater Manchester

In our definition of gender-based violence, we are clear that it is driven by sexist expectations and inequalities that most disadvantage women and girls. These expectations and inequalities ultimately produce gendered power inequalities that come in many forms and which allow perpetrators to reinforce gender norms through the infliction and threat of harm.

We have worked with many leading professionals in the city-region, international experts and chief executives of major Non-Government Organisations during the development of the strategy. We believe that any strategy to tackle gender-based violence must seek to address the attitudes and behaviours of some boys and men. For those in the criminal justice system this will be by way of enforcement and court orders. However, if we are to make a real and lasting difference, we are clear that prevention and early intervention is the best approach to changing attitudes and behaviours.

Domestic abuse is clearly a major facet of gender-based violence. As the recent Domestic Abuse Act recognises, children who are exposed to domestic abuse are also victims and that this exposure can have serious effects on their health and wellbeing as well as their futures and life chances. We've also responded to voices of the LGBTQ+ community, where domestic abuse is no less prevalent.

We are confident that our strategy comprehensively addresses violence against women and girls. Many specific action plans will be developed from our strategy to be driven and overseen by a newly formed Gender-Based Violence Board, consisting of professionals, VCSE sector and victims/survivors.

1. **To what extent do you agree or disagree that the definition of gender-based violence defines the issues that we are seeking to tackle?** [Single Choice]

Strongly agree / Agree / Disagree / Strongly disagree

2. **Do you have any other comments about our definition of gender-based violence?**

Is there is anything else that should be included, removed or changed? [Open text box]

3. **Do you have any other comments about the title of the strategy?**

Is there is anything else that should be included, removed or changed? [Open text box]

Chapter 3 - **Mobilising Greater Manchester**

Preventing and addressing gender-based violence is up to us all so everyone needs to understand the role that they play in tackling it. We want to mobilise communities, employers and colleges and universities in Greater Manchester so everyone feels empowered and safe to challenge perpetrators.

Our main proposed commitments are:

1. Develop a programme of public engagement that highlights how attitudes and inequalities contribute to gender-based violence, including a campaign directed at men and boys
2. Evaluate the impact of our public engagement activities and consulting directly with young people and faith groups to ensure campaign messages are understood as intended
3. Anticipate the demand generated by enhanced public awareness
4. Introduce a discrete emergency contact system for passengers using public transport and help Local Authorities to secure public space protection orders
5. Promote best practice processes for employers with respect to recording and responding to domestic abuse and sexual harassment, safeguarding those at risk of stalking and equipping workers to call out discriminatory attitudes and abusive behaviours without fear of repercussions
6. Require commissioned service providers to address inequality in opportunities for women and report annually on the gender pay gap and actions to redress it
7. Ensure all third and public sector professionals have access to the best professional development programmes about gender-based violence and are committed to challenging the sexism, racism and homophobia that contribute to it
8. Work with government inspectorates to set new standards with regard to investigating reports of gender-based violence perpetrated by public sector professionals

4. **Overall, to what extent do you agree or disagree that these are the right key commitments to mobilise Greater Manchester against gender-based violence?** [Single choice]

Strongly agree / Agree / Disagree / Strongly disagree

5. **Which three commitments do you think we should implement first?**

Rank the top three in the order you think they should be prioritised, with 1 being the top priority [Rank top 3 commitments]

6. **Do you have any other comments about these commitments?**

Is there is anything else that should be included, removed or changed? [Open text box]

Chapter 4 - **Supporting Victims and Survivors**

We want victims and survivors to be at the heart of our services, so we've developed a set of key commitments to ensure services meet the needs of victims or survivors of gender-based violence.

Our proposed key commitments are:

1. The introduction of a new Trusted Referrer's Scheme that will enable voluntary sector organisations, faith groups and schools to refer victims directly to health and criminal justice services to help reduce the need for victims to repeat their stories
2. A review of how domestic abuse cases are managed by Greater Manchester Police to ensure victims in the criminal justice system are offered the very best service, kept informed, treated with dignity and listened to
3. A revamp of our Independent Domestic Abuse Advocates (IDVA) and Independent Sexual Violence Advocates (ISVA) provision to ensure it meets the diverse needs of all survivors and victims in all areas of the city-region, alongside the development of a bespoke action plan on male victims
4. A review of our commissioning arrangements for rape and sexual assault services to increase access to immediate support and decrease waiting times for specialist services
5. Increase the capability and capacity of our victim advocacy services through the development of a Greater Manchester Advocacy Standards Framework
6. Recommission women's centres and appoint a Health Service Project Manager who will review existing pathways into health and well-being services for vulnerable women
7. Ensure our victim's services are fully signposted and accessible to all, irrespective of whether the complainant has contacted the police, has no recourse to public funds, and whatever their immigration status, complying with the Domestic Abuse Commissioner's call for 'firewall' services to protect those victims of gender-based violence who are of interest to immigration enforcement
8. Investing in services and risk assessment tools for people with learning difficulties and those who identify as neurodivergent to ensure services for victims of gender-based violence are properly signposted and professionals in both sectors work effectively together in the best interests of their clients
9. Integrate support for those who are victims of harmful practices within the clinical service provision for people who have undergone trauma
10. Develop and evaluate integrated approaches to housing and law enforcement that prioritise moving perpetrators rather than victims wherever possible
11. Work across voluntary and statutory sectors to build on innovative practice developed during the COVID-19 pandemic, to support the safe return of adult victims and their children to stable accommodation whenever refuge places have been needed
12. Ensure the Greater Manchester Homeless Prevention Strategy addresses the ways in which housing insecurity compounds the risks of gender-based violence women and children face and that rough sleeping initiatives adopt

- gender and trauma informed approaches that are sensitive to the diverse needs of women, LGBTQ+ populations and disabled people
13. Routinely upskill all health, social care and criminal justice personnel in the implications of new criminal and civil legislation
 14. Establish a quality assurance and capability inspection process to review the effectiveness and efficiency of our service provision
7. **Overall, to what extent do you agree or disagree that these are the right key commitments to support victims and survivors?** [Single choice]
Strongly agree / Agree / Disagree / Strongly disagree
 8. **Which three commitments do you think we should implement first? Rank the top three in the order you think they should be prioritised, with 1 being the top priority** [Rank top 3 commitments]
 9. **Do you have any other comments about these commitments?**
Is there is anything else that should be included, removed or changed? [Open text box]

Chapter 5 - Meeting the Needs of Children and Young People

Children and young people experience many different forms of gender-based violence and protecting young people within and outside of the home is a top priority in the [Greater Manchester Children and Young People's Plan](#).

Our proposed key commitments are:

1. Extending Operation Encompass so that schools are notified the next morning when the police attend domestic abuse incidents where anyone under 18 is present
2. Revising protocols for schools to stop abusers exploiting their right to information about their child's education in ways that are coercive and controlling
3. Increasing investment in children and young people's mental health services so that mental health support for children and young people becomes readily accessible through educational institutions, while relieving pressure on police and emergency services
4. Mapping the range of provisions for therapeutic services for children and young people who are living in homes affected by domestic abuse and extending access to pre-existing adult services to older teenagers at risk of intimate partner violence and/or peer-on-peer abuse
5. Supporting a pilot intervention for young people involved in intimate partner violence while exploring the potential for a Community Perpetrator Programme looking at both family service based referrals and those mandated through the criminal justice system.
6. Continue to invest in targeted support programmes.

10. Overall, to what extent do you agree or disagree that these are the right key commitments to support children and young people? [Single choice]
Strongly agree / Agree / Disagree / Strongly disagree

11. Which three commitments do you think we should implement first? Rank the top two in the order you think they should be prioritised, with 1 being the top priority [Rank top 2 commitments]

12. Do you have any other comments about these commitments?
Is there is anything else that should be included, removed or changed? [Open text box]

Chapter 6 - Responding Effectively to Perpetrators

We know that most victims and survivors want perpetrators to be able to access effective interventions that will help them to change. Our strategic plan provides Greater Manchester with one of the most wide-ranging programmes of interventions to tackle perpetrators available in Europe.

Our proposed key commitments are:

1. Extending the geographical reach of provision for men who have been abusive in heterosexual relationships
2. Extend current one-to one provision for women who have been abusive in heterosexual relationships
3. Commission a new intervention for men who have been abusive in same-sex relationships
4. Commission a new DRIVE (accredited perpetrator) programme to work with perpetrators of abuse for those who are not fluent English speakers
5. Develop a framework for facilitating restorative justice options for young people and very vulnerable adults who have perpetrated gender-based violence in the context of being victims themselves
6. Evaluate and develop post-sentence restorative options to help victims recover from serious and complex cases and road-test new approaches that enable them to perpetrators the harms they have caused

13. Overall, to what extent do you agree or disagree that these are the right key commitments to effectively respond to the behaviour of perpetrators? [Single choice]
Strongly agree / Agree / Disagree / Strongly disagree / I don't know

14. Which three commitments do you think we should implement first? Rank the top two in the order you think they should be prioritised, with 1 being the top priority [Rank top 2 commitments]

15. Do you have any other comments about these commitments?
Is there is anything else that should be included, removed or changed? [Open text box]

Chapter 7 - Improving Policing and Criminal Justice

In Greater Manchester, we are determined to improve victims' experiences of policing and criminal justice.

Our proposed key commitments around policing are:

1. Require police officers attending domestic abuse incidents to secure all the relevant evidence and use body worn cameras consistently
2. Ensure all frontline police officers know how to request to talk to victims on their own so that they feel safe to disclose abuse and speak clearly to children exposed to abuse
3. Ensure that abuse cases involving serious harm and risk are subject to bail conditions that protect victims and that risk assessments are revised and the Crown Prosecution Service notified before suspects' bail statuses change or they are released under investigation
4. Promote the due consideration of all cases that proceed to court for restraining orders to be attached
5. Seek sustained improvement in the quality of police investigations and their outcomes in cases of gender-based violence
6. Ask Greater Manchester police to demonstrate how investment in key technologies is improving justice outcomes for victims
7. Assess the potential to use multi-disciplinary panels to improve responses to victims of all gender-based violence and increase the speed and efficiency of information sharing practices across Multi-Agency Safeguarding Hubs
8. Improve the police response to stalking by deploying multi-disciplinary scrutiny panels; engaging with Paladin (National Stalking Advocacy Service) to develop advocacy for those who are victims of stalking: and considering the case for establishing new Stalking Assessment Centres

16. Overall, to what extent do you agree or disagree that these are the right key commitments to improve the policing response to gender-based violence? [Single choice]

Strongly agree / Agree / Disagree / Strongly disagree

17. Which three commitments do you think we should implement first?

Rank the top three in the order you think they should be prioritised, with 1 being the top priority [Rank top 3 commitments]

18. Do you have any other comments about these commitments?

Is there is anything else that should be included, removed or changed? [Open text box]

Our proposed key commitments around wider criminal justice are:

1. Ensure victims and witnesses are regularly consulted on how the criminal justice response to gender-based violence can be improved

2. Routinely monitor whether criminal justice reforms are improving victim satisfaction and justice outcomes or resulting in detrimental impacts on women at risk abuse and black and minority communities
3. All criminal justice personnel are trained in the powers that new criminal and civil litigation confer, with an immediate focus on the forthcoming Domestic Abuse Act and the Domestic Violence Disclosure Scheme, commonly known as Clare's Law, and an enduring focus on safeguarding children and vulnerable adults
4. Work with the Her Majesty's Court and Tribunals Service (HMCTS), Magistrates' association and wider criminal justice system to promote the use of alternative means of presenting evidence, such as pre-recorded cross-examinations and the use of Victim Personal Statements
5. Ensure sentencers, the police and offender managers are aware of the full range of sanctions that can be imposed on perpetrators as new legislation comes into force
6. Ensure that victims are referred to the statutory Probation Service Victim Contact Scheme when those who have abused them receive custodial sentences of 12 months or more
7. Engage continuously with those organisations working with survivors to ensure all with perpetrators prioritises the protection of victims and survivors, including children and young people
8. The National Probation Service will:
 - a. Invest in victim liaison services and the upskilling of frontline staff to fulfil the Victim Contact Scheme that requires probation staff to keep victims informed about the disposals those who abused them are subject to
 - b. Ensure perpetrators receive the most appropriate sentences by collating relevant information for inclusion in pre-sentence reports
 - c. Deliver a range of effective and responsive group work and one-to-one interventions that address the complex needs of those supervised by them
 - d. Work across sectors to ensure the transference of skills and expertise amongst those working with perpetrators of gender-based violence, and that knowledge is shared between those specialising in domestic abuse interventions and those working with sex offenders and hate crime offenders

19. **Overall, to what extent do you agree or disagree that these are the right key commitments for Greater Manchester to improve the wider criminal justice response to gender-based violence?** [Single choice]
 Strongly agree / Agree / Disagree / Strongly disagree

20. **Which three commitments do you think we should implement first? Rank the top three in the order you think they should be prioritised, with 1 being the top priority** [Rank top 3 commitments]

21. **Do you have any other comments about these commitments?**
 Is there is anything else that should be included, removed or changed? [Open text box]

Chapter 8 - Integrating Health and Social Care.

The NHS is often the first point of contact for people who have experienced domestic abuse, sexual assaults or other forms of gender-based violence, though not all victims attend with obvious signs of abuse or injury. Health professionals therefore play a crucial role in identifying and signposting the appropriate services victims require at moments of crisis. It is therefore important to integrate health and social care into the responses to tackling gender-based violence.

Our proposed key commitments are:

- a) Introduce minimum standards for domestic abuse training for clinical and clerical staff working in primary care
- b) Extend the provision of hospital based Independent Domestic Abuse Advocates (IDVA) and Independent Sexual Violence Advocates (ISVA) to enable early identification of potential victims
- c) Undertake a scoping exercise to identify gaps in our current counselling service provision for victims and survivors
- d) Ensure all services are fully accessible by building on innovations in technology, implementing greater outreach with victim services, and proactively pursuing user engagement with vulnerable women and victims within Primary Care Networks
- e) Promote the Pride in Practice initiative that provides training to General Practice, Optical Practices, Dental Practices and Pharmacies to ensure that practices effectively and confidently meet the needs of LGBTQ+ patients
- f) Support the Indigo pilot scheme that enables Non-Government Organisation (NGO) providers of social support to assist patients at our gender dysphoria clinic at risk of gender-based violence and transphobia, while further integrating pathways of support and social care for LGBTQ+ populations
- g) Ensure that appropriately trained and impartial translators are available to help those whose first language is not English access support
- h) Develop new training to enhance understanding of gender-based violence among social workers and Children and Family Court Advisory Support Service (CAFCAS) officers, with specific focus on the need to support mothers who have lived with abuse, develop systems that do not allow abusive men to evade intervention; and upskill those working with young people in the principles of practices of contextual safeguarding
- i) Introduce a new framework to facilitate family group meetings that prevents abusers from using them to further intimidate victims
- j) Review national and international approaches to preventing harmful traditional practices to understand what works, for who and in what contexts

22. Overall, to what extent do you agree or disagree that these are the right key commitments to integrate health and social care into the responses to tackle gender-based violence? [Single choice]
Strongly agree / Agree / Disagree / Strongly disagree

**23. Which three commitments do you think we should implement first?
Rank the top three in the order you think they should be prioritised**
[Rank top 3 commitments]

24. Do you have any other comments about these commitments?
Is there is anything else that should be included, removed or changed? [Open text box]

– **Final thoughts**

25. What do you think is the most important thing that needs to happen to ensure this strategy makes a difference? [Open text box]

26. Is there anything else you want to tell us about ending gender-based violence? [Open text box]

27. If you would like us to send you a copy of the strategy once it has been published, please provide your email address here: [Email]

Page 10 – **About you**

We want to ensure that the views of different communities across Greater Manchester are taken into account for our Gender-Based Violence Strategy. Therefore, these last few questions are about you. The information you give us will remain strictly confidential, and we will use it in two main ways:

- Firstly, whilst the survey is open to understand where we need to raise more awareness to encourage people to take part and have their say. This is to make sure we hear from a broad range of people that reflect Greater Manchester.
- Secondly, when the survey closes to analyse how different groups feel about the questions that have been asked.

However, if there are questions you would prefer not to answer please choose the 'prefer not to say' option.

28. Are you responding on behalf of yourself or an organisation?

- Myself [route to Q1]
- An organisation [route to Q10]

ROUTING FOR INDIVIDUAL

29. Which area do you live in?

- Bolton
- Bury
- Manchester
- Oldham

- Rochdale
- Salford
- Stockport
- Tameside
- Trafford
- Wigan
- Outside Greater Manchester
- Prefer not to say

30. How old are you?

- Under 18
- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65-74
- 75+
- Prefer not to say

31. How do you describe your gender?

- A man (including trans man)
- A woman (including trans woman)
- Non-binary
- In another way
- Prefer not to say
- If you selected 'in another way', how would you describe your gender?

[Open text box]

32. Do you identify as trans/transgender?

- Yes
- No
- In some ways
- Prefer not to say

33. How do you describe your ethnic background?

- Asian or Asian British – Indian
- Asian or Asian British – Pakistani
- Asian or Asian British – Bangladeshi
- Asian or Asian British – Chinese
- Asian or Asian British - Any other Asian background
- Black or Black British – Caribbean
- Black or Black British – African
- Black or Black British - Any other Black background
- Mixed - White and Black Caribbean

- Mixed - White and Black African
- Mixed - Any other mixed background
- White - English/Welsh/Scottish/Northern Irish/British
- White – Irish
- White - Gypsy or Irish Traveller
- White - Eastern European
- White - Any other White background
- Other ethnic group – Arab
- Other ethnic group – Other
- Prefer not to say

34. How do you describe your religion?

- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- Sikh
- Other religion
- No religion
- Prefer not to say

If you selected 'other religion', what religion are you?

[Open text box]

35. How do you describe your sexuality?

- Bisexual
- Gay man
- Gay woman or lesbian
- Heterosexual
- Pansexual
- Other sexual orientation
- Prefer not to say

If you selected 'other sexual orientation', how do you best describe yourself?

[Open text box]

36. Do you consider yourself to have a disability? (please tick all that apply)

- No
- Yes - learning disability
- Yes - mental ill health
- Yes - mobility disability
- Yes - sensory disability
- Yes - other disability
- Prefer not to say

If you selected 'other disability', what is this?

[Open text box]

ROUTING FOR ORGANISATION

37. What is the name of your organisation? [Open text box]

38. What is the main purpose of your organisation? [Open text box]

39. What is the role of your organisation in ending gender-based violence?
[Open text box]

40. How can your organisation help to meet the aims of Greater Manchester's strategy to end gender-based violence? [Open text box]

41. Which area does your organisation cover?

- Bolton
- Bury
- Manchester
- Oldham
- Rochdale
- Salford
- Stockport
- Tameside
- Trafford
- Wigan
- Great Manchester-wide
- North West
- National
- International

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42. To what extent do you agree or disagree with these statements? [matrix]

- I found it easy to navigate my way through the survey
- The survey has given me the opportunity to have my say
- I feel better informed as a result of taking part in this survey
- I feel clear about what I have been able to influence through this survey

a. Please let us know any other comments you have about using the Consultation Hub: [Open text box]

43. How did you hear about this survey? [multiple choice]

- Email from Greater Manchester Combined Authority
- Email from a Victims Services Coordinator
- Email from someone else
- Twitter - Mayor of Greater Manchester (Andy Burnham)
- Twitter - Deputy Mayor of Greater Manchester (Bev Hughes)
- Twitter - Greater Manchester Combined Authority
- Twitter - Greater Manchester Victim Services

- Twitter - Other
- Facebook - Mayor of Greater Manchester
- Facebook - Greater Manchester Combined Authority
- Facebook - Greater Manchester Victim Services
- Other
- Can't remember

If you selected 'other' what other way did you hear about this survey?

[Open text box]

We would like to publish responses to this survey on gmconsult.org, so we can be open and transparent about how your views have affected our decisions. This is completely optional, and your views will still be included in our analysis and decision-making even if they are not published. If you are happy for us to publish your response, you can do so anonymously.

44. Are you happy for us to publish your response to this survey? [single choice]

- Yes - publish my response in full
- Yes - publish my response but anonymise it
- No

Closing message / Confirmation email

Use generic message and add contact d

ⁱ Council of Europe Convention on preventing and combating violence against women and domestic violence, Istanbul, 11.V.2011, <https://www.coe.int/en/web/conventions/full-list/-/conventions/rms/090000168008482e>

Gender-Based Violence Strategy

Consultation Draft

June 2021 (Draft)

Preface

To be completed following consultation.

While the UK Government has still to ratify the 2011 Council of Europe Convention on preventing and combating violence against women and domestic violence, in Greater Manchester we are committed to its principles. This means providing 'measures to protect the rights of victims... without discrimination on any ground such as sex, gender, race, colour, language, religion, political or other opinion, national or social origin, association with a national minority, property, birth, sexual orientation, gender identity, age, state of health, disability, marital status, migrant or refugee status, or other status.'

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1. Key Priorities

A Transformative Approach

The next ten years will see a radical transformation in Greater Manchester's approach to gender-based violence. Our aim is to lead a comprehensive, responsive programme of service delivery that enhances the safety of women and girls, while preventing gender-based violence, challenging the attitudes and inequalities that promote it, and enabling those perpetrators who want to change to do so. This Gender-Based Violence Strategy will be vital to delivering on Greater Manchester's Our People, Our Place commitments to being a place where 'people are proud to live', where 'all children are given the best start in life', and 'where all voices are heard'.¹

The ambition, reflected in this Gender-Based Violence Strategy, is to challenge the attitudes and social conditions that sustain or excuse gender-based violence and deliver whole system improvements in responses to those affected by it. These will fundamentally change the story of Greater Manchester over the next ten years, in terms of what it delivers with regard to safety for women and girls, gender equality, challenging misogyny, and holding perpetrators of gender-based violence - the majority of whom are men and boys - to account. Our strategy is informed by ten key priorities:

1. Working to tackle the attitudes and underlying inequalities that foster gender-based violence, while mobilising the public, employers, health service, and educational institutions to work alongside the police and criminal justice system to protect victims and prevent violence and harassment.
2. Making it as easy as possible for victims and survivors to access the support and guidance they need, and providing high quality, joined-up victim-focussed services across health care, criminal justice, and other specialist providers.

3. Ensuring all frontline staff understand both that anyone can become a victim of gender-based violence and that poverty economic insecurity, and other inequalities compound people's vulnerability to victimisation. These other inequalities arise from discrimination in response to sex, gender, ethnicity, age, sexual orientation, gender identity, immigration status, physical and intellectual abilities, and physical and mental health.
4. Anticipating the threats posed to victims by online forms of abuse, while building on investment in new technologies to increase reporting, open up access to services, and provide evidence in criminal cases.
5. Reducing the risk of homelessness that forces many victims and their children to endure domestic abuse and increase the options for rehousing perpetrators to minimise the harm caused to victims.
6. Developing a culture of reflective learning that builds on the valuable work provided by specialist providers; enabling all frontline professionals to redress shortcomings in service provision at a system level and access the very best international research and evidence, so as to continuously develop best practice.
7. Providing state of the art training and risk assessment tools for all those working with victims and perpetrators, which anticipate the diverse and complex needs of many service users.
8. Working with employers, professional bodies and government inspectorates to set new professional standards for tackling gender-based violence and harassment, including responding to reports of it in the workplace, and by or against professionals working in the sector.
9. Measuring the effectiveness of our interventions and public engagement campaigns, to ensure they increase safety for victims,

change attitudes and behaviour, and reduce the prevalence of gender-based violence and the gendered inequalities underpinning it.

10. Maximising accountability to victims and survivors, especially with regard to police and justice outcomes, while: working with the public, especially young people to tackle the norms, attitudes and inequalities that enable, justify and excuse gender-based violence; protecting those at risk of harm; and working effectively with those at risk of perpetrating it.

Over the next ten years, Greater Manchester seeks to significantly reduce the demand for the kinds of crisis interventions the police and health service routinely provide when someone has been seriously hurt – what is sometimes called *tertiary prevention* - by investing strategically in *primary prevention* – actions to stop abuse occurring in the first place – and *secondary prevention* – early interventions to protect those most at risk.

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2. Tackling Gender-based Violence in Greater Manchester

What is Gender-Based Violence?

The 1993 United Nations 'Declaration on the Elimination of Violence against Women'² defined violence against women and girls as 'any act of gender-based violence that results in, or is likely to result in, physical, sexual or psychological harm or suffering to women, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or in private life'. The 2011 Council of Europe Convention on Preventing and Combating Violence Against Women and Domestic Violence³ – often referred to as the 'Istanbul Convention' – expanded the definition, requiring the countries that have signed up to it to recognise the 'structural nature of violence against women as gender-based violence, and that violence against women is one of the crucial social mechanisms by which women are forced into a subordinate position compared with men'.

In Greater Manchester we are adopting the term gender-based violence to convey our commitment to tackling the many forms of abuse, harm and violation that are directed, at least in part, by sexist expectations and which reinforce the sexual inequalities that most disadvantage women and girls. We use the term 'gender-based violence' to convey how the power inequalities associated with gender, in its many articulations, are exploited by perpetrators to reinforce gendered norms through the infliction of harm and the threat of it. This exposes women and girls generally, but not exclusively, to gender-based violence and abuse, including domestic homicides. Consistent with the Istanbul Convention, our strategy recognises that 'women and girls are exposed to a higher risk of gender-based violence' than men – that 'domestic violence affects women disproportionately and that men may also be victims of domestic violence' – and that 'children' – i.e. boys and girls - 'are victims of domestic violence, including as witnesses of violence in the family'.

Pervasive forms of gender-based violence include: domestic abuse and coercive control; rapes and sexual assaults perpetrated by family members, acquaintances

and strangers; violence targeting sex workers; the abuse and harassment of women working in the sectors that support victims and respond to perpetrators; street and workplace harassment; stalking on and offline; sexual exploitation and romance frauds; and threatening behaviour directed towards women as mothers, grandmothers, sisters and teachers.

In Greater Manchester, 36%⁴ of all violent crime reported to the police entails domestic abuse, the majority of which involves offences perpetrated by men against women. Focusing on the most pervasive forms of gender-based violence can, however, obscure other forms of violence that are also informed by gendered expectations. These include abuse within LGBTQ+ relationships, as well as abuse directed at men by women in heterosexual partnerships.⁵ Violence perpetrated by other family members – including, so-called ‘honour’ based abuse, adolescent to parent violence and elder abuse – also have gendered dimensions. Gender-based violence can include harassment and violence directed at trans, gender-queer and non-binary people who are attacked for not conforming to gender norms. In Greater Manchester we recognise that the trans population is also at increased risk of domestic abuse, not least because of the lack of dedicated service to meet their needs and overcome the stigma associated with it. We are committed to redressing this.⁶

Female genital mutilation is also a form of gender-based violence, typically perpetrated by older women against younger women in the service of particular patriarchal and cultural traditions. Sometimes it is only in the course of routine examinations, for example during pregnancy and childbirth that FGM and the harms caused by sexual abuse become apparent. Hence, it is vital that all our health care professionals are trained to recognise the signs and understand what to do whether or not the victim makes a disclosure of harm.

It is important to recognise that anyone can become a victim of gender-based violence. But it is also important to understand that gender-based violence is perpetrated predominantly by men against women and that other intersecting forms of inequality – many of which intensified during the COVID-19 Pandemic - reduce

access to the support many victims needed to stop perpetrators abusing them. These include social deprivation, poverty, and financial insecurity, as well as disablism, homophobia, structural racism and immigration status⁷. Foreign nationals often face additional challenges accessing services. These can include: language barriers; doubt that reporting to the police will bring greater protection; and a fear of deportation among those whose immigration status is precarious or irregular.

Gender-Based Violence in Greater Manchester

In Greater Manchester, the Combined Authority and all the partner agencies and organisations that work with it, are committed to working with an inclusive definition of gender-based violence that recognises the many forms it can take and the multiple ways that other structures of inequality render people vulnerable to it. The city-region has a proud history of struggle in this regard, having been home to Emmeline Pankhurst, the founder of the British Suffragette movement in the early 20th century; Manchester's cotton mill workers having opposed the exploitations of the transatlantic slavery in the 19th century; and the 1970s Campaign for Homosexual Equality sowing the seeds of reform that enabled the launch of Manchester Pride in 1985.

Today there are in excess of 2,000 organisations in Greater Manchester working to protect people from gender-based violence.⁸ These organisations bring with them invaluable specialist skills and expertise to compliment statutory services that are more generalist to help safeguard people who are at risk of harm, and to help those who have been abused to find safety and rebuild their lives.

There remains, however, much to be done. In 2018-19, Greater Manchester Police received in excess of 46,000 reports of domestic abuse.⁹ Over the course of 2020, when the Covid-19 pandemic and lockdowns presented many new challenges, public authorities in Greater Manchester had to deal with an increase in high harm cases. These high harm cases exposed the connections between domestic abuse, the abuse, neglect and exploitation suffered by some children and young people, and the role of economic insecurity and housing in compounding gender-based violence.

We know reports to the authorities are the tip of the iceberg, for in England and Wales only one in six domestic abuse incidents are reported by victims to the police.¹⁰ In Greater Manchester, 80% of the domestic abuse cases that are prosecuted result in a conviction,¹¹ which is higher than the national average. But the reality in Greater Manchester is that only about 1 in 13 incidents reported to the police are successfully prosecuted. This is why, from 2021, we are launching a whole-system approach, which fully utilises the expertise of the specialist service providers to improve rapidly policing and criminal justice responses to victims and survivors and simplify access to ongoing health and social care.

In the aftermath of the pandemic, finding solutions to gender-based violence will be more challenging. Many children will have lived through the lockdowns with a parent who is being abused and another who is being abusive. Some young trans, genderqueer, lesbian, gay and bisexual people will have been confined to homes with unsupportive and abusive family members. Contact for children living between two households has become complicated in many cases, sometimes wilfully by abusers looking to limit their former partner's access to their children or to put those with underlying health conditions in danger. For some young people, access to teachers and other sources of support within their own families will have reduced. Some specialist service providers will have been unable to provide the support and places of safety they formerly did for victims and their families. For many victims, vulnerability to violence will have been compounded by loss of income and the threat of losing their homes. We know that women predominate in the sectors of the economy that were hardest hit and least protected during the lockdowns - caring, hospitality, sales and retail - and this, combined with lower rates of pay, makes it much harder for those trying to escape from some forms of gender-based violence.

The Way Forward

Hence, this strategy starts from the premise that policing and criminal justice can only ever be one part of the solution to gender-based violence. We must challenge and change societal attitudes and the structural inequalities that enable gender-based violence to proliferate. As a city-region with budgets and responsibilities that

have been devolved from Westminster, Greater Manchester is in a strong position to direct bespoke responses to the challenges gender-based violence poses. It can only do this effectively though by mobilising the engagement of the general public to support victims and challenge perpetrators. It also requires services to be accessible to all who need them, and for these services to be as responsive as they can be to the needs of victims and survivors.

Over the next ten years, in Greater Manchester we will therefore:

- Prioritise preventative activity that address the causes of gender-based violence before it becomes entrenched and inflicts enduring harm.
- Equip schools, colleges and teachers to provide preventative education that connects with public awareness campaigns that appraise young people of how to access the support services Greater Manchester has to offer.
- Invest in a sustained programme of public engagement to change the ways in which gender-based violence are discussed and responded to in Greater Manchester, identify what people can do to tackle it, and highlight what services are available to those experiencing it and those at risk of perpetrating it. This will build on the pioneering work Manchester Survivors have undertaken with the soap operas, Coronation Street and Hollyoaks.
- Ensure that all aspects of service provision are responsive to the voices of victims and survivors and that their views are given due prominence through the Office of the Deputy Mayor.
- Increase the capacity and capability of our victim advocacy services through the development of a Greater Manchester Advocacy Standards Framework consistent with the Violence Against Women and Girls Sector Shared Core Standards developed by Women's Aid Respect, Safe Lives, Imkaan and Rape Crisis England and Wales¹². This will be designed and delivered in partnership with victims, survivors and voluntary sector support networks and will be underscored by a person-centric approach with targeted, timely advice

and support based on need. The office of the Deputy Mayor is fully committed to ensure this happens.

- Develop a whole-system approach to those who perpetrate harmful, unlawful and abusive acts, whether they are engaged in the criminal justice system or identified through voluntary, community or civil law routes. This will include intensive oversight and management of those sentenced by the courts.
- In line with our statutory duties, review and model the optimal level of housing provision in the region, so that victims do not have to choose between enduring abuse and homelessness, and that wherever possible, perpetrators are relocated to minimise disruption to those living in fear of them.
- Maximise the integration and training of health service professionals in general practice and specialist maternity, accident and emergency, mental health, and drug and alcohol services, alongside those whose primary work focusses on gender-based violence.
- Reinforce strong, multi-agency teams, which are able to learn from the findings of official inquiries, safeguarding, domestic homicide reviews, and other major serious crime reviews regarding gender-based violence. These need to be unhindered by a blame culture, and sustain the professional curiosity needed to work effectively with adults and young people who are reluctant to disclose the risks of harm they pose or face.
- Commission timely evaluations of interventions to protect victims and survivors and instil information sharing protocols that ensure that those working with victims and survivors are kept fully informed about ongoing work with those who present dangers to their service users.
- Provide strong and effective leadership in partnership with our academic institutions, third sector and policy makers to ensure our Gender-Based Violence Strategy is fully delivered.

Greater Manchester will excel in tackling gender-based violence by mobilising the public to work with accessible, professional services that are responsive and accountable to the needs of victims and survivors.

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3. Changing the Story

Leadership and Partnership

As some of the best international examples reveal,¹³ changing the public story about gender-based violence from one that relies on enforcing sanctions against a minority of perpetrators to one that is primarily about prevention that is everyone's concern, requires considerable skill, enduring leadership, and most critically, the commitment of the many dedicated people who work to support victims and challenge offenders. We are committed to changing the story in Greater Manchester so that gender-based violence is no longer a prevalent social problem for future generations.

Devolution has provided Greater Manchester with an opportunity to make this change, to ensure our services are integrated around the people they serve and the places they live. The Greater Manchester Model¹⁴ is enabling us to refocus on prevention, developing new models of support and sharing information across the public sector to design and deliver better services through place-based teams, with co-located professionals from all relevant public services working together. But it also enables us to develop a more radical vision that asks what we can do to stop gender-based violence, to enable those who perpetrate it to change and to value the expertise of those who have endured it. A transformation in our services is needed so that we move away from public services that screen people out to manage demand, only to later have to respond to urgent needs and problems disclosed by victims, offenders and their children. We need a public service model that proactively responds according to what matters to the public, intervenes promptly, and recognises strengths that we all can build upon.

In compiling this strategy, we have also drawn inspiration from some of the best national examples,¹⁵ which invite us to consider the whole picture when tackling gender-based violence. This means engaging holistically with victims and their families, involving whole communities in which they and perpetrators live to challenge abusive behaviour, offering victims networks of support, and presenting young people, especially young men, with the guidance and opportunities needed to develop in ways that do not rely on the performance of coercive masculinities. This

kind of transformative change hinges upon being able to bring Greater Manchester together - including the public, professionals, employers, journalists, and politicians to change what we say and do about gender-based violence.

To achieve this change, the leadership of Greater Manchester's approach to reducing gender-based violence over the next ten years will be defined by:

- Accountability to victims and survivors, including children and young people, and their active participation in the city-region's programme of change.
- Sustained engagement with the public, schools, colleges, universities, and employers.
- Recognition of the vital roles played by those working in frontline health and social care occupations and specialist service providers, alongside community groups, employers, schools, colleges and universities, in protecting survivors from repeat victimisation.
- Openness about the demands the criminal justice system places on victims and its capacities to guarantee safety and justice.
- A clear, coordinated, and integrated housing policy that ensures that most victims can stay in their own home, or when not appropriate to do so, that they are rehoused swiftly within Greater Manchester while also maintaining their tenancy rights.
- Evaluating interventions and ensuring that the views of service users are fully incorporated into our measures of success.

From 2021, we will establish a new Gender-Based Violence Board with the core task of developing and overseeing the implementation of this strategic plan and establishing key milestones to be achieved over the next ten years. The Board will include victims and survivors with lived experience of gender-based violence as co-chairs, action plan leads and members. They will reflect the diversity of the communities, victims and survivors come from and experiences they have. The Deputy Mayor will co-chair the Board with a survivor of gender-based violence, appointed annually, and tasked with overseeing the development of core action

plans and championing the rights of victims. The Co-chairs will be responsible for the coordination and implementation of the Gender-Based Violence Strategy, and will draw up a roadmap that establishes an incremental programme of change that identifies key milestones.

The Board will be supported by operational leads from across Greater Manchester to ensure all key priorities are met. The Board will provide a forum that enables young people's voices, including the work of the Youth Combined Authority, to be heard alongside those of adult survivors and those organisations that represent them. The Board will work in tandem with the Greater Manchester Women and Girls Equality Panel¹⁶ and the Racial Equality Panel,¹⁷ and be intrinsic to meeting their strategic objectives.

Skilled leadership that is responsive to victims and survivors, and fully conversant with their justice interests as well as the challenges faced by professionals, will enable us to keep victim safety paramount in all that we do and ensure those organisations with greatest capacity to deliver safety and justice are accountable to the people they serve. We know that radical improvements to the criminal justice response to victims and survivors are urgent. This is why, in light of the HMICFRS inspection report on the service provided to victims of crime by Greater Manchester Police, a first priority for the Gender Abuse Board will be to review how domestic abuse cases are managed by the force. The review will:

1. Ensure that the 'Think Victim' campaign is fully embedded within GMP and further explore how to improve outcomes for victims in the criminal justice system, ensuring they are offered the very best service, kept informed, treated with dignity, listened to, and understood.
2. Investigate how case management can be improved by frontline, investigating, and senior police officers, and what can be done to reduce the number of reports to Greater Manchester Police that result in no further action.

3. Take account of both budgetary pressures on Greater Manchester Police and the wider cost of repeat victimisation to victims and service providers across the sector.

A second core priority will be to integrate responses across criminal justice, health, social care, and specialist service providers. Sections 8 and 9 of this strategy outline our plans to secure this change.

A bespoke plan will be drawn up to address how we effectively meet the needs of male victims and survivors. This will cover the full range of acts of violence, abuse and exploitation in which men or boys are the victims, and in which their gender, sexuality and/or intimate relationships are motivating or prevailing factors.

As a city-region with a proud history of tackling inequalities and the capacity to innovate that our devolution deal has enabled, Greater Manchester Combined Authority is in a strong position to influence national debate about gender-based violence and to lobby for national reform. In this capacity, Greater Manchester will:

- Lobby for legislative change that ensures that perpetrator information is appropriately shared to reduce further risk to victims.
- Work with government inspectorates to set new professional standards, including, for example, investigating reports of gender-based violence perpetrated by public sector professionals.
- Endorse the Domestic Abuse Commissioner's call for 'firewall' services to protect migrant women who are victims of gender-based violence from criminalisation and deportation.
- Ensure that the newly configured Probation Service in the city-region is at the forefront of new developments in working safely and effectively with perpetrators.

Building on Strengths

The new Greater Manchester Gender-Based Violence Board will play a central role in consolidating, coordinating and bolstering good practice across all the sectors that work to tackle gender-based violence in the city-region. The Board will also foster a

supportive environment which encourages reflective practice and debate amongst practitioners, researchers, and the general public, so that mistakes are translated into a culture of continuous improvement and staff development, instead of one that resists change through fear of blame. This is why the Board will:

- Oversee the incremental development of the public engagement strategy and ensure all interventions are consistent with its messaging.
- Invest in pilot projects that can scope the potential to reduce the demand for crisis and criminal justice responses by prioritising primary prevention and early intervention.
- Develop a programme of staff development that works across the sector to help address common challenges and foster collaborative working that provides a seamless service for victims from the first point of disclosure.
- Review our commissioning arrangements for rape and sexual assault services with the aim of making it easier for all victims to access support and reduce waiting times.

We will take every opportunity to consolidate links between voluntary and statutory service providers, those working with victims and survivors, those working with children and young people and those working with offenders. This will ensure that Greater Manchester upskills those working with perpetrators by sharing experience and training across police, probation and third sector organisations. It will also work to consolidate links between organisations working with ethnic minority communities and LGBTQ+ with organisations that work specifically with women or with men.

Where it is evidenced that we are not meeting the needs of survivors, particularly those from minoritised or marginalised populations, we will be advised by groups that are run by and for survivors from those populations. Our strategy aims to reduce the pressures on organisations that are at the forefront of delivering specialist services, but which are often overburdened with the pressures of competitive tendering.

In order to better to support frontline services, Greater Manchester will enrol universities and colleges, employers and specialist service providers in helping to

address common and pressing challenges in tackling gender-based violence. These include:

- The need to routinely upskill all health, social care, and criminal justice personnel in the implications of new criminal and civil legislation so they understand the powers available to protect victims from further abuse and disrupt perpetrators from continuing to intimidate them. There will be an immediate focus on the Domestic Abuse Act and the provisions it makes for dealing with non-fatal strangulation to prevent future harm and homicides among women who are sexually and domestically assaulted.
- The need to understand how gender intersects with other inequalities that disadvantage people according to their ethnicity, age, sexual orientation, physical and intellectual abilities, physical and mental health.
- The need for greater training and risk assessment tools for working with both victims and perpetrators who have learning difficulties and those who identify as autistic or neurodivergent.

Innovation, Research and Evaluation

The nature of gender-based violence is rapidly changing as it manifests through new technologies, whether that be through online stalking and threatening behaviour, cyberbullying, misogyny and homophobia, the sharing of explicit images, revenge porn, romance frauds, or the manufacturing of evidence against victims. This is why we will ensure that any legal reforms following the review of the Communications Offences are implemented swiftly across our city-region.¹⁸ We know that these behaviours can cause victims acute psychological distress, and this is why we are investing in services that support well-being and address mental health issues in response to this. We know also that we will need to find new strategies for engaging with younger people who perpetrate online abuses, many of whom will be completely unknown to the criminal justice system. We will be actively engaging in national debates and international research to redress this.

New technologies, however, also offer some solutions to the problems of tackling gender-based violence. They can make it easier for people to access services and to understand what is available to them. They can also create systems that improve information sharing amongst professionals and empower victims by ensuring that they have access to data stored about them and the choices available to them. Over the next ten years, we are committed to developing online systems that enable victims to report abuse from wherever they are, and which minimise the need for them to share their stories multiple times to the various professionals who are working with them. This will require us to develop common protocols and assessment tools that are shared across health and social care, criminal justice and third sector settings.

It is crucial that we know what is and is not working to reduce gender-based violence in Greater Manchester. Service providers need to know when their interventions are not working as intended, or when support services are adding to the pressures on victims. It is crucial that we support research and evaluation of our interventions and that such research is designed and implemented in dialogue with victims and survivors and received in the spirit of openness and supportiveness by commissioners, chief executives, managers, and frontline professionals, as far as possible. At the same time, we need to recognise that the causes of gender-based violence are embedded not only in pervasive attitudes and values that cross generations, but also in the deep cultural inequalities that reach beyond Greater Manchester. We need also to recognise that those who perpetrate harms often have very complex problems of their own that are not always amenable to a 'quick fix'.

In Greater Manchester, we are conversant of the challenges involved in measuring progress in tackling gender-based violence, especially in determining whether interventions designed to prevent it have been effective. Over the next ten years, we will therefore be monitoring how prevalence rates for gender-based violence and abuse change in Greater Manchester, how they compare with the national picture, and how they are shaped by rates of reporting and public awareness. We will also look closely at how patterns of gender inequality change across our city-regions, how these relate to rates of pay for men and women, parental involvement in childcare arrangements, and access to advice, housing, and healthcare. Monitoring these

trends will enable us to develop a better understanding of how specific and targeted interventions are working and situate the perspectives of victims and survivors in the wider contexts through which vulnerabilities are experienced and professional responses are received.

More specifically, we are fully committed to:

- Evaluating how our public engagement campaigns are received, to check that they are delivering greater understanding and improved attitudes and to recognise where they generate counter-responses, unintended consequences, or unforeseen demand on services.
- Closely monitoring the findings of research¹⁹ on the impact of the Domestic Violence Disclosure Scheme, sometimes referred to as Clare's Law, that provides those living with someone whom they have concerns about with a 'right to ask' and a 'right to know' if that person has committed domestic abuse offences before.
- Fostering dialogue between academics, policymakers, practitioners, victims, and survivors to clarify what success in the short, medium and long term looks like, and how it should be measured.
- Establishing a quality assurance and capability inspection process, which will consider the effectiveness and efficiency of how services are provided. This will entail reviewing what works, why it works, and establishing the most effective balance between therapeutic, criminal justice and other support-based service provision.
- Working with university partners to ensure all our interventions are informed by the best international research and supporting applications for projects that help identify service needs and subject our interventions to evaluations which give voice to the perspectives of the victims and survivors we serve.

Leadership of the gender abuse strategy in Greater Manchester will be distinguished by accountability to adult victims and survivors and young people, a sensitivity to the challenges faced by frontline professionals, and a commitment to evidence –based practice that

ensures all interventions are effective at reducing gender-based violence and gendered inequalities.

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4. Mobilising Greater Manchester

Engaging the Public

The public, universities, colleges and employers have key roles to play in tackling gender inequality, homophobia and transphobia, sexism and the objectification of women and girls. In the United Kingdom, victims are more likely to disclose domestic abuse to a friend or family member (48%) or a neighbour (14%) than a professional, including the police.²⁰ Preventing and addressing gender-based violence therefore requires a concerted public effort, in which everyone understands that they can play a role. It is critical that the public are able to recognise the signs of abuse, feel confident in talking to victims, and know which organisations they can call for support, including support with challenging those who present an ongoing threat. The public need to feel empowered and safe to do so, in order to support the sector in challenging perpetrators and potential perpetrators.

Over the next two years, Greater Manchester has committed to a coordinated strategy of public engagement that extends the reach of central government campaigning and builds on the preventative education we have been supporting in schools. Critically, our city-region campaign will be informed by the perspectives of victims and survivors, and reflect the diversity of experiences within these groups. Our campaigns will go beyond raising awareness and signposting services. They will actively engage the public in dialogue, opening debate about how young men and boys can contribute to reducing the prevalence of gender-based violence and abuse,²¹ how the public should respond to signs, and what can be done to encourage perpetrators to see themselves as such and seek help to change. We will:

- Develop a series of targeted campaigns to highlight the various forms gender-based violence can take, as well as the attitudes and structural inequalities that give rise to it.
- Produce a bespoke campaign directed at boys and young men that addresses the intricacies of developing trust in intimate relationships, without being controlling.

- Ensure this messaging is consistent with commissioned interventions to support victims and tackle perpetrators.
- Co-work with schools, colleges, organisations working with young people, and directly with young people themselves to ensure key messages are actively engaged with and understood by the audiences they are aimed at.
- Engage with white ribbon²² champions and international research to identify innovative ways of encouraging men and boys to challenge gender inequality and gender-based violence.
- Monitor and evaluate the impact of all public engagement on the progression to gender equality for women and girls living in Greater Manchester.
- Expand existing signposting to services and ensure that services are prepared for any increase in demand generated by increased public awareness.

In Greater Manchester, we also know that our public spaces are not always safe for women. Part of our city-region public awareness campaign will be calling to attention the harm caused by what is often considered to be low-level, sexist behaviour (for example, wolf-whistling, catcalling, stalking, and harassing women and girls in public spaces) and verbal abuse towards people on the basis of their appearance, dress, sexuality, cultural values or non-conformity to gender norms.

National research reveals higher rates of domestic abuse victimisation among women from Christian, Hindu, and Muslim faiths than among women of no religion.²³ Over the next ten years we will develop targeted public engagement campaigns with our faith communities and through our multi-faith forums to ensure awareness is raised about what can be done to tackle gender-based violence and what help is available.

In addition, we will:

- Introduce an emergency contact system for passengers using public transport to alert the police discreetly if they are concerned for their safety or that of others.
- Support Local Authorities across Greater Manchester in seeking public space protection orders that protect women and girls from harassment and abuse. This will include working with the Greater Manchester Night Time Economy Adviser to implement an action plan that tackles gender-based violence in public places and commercial settings.
- Support the Reclaim the Night campaign, which raises awareness of violence against women and girls through an annual night-time march across Greater Manchester and builds community support for our weeks of action against gender-based violence.

Working with Universities and Colleges

Greater Manchester is fortunate to be home to five higher education institutions²⁴ and 25 further education and sixth form colleges, in addition to those embedded in secondary schools. The city-region's colleges provide further education and training to over 50,000 young people annually, while a population of over 100,000 are studying for degrees in our universities each year. Many of these students go onto work and lead in the city-region after they graduate.

International research reveals that students are the population most likely to be persuaded to take action when they witness someone being exposed to gender-based violence.²⁵ Universities and colleges thus have a vital role to play in ensuring Greater Manchester benefits from a workforce confident in its capacity to tackle gender inequalities and gender-based violence. Academics can also work with the sector to improve the quality of news reporting about gender-based violence, so that it avoids victim blaming, sensationalism and over-simplification that compound the harms of abuse. Our universities provide access to the world-class research and training practitioners need to respond effectively. Over the next ten years, we will work closely with Manchester's colleges and universities to ensure:

- We recruit people who are committed to challenging gender-based violence and the sexism, racism and homophobia that contribute to it.
- Professionals working in the public and third sector have access to the very best training and continuing professional development programmes about research on gender-based violence.
- Universities and colleges, as both employers and leaders within the city-region, extend the reach and impact of our public engagement campaigns.

We know that the student population is also disproportionately affected by gender-based violence. The prosecution case against Reynhard Sinaga drew international attention to the degree to which men in the student population are at risk of sexual assault, and how reticent this group of victims are to report sexual violations and reach for help.²⁶ The same is true of many female students. In the year ending 2019, 12.2% of female students had experienced domestic abuse within the past 12 months, compared to 7.5% of women in the general population of England and Wales.²⁷ Survey based research suggests that female students are at twice the risk of sexual violence than other women within the general population, and account for around 50,000 cases of sexual abuse or assault across the UK each year.²⁸ This underscores the need for colleges and universities to provide internal pastoral support as well as signposting local services independent of them that are responsive to a diverse student population, who may have been victims of gender-based violence.

Universities and colleges must promote and abide by clear policies and guidelines for reporting and investigating cases of sexual misconduct, harassment, assault, and rape, involving staff and students within and outside of the workplace. It is important that these policies ensure victims do not fear recrimination when they report the perpetrator, whatever their formal position or status.

Universities and colleges are well placed to educate students about gender-based violence and should therefore play a key role in setting good examples to those living and working in our city-region. Our Greater Manchester universities and colleges will

engage students in education about gender-based violence, hate crime and sexual citizenship in their induction and pastoral programmes, and redress the gendered and sexual norms that discriminate against women, sexual minorities and those who do not conform to gendered expectations.

Working with Employers

Lower rates of pay for women, the under-representation of women in leadership roles, and poverty cycles, combine with sexual harassment in public spaces and workplaces to render women and girls more vulnerable to gender-based violence and abuse than men in other aspects of their lives. It is vital therefore that employers are engaged in redressing both the structural inequalities and prejudices that promote gender inequality and gender-based violence.

Employers are legally obliged to prevent gender-based violence in the workplace under the Equality Act 2010. Nevertheless, 40% of women are estimated to experience sexual harassment in the workplace.²⁹ Greater Manchester therefore welcomes the advent of new victim-informed laws that will form part of a national response to protect those who are subject to abuse at work.³⁰ Domestic abuse also impacts upon victims' attendance and performance, yet workplace policies and procedures can prevent victims from coming forward and may inadvertently expose them to harm and unfair disciplinary action.³¹

In Greater Manchester, we want to be a beacon of best practice. To this end, we will work with all our city-region employers to put into place policies and processes through which bullying, sexual harassment, domestic abuse and discrimination can be raised, tackled, and actioned; regardless of the status of the alleged perpetrator, particularly when they are working in trusted public positions or as responders to victims in need of support.

This will involve asking employers to go beyond the requirements of the Equality Act, which does not extend the same protections to non-binary and gender diverse people as it does to binary gendered people. It is important that employers recognising the harm caused to trans people by 'deadnaming' and intentional misgendering. It is also important employers are alert to the signs that trans and non-

binary people are experiencing domestic abuse, as these can be particularly difficult to detect, especially among those who are not 'out' at work.³²

Many frontline workers who support victims of gender-based violence are just as likely to have experienced abuse themselves, and it is critical that we listen to their voices, learn from their experiences and support them fully. We have expanded our Greater Manchester Resilience Hub provision to ensure all frontline health and social care staff are able to access mental health advice and well-being support. In Greater Manchester we will:

- Endorse the Domestic Abuse Commissioner's call to introduce paid leave for victims of gender-based violence, lobby government for legislation change, and ask all our suppliers to do the same.
- Establish best practice processes, for example, by drawing upon the Employer's Initiative on Domestic Abuse,³³ in collaboration with workers' unions,³⁴ to ensure victims of domestic abuse are supported by union representatives who are trained in gender-based violence.
- Develop health and safety procedures to safeguard victims of domestic abuse who may be at risk of harassment and stalking from perpetrators travelling to and from work, and during the working day.
- Deliver domestic abuse training to public sector, private sector and not-for-profit employers in the city-region, in partnership with our universities, so that they can develop transparent policies for reporting gender-based violence without fear of judgement or disciplinary action.
- Develop workforce development programmes that equip workers to recognise and call-out discriminatory attitudes and abusive behaviours.

Abuse perpetrated against partners or former partners by criminal justice professionals, especially the police, compounds the feelings of powerlessness suffered by victims, as the system intended to protect them can be misdirected to intimidate them. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services is currently investigating a super-complaint submitted in March 2020 by the Centre for Women's Justice (CWJ) in respect of domestic abuse perpetrated by

police officers or staff.³⁵ Greater Manchester Police, working with the Deputy Mayor, have already produced a detailed action plan in response to the issues raised by the Centre for Women's Justice. We will work with Greater Manchester Police to ensure the practice detailed in the plan becomes embedded and monitor its effectiveness while we await the report of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, due in the summer of 2021. The Deputy Mayor, having the delegated functions of Police and Crime Commissioner, will hold the Chief Constable to account on behalf of the public to ensure necessary reforms are implemented immediately.

It is also important for employers to recognise how gender inequality compounds some women's vulnerability to gender-based violence. Women living in our city-region are on average paid 7%³⁶ an hour less than men, are more likely to be employed part-time, and shoulder the burden of domestic and caring roles, which exacerbates the gender-pay gap. These inequalities make it harder for women to escape abusive relationships and render them more susceptible to coercive control. Employers can therefore contribute to tackling gender-based violence in the long term by redressing gender inequality. In Greater Manchester, we are supporting employers to do so by:

- Ensuring our commissioned services, procurement processes and grant allocations are compliant with the Public Services (Social Value) Act 2012. In line with the Act, we will promote our commitment to addressing inequalities in opportunities for women. We will also go further by explaining to employers how they can excel at redressing inequalities in the workplace, including supply chains.
- Encouraging all organisations that are commissioned by the city-region councils to report annually on the gender pay gap and what they are doing to redress it.
- Encouraging employers to become members of the Greater Manchester Good Employment Charter, so they can access advice on how best to support the needs of women in the workplace and develop

family friendly policies, flexible working arrangements and childcare schemes.

The *Cut it Out* campaign is an excellent example of how Greater Manchester's businesses can work to prevent gender-based violence and support victims. The initiative offers free training to hair and beauty professionals so they know what domestic abuse is, how to recognise the signs of domestic abuse in their clients, and how to access professionals who can help these clients. An evaluation of the *Cut it Out* campaign has already been commissioned. This evaluation will inform decisions on how best to work with employers to bolster public engagement in tackling gender-based violence over the next ten years. We are looking at how best to extend the *Cut it Out* campaign in the years ahead.

Our vision in Greater Manchester is to mobilise the public, universities, and employers to challenge gender-based violence, establish gender equity, and collaborate with those working victims and survivors to ensure they are safe and supported

5. Supporting Victims and Survivors

Victims at the Heart of our Services

From 2021, the organisations that work with Greater Manchester Combined Authority will broaden and deepen their engagement with victims, survivors, children, and their families. This will include, but not be restricted to, the establishment of a diverse panel of people with lived experiences of gender-based violence fully engaged in designing, commissioning, and reviewing the services that tackle gender-based violence in Greater Manchester. In this way, we will ensure that victims and survivors' voices are heard and validated, while providing more meaningful responses and consequences that are cognisant of what they perceive as justice.

This will also ensure that all our services remain responsive to those who have been abused, not all of whom define as 'victims'. Some people prefer the term 'survivor' to reflect their personal strength in overcoming violence that has been terrifying. Others wish not to be defined by what has been done to them or need time to recognise that behaviours they had defined as a 'fight' or 'unwanted sex' amounted to serious crimes perpetrated against them.

Helping those who are living with gender-based violence to name their experiences and seek the support they need to escape will be a key feature of the public awareness campaigns that Greater Manchester will commission. Through the Greater Manchester Victim Services Review, members of the public and practitioners found that:

- Sometimes they do not know how to access support or what that entails.
- The criminal justice system is re-traumatising and confusing.
- Victims and survivors keep having to repeat their stories.
- They are subjected to multiple needs assessments but feel disempowered.
- Victims' lives are put on hold if the perpetrator is tried in court.

In response, we will ensure services:

- Reduce harm and trauma for victims and their families.
- Are responsive, person and child centric.
- Reduce health inequalities.
- Are underpinned by clinical governance principles.
- Build upon advances in online systems and modes of working developed during the pandemic.

We will routinely collate the information, evidence and expertise needed to co-produce, redesign, and reform the services that victims and survivors of rape and sexual offences need to cope and recover in the immediate, medium and long term. We will also review how we respond to: complex cases, child sexual exploitation and online grooming. Between 2021 and 2031 we will address 'hidden crimes', including offences against men and those that take place in religious or culturally 'closed' communities, those embedded in the night-time economy, and the exploitation of the economically marginalized.

Accessible and Inclusive Service Provision

In Greater Manchester, we are committed to reducing the barriers to reporting gender-based violence that can deter those who need help from accessing it. In 2020, we invested in new online and app-based reporting mechanisms as an alternative to face-to-face processes.³⁷ Making the public aware of these reporting mechanisms and the breadth of service provision available to them will be a focus of public engagement campaigning from 2021.

To reduce the need for victims to repeat their stories or be reassessed, we will seek to develop a new Trusted Referrer's Scheme that will enable voluntary sector organisations, faith groups and schools to refer victims directly to health and criminal justice services. In Greater Manchester, we require all our service providers to have the appropriate skills, knowledge, and experience to respond thoughtfully to victims, whatever their circumstances.

We are fortunate in the city-region to benefit from the expertise of some of the most long established and pioneering interventions to support victims of domestic and sexual abuse. These include Manchester Women's Aid, St Mary's Sexual Assault Referral Centre, Survivors Manchester and Greater Manchester Rape Crisis. Over the next ten years we will ensure all service providers learn from the experience these and other organisations have to offer to enhance our provision to survivors, maximise our compliance with recognised quality standards, and ensure the consistent application of safeguarding procedures. We will also encourage all service providers to ensure their resources are available in the many languages spoken in the city-region.

Responding to Diversity

Over the next five years, our quality assurance and inspection processes will look closely at whether our services are accessible to all. We know that some services in the city-region are not reaching ethnic minority women as well as they should. We know also that some services are less accessible to people from sexual minorities, trans and gender-queer people, older people, disabled people, and those with learning difficulties. We know that fear of criminalisation deters a range of women from seeking support, including women whose immigration status is insecure or secure but still hard to reach, women with drug and alcohol problems, sex workers, and women who have retaliated against perpetrators who are subjecting them to coercive control. In Greater Manchester we do not consider these to be reasons to deny women sanctuary and protection and are committed to offering them the very best service provision. We will work closely with all our local authorities to ensure all our services are accessible to all: including women who not speak English fluently, older women, and those with disabilities. We will also scope the potential to establish Greater Manchester as a Sanctuary City³⁸.

In 2021, we will undertake a comprehensive scoping exercise to assess the extent to which our services are meeting the needs of victims and survivors from ethnic minority, foreign national, LGBTQ+, physically disabled, learning disabled and neurodivergent populations. In doing so, Greater Manchester will seek to learn from good practice examples, like the Women's Centre Cornwall group, who have developed specialist training to support professionals and peers to understand the

specific problems domestic abuse causes people with learning disabilities.³⁹ We will also:

- Work with and support our local authorities to develop strategies within the scope of gender-based violence, based on the needs and priorities of their respective local areas. Data on the rates and prevalence of various forms of violence and abuse will be collected in each local authority area, be attentive to local demand for services and be responsive to the needs of all communities and demographic groups.
- Review and revamp our IDVA and ISVA provision to make sure it is meeting the needs of all victims and survivors in all areas of the city-region. In addition, ensure our end-to-end support is informed by the training and support NGOs supporting ethnic minority and LGBTQ+ populations have to offer; and ensure our provision better reflects and caters for the diversity of the victim and survivor population (see also section 9).
- Appoint a Health Service Project Manager, via the Women's Support Alliance, to review existing pathways into health and well-being services for vulnerable women, including those at risk of gender-based violence and sexual exploitation, to identify opportunities to improve referrals.
- Continue to advocate for vulnerable and marginalised women and to support our local authority partners through the recommissioning of women's centres- which offer direct support, advice and advocacy to a range of specialist services such as: accommodation; education, training and employment; emotional wellbeing support; and drug and alcohol dependency recovery programmes.
- Ensure our victim's services are accessible to all, irrespective of whether the complainant has contacted the police, whatever their immigration or documented status, and whether or not they formally have no recourse to public funds.
- Enhance the provision of services dedicated to tackling harmful and abusive practices - like forced marriage, so-called 'honour' based

abuse, and female genital mutilation – by integrating them with the provision of specialist clinical and emotional support for people who have undergone trauma.

Safety and Justice

It is crucial that service providers are honest with victims about the demands that engagement with the criminal justice system entails, the time such engagement takes, and the possibility of adverse outcomes, even if such honesty can be disheartening. The process of pursuing justice can compound the original trauma some victims suffer, for example, when defendants make malicious accusations against those they have abused, prosecutions are not proceeded with, or fail to deliver justice. In Greater Manchester, we are committed to being open with victims about what the criminal justice system can and cannot achieve, to reducing the additional pressures this system places on victims, and to keeping them fully informed at each stage of the process in alignment with the Victim's Code. To this end, we are looking closely at best practices being developed elsewhere in the UK, such as 'Aurora New Dawn DVA Cars';⁴⁰ a project that allows voluntary sector specialists to work in partnership with the police to ensure initial contact with victims are positive, supportive and reassuring. We are also supporting research that seeks to help us better understand the long term needs of sexual survivors from the point of crisis intervention through to when their cases go to court.⁴¹

We understand the importance of listening to what victims say they want. This is why all services in Greater Manchester are committed to supporting victims to live in safety, whether or not they wish to pursue a prosecution or wish to continue living with someone who has hurt them. We know also that people who have suffered trauma do not wish to have to repeat their accounts of victimisation to multiple service providers and that it is important for voluntary and statutory services to work together towards our common vision in Greater Manchester to tackle gender-based violence. In 2021, we will be focussing attention on ensuring smooth pathways of referral between generalist and specialist services, with clear information sharing protocols to stop victims having to disclose personal information on multiple occasions. We are also working closely with the National Probation Service to

ensure that where perpetrators are supervised within the community, appropriate liaison occurs between probation staff and service providers who are supporting victims and keeping them informed, on the premise that all interventions put victim safety first.

Women whose immigration status is irregular, or contingent on their husband's, are particularly vulnerable to coercive control, domestic servitude, and sexual exploitation, as perpetrators often forewarn them that going to the police will result in their deportation and/or their separation from their children. In Greater Manchester we are determined to combat this form of legal systems abuse. This is why police officers who have concerns about a victim's immigration status are now required to refer the victim in the first instance to relevant third-party support organisations for victims and survivors of gender-based violence that can provide immediate advice and assistance.

Housing and Security

The very real risk of homelessness is an enduring problem for many women who are abused by intimate partners, and a problem that is much more acute for women on low incomes or in precarious employment (see section 4). Many women who have been abused come to the notice of local authority homelessness teams, housing providers, refuges, and other places of safety when they are escaping an abusive situation. Radically reducing homelessness remains a core priority for the Mayor, which is why the Greater Manchester Ethical Letting Agency has been formed to prioritise social housing for those who are homeless or at risk of becoming homeless. Eradicating homelessness is essential if we are to protect the most vulnerable women and children from harmful behaviours. In Greater Manchester, we are committed to ensuring that women and children at risk of abuse are supported in finding alternative housing or refuge, that is suitable and safe, as soon as possible. We will work with partner organisations with expertise in serving minoritized populations to ensure assessment procedures take full account of survivors' social, emotional and economic needs and anticipate the risks of further violence, including targeted forms of abuse, racial and religious harassment and hate crime in particular localities.

Too often in Greater Manchester we see people who have been victimised, trafficked, or moved from one end of the country to another as part of an asylum system that has often failed them. This makes building trust hard. In Greater Manchester we will not be complicit in Home Office policies that seek to deport people because they have found themselves destitute and street homeless.⁴² In Greater Manchester, we are proud to accommodate and support individuals with No Recourse to Public Funds (NRPF) as part of *A Bed Every Night*. This gives people the opportunity to have somewhere safe to stay and receive support to regularise their status and find stable accommodation.

Greater Manchester will build on its pioneering approaches to supporting vulnerable and marginalised women by re-commissioning the 'Whole System Approach for Women'.⁴³ While continuing to support Greater Manchester's refuges for women, we will ensure that local emergency housing provision is available for men who are victims of domestic abuse. We will also ensure that emergency housing provision is also available for trans people, our own research revealing that they are at increased risk of homelessness when subject to abuse from partners and other family members and not always served well by housing providers.⁴⁴

Following the reunification of the probation service, we are in a strong position to ensure that women impacted by gender-based violence in each of our districts are consistently supported, where appropriate and safe, to stay in their homes. Those who are fleeing violence and abuse should not have to forfeit their homes or tenancies and should be supported in securing long term accommodation when they do. Over the next years we will endeavour to comply with the principles set out by the Domestic Abuse Housing Alliance⁴⁵ that advocate for 'an enabling environment where survivors know they will be listened to' and housing providers 'recognise that tenants 'may be disadvantaged by multiple oppressions.' Starting in n 2021, we will:

- Develop and evaluate an integrated approach to housing and law enforcement that prioritises moving perpetrators elsewhere as fairer and less disruptive solution to the threats of intimate partner violence and stalking wherever possible (see section 7).

- Work with local authority and housing provider partners to develop a cross-border protocol or reciprocal, establishing a system of co-operation, which defines responsibilities for the provision of housing, and care and support services when victims and survivors of domestic abuse are transferred across local authority areas.
- Work across voluntary and statutory sectors to build on innovative practice developed during the COVID-19 pandemic, to support the swift transition of victims and their children from refuge to stable accommodation.
- Ensure the Greater Manchester Homelessness Prevention Strategy, which will be in place from 2021, addresses the various ways in which housing insecurity compounds the risks of gender-based violence women and children face.
- Ensure that all rough sleeping initiatives, including *A Bed Every Night* and *Housing First*, have a gender and trauma informed approach that is sensitive to diverse needs of those at risk of gender-based violence, including, women, LGBTQ+ populations and disabled people.

In Greater Manchester we will provide services that are designed for, and accountable to, victims and survivors. All services tackling gender-based violence will be accessible, responsive, and victim centred.

6. Meeting the Needs of Children and Young People

Investing in Young People

Children and young people experience many different forms of gender-based violence, including: day-to-day sexist behaviour, stalking and sexual harassment, hate crime and online abuse, sexual assault, sexual and criminal exploitation, domestic abuse, female genital mutilation, forced marriage, and 'honour' based abuse. They are also at high risk of peer abuse and dating violence, with young men who are abusive in their teens at risk of becoming serial perpetrators of domestic abuse in early adulthood.⁴⁶

Protecting young people from gender-based violence within and outside of the home, and doing everything possible to prevent it becoming a feature of the lives of subsequent generations, is a top priority within the Greater Manchester Children and Young People's Plan.⁴⁷ This has established a Standards Board focussed on sharing evidence of what works to improve safeguarding practice supported across all ten of Greater Manchester's local councils and is supported by a £7.43 million Targeted Innovation and Reform Grant. The Greater Manchester Safeguarding Alliance is deploying this investment to develop an evidence and strengths-based approach to supporting children and young people in the communities where they live.

In Greater Manchester, our approach to improving the lives of children and young people and keeping them safe comprises universal, targeted, and specialist services, which are allocated depending on the type and level of need required. Investing in our children and young people is critical, both for the possibility it brings them of living lives free of gender-based violence, and also because young people play an important role in challenging misogyny, homophobia and racism, and speaking out when others are at risk of harm. Over the next ten years, Greater Manchester will:

- Invest in and promote universal and early interventions to protect young people from gender-based violence and primary prevention activities that empower young people to recognise abuse and seek

support when it infringes on their own relationships and those of people known to them.

- Support the children's social care system across our city-region by ensuring that our future investments build and strengthen existing practice and systems to ensure that children most in need or at risk receive appropriate and effective support.
- Widen the access of specialist service provision for victims and perpetrators to ensure we are meeting the needs of teenagers and young adults at risk of intimate partner violence and/or peer-on peer abuse.
- Support the charity Talk, Listen, Change to deliver on a pilot project - commissioned by the Home Office – designed for young people involved in intimate partner violence.

Early Intervention

In Greater Manchester, we have and will continue to invest in early help models, through a combination of local investment and national programmes. Children and young people sometimes perpetrate abuse on their peer groups. By intervening early, challenging gender stereotypes and victim blaming, we can reduce the chances of abusive behaviours becoming a pattern of coercive control in later life.

Through both our Youth Justice Transformation work and the Troubled Families Programme, we pursue whole family and contextual safeguarding approaches that seek to understand the wider dynamics that lead some young people to perpetrate gender-based violence, adolescent to parent violence, abusive sexual behaviours, and hate crime. In 2021, the Greater Manchester Early Years Initiative will launch an Early Years Workforce Academy, with a commitment to increasing the proportion of men working in early years care and education and to improve the training and development of early years staff across the city-region. We will also work closely with schools, colleges and other educational settings, to implement an evidence-based programme of preventative education to change harmful attitudes and behaviours, and upskill teachers, teaching assistants and youth workers that will build upon our education statutory requirements.

Our work over the next ten years will be delivered in partnership. For example, we will work with the Youth Combined Authority to identify ways to engage young people in tackling gender-based violence and reducing their risk of exploitation, and co-develop policies that improve young people's lives across the city-region. We will also work closely with the Greater Manchester Parenting Working Group to explore ways to tackle stereotyping and precursors to gender-based violence. And we will work closely with the Alliance for Learning Teaching School, to develop a range of targeted resources that address gender stereotyping and abusive behaviours, including online abuse. We will ensure that teachers are invited to the many training events for professionals tackling gender-based violence and abuse held in the city-region and we will liaise with head teachers to ensure examples of best practice within schools are shared and celebrated.

A key part of our partnership working will involve educating young people about abuse and exploitation, including its digital dimensions. Preventative education with young people will focus on promoting positive attitudes around women and girls, healthy relationships, sexual citizenship and consent, and will use peer mentoring schemes, advocates and role models. It will also educate young people about the harm of sharing sexual images online and how pornographic material portrays unrealistic views about sex and sexual consent, which can be damaging to intimate relationships.

As part of our statutory duty to deliver inclusive relationship, sex, and health education to our primary and secondary pupils,⁴⁸ we will continue to support the many third sector organisations that come into schools and colleges to inform young people about dating violence, peer abuse and bullying, mental health, alcohol and substance use, sexual diversity, sexual health services, and services for victims of domestic and sexual abuse. It is important that professionals delivering relationship education confront the gendered nature of boys' controlling behaviour, often borne from issues of trust, biographically-informed insecurities and sexual jealousies. It is also critical that those working with young men at risk of exclusion help them to recognise how their own capacities to trust are sometimes diminished by adverse experiences and how this can inflect expectations of intimate relationships.⁴⁹ It is also critical that education with young women, especially those who are at risk of

pressure from peers, disadvantaged or vulnerable, addresses the significance of self-esteem and choice in relationships, so they are not pressured to stay with boys and men who are coercive.⁵⁰

We also know that sex and relationships education needs to be specially tailored to meet the needs of autistic pupils and those with learning disabilities. Some of these children are at a higher risk of exploitation, grooming and abuse than their peers, and need particular guidance on how to navigate the physical, emotional and sensory aspects of relationships. Hence, from 2021, in keeping with our Greater Manchester strategies,⁵¹⁵² we will work with organisations such as the National Autistic Society to develop and deliver neurodiverse sex and relationships educational materials through Skills for Life, Personal, Social, Health and Economic (PSHE), and Sex and Relationship (SRE) programs,⁵³ to reflect different learning needs and levels of social understanding. This will entail teachers making wider use of visuals, pacing the delivery of teaching in different ways, and deploying an understanding of the sensory differences and challenges faced by those with autism or learning disabilities. We will also provide resources and training that help parents and professionals to support autistic young people in making the transition into adulthood and independence, through person-centred planning.⁵⁴

Children and young people with learning difficulties, histories of sexual abuse, multiple victimisations, and neglect are at increased risk of displaying harmful sexual behaviours towards other children, either on their own or as part of a peer group.⁵⁵ It is crucial that professionals are aware of the signs and respond appropriately by recording and reporting all incidents to children's services, where a trauma-informed approach can be deployed to understand the reasons behind the behaviour and draw up appropriate safeguarding arrangements.

Over the next three years there will be increased investment in children and young people's mental health services. Mental health support for children and young people will be accessible to those in mainstream schooling, colleges and alternative provision, ensuring that those experiencing crises can quickly access support in the community that they need, and relieving pressure on police and emergency services.

We will work with local authorities, schools and colleges to ensure that all children in need, looked after children, children in pupil referral units (PRUs), and children in schools in areas with high levels of domestic abuse benefit from high quality relationship education programmes. In addition, we will adhere to the pledge made in the Greater Manchester Serious Violence Action Plan⁵⁶ to strengthen the relationship between schools, colleges, and neighbourhood policing teams. To meet this commitment, we will dedicate at least 20 full-time police officers to schools with the greatest need with the objective of diverting young people away from early criminalisation. Police officers working in schools and in partnership with locality Early Help Teams and Teams Around the School Services will engage proactively with young people to prevent further offending and minimise engagement with the youth justice system where appropriate.

Police officers in schools will also work with youth justice services to ensure young people at risk of becoming repeat offenders are provided with interventions in their communities that divert them from re-offending with the objective of avoiding further criminalisation and/or criminal exploitation. Police officers working in youth justice contexts have the specific remit of ensuring that frontline operational officers engage with youth justice services to ensure timely and holistic interventions are offered to young people at risk of perpetrating gender-based violence. NHS funded trauma-responsive programmes can be accessed via youth justice in order to intervene earlier and forestall children and young people's progression into prisons and hospitals for those with acute mental health problems.

A core focus of our work with young people, but especially young men and boys, will be to identify how bystanders can respond in non-confrontational ways when they see others exposed to gender-based violence. We will work closely with local Third Sector organisations, including 42nd Street,⁵⁷ The Men's Room,⁵⁸ the LGBT Foundation⁵⁹ and The Proud Trust,⁶⁰ to make sure that children and young people across the city-region have access to support from services that specialise in engaging with young people to promote gender and sexual equality and challenge prejudices.

Supporting Children Where They Live

An essential part of addressing gender-based violence involves working with families where there is, or has been, domestic abuse in the home. Children who experience or witness domestic abuse suffer many long-term effects and are at increased risk of a range of harms, including mental illness, substance use, developmental problems, and victimisation by peers and adults. It is very difficult to disentangle experiences of victimisation and trauma from offending, but we know that when they are unsupported, some young men who experience abuse as children become at risk of perpetrating abuse in their intimate relationships, parent abuse, and online abuse and that some young women become more vulnerable to entering abusive relationships.⁶¹⁶²

More generally, we know that teenagers and young adults are the age groups most at risk of domestic abuse and peer on peer abuse and that their needs are different to older age groups.⁶³ School children and college students, for example, are unlikely to be being abused by a partner at home, but they may have little choice but to be in the same classroom, playground, or public space also occupied by a peer who is attempting to control or intimidate them. It is critical that these young people can self-refer to support services and get help outside of the criminal justice system if needed. We will ensure that this is the case and that this service provision is properly signposted in all educational contexts, including schools, PRUS, colleges and universities.

In partnership with the Deputy Mayor and the third sector, Greater Manchester has been awarded Home Office funding to develop innovative programmes to work with young people who have developed unsafe and unhealthy behaviours in their own relationships such as towards partners, parents, or carers. We are committed to evaluating these programmes so that they can be rolled out across all ten districts in the city-region, if they are proven to be effective and responsive to the needs of our young people.

In addition, some of our Greater Manchester Local Authorities have developed a specific advocacy service for young offenders and young victims of gender-based violence. From 2021, we will seek to extend this provision across our city-regions to

ensure all our young people receive targeted support to prevent abuse escalating into their adult lives, whether as victims, perpetrators, or both.

In keeping with our commitment to prioritise early intervention, over the next five years Greater Manchester will:

- Support Operation Encompass, which requires police officers who have attended a domestic abuse incident where a child is present to inform the child's school by 9am on the next teaching day. This enables schools to provide rapid support to vulnerable children. We will extend the implementation of Operation Encompass to Early Years Settings and to 16-18 year olds.
- Work with local and national charities to ensure schools across the city-region benefit from new innovations to provide adequate support to all children who experience domestic abuse in the home.
- Map out the range of therapeutic services for children and young people who are living in homes affected by domestic abuse in Greater Manchester and ensure all those working in educational, health and criminal justice settings are appraised of how to refer those in need into this provision.
- Increase the accessibility of long-term support services for young people who have experienced domestic abuse as children, by developing online self-referral services for those who are at risk of or engaging in specific types of gender-based violence.
- Invest in targeted support programmes for families at risk of or experiencing specific forms of gender-based violence and provide accredited parenting programmes and family support groups, where needed.
- Adopt a whole family approach to domestic abuse by working with Directors of Children's Services and the Voluntary Community and Social Enterprise sector to explore the development of a Greater Manchester Community Perpetrator Programme looking at both family service based referrals and criminal justice mandating.

- Invest in local initiatives that seek to intervene early in the lives of children experiencing trauma and Adverse Childhood Experiences and build resilience.

In selected areas, we will develop new services for children who have complex needs that are not currently being met, including a number of children who have been subject to sexual assault but who are not reaching the attention of Sexual Assault Referral Services. For at least 500 highly vulnerable children with complex trauma, this will provide consultation, advice, assessment, treatment and transition into integrated services.

Preventing Child Sexual and Criminal Exploitation

Greater Manchester has invested in a Complex Safeguarding programme that involves the integration of key services, including police and social workers, to identify children and young people deemed to be at risk of or victims of child sexual and criminal exploitation and ensure that harms perpetrated against them are thoroughly investigated. This programme provides specialist support to these children and their families to keep them safe from extra-familial abuse. Multi-agency teams are in place across all ten districts of our city-region and work to protect hundreds of vulnerable children and young people and their families every year.

Greater Manchester is committed to developing a trauma informed workforce across the public sector, which recognises the warning signs and long-term impacts of trauma and Adverse Childhood Experiences,⁶⁴ including those that occur outside of the familial home. Building on the findings of the independent review of Operation Augusta,⁶⁵ we are committed to developing a community wide approach to preventing child sexual and criminal exploitation, and safeguarding children and young people at risk. This necessitates meeting the needs of those young people whose vulnerability is compounded by experiences of care, learning difficulties, and experiences of harassment and abuse within their own homes, schools, and communities.

Over the next ten years we will continue to develop the programmes we have established to protect the most vulnerable young people. These include:

- The *No Wrong Door* initiative, which enables dedicated child protection teams to work closely with foster carers and residential care homes where there are risks of harm to adolescents who do not always see themselves as victims.
- The *Achieving Change Together (ACT)* programme, which has embedded specialist workers into Complex Safeguarding Teams across Greater Manchester. This programme has been successful in providing intensive support to children who have been exploited and need to access support in the areas where they live.
- The *Trusted Relationships* initiative, which has enabled us to embed psychotherapists in Complex Safeguarding Teams. The psychotherapists: help other professionals to understand the impact of trauma on a child's development and understand children's behaviour in the context of their life events; and facilitate the design of strategies and interventions that best meet the needs of children who have experienced trauma.
- The *Greater Manchester Campaign Against Sexual Exploitation*, which consists of 60 national and local charities. We will support the exchange of knowledge and training between grassroots organisations, community groups and statutory service providers, as recommended in the Real Voices report.⁶⁶

We will also ensure that all public awareness campaigns tackling child sexual and criminal exploitation and online abuse are fully supported by programmes of public engagement. These need to be co-designed by young people and include the capacity to reach out to them through the use of mobile technologies.

Engaging with young people about their experiences and understandings of gender-based violence is the key to reducing its prevalence in future generations. In Greater Manchester, we will seek to protect and empower children and young people through early intervention; inclusive approaches that cater for the diversity and multiple vulnerabilities of our youth; and providing targeted and

accessible support to children who are victims and perpetrators of domestic abuse.

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7. Responding Effectively to Perpetrators

A Whole System Approach

One in four women in the UK will experience some form of sexual assault or domestic abuse in their lifetime.⁶⁷ In Greater Manchester, we recognise that the vast majority of perpetrators of gender-based violence are men, who are often the partners or ex-partners of their victims. We know that there needs to be systemic change among men in general if we are to tackle gender-based violence for future generations, which is why we are aligning our specialist work with perpetrators with a wider strategy of primary prevention and early intervention that mobilises public engagement.

Greater Manchester needs a whole-system approach to those who perpetrate gender-based violence, which responds consistently to both those engaged by the criminal justice system (see also section 8) and statutory enforcement services and perpetrators who are identified through voluntary, community and/or civil law routes. In Greater Manchester we understand that in order to respond effectively to perpetrators, practitioners need to be able to listen carefully to what victims and survivors share about their experiences, as well as what offenders say about their motivations and problems. This is why all our work with perpetrators will be routinely appraised by the Gender Abuse Board.

Perpetrator Interventions

Approaches to understanding diversity among offenders are critical to understanding the drivers for behavioural change. The reasons why men are abusive vary, and some perpetrators require different forms of intervention to others to help them stop offending. For example, there are some men who only abuse their partners in the home, others who do so in private *and* public spaces, and others who are generally violent towards their partners, acquaintances, and the public. We also recognise that there are a small number of women who perpetrate gender-based violence and there is a need to deliver interventions that are relevant to them.

We know that most victims and survivors want perpetrators to be able to access effective interventions that will help them to change, but nationally, only a small minority of repeat offenders receive specialist interventions.⁶⁸ From 2021 we will ensure that we map and evaluate Gender-based violence related perpetrator programmes across Greater Manchester, to assist with the development of a GM perpetrator programme framework that will seek to deliver programmes for all who need them on both a voluntary and compulsory basis.

Our 2021-2031 strategic plan provides Greater Manchester with one of the most wide-ranging programmes of interventions to tackle perpetrators available in Europe. We have already secured funding to pilot a range of new interventions which work within a whole family approach. These will include:

- Extending the reach of current provision for men who have been abusive in heterosexual relationships across the city-region.
- Extending current one-to-one provision for women who have been abusive in heterosexual and same-sex relationships.
- Commissioning a new programme to work with men who have been abusive in same-sex relationships.
- Commissioning a new DRIVE programme to work with high risk and high harm perpetrators of abuse.
- Piloting a new intervention for those who are not fluent English speakers and/or for whom English is a second language.

All of our voluntary sector interventions with perpetrators will comply with the Respect Accreditation Standards,⁶⁹ ensuring that the safety of victims, survivors and children is paramount. All of our new provision for perpetrators will be rigorously evaluated to ensure they are effective and responsive. And all of our new provisions for perpetrators will be signposted in our public engagement campaigns, so that victims and perpetrators know there is help available to those who need to redress their behaviour.

Our interventions will recognise that many perpetrators will also have experienced gender-based violence in their own lives, which they reproduce in their intimate

relationships. Intervening early and engaging boys about harmful gendered stereotypes and expectations is key to the Greater Manchester strategy. But it is also important that adult men who have been abusive have opportunities to learn about trust, alternatives to coercive masculinities, and the value of apologies so that they can set better examples to their own children and acknowledge the harm they have caused to victims.

To do this we need a highly skilled workforce to address the gendered and emotional antecedents implicated in abuse, as well as to improve ethnic and sexual diversity among those doing direct work with abuse perpetrators. We will also commission research to explore how we can better respond to offenders with learning difficulties and autism. We acknowledge that these populations are over-represented among those sentenced for violent and sexual offences but are not well-suited to behavioural change groupwork programmes.

A Sustainable Integrated Approach

In order to be effective, perpetrator programmes need to be embedded in coordinated multi-agency approaches to gender-based violence that are able to manage risk and disrupt those who continue to offend or act in controlling ways. The Greater Manchester Justice Devolution Deal is enabling us to build a strong integrated network of organisations that can reduce the perpetration of gender-based violence, while ensuring the safety of victims. We endorse the Call to Action,⁷⁰ which asks central government to implement a Perpetrator Strategy which will end the precariousness of funding and a postcode lottery of service provision for tackling gender-based violence.

Disrupting Repeat Offending

We know that some, predominantly male, offenders in Greater Manchester are not motivated to change; many of whom are repeat offenders and who have abused multiple victims. Whether engagement in change is compromised because of a range of complex social or psychological needs or because of misogynistic beliefs and a desire to control, it is crucial that agencies in the city-region are equipped to manage those perpetrators who pose an immediate or enduring danger. We have

therefore launched a number of pilots, including the widely acclaimed DRIVE⁷¹ programme, and community-based perpetrator programmes in a number of districts, which seek to embed pioneering coordinated approaches to domestic abuse.⁷² These interventions, that have received seed corn funding from the Home Office, use multiple strategies to disrupt high harm perpetrators from continuing the abuse they perpetrate against victims.

Innovation and Restorative Justice

In 2021, we are anticipating that the Domestic Abuse Act will introduce new court orders - Domestic Abuse Protection Orders (DAPOs) - that will enable sentencers to take better account of victims' voices and require convicted perpetrators to receive treatment for drug/alcohol dependencies and mental health problems, as well as their violence, where needed.⁷³ We will develop a framework for managing offenders subject to DAPOs that require them to attend both domestic abuse accredited programmes and drug and alcohol treatment programmes.

When these new orders come into force, we will ensure that those working with victims are fully informed as to what they entail and how they will impact upon those who have perpetrated gender-based violence and those they are in contact with. The 28-day period in which a DAPO is in place presents opportunities for professionals to work safely with victims. Those victims deemed 'high-risk' routinely receive support from an IDVA service at this stage. We are determined to extend this support to all victims of domestic abuse at continued risk. A pilot in the City of Manchester is currently providing bespoke support to all victims who have DAPOs in place to protect them and will be appraised as part of our Victim Services Review.

We also know that some victims continue to live with someone who has hurt them, and some want support in helping to mediate conflict, secure an apology, or re-establish the trust needed to ensure safe childcare arrangements, or rebuild family life. The Greater Manchester Restorative Justice Service can help facilitate these processes. From 2021, we will work with Greater Manchester partners to develop standard approaches for both 'Out of Court' interventions and community programmes focused on gender-based violence, such as domestic abuse incidents,

workplace sexual harassment and hate crimes. We will also consider as part of the review of our Restorative Justice Service how we:

- Devise a victim/survivor-led framework to identify where alternatives to criminal justice are appropriate, safe, and just for those who do not wish to pursue further prosecutions, or as an addition to perpetrator interventions, or to meet the needs of children and young people who want an adult who has scared them to apologise.
- Provide a specific framework for facilitating restorative justice options for young people and/or very vulnerable adults who have perpetrated gender-based violence in the context of being victims themselves.
- Evaluate and develop post-sentence restorative options to help victims recover from serious and complex cases and road-test new approaches that enable them to explain to perpetrators the harms they have caused.

In Greater Manchester we are committed to providing a portfolio of effective and responsive interventions that facilitate change among perpetrators and increase the safety and wellbeing of survivors and their children.

8. Improving Policing and Criminal Justice

Accountability to Victims and Witnesses.

The criminal justice system involves a variety of different organisations including the police, the Crown Prosecution Service and National Probation Service. It is not always easy for victims to understand how these aspects of the system work together. Victims are also often made to recount their experiences multiple times, do not receive the criminal justice outcomes they expect, or end up feeling re-victimised by court processes in which their experiences are cast in doubt. From 2021, victims of gender-based violence must receive a vastly improved experience of criminal justice.

The 2020 HMICFRS inspection of Greater Manchester Police emphasised the need to 'overcome deficiencies in service to vulnerable victims', particularly victims of domestic abuse, sexual assault and sexual exploitation.⁷⁴ The inspection revealed that while Greater Manchester Police 'has commenced an ambitious programme of strategic change to better manage the service it provides, the pace of that change needs to increase'. Particular changes Her Majesty's Inspectorate of Police and Fire Services required included: better identification of victims at the point of contact; more comprehensive recording and investigation of stalking, coercive control and 'crimes amounting to domestic abuse... involving vulnerable adults and children'; supervising investigations effectively and progressing them in a timely manner; consulting with victims about the use of out of court disposals; and redressing the high volume of domestic and gender-based crimes recorded as 'not supported by victims, but without evidence to show this is the case'.⁷⁵

In Greater Manchester, we must radically improve victims' experiences of criminal justice. This is why the Deputy Mayor for policing and crime on behalf of the Mayor, as Police and Crime Commissioner, will be closely scrutinising and assessing the performance of Greater Manchester Police and holding the Chief Constable to account on behalf of the public, as well as ensuring the Force has the necessary

support. To further increase the safety of victims who report gender-based violence, Greater Manchester Police will:

- Ensure that cases involving serious harm and risk, such as domestic abuse and stalking, are subject to bail conditions that protect victims. New risk assessments will be required as a matter of routine before a suspect's bail status changes.
- As a matter of routine, notify the Crown Prosecution Service, whether a suspect is on bail or released under investigation for a specified time period. Those released on bail or released under investigation must be so for the shortest possible time. This is in the interests of both victims and suspects.

In Greater Manchester, we are determined to improve victims' experiences of criminal justice. We recognise that gender-based violence is a form of targeted harassment, the effects of which are not only felt directly by victims, but also all women who perceive violence and abuse to be directed at them by virtue of their gender. In its recent review into hate crime laws, the Law Commission made a recommendation⁷⁶ to add gender to the protected characteristics recognised under hate crime laws. The recommendations still need to be fully considered by parliament. Nevertheless, during 2021:

- Prior to any decision by parliament we will consult with the public of Greater Manchester and other interested parties on how to effectively introduce the recording of misogynistic incidents by Greater Manchester Police, in the same way as they record racist and homophobic incidents. This will ensure that abuse that is aggravated by misogyny is fully investigated and victims of it are offered the same protections as those afforded to all hate crime victims. This should improve confidence in reporting while improving understanding of the impact of misogynistic hate crime and how our wider strategy needs to take account of it.

- We will also work with the police to ensure they have the necessary systems in place and officers trained to ensure swift and effective implementation of any changes. Of course, changing police recording practices would not change what offenders can be charged with in Greater Manchester if, and until, there is a change in the law.

The Greater Manchester Victim Services Review of 2019 revealed the importance of engaging regularly with victims and witnesses to ensure that they are able to contribute to the co-design of services and their ongoing effectiveness. From 2021, we will:

- Ensure victims and witnesses are regularly consulted on how the criminal justice response to gender-based violence can be improved in Greater Manchester.
- Routinely monitor whether criminal justice reforms are improving victim satisfaction and justice outcomes with processes in place to monitor any unintended detrimental impacts ethnic minority communities.

We will deliver effective criminal justice services that are responsive to diverse victim and perpetrator populations. We will provide training to our call handlers and responding officers so that they are fully versed in the nature and impact of stalking, harassment, and coercive control and how these crimes can make reporting difficult.

Effective Policing

When victims report a crime, it is crucial that they are told what will happen next and are aware of and what support is available to them and the timeframes for accessing it. This is why we are working with our criminal justice partners to expedite compliance with the Victims' Code of Practice ahead of the introduction of the new Victims Law to ensure victims receive the support they deserve and to put things right when things go wrong.

Some victims withdraw their support for prosecutions the police wish to pursue. While this can be because they wish to pursue restorative or support-based resolutions instead (see sections 5 and 7), some victims lack confidence in the

criminal justice process and/or become afraid that their own safety will be jeopardized if the perpetrator goes to court. Over the next year, the Deputy Mayor's Office will:

- Seek sustained improvement in the quality of police investigations and their outcomes in cases of gender-based violence.
- Ask Greater Manchester Police to deliver on the investment in key technologies, such as body-worn video, digital forensic technology and core IT systems, and to demonstrate how they have improved justice outcomes for victims of gender-based violence.

Some gender-based crimes are notoriously difficult to investigate and prosecute. For this reason, there is a need to ensure that frontline officers have a strong grasp of the powers conferred by new legislation. To deliver more effective investigations, reduce the time it takes for cases to go to court, and increase rates of conviction, we will:

- Ensure that when police officers attend domestic abuse incidents they gather and secure all the relevant evidence. This will include the consistent use of body worn cameras.
- Ensure all frontline police officers are able to speak clearly to children who are present to obtain their views and know how to request to talk to victims on their own so that they feel safe to disclose abuse.
- Improve the police response to stalking through the continued use of multi-disciplinary scrutiny panels.
- Train all criminal justice personnel in the powers the new criminal and civil legislation confer, with an immediate focus on the Domestic Abuse Act and the Domestic Violence Disclosure Scheme, commonly known as Clare's Law, and an enduring focus on best practice with regard to safeguarding children and vulnerable adults.
- Assess the potential to use multi-disciplinary panels to improve responses to all victims of all gender-based violence and to actively include victims and survivors as members of the panel.

In Greater Manchester, we know that perpetrators of gender-based violence sometimes seek to point blame at victims and try to use the criminal justice and legal system to abuse and control them further, sometimes resulting in the arrest of women who are repeat victims and/or who are highly traumatised.⁷⁷ Greater Manchester Police are preparing for the implementation of the Domestic Abuse Act, and the new powers this confers in relation to current coercive control laws, by ensuring all officers fully understand how to enhance the response to victims when this comes into effect. Greater Manchester Police will further develop policy in relation to coercive control and establish a review system to assess how new law in this area is working, especially in relation to cases where counter accusations are made by alleged perpetrators. Over the last ten years, we have learnt from the tragedies reported in Domestic Homicide Reviews, the importance of information sharing, multiagency working, and of professional curiosity needed to reveal the close attention to the dynamics of power and control that put some women at risk of lethal violence.

From 2021, a programme of learning and development will be implemented to ensure all frontline officers understand the differences between domestic abuse, 'honour' based violence, and elder abuse, and how these present specific risks to victims that need to be anticipated. In Greater Manchester we also recognise the need to support families where children and young people are abusive towards their parents but are reluctant to call the police as they fear their children will be unnecessarily criminalised. Similarly, it is crucial to recognise that parents who feel unsafe are taken seriously, not blamed, or forced to take children home where they and other children in the home may be placed at risk. To this end, we will ensure all frontline officers are appraised of, and abide by, Home Office guidelines in dealing with adolescent to parent violence.⁷⁸

Improved Experiences of the Courts

We know that the experience of going to court can be particularly unsettling for many victims. We are determined to make sure that perpetrators cannot use the criminal justice process to further intimidate them. The Domestic Abuse Act will now prevent victims from being cross-examined by perpetrators in the family courts. In Greater

Manchester we want to ensure that our criminal courts and justice processes also minimise the stress legal action can expose victims to. To this end we will:

- Promote the due consideration of all cases that proceed to court for restraining orders to be attached.
- Work with the Court service, Magistrates' Association and wider criminal justice system to promote the use of alternative means of presenting evidence, such as pre-recorded cross-examinations and the use of Victim Personal Statements.
- Ensure sentencers, the police and offender managers are aware of the full range of sanctions that can be imposed on perpetrators and that provision is made to anticipate sentencing options as new legislation comes into force.
- Ensure that victims are referred to the statutory Probation Service Victim Contact Scheme when those who have abused them receive custodial sentences of 12 months or more. They will be allocated a designated Victim Liaison Officer who will provide information and advice about the criminal justice process, including IDVA and ISVA service provision, and their rights, from the point of sentencing through to post-release supervision.

Protecting Victims in the Community

It is also crucial that risk is accurately assessed when dealing with the threat of gender-based violence. In Greater Manchester, police are required to complete Domestic Abuse, Stalking, and 'Honour' Based Violence (DASH)⁷⁹ risk assessments for all reported incidents involving some form of domestic abuse. We will ensure that all police officers are trained to undertake these effectively and consistently, while recognising the less dominant forms of abuse, when attending incidents. Risk assessments should comprise other sources of data, such as the history of the alleged perpetrator, of which officers should be made aware in advance of attending scenes.

Stalking is increasingly being recognised as a form of domestic abuse within the criminal justice system, with analysis conducted in 2020 by the Crown Prosecution Service finding the majority of offences are committed by ex-partners.⁸⁰ A record 2,288 charges nationally were brought in 2019-2020 - more than double the number five years previously. This is partly driven by better recognition among police and prosecutors of stalking as part of a wider pattern of domestic abuse. In Greater Manchester, we are developing new ways of responding to perpetrators who continue to threaten victims.

Perpetrators of domestic abuse and violent and sexual offenders who live in the community are managed via community supervision and multi-agency forums that include representation from the police, social services, and prison and probation service, to comply with their statutory duties in a coordinated manner that reduces the risk to the public. Multi-agency Risk Assessment Conferences (MARAC) are convened in cases where domestic abuse victims are at continued risk of victimisation, for example by Multi Agency Safeguarding Teams (MASH), so that appropriate support and services can work consistently together to reduce the likelihood of harm. Likewise, Multi Agency Public Protection Arrangements (MAPPA) are convened to enable the police, probation and prison services work together with other agencies to assess and manage violent and sexual offenders in order to protect the public from harm. We will be extending this work in 2021 through:

- Exploring the potential to establish Stalking Assessment Centres which will enable the police to more effectively determine the risks to victims earlier and whether to seek Stalking Prevention Orders that can help protect those suffering from on and offline forms of stalking and harassment.
- Engaging with Paladin (National Stalking Advocacy Service) in order to develop and invest in a Greater Manchester wide advocacy offer for those who are victims of stalking.
- Increase the speed and efficiency of information sharing practices across Multi Agency Safeguarding Hubs in each of the ten local authority areas to improve access to services.

During the pandemic, Greater Manchester Police hosted a series of public webinars and live chat events to support those experiencing gender-based violence and people who were concerned about those at risk of domestic abuse. Social media campaigns were launched to encourage engagement from those from communities who historically have less trust in the police/state agencies. Greater Manchester Police is committed to trialling and evaluating the effectiveness of such initiatives and will seek to implement these more widely if they are positively appraised by the public.

Probation Reform and the Justice Devolution Deal with HM Government will create a Greater Manchester Probation Service that serves the city-region from June 2021. This brings both the opportunity for integrated partnership approaches and improvement to effective working practices with offenders. Crucially, it puts Greater Manchester in a unique position to be the only region in England to have devolved arrangements for the commissioning of rehabilitative and resettlement services.

Greater Manchester Probation welcomes the opportunity to innovate and work closely with partners, under devolved arrangements, in the commissioning and delivery of services and endorses the four initiatives for development under the Rehabilitative Services programme. These include: new behaviour change interventions; an offender family support service; young adult community orders, and reinvigorating reducing reoffending boards. The reunification of Greater Manchester Probation Services will enable us to enhance our provision for managing convicted perpetrators of gender-based violence, which extends beyond domestic abuse to include, for example, perpetrators of sex offences and hate crime, and to increase the safety of and accountability to victims. In Greater Manchester, the Probation Service are committed to:

- Ensuring perpetrators receive the most appropriate sentences by collating relevant information for inclusion in pre-sentence reports.⁸¹
- Delivering a range of effective and responsive group work and one-to-one interventions that address the complex needs of those supervised by them.⁸²

- Working across sectors to ensure the transference of knowledge, skills and expertise so that all practitioners working with perpetrators of gender-based violence are able to do so effectively and that knowledge is shared between those specialising in domestic abuse interventions and those working with sex offenders or hate crime offenders.
- Investing in victim liaison services and the upskilling of frontline staff to ensure there is sufficient capacity to meet the demands created by the statutory Probation Service Victim Contact Scheme that requires probation staff to keep victims informed about the disposals those who have abused them are being subject to.
- Working with commissioners to sustain women's centres in line with the Greater Manchester Integrated Health and Justice Strategy⁸³ (also see section 3).

We will also make it a requirement that those working with perpetrators engage with housing providers to identify solutions to the management of repeat offenders that prioritise the safety of victims and their children so that they can stay in their homes. To this end we will:

- Work with Greater Manchester Probation Service's new *Homelessness Prevention Taskforce*, while building upon the Mayor's *A Bed Every Night* initiative and good practice on re-housing perpetrators during COVID-19 (see also section 5).
- Make a positive difference to the lives of private tenants at risk of homelessness by working in partnership with private landlords to provide quality housing provision through our Greater Manchester Good Landlord Scheme.⁸⁴
- Foster reciprocal arrangements between housing providers in the city-region's ten boroughs to minimise the cost and disruption to victims and their families who need to move in order to flee domestic abuse.

Where appropriate, and there is no realistic chance of prosecution (see also section 5 and 7), we will signpost victims to services who can support them in obtaining civil

orders. The newly formed Public Protection Governance Unit within Greater Manchester Police will also continue to review and develop its monitoring of Domestic Violence Protection Orders – soon to be Domestic Abuse Protection Orders (DAPOs). This will ensure that these powers are being complied with consistently across our city-region, that breaches of civil orders are dealt with, and that use is consistent with the national roll out of DAPOs within the 2021 Domestic Abuse Act. A dedicated DAPO officer based at the Manchester City Magistrates court has been appointed to ensure that local police are notified when protective orders are issued and hence able to impose appropriate sanctions when these are breached

A Pioneering Response to Sex Trafficking, Domestic Servitude and Modern Slavery

Greater Manchester is at the forefront of tackling some of the most serious forms of gender-based exploitation that disproportionately affect the least protected women and girls living in the UK. Women whose immigration status is insecure, who are care leavers, who have learning difficulties, and/or who have significant debts, are especially susceptible to the forms of exploitation that are collectively referred to as 'modern slavery'.⁸⁵ This includes trafficking for sexual exploitation, child sexual and criminal exploitation, being held in domestic servitude, and the selling of women into sham marriages. Over the next ten years we will continue to develop our flagship partnership approach, *Programme Challenger*, through which the organisations of the Combined Authority, Police and National Health Service work closely with community groups, charities, faith based organisations and businesses, in order to protect victims of modern slavery and sexual exploitation and pursue those who exploit them.

The next ten years will see radical improvements in the police and criminal justice response to victims and perpetrators of gender-based violence. On behalf of the public, the deputy mayor's office will be holding the police to account to ensure they deliver on an extensive programme of reforms to keep victims safe and informed. The reunification of the Greater Manchester Probation Service provides a unique opportunity to work effectively with offenders and to protect

victims that capitalises on cross sector working and the Mayor's homelessness strategy.

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9. Integrating Health and Social Care

Integrating Services for Victims

The NHS is often the first point of contact for people who have experienced domestic abuse, sexual assaults or other forms of gender-based violence, though not all victims attend with obvious signs of abuse or injury. Health professionals therefore play a crucial role in identifying and signposting the appropriate services victims require at moments of crisis. Sometimes victims will present with physical injuries, the fear that they have contracted a sexually transmitted disease or become pregnant following a sexual assault. Some victims will come to health services because they suspect that they have been raped while asleep or unconscious and/or have had a drink spiked. In such instances, victims can need urgent treatment with Accident and Emergency, obstetrics, and gynaecology departments, as well as examination by forensic medical examiners who collate evidence that can be used when offenders are prosecuted.

Many victims also present to other health professionals – including GPs, midwives, and health visitors – because of enduring problems with their physical or mental health that derive from the experience of abuse. These can be ongoing or historical, caused directly by physical and/or psychological abuse, or indirectly by the trauma of having to revisit the past because of the demands created by the criminal justice system or even everyday life events.

In Greater Manchester, health services are committed to dealing with the immediate, medium, and long-term needs of victims of gender-based violence and to do so in line with their statutory duties to reduce health inequalities in service provision.⁸⁶

There are three key aspects of this work:

- Recognising the signs of abuse, proactively supporting victims, and using professional curiosity to enquire as to whether their support needs are being met.
- Providing immediate healthcare treatment and information.

- Referring victims on to specialist or support services.

Recognising the Signs

A recurring finding of domestic homicide reviews is that some victims do not reveal the full extent of the abuse they are suffering when they meet with health professionals, acute coercive control more commonplace in the lives of some victims than physical violence. It takes time and professional diligence to support some victims with disclosing what has happened to them and the enduring threats they face. This is why we are extending specialist training and advocacy programmes across GP practices in Greater Manchester in collaboration with third sector organisations specialising in tackling Violence Against Women and Girls (VAWG). It is a critical part of the Greater Manchester strategy to recognise the early signs of abuse and ensure victims are referred to appropriate support services tailored to their particular needs.⁸⁷⁸⁸ In addition, we will:

- Implement minimum standards for domestic violence and abuse training for clinical and clerical staff working in primary care and provision of advocacy support for victims.
- Support the Pride in Practice⁸⁹ initiative that provides training to General Practice, Optical Practices, Dental Practices and Pharmacies across Greater Manchester to ensure that practices effectively and confidently meet the needs of LGBTQ+ patients.
- Extend the provision of hospital based IDVAs across Greater Manchester, to enable early identification of potential victims and provide end-to-end support for those who present with injuries.
- Develop a pilot with Manchester Foundation Trust to equip sexual health clinics to identify and support victims of domestic and sexual abuse.

Providing Immediate Healthcare

In Greater Manchester, these support services take many forms. A key service provider is the Sexual Assault Referral Centre (SARC) in St Mary's Hospital. This

provides forensic examinations and psychological therapies to victims of sexual assault. St Mary's have played a key role in drawing national attention to the prevalence of stalking and non-fatal strangulation among women who are sexually assaulted. Many victims of these terrifying forms of abuse present with few visible signs of injury, but suffer acutely from depression, anxiety, post-traumatic stress disorder, and sometimes suicidal thoughts and self-harming behaviours. We are committed to helping St Mary's meet the immediate, medium term and long term needs of sexual assault survivors.

One thing we must ensure is that it becomes standard practice for women who are victims of gender-based violence to be seen in the health settings with which they are most familiar. This is particularly important for women who are at risk of 'honour' based abuse and female genital mutilation, who face additional barriers in reaching specialist services.

In Greater Manchester, we will raise awareness across health service providers to make sure they have the facilities and cultural sensitivity to ensure this is the case. We will also ensure all health care professionals know how to fast-track victims of stalking, strangulation, and sexual assault to specialist medical and psychotherapeutic services.

Addressing Enduring Support Needs

For some victims, it is important that their long-term needs are met by organisations that understand the specific ways in which gender-based violence is experienced by people from their demographic group, or in spaces in which people from the demographic group that abused them are excluded. In Greater Manchester, we understand these needs, which is why we invest in dedicated services for women, men, and LGBTQ+ and sexual health organisations. We recognise that more needs to be done to help victims navigate these services. We know, also, that waiting lists for therapeutic services have sometimes been long in Greater Manchester and that the concentration of provision in the city centre is a barrier to accessing support for some victims of gender-based violence. This is particularly true of the long-term sick and disabled, who are most at risk from gender-based violence.

To maximise the capacity, accessibility, and diversity of our support services and the skills of those working within them from 2021, we will:

- Ensure closer working relations between our IDVA/ISVA teams, the health services and third sector.
- Undertake a scoping exercise to identify gaps in our current counselling service provision and understand which further services are required right across Greater Manchester.
- Build on innovations in technology trialled in 2020 and implement greater outreach with victim services and to ensure they are fully accessible to people living in all areas of the city region.
- Generate new opportunities for service user engagement for vulnerable and marginalised women and victims of domestic abuse through Primary Care Networks.
- Ensure that appropriately trained and impartial translators are available to help those whose first language is not English access support.
- Support the development of integrated health and social care services for LGBTQ+ populations.

In December 2020, Greater Manchester became an early adopter of a pilot scheme to deliver a gender dysphoria clinic⁹⁰ led by a primary care team in a local setting working alongside the LGBT Foundation,⁹¹ who provide social support to those experiencing gender-based violence and hate crime as some trans and non-binary people do.

We know also that people with autism and learning disabilities are over-represented among those who present to services for sexual assault survivors, and that these victims often have additional vulnerabilities including mental health problems, self-harm, and substance misuse issues.⁹²⁹³ We will be investing in services for people with learning difficulties to ensure services for victims of gender-based violence are properly signposted and professionals in both sectors can work effectively together in the best interests of victims and survivors.

For those experiencing mental distress or mental illness as a result of gender-based violence, it is essential for local, place-based support to be available. Greater Manchester has historically been in the lowest quartile of the country in terms of investment in mental health services, and this is a key area for development. This compounded the strain on services during the 2020 pandemic, increasing demand for mental health services by 40%. To redress the need for mental health services in Greater Manchester we:

- Have launched a new Mental Health Tactical Advice Service within Greater Manchester Police to ensure that our officers provide victims with the appropriate support the first time they ask for help.
- Invested in five urgent care centres to support the work of Accident and Emergency Departments.
- Are promoting our newly commissioned 24/7 mental health helpline.
- Offering phone and video-based consultations over extended hours for those who need to speak to NHS mental health staff and/or bereavement support.

Minimising Further Harm

When teachers, health workers, police or other professionals are advised of incidents of gender-based violence, they should assess whether a referral to Local Authority services is required (in line with Local Safeguarding Partnership thresholds, policy and procedures). This will enable a decision to be made as to the appropriate level and type of intervention required. In cases of intimate partner abuse, for example, social workers will seek to work with families in order to safeguard children and young people who are also at risk of harm. In Greater Manchester, we recognise that this approach can place extra pressures on victims, especially mothers, who can feel under pressure to manage the dangers posed by abusers who are still threatening them or using coercive control. In 2021, we will be taking the following action to redress this:

- A new programme of training will enhance understanding of gender-based violence among social workers and Cafcass officers, with a

specific focus on the need to support mothers who have lived with abuse and develop systems that do not allow abusive men to evade intervention.

- A new framework will be developed to facilitate family group meetings that prevents abusers from using these forums to further intimidate victims.
- Protocols for working with schools will be revised, to stop abusers exploiting their right to information about their child's education in ways that are coercively controlling.

We will also review our provision for older people. National research⁹⁴ has revealed that older women are at much greater risk of domestic homicide than men, and that violence against older women is perpetrated by sons almost as frequently as it is by male partners and ex-partners. From 2021, we will help health providers, care workers and social services to identify new screening tools to ensure older women at risk of elder abuse are properly supported and that early intervention strategies prevent its recurrence.

A Multi-Agency Approach

In Greater Manchester, we know it is important that service providers work together to address cases in which gender-based violence is complicated by multiple vulnerabilities and risks. These 'complex safeguarding' cases can involve intervening when two parties are abusing each other. For example: when one partner who has been severely assaulted starts using violence to protect themselves; cases of intimate partner violence and sexual assault that take place in relationships that involve co-dependency upon illicit substances or transactional elements that include the exchange of sex for drugs or money; child to parent violence cases, including where abusers persuade their children to collude in abusive behaviours; and forms of abuse that are culturally endorsed by a wider family network or community, including honour based abuse, forced marriage and female genital mutilation.

Over the next ten years, Greater Manchester will continue to engage with national support organisations such as Karma Nirvana and local charities like Project Choice

to advise and train those working in multi-agency partnerships on complex safeguarding cases. This will ensure health and social care workers in Greater Manchester are fully equipped to understand the many forms gender-based violence can take and how gendered patterns of inequality compound the dangers faced by women and girls in many different relationships. In addition, we will:

- Review national and international approaches to preventing harmful traditional practices to understand what works, for who and how. This will include a review of the Greater Manchester Project Choice and Guardian projects.

Over the last five years, Greater Manchester has recognised the need to build collaborative relationships with young people who are vulnerable to abuse. This is especially the cases with ‘Looked After’ children, who are more easily persuaded to rely on the support of adults looking to groom them with offers of accommodation, protection, food, drugs, and money, when they are distrusting of the social workers supporting them.

⁹⁵ The *Achieving Change Together* pilots in Wigan and Rochdale – which were co-designed by young people and their parents and carers - have revealed how providing a single, consistent source of professional support to young people who have suffered trauma, neglect and gender-based violence can protect them from subsequent victimisation.

From 2021, we will extend this pilot across Greater Manchester’s Complex Safeguarding teams. We will adopt a non-judgemental, context specific, and phased approach, to maximise buy-in among service providers, young people and their families at the earliest possible stage. This will require:

- Upskilling all those working with young people in contextual safeguarding approaches. Training must address how the gendered dimensions of peer, school and family relationships shape young people’s perceptions of risks and the strategies available to them for overcoming it.

In Greater Manchester, we are striving to integrate services for all victims of gender-based violence to ensure we meet their long-term social, emotional and health care needs.

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10. Executive Summary of Commitments

From 2021 Greater Manchester's approach to redressing gender-based violence will be defined by:

- Accountability to victims and survivors, children and young people.
- Sustained engagement with the public, employers and educational institutions.
- Recognition of the roles played frontline health, social care and specialist service providers in reducing repeat victimisation.
- Openness about the capacity of the criminal justice system to deliver justice to victims and the demands it places on them.
- An integrated housing policy that ensures that most victims can stay in their own homes, or are swiftly rehoused locally without compromising their tenancy rights.
- Safe and effective interventions with perpetrators that prioritise the protection of victims and survivors.

Over the next ten years we will reduce the demand for crisis and criminal justice responses by prioritising primary prevention and early intervention. Our strategy will be led by a new Gender-Based Violence Board which will include victims and survivors who will co-chair it alongside the Deputy Mayor. The Board's oversight will be organised across seven strands:

1. Changing the Story
2. Mobilising Greater Manchester
3. Supporting Victims and Survivors
4. Meeting the Needs of Children and Young People
5. Responding Effectively to Perpetrators

6. Improving Policing and Criminal Justice

7. Integrating Health and Social Care

Mobilising Greater Manchester

We will change the story by:

- Developing a programme of public engagement that highlights how attitudes and inequalities contribute to gender-based violence, including a campaign directed at boys and men.
- Evaluating the impact of our public engagement activities and consulting directly with young people and faith groups to ensure campaign messages are understood as intended.
- Anticipating the demand generated by enhanced public awareness.
- Introducing a discrete emergency contact system for passengers using public transport and helping Local Authorities to secure public space protection orders.
- Promoting best practice processes for employers with respect to recording and responding to domestic abuse and sexual harassment, safeguarding those at risk of stalking, and equipping workers to call-out discriminatory attitudes and abusive behaviours without fear of repercussion.
- Requiring commissioned service providers address inequalities in opportunities for women and report annually on the gender pay gap and actions to redress it.
- Ensuring all third and public sector professionals have access to the best professional development programmes about gender-based violence and are committed to challenging the sexism, racism and homophobia that contribute to it.
- Work with government inspectorates to set new professional standards with regard to investigating reports of gender-based violence perpetrated by public sector professionals.

Supporting Victims and Survivors

In Greater Manchester, we are committed to making it as easy as possible for victims to access support and aim to deliver a seamless service for from the first point of disclosure. From 2021 the Gender Abuse Board will ensure the views of victims and survivors inform all our measures of success. The Board will oversee:

- The introduction of a new Trusted Referrer's Scheme that will enable voluntary sector organisations, faith groups and schools to refer victims directly to health and criminal justice services.
- A review of how domestic abuse cases are managed by Greater Manchester Police to ensure victims in the criminal justice system are offered the very best service, kept informed, treated with dignity and listened to.
- A revamp of our IDVA and ISVA provision to ensure it meets the diverse needs of all survivors and victims in all areas of the of the city-region, alongside the development of bespoke action plan on male victims.
- A review our commissioning arrangements for rape and sexual assault services to increase access to immediate support and decrease waiting times for specialist services.

We will also:

- Increase the capacity and capability of our victim advocacy services through the development of a Greater Manchester Advocacy Standards Framework.
- Recommission women's centres and appoint a Health Service Project Manager who will review existing pathways into health and well-being services for vulnerable women.
- Ensure our victim's services are fully signposted and accessible to all, irrespective of whether the complainant has contacted the police, has no recourse to public funds, and whatever their immigration status, complying with the Domestic Abuse Commissioner's call for 'firewall'

services to protect those victims of gender-based violence who are of interest to immigration enforcement.

- Investing in services and risk assessment tools for people with learning difficulties and those who identify as neurodivergent to ensure services for victims of gender-based violence are properly signposted and professionals in both sectors can work effectively together in the best interests of their clients.
- Integrate support for those who are victims of harmful practices within the clinical service provision for people who have undergone trauma.
- Develop and evaluate integrated approaches to housing and law enforcement that prioritise moving perpetrators rather than victims wherever possible.
- Work across voluntary and statutory sectors to build on innovative practice developed during the COVID-19 pandemic, to support the safe return of adult victims and their children to stable accommodation whenever refuge places have been needed.
- Ensure the Greater Manchester Homelessness Prevention Strategy addresses the ways in which housing insecurity compounds the risks of gender-based violence women and children face and that rough sleeping initiatives adopt gender and trauma informed approaches that are sensitive to the diverse needs of women, LGBTQ+ populations and disabled people.
- Routinely upskill all health, social care, and criminal justice personnel in the implications of new criminal and civil legislation.
- Establish a quality assurance and capability inspection process to review the effectiveness and efficiency of our service provision.

Meeting the Needs of Children and Young People

Primary prevention activities that empower young people to recognise abuse and seek support when it infringes on their own relationships, together with early interventions to minimise the harm gender-based violence causes young people, are the keys to reducing prevalence in the long term. This is why we will continue to

support the many third sector organisations that come into schools and colleges to inform young people about dating violence, peer abuse and bullying, mental health, alcohol and substance use, sexual diversity, sexual health services, and services for victims of domestic and sexual abuse.

It is also why we are investing in the children's social care system and bespoke initiatives to reduce the risk of harm to young people exposed to gender-based violence. From 2021 we are:

- Extending Operation Encompass so that schools are notified the next morning when the police attend domestic abuse incidents where anyone aged 18 or below is present.
- Revising protocols for schools to stop abusers exploiting their right to information about their child's education in ways that are coercively controlling.
- Increasing the accessibility of long-term support services for young people who have experienced domestic abuse as children, by developing online self-referral services for those who are at risk of or engaging in gender-based violence.
- Increasing investment in children and young people's mental health services so that mental health support for children and young people becomes readily accessible through educational institutions, while relieving pressure on police and emergency services.
- Mapping the range of provisions therapeutic services for children and young people who are living in homes affected by domestic abuse and extending access to pre-existing adult services to older teenagers at risk of intimate partner violence and/or peer-on peer abuse.
- Supporting a pilot intervention for young people involved in intimate partner violence while exploring the potential for a Community Perpetrator Programme looking at both family service based referrals and criminal justice mandating.

We are also investing in many targeted support programmes for families at risk of or experiencing specific forms of gender-based violence. These include:

- The *No Wrong Door* initiative, which enables dedicated child protection teams to work closely with foster carers and residential care homes where there are risks of harm to adolescents who do not necessarily see themselves as victims.
- The *Achieving Change Together (ACT)* programme, which has embedded specialist workers into Complex Safeguarding Teams to provide intensive support to children who have been exploited.
- The *Trusted Relationships* initiative, which embeds psychotherapists in Complex Safeguarding Teams.
- The *Greater Manchester Campaign Against Sexual Exploitation*, which facilitates exchange between grassroots organisations giving voice to survivors and other professional service providers.

Responding Effectively to Perpetrators

The establishment of a Greater Manchester Probation Service aligned with the geographical remit of other statutory service providers, combined with government investment in a catalogue of perpetrator programmes offered through the third sector and bolstered by GMCA's commitments to an extensive public engagement campaign and a system of governance that prioritises accountability to victims and survivors, provides a unique opportunity to respond effectively to gender-based violence perpetrators. From 2021 we will:

- Extend the geographical reach of provision for men who have been abusive in heterosexual relationships.
- Extend current one-to-one provision for women who have been abusive in heterosexual and same-sex relationships.
- Commission a new intervention for men who have been abusive in same-sex relationships.
- Commission a new DRIVE programme to work with perpetrators of abuse for those who are not fluent English speakers.

- Devise a victim-led framework to identify where alternatives to criminal justice are appropriate, safe, and just means of responding to perpetrators.
- Develop a framework for facilitating restorative justice options for young people and very vulnerable adults who have perpetrated gender-based violence in the context of being victims themselves.
- Evaluate and develop post-sentence restorative options to help victims recover from serious and complex cases and road-test new approaches that enable them to explain to perpetrators the harms they have caused.

Improving Policing and Criminal Justice

Radical improvements in the police and criminal justice response to gender-based violence are forthcoming. From 2021 Greater Manchester Police will:

- Require police officers attending domestic abuse incidents to secure all the relevant evidence and use body worn cameras consistently.
- Ensure all frontline police officers know how to request to talk to victims on their own so that they feel safe to disclose abuse and speak clearly to children exposed to abuse.
- Record misogynistic hate crime incidents in the same way as they record racist and homophobic incidents.
- Ensure that abuse cases involving serious harm and risk are subject to bail conditions that protect victims and that risk assessments are revised and the Crown Prosecution Service notified before suspects' bail statuses change or they are released under investigation.
- Promote the due consideration of all cases that proceed to court for restraining orders to be attached.

Through the Office of the Deputy Mayor, the Police and Crime Commissioner will:

- Seek sustained improvement in the quality of police investigations and their outcomes in cases of gender-based violence.

- Ensure victims and witnesses are regularly consulted on how the criminal justice response to gender-based violence can be improved.
- Routinely monitor whether criminal justice reforms are improving victim satisfaction and justice outcomes or resulting in detrimental impacts on women at risk of abuse and black and ethnic minority communities.
- Ask Greater Manchester Police to demonstrate how investment in key technologies is improving justice outcomes for victims.
- Assess the potential to use multi-disciplinary panels to improve responses to victims of all gender-based violence and increase the speed and efficiency of information sharing practices across Multi Agency Safeguarding Hubs.
- Improve the police response to stalking by deploying multi-disciplinary scrutiny panels; engaging with Paladin, the world's first national stalking advocacy service, to develop advocacy for those who are victims of stalking; and considering the case for establishing new Stalking Assessment Centres.

GMCA will ensure that:

- All criminal justice personnel are trained in the powers the new criminal and civil legislation confer, with an immediate focus on the Domestic Abuse Act and the Domestic Violence Disclosure Scheme, commonly known as Clare's Law, and an enduring focus on safeguarding children and vulnerable adults.
- Work with the Court service, Magistrates' Association and wider criminal justice system to promote the use of alternative means of presenting evidence, such as pre-recorded cross-examinations and the use of Victim Personal Statements.
- Ensure sentencers, the police and offender managers are aware of the full range of sanctions that can be imposed on perpetrators as new legislation comes into force.

- Ensure that victims are referred to the statutory Probation Service Victim Contact Scheme when those who have abused them receive custodial sentences of 12 months or more.

The Greater Manchester Probation Service will:

- Invest in victim liaison services and the upskilling of frontline staff to fulfil the Victim Contact Scheme that requires probation staff to keep victims informed about the disposals those who abused them are subject to.
- Ensure perpetrators receive the most appropriate sentences by collating relevant information for inclusion in pre-sentence reports.
- Deliver a range of effective and responsive group work and one-to-one interventions that address the complex needs of those supervised by them.
- Work across sectors to ensure the transference of skills and expertise among those working with perpetrators of gender-based violence and that knowledge is shared between those specialising in domestic abuse interventions and those working with sex offenders and hate crime offenders.

Greater Manchester's criminal justice professionals and GMCA will work in partnership to:

- Engage continuously with those with organisations working with survivors to ensure all work with perpetrators prioritises the protection of victims and survivors, including children and young people.
- Sustain women's centres in line with the Greater Manchester Integrated Health and Justice Strategy.
- Capitalise on Greater Manchester Probation Service's *Homelessness Prevention Taskforce*, the Mayor's *A Bed Every Night* and the Good Landlord Scheme to increase the protection available to victims of

abuse and minimise the disruption to them and their children posed by perpetrators.

Integrating Health & Social Care

Victims and survivors often find it easier to disclose gender-based violence to health and social care professionals than criminal justice professionals than to criminal justice professionals. This is why, in Greater Manchester, we are integrating health and social into our responses to gender-based violence. To meet this aim we will:

- Introduce minimum standards for domestic abuse training for clinical and clerical staff working in primary care.
- Extend the provision of hospital based IDVAs and ISVAS to enable early identification of potential victims.
- Undertake a scoping exercise to identify gaps in our current counselling service provision for victims and survivors.
- Ensure all services are fully accessible by building on innovations in technology, implementing greater outreach with victim services, and proactively pursuing user engagement with vulnerable women and victims identified within Primary Care Networks.
- Promote the Pride in Practice initiative that provides training to General Practice, Optical Practices, Dental Practices and Pharmacies to ensure that practices effectively and confidently meet the needs of LGBTQ+ patients.
- Support the Indigo pilot scheme that enables NGO providers of social support to assist patients at our gender dysphoria clinic at risk of gender-based violence and transphobia, while further integrating pathways of support and social care for LGBTQ+ populations.
- Ensure that appropriately trained and impartial translators are available to help those whose first language is not English access support.

In the context of social care and services for children, we will:

- Develop a new training to enhance understanding of gender-based violence among social workers and Cafcass officers, with a specific

focus on the need to support mothers who have lived with abuse;
develop systems that do not allow abusive men to evade intervention;
and upskill those working with young people in the principles and
practices of contextual safeguarding.

- Introduce a new framework to facilitate family group meetings that prevents abusers from using them to further intimidate victims.
- Review national and international approaches to preventing harmful traditional practices to understand what works, for who and in what contexts.

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Glossary

Cafcass	Children and Family Court Advisory and Support Service
Deadnaming	The use of the birth or other former name of a transgender person without their consent.
DRIVE	National high harm perpetrator programme developed by Respect, Safe Lives and Social Finance.
FGM	Force Genital Mutilation - all procedures involving partial or total removal of the external female genitalia or other injury to the female genital organs for non-medical reasons.
Gender Dysphoria	The condition of feeling one's emotional and psychological identity to be at variance with one's birth sex.
Gender-queer	A person who does not subscribe to conventional gender distinctions but identifies with neither, both, or a combination of male and female genders.
GMCA	Greater Manchester Combined Authority - made up of the ten Greater Manchester councils and Mayor, who work with other local services, businesses, communities and other partners to improve the city-region.
HMICFRS	Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services.
Homophobia	Dislike of or prejudice against gay people.
IDVA	Independent Domestic Violence Adviser.
ISVA	Independent Sexual Violence Adviser.
LGBTQ+	Acronym for lesbian, gay, bisexual, transgender, queer or questioning of sexual orientation or gender identity.
Looked After Child	Also referred to 'children in care,' a term which many children and young people prefer.
Misogyny	Dislike of, contempt for, or ingrained prejudice against women.
Non-binary	Someone who does not fit into rigid gender categories and is neither female nor male. While they can identify with aspects of either

	gender, they can also have an identity outside the binary, which can also change and evolve over time.
Primary Care Network	Groups of GP practices working together with community, mental health, social care, pharmacy, hospital and voluntary services in their local areas.
PRU	Pupil Referral Unit - a type of school that caters for children who aren't able to attend a mainstream school. Pupils are often referred there if they need greater care and support than their school can provide.
Public Space Protection Orders	An order made by a local authority to tackle anti-social behaviour in a specified area.
Restorative Justice	A process where those harmed by crime or conflict and those responsible for the harm into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward.
Revenge porn	The sharing of private, sexual materials, either photos or videos, of another person without their consent and with the purpose of causing embarrassment or distress. The images are sometimes accompanied by personal information about the person, including their full name, address and links to their social media profiles.
Romance fraud	The engineering of a supposed friendship or relationship for fraudulent, financial gain.
Social deprivation	A term that refers to the combination of factors that prevent a person from having easy and frequent access to the many different aspects of their culture and society.
Structural racism	<u>Laws, rules, or official policies</u> in a <u>society</u> that <u>result</u> in and <u>support</u> a <u>continued unfair advantage</u> to some <u>people</u> and <u>unfair</u> or <u>harmful treatment</u> of <u>others based</u> on <u>race</u> :
Think Victim Campaign	A programme of education and training within Greater Manchester Police to ensure the organisation, officers and staff provide the best

	possible service to victims of crime and are responsive to individual needs.
Third Sector	The part of an economy or society comprising non-governmental and non-profit-making organisations or associations, including charities, voluntary and community groups, cooperatives, etc.
Trans	A person whose sense of personal identity and gender does not correspond with their birth sex. accepted as interchangeable with the term transgender. However, some people prefer the shortened adjective trans to avoid any reference to assigned sex or binary gender in this inclusive identity label.
Victims Code of Practice	Statutory code that sets out the minimum level of service that victims should receive from the criminal justice system. Revised version published in April 2021.

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GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 22nd July 2021

Subject: Greater Manchester Police Fund Revenue and Capital Budget
2021/22

Report of: Mayor of Greater Manchester

PURPOSE OF REPORT:

There is a statutory duty to determine the policing precept and set a balanced budget by 1 March each year. This paper sets out the resources available to deliver the ambitions set out in Police and Crime Plan Standing Together.

Funding for police is sourced 75% from a central Government grant and 25% from the policing precept. Revenue funding for 2021/22 is budgeted at £674.4 million, which is an overall increase of £29.2 million compared to 2020/21.

For 2021/22 the Government grant for police included an additional £23.9 million for Greater Manchester Police. The grant funding increase is expected to deliver the second year of the national expansion programme of 20,000 police officers over three years. The 2020 Spending Review provided funding for an additional 6,000 officers nationally, which equates to 325 in 2021/22 across Greater Manchester, plus 16 to support the Regional Organised Crime Unit (ROCU).

The policing precept is the amount Greater Manchester residents contribute to local policing through the council tax bill. For 2021/22 the government stated that local areas could increase the police precept by £15 for Band D properties. A public consultation exercise was undertaken with 34% of respondents stating that they supported, in principle, an increase of £1.25 a month or more as part of their council tax payment to help Greater Manchester Police invest in neighbourhood policing, 30% thought it should remain the same and 31.5% thought it should be reduced.

Following the result of the consultation, a reduced precept increase of £10 to the current band D precept was proposed at the meeting of the Police, Fire and Crime Panel on 29th January 2021 and was supported.

Taking account of the one-off Local Council Tax Support grant and a deficit on the collection fund, this will raise an additional £5.3m in 2021/22. For Greater Manchester this will cost Band D residents 19p per week, and 15p for Band B residents. The band D precept for 2021/22 will be £218.30.

RECOMMENDATIONS:

The Panel is requested to note the report.

CONTACT OFFICERS:

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Equalities Implications:

This paper sets out the resources available to deliver the ambitions set out in Police and Crime Plan [Standing Together](#)

Climate Change Impact Assessment and Mitigation Measures

N/a

Risk Management:

The report includes a risk assessment.

Legal Considerations:

The report includes details on the legal implications for the 2021/22 budget.

Financial Consequences – Revenue:

The report includes the Police revenue budget for 2020/21.

Financial Consequences – Capital:

The report includes the Police capital programme for 2021/22 – 2024/25

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

BACKGROUND PAPERS:

- (i) Government Settlement letters, reports and precept referendum letters
- (ii) Precept report to the Police and Crime Panel 29th January 2021
- (iii) Guidance note on Local Authority Reserves and Balances - Chartered Institute of Public Finance and Accountancy (CIPFA)
- (iv) Local Government Finance Act 1992

- (v) Local Government Act 2003
- (vi) Localism Act 2011
- (vii) Police Reform and Social Responsibility Act 2011
- (viii) The Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		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?		No
GM Transport Committee	Overview & Scrutiny Committee	
N/a	N/a	

2021/2022 REVENUE BUDGET AND CAPITAL PROGRAMME

CONTENTS

Section	Heading
1	Introduction
2	National Police revenue and capital settlements 2021/22
3	Precept funding 2021/22
4	Medium Term Financial Plan
5	Revenue Budget 2021/22
6	Capital Programme 2021/22 – 2024/25
7	Community Safety Budget
8	Risk Assessment
9	Reserves
10	General Fund
Appendix 1	National Police Settlement Data 2021/22
Appendix 2	Strategic Financial Outlook 2021/22 – 2024/25
Appendix 3	Formula Funding and Specific Grants
Appendix 4	2021/22 revenue budget compared to 2020/21

1. INTRODUCTION

- 1.1 The Police and Crime Commissioner (PCC) within each force area has a statutory duty and electoral mandate to ensure an efficient and effective police service and to hold the police to account on behalf of the public. For Greater Manchester the PCC functions were transferred to the Mayor on 8th May 2017. The Mayor (PCC) is the recipient of funding relating to policing and crime reduction, including government grants, the council tax precept and other sources of income. How this money is allocated is a matter for the Mayor (PCC) in consultation with the Chief Constable, or in accordance with any grant terms.
- 1.2 The provisions of Section 32 of the Local Government Finance Act 1992 require the Mayor (PCC) to set a balanced budget. In addition, Section 26 of the Police Reform and Social Responsibility Act 2011 establishes the PCC as a precepting authority for the purposes of the 1992 Act. Which means the Mayor (PCC) decides how much local people pay for policing through their council tax. For Greater Manchester, the precepting authority is Greater Manchester Combined Authority with the Mayor setting the PCC precept.
- 1.3 In accordance with Schedule 5 of the Police Reform and Social Responsibility Act 2011 (“the Act”) and Part 2 of the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (“the Regulations”), a number of reports were presented to the Police and Crime Panel, with the final proposals presented and agreed at the panel meeting held on 29 January 2021.
- 1.4 On 17th December 2020 the 2021/22 Provisional Settlement was announced in Parliament and details were released to Police and Crime Commissioners. The final settlement was announced on 4th February 2021.
- 1.5 The budget sets out the overall funding which will be available to resource policing services in support of the Police and Crime Plan.

2. NATIONAL POLICE REVENUE AND CAPITAL SETTLEMENTS 2021/22

- 2.1 The police grant from Home Office for 2021/22 will be £495m, plus a further allocation of £5.8m for Greater Manchester which is ring fenced against the delivery of recruitment targets in 2021/22. This is an overall increase in funding of £23.9m with a priority to continue the recruitment of the second tranche of the promised 20,000 new officers nationwide. In addition to this is the continued pension grant of £6.6m, from HM Treasury, to partially mitigate against rising employer pension costs for police officers.
- 2.2 Within the settlement the Home Secretary announced a maximum police precept increase of £15 per year for a Band D property. Further information on this is included in section 3 below.
- 2.3 The 2020 Spending Review committed £670m of additional Local Council Tax Support (LTCS) grant nationally to help local authorities support more than 4 million households that are least able to afford council tax. The final LCTS grant for the PCC is £4.2m and is expected to be for 2021/22 as part of the recovery from the pandemic.
- 2.4 Capital grant funding is unchanged from 2020/21 at £0.6m.
- 2.5 Appendix 1 provides further information on the national funding settlement

3. **PRECEPT 2021/22**

- 3.1 Taking into account the Government funding settlement and to allow the continued investment in priority areas, the Mayor and Deputy Mayor proposed to increase the PCC precept in 2021/22 by the maximum allowed by the Government, which was £15 per year for a Band D property. Following the results of a public consultation on the proposed increase which closed on 28th January 2021, the increase was reviewed in response to the issues raised by the public. The precept was reduced to £10 per year for a Band D property (£7.77 for a band B property).
- 3.2 The proposal agreed by the Police and Crime Panel on 29th January 2021 was for the Greater Manchester PCC element of the Mayoral precept for a Band D property to be set at £218.30 (£169.78 for a Band B property). The table below shows the impact for each Council Tax band of a £10 increase

	COUNCIL TAX BANDS							
	A	B	C	D	E	F	G	H
2021/22 proposed precept	145.53	169.78	194.04	218.30	266.81	315.32	363.83	436.60
2020/21 PCC precept	138.86	162.01	185.15	208.30	254.58	300.87	347.16	416.60
Change (£ per year)	6.67	7.77	8.89	10.00	12.23	14.45	16.67	20.00

- 3.3 The impact of reducing the precept increase to £10 for a Band D property was a reduction in the income raised through the precept of £3.8m against the original proposed increase of £15 and would set total funding for police and crime in 2021/22 at £671m. Whilst this would be an increase of £25.8m on the 2020/21 funding, it is lower than the level of funding anticipated by the Home Office who assume all areas will implement the maximum precept rise when determining the spending power increase for police funding as a whole.
- 3.4 Therefore, the reduction in the potential increase in precept funding of £3.8m resulting from a rise of £10 rather than the original proposal of £15 was expected to present financial challenges for GMP in 2021/22 and beyond. It should be noted that any increase in precept funding is effectively recurrent and therefore to not increase by the full £15 will have a recurrent impact on police and crime funding from 2021/22 onwards
- 3.5 For 2021/22 when the final settlement was received from Government and the Council Tax Base confirmed by GM billing authorities, there was a net increase in funding mainly as result of the Local Council Tax Support Scheme (LCTS) grant of £4.3m. The LCTS grant (see para 2.3 above) is non-recurrent funding in response to the pandemic and can only mitigate the impact of the reduction in precept income in 2021/22 as it is not expected the funding will continue beyond March 2022. The position will be kept under review during 2021/22 as further information is provided on the 2021 Spending Review and future year funding.

- 3.6 For 2020/21 budget there was an estimated collection fund surplus of £2.8m. The estimated position on the collection fund in relation to the PCC is a deficit of £2.5m for 2021/22 following the impact of the pandemic. This deficit position reflects that the government amended regulations from 1st December 2020 to permit authorities to spread collection fund deficits over the next three years rather than the usual period of a year. The 2020 Spending Review committed £762m nationally to compensate for 75% of irrecoverable council tax and business rates revenues in 2020/21 that would otherwise need to be funded through budgets in 2021/22. The government has recently issued guidance on how the allocations will be allocated which requires interpretation by the GM billing authorities to determine impact on the Police budget. At this stage it is estimated that the PCC will receive grant funding of £0.2m in compensation.

4. MEDIUM TERM FINANCIAL PLANNING

- 4.1 The Medium Term Financial Plan (MTFP) provides the resourcing for the delivery of the priorities in the Standing Together Police and Crime Plan:

Keeping people safe - Protecting and caring for people who live, work, socialise and travel in Greater Manchester. Protecting those who are vulnerable and those who are victims of crime or at risk of being victimised. Building resilience, feelings of safety and confidence in policing and community safety.

Reducing harm and offending - Preventing anti-social and criminal behaviour including the most serious offending by solving problems, intervening early and rehabilitating offenders to build confidence in criminal justice.

Strengthening communities and places - Helping to build resilient and resourceful communities including online communities and protecting the places where people live, work, socialise or travel. Supporting the delivery of the IT systems, buildings, roads, street lighting and other public assets needed to solve problems in a 21st century society.

- 4.2 The 2020 Spending Review provided a settlement of one year from Government for Police. Greater Manchester Police has a MTFP (Appendix 2) for the period 2021 – 2025 which uses assumptions of future years funding based on current grants and the tax baseline. The MTFP for 2022/23 onwards includes an increase in funding to reflect the final year of the uplift programme and an incremental increase in funding through the precept. However, future funding for Police is far from certain and the ability to plan is severely hampered by this one-year settlement, non-recurrent funding and the prospect of a funding formula review.
- 4.3 Following the 2021/22 final settlement and agreement of the Precept, the overall funding summary for 2021/22 compared to 2020/21 is summarised below:

Revenue Funding	2020/21 £m	2021/22 £m	Change £m
Core Grant	467.2	495.0	27.8
Ring Fenced uplift grant	9.7	5.8	-3.9
Pension grant	6.6	6.6	0
Sub-total grant funding	483.5	507.4	23.9
Precept income	158.9	165.0	6.1
Local Council Tax Support	0.0	4.3	4.3
MHCLG 75% Compensation Scheme (est)	0.0	0.2	0.2
Collection Fund Surplus / -Deficit	2.8	-2.5	-5.3
Sub-total Precept and CT related	161.7	167.0	5.3
Total Revenue Funding	645.2	674.4	29.2

Capital Funding	2020/21 £m	2021/22 £m	Change £m
Capital Funding	0.6	0.6	0
Total Capital Funding	0.6	0.6	0

5. REVENUE BUDGET 2021/22

- 5.1 The revenue budget for 2021/22 sets out the resources which are available to fund Mayoral PCC functions and GMP to resource policing services in support of the Standing Together Plan. In 2021/22 GMP will deliver the second year of the national expansion programme of 20,000 police officers being delivered over three years. The increased funding provided by the uplift to the Government Grant and the proposed increase in the precept would deliver an additional 325 Police Officers in Greater Manchester plus funding for 16 additional officers to support the NW Regional Crime Unit (ROCU).
- 5.2 The increase in officers has allowed additional police numbers to be established and further improvements to be made which will continue in 2021/22:
- 50 Neighbourhood beat officers, enabling the provision of a named officer for every ward
 - A dedicated transport unit of 50 officers;
 - 40 additional call handlers to improve the 101 service;
 - Investment in an Interactive Voice Response automated telephony system;
 - Investment in frontline through clothing, footwear, training and equipment, including mobile applications for frontline officers;
 - Committed to provide a dedicated police officer in schools for those who want them, and every educational establishment will be linked to a named neighbourhood liaison officer.
 - An increase of 32 posts in the Sex Offender Management Unit, to align the structure of the overall team with the national benchmark for offender per officer.
- 5.3 Major deliverables of the 2021/22 budget will include:
- A new approach to safeguarding with 150 officers to keep our most vulnerable victims safe

- A new city centre team concentrating on violence reduction and improving the safety of the city centre
- Investing resources to enable more young people involved with, or at risk of becoming involved in, gang activity to take part in a successful mentoring programme – the STEER project
- Pilot programme to ensure a crisis worker responds alongside a police officer to reports of rape and serious sexual offences
- Establish a mechanism for continued dialogue with victims of crime
- Transform the response to and support for victims of domestic violence
- Continue to fund the mental health tactical advice service, where mental health nurses are based in control rooms 24/7 to ensure despatchers and attending officers are able to provide the most effective service to people suffering such distress
- Analysis is underway to inform a range of initiatives to reduce death and serious injury on the roads, supporting conventional enforcement with a more localized approach to educate drivers. A number of community lead speedwatch schemes will also be piloted.

5.4 The following key budget assumptions have been made in developing the 2021/22 budget based on the one-year settlement issued by the Home Office.

- Pay freeze;
- Assume no general price inflation except specific cases;
- Police officer pension contributions funding remains at £6.6m;
- Police staff pension contributions remain static for the next year;
- Council Tax Collection Fund deficit of £2.5m.

5.5 The planned budget for 2021/22 is as follows:

2021/22	GMP	PCC	Total
	£m	£m	£m
Budget Requirement			
Employee Related	595.0	1.9	596.9
Pensions	118.8	0.0	118.8
Premises Related	33.5	0.0	33.5
Supplies & Services	69.6	7.1	76.7
Agency Payments	14.3	20.3	34.6
Transport Related	9.1	0.0	9.1
Capital Financing	0.0	17.4	17.4
Transfer to/-from other reserves	-1.8	-8.1	-9.9
Specific Grants	-157.6	-26.4	-184.0
Income & Sponsorship	-33.8	-1.8	-35.6
Net Budget Requirement	647.3	10.2	657.5
Funding			
Home Office / MHCLG Grant	0	-495.0	-495.0
Precept	0	-160.0	-160.0
Collection Fund Surplus/-Deficit	0.0	-2.5	-2.5
Total Funding	0.0	-657.5	-657.5

5.6 There is an increase in budget requirement between 2020/21 and 2021/22 of £57.1m as follows:

- 5.7 The employee budget for 2021/22 is £596.9m this is an increase of £34.2m from 2020/21. Whilst the pay review settlement is zero increase there are a number of areas where pay uplifts and other pay pressures apply. The majority of the increase in budget relates to pay progression as part of the national scheme and full and part year costs from recruitment of additional officers in 2020/21 and 2021/22.
- 5.8 The 2021/22 budget includes further new resources of £22.9m to support the priorities in the 'Standing Together' Police and Crime Plan, the response to the HM Inspectorate of Crime and Fire and Rescue Services (HMICFRS) and draft Gender Based Abuse strategy.
- £11.2m for Chief Officer priorities
 - £5.3m for Standing Together priorities
 - £1.4m for crime recording
 - £2m for insurance premiums
 - £3m for Covid policing restrictions
- 5.9 The increase budget requirement is met from an increase in funding from:
- £27.8m increase in Home Office/MHCLG core grants in 2021/22;
 - £20.1m infrastructure funding in Home Office grant received in 2020/21;
 - £4.2m further savings;
 - £0.9m increase in Council Tax Precept / Collection Fund;
 - £4.1m increase in the use of earmarked reserves between 2020/21 and 2021/22.
- 5.10 In 2020/21 Infrastructure funding of £20.1m was transfer to earmarked reserves and will be utilised at £5m a year over the period 2021/22 to 2024/25.

6. CAPITAL PROGRAMME 2021/22 – 2024/25

- 6.1 The key capital spending priority continues to be the Target Operating Model and Information Services Transformation Programme. Details of the funding of the proposed capital programme are included in the tables below:

Capital Programme	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Business Support - Estates	1.645	1.513	1.503	1.501
Business Support - Fleet	2.800	3.308	3.382	3.558
Target Operating Model	28.478	22.698	26.320	21.338
Information Services Transformation Programme	3.545	2.598	4.437	3.297
Other	3.231	1.872	1.174	0.847
Grand Total	39.699	31.989	36.817	30.541

Funded by	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
General Capital Grant	-0.622	-0.622	-0.622	-0.622
Specific grants	-0.836	0.000	0.000	0.000
Capital Receipts	-1.446	-12.034	0.000	0.000
Borrowing - Balance	-36.796	-19.333	-36.195	-29.919
Total funding	-39.699	-31.989	-36.817	-30.541

7. **COMMUNITY SAFETY BUDGET**

- 7.1 In 2021/22 the budget continues to provide over £4m allocated to Community Safety Partnerships to support delivery of 'Standing Together' the Police and Crime Plan, collectively making our communities safer and more resilient.

Local Authority	Community Safety Grant	Children's Safeguarding Board	Adult's Safeguarding Board	Delegation of grants to Voluntary sector	Hate Crime	TOTAL
	£000	£000	£000	£000	£000	£000
Bolton	305	17	17	100	5	444
Bury	158	12	12	100	5	287
Manchester	695	32	32	200	10	968
Oldham	262	13	13	100	5	393
Rochdale	234	12	12	100	5	363
Salford	239	13	14	100	5	371
Stockport	219	14	14	100	5	352
Tameside	244	13	13	100	5	375
Trafford	201	13	13	100	5	332
Wigan	248	14	14	100	5	381
TOTAL	2,804	154	154	1,100	55	4,266

- 7.2 Building on the work of previous years, CSPs have continued to work closely on both GM and local priorities and are using Community Safety funds to support targeted work in neighbourhoods. Oversight and governance is managed through local partnership arrangements and the Deputy Mayor is informed of spending profiles through an initial proposal followed by a mid-year update on progress. The Community Safety Grant provides CSPs with local autonomy to direct funds at key police and crime priorities.
- 7.3 The Deputy Mayor continues to allocate Voluntary and Community sector grants (Standing Together), following consultation and feedback from CSPs who provide a mid-year progress update detailing the allocation of funds to local groups and voluntary sector organisations. The grants are being used to support communities to tackle grass roots issues of concern whilst developing resilience and cohesion as local people are contributing to achieving Standing Together priorities.
- 7.4 A summary of the types of schemes and initiatives that the Voluntary and Community Sector grants have funded are set out below:
- Tackling anti-social behaviour and improving behaviour through early intervention and diversionary work with young people
 - Support for victims of domestic and sexual abuse, including victims from minority communities and provide prevention interventions in schools
 - Advice and awareness regarding healthy relationships for young people
 - Reducing the risk of exploitation of vulnerable young people
 - Reducing the risk of offending and re-offending
 - Community cohesion and hate crime
 - Keeping children and young people safe
 - Interventions and awareness to prevent serious violence and promote awareness of the consequences
 - Supporting vulnerable adults and reducing isolation

8. RISK ASSESSMENT

- 8.1 A key requirement of any budget setting process is the assessment of risk and how this is reflected in the financial strategy. An assessment of the major financial risks associated with the 2021/22 budget has been undertaken. These are highlighted below:

Pensions

- 8.2 In 2019/20 the Home Office provided funding of £8.5m which has now been included in core grant and a further £6.6m in specific grant to cover these additional costs. The funding in core grant for 2021/22 has rolled forward again and the specific grant of £6.6m has once again been provided, however there is a risk that the grant may not continue beyond 2021/22.

8.3 COVID-19

A £3m in year only allocation of funds has been assumed in the budget for 21/22 to police the restrictions of the pandemic, and any follow on required action as the roadmap to exit lockdown is achieved. As the future policing requirement is uncertain at this time there is a risk that this may not be enough should enforcement action increase or extend significantly.

Victim Services Audit

- 8.4 Investment has been identified within Chief Officer Priorities and the Standing Together Fund to put into place short and long term solutions to a number of the issues identified in the Victim Services Audit. GMP is still however working through the route cause analysis and defining the wider action plan therefore there is the potential that additional funding may be sought should the outcome of this exercise suggest this.

Local Council Tax Support Grant

- 8.5 The Local Council Tax Support (LCTS) grant of £4.3m will offset the reduction in the tax base resulting from the pandemic in the 2021/22 budget. This grant is non-recurrent and if the Council tax baseline does not recover this will result in a shortfall in income from 2022/23.

Collection Fund

- 8.6 The 2020/21 Collection Fund deficit is estimated to be £7.5m which has been permitted to be provided for as part of the budget over the three year period 2021/22 to 2023/24. If the further Council Tax arrears accumulate in 2021/22 the deficit position on the Collection Fund in future years could increase further.

9. RESERVES

- 9.1 Reserves as at 31 March 2020 were £85.346m, and are predicted to be £93.151m at 31 March 2021. Based on the budget to apply £9.9m of reserves during 2021/22, the forecast reserves at 31st March 2022 are expected to be £83.251m. These figures assume General Fund balances will not be used to fund any future deficits.

Police Fund Earmarked Reserves	Actual 31st March 2020	Planned trfs out/(in) 2020/21	Forecast 31st March 2021	Planned trfs out/(in) 2021/22	Forecast 31st March 2022
	£0	£0	£0	£0	£0
Police Fund General Reserve	-15,375		-15,375		-15,375
Capital Finance Reserve	-3,797		-3,797		-3,797
CF Smoothing Reserve	-1,316	-914	-2,230	236	-1,994
Commissioning Reserve	-8,966	2,714	-6,252	1,125	-5,127
Community Crime Fund reserve	-4,071	226	-3,845	1,222	-2,623
Health and Justice reserve	-276	135	-141		-141
Justice and Rehabilitation reserve	-1,427	568	-859	327	-532
Legal costs reserve	-1,855		-1,855		-1,855
Sexual assault commissioning reserve	-3,374	400	-2,974	200	-2,774
Traffic Enforcement & Road Safety Reserve	-189		-189	34	-155
Transformation Reserve	-2,329	500	-1,829		-1,829
Youth aspiration / diversion reserve	-93		-93		-93
Infrastructure reserve	0	-20,112	-20,112	5,000	-15,112
Chief Constable's Insurance reserve	-15,881	649	-15,232		-15,232
PFI reserve	-11,227	620	-10,607	727	-9,880
Revenue Expenditure Reserve	-15,170	7,409	-7,761	1,029	-6,732
Total Police Fund Reserves	-85,346	-7,805	-93,151	9,900	-83,251

9.2 The forecast balance at 31 March 2021 includes a number of reserves set aside to meet contractual obligations in the future; these include a PFI reserve of £10.6m, an insurance reserve of £15.232m and an operational contingency reserve of £7.761m. It has been the strategy to maintain reserves at a prudent level particularly given the uncertainty of the funding landscape which includes the future levels of police grant, the potential impact of a Spending Review, increased threat levels.

10. **GENERAL FUND**

10.1 A General Fund level has to be set annually based on an assessment of risk.

10.2 There is no prescriptive guidance on the minimum (or maximum) level of general reserves required, either as an absolute amount or a percentage of the budget.

10.3 When recommending a minimum level of the General Fund level the Treasurer takes account of the strategic, operational and financial risks, and that level can be expressed in cash terms or as a percentage of the budget.

10.4 The General Fund is held to:

- Provide a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing
- act as a contingency to cushion the impact of unexpected events or emergencies

10.5 Factors to be considered in setting the level of General Fund are:

- cash flow requirements

- treatment of inflation and interest rates
- estimates of the level and timing of capital receipts
- the treatment of demand-led pressures
- the treatment of planned savings/efficiencies
- financial risks inherent in any significant new funding partnership, major outsourcing arrangement or major capital development
- the adequacy of other funds, e.g. insurance provision

10.6 A risk assessment has been undertaken to establish what the minimum General Fund level should be. The assessment is not an exact science and views may differ on what constitutes key financial risks and their evaluation. Taking into account the factors listed in paragraph 9.1.5, the assessment indicates minimum and maximum levels of £13.151m and £16.439m respectively during 2019/20. The calculation is set out below. The General Fund Balance at 31st March 2021 is forecast to be £15.375m. The 2021/22 budget and future year's estimates do not include any use of General Fund balances.

10.7 GENERAL FUND RISK ASSESSMENT

		General Fund Amount Minimum £m	General Fund Amount Maximum £m
<u>Large scale major incident</u>			
Funding 2021/22	£m		
Police Grant	495.039		
Precept & Collection fund balance	<u>162.504</u>		
Funding total	657.543		
Allow between 2% and 2.5% of funding total		13.151	16.439
<u>SUGGESTED GENERAL FUND LEVEL AT 31/03/21</u>		<u>13.151</u>	<u>16.439</u>
Forecast level at 31/03/21		<u>15.375</u>	<u>15.375</u>
Difference between suggested and forecast levels at 31/03/21		(2.224)	1.064

As required by Section 25 of the Local Government Act 2003, the Treasurer of the GMCA is satisfied that the level of the general fund is adequate.

2021/22 NATIONAL DATA

The aggregate amount of grants for police purposes under section 46(2)(a) of the Police Act in 2021/22 is £8,681 million, comprising:

- £4,774 million in Home Office Police Core Settlement;
- £3,182 million in Ministry for Communities and Local Government Formula Funding;
- £507 million in Legacy Council Tax Grants;
- £190 million in National and International Capital City Grants;
- £23 million in Welsh Top-Up Grant;
- £5 million in Precept Grant.

The 2021/22 settlement includes a number of top slices made by the Home Office, which have the effect of reducing the resources available for local policing. The total value of the top slices is £1,033.5m, a decrease of £87.4m (8%). The table below details the top slices for 2021/22:

Top Slice	2020/21 £m	2021/22 £m
Private Finance Initiative (PFI)	72.8	71.6
Police Technology Programmes (including ESN)	498.4	484.7
Arm's Length Bodies	73.1	70.5
Serious and Organised Crime Strategy implementation	140.0	146.3
Top ups to National Crime Agency and ROCUs (Regional and organised crime units)	56.8	4.9
International Crime Co-ordination Centre	0	5.0
Special Grant	80.9	54.8
Pre-charge Bail	2.0	2.0
Police Uplift Programme	16.5	14.5
Police Commercial Organisation	3.7	5.0
Forensics	28.6	25.6
Police Now	7	7.0
Serious Violence Strategy	38.9	38.9
National Capability Programmes	47.0	38.7
National Operational Policing Units (including football policing and wildlife crime unit)	2.9	2.9
National Policing Capabilities (NPCC)	0	3.2
Safe Streets Fund	10.0	20.0
Science Technology and Research	8.0	5.2
Counter Terrorism	32.4	32.5
TOTAL	1,121.0	1,033.5

Appendix 2

2021/22 - 2024/25 MEDIUM TERM FINANCIAL PLAN	2021/22	2022/23	2023/24	2024/25
	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m
2020/21 Budget Requirement	£628.8	£628.8	£628.8	£628.8
Reversal of TOM Investment in 20/21	-£9.8	-£9.8	-£9.8	-£9.8
Reversal of TOM Savings in 20/21	£0.6	£0.6	£0.6	£0.6
Reversal of other one-off expenditure / income in 20/21	-£0.8	-£0.8	-£0.8	-£0.8
Reversal of one-off transfers from PCC in 20/21	£0.0	£0.0	£0.0	£0.0
Reversal of one-off Transfers to Reserves in 20/21	-£21.8	-£21.8	-£21.8	-£21.8
Reversal of one-off Transfers from Reserves in 20/21	£7.6	£7.6	£7.6	£7.6
Total Reversal of one-off transactions in 2020/21	-£24.4	-£24.4	-£24.4	-£24.4
Continuation Budget	£604.4	£604.4	£604.4	£604.4
<u>Commitments</u>				
Police Officer Pay (excluding Part-restoration)	£4.7	£3.4	£18.1	£32.7
PCSO Pay	£1.5	£2.1	£2.9	£3.6
Police Staff Pay	£5.6	£8.9	£16.3	£20.0
Prudential Borrowing Associated with Committed Capital Exp	£0.6	£3.0	£4.0	£9.7
Part Restoration - Police Officer Pay	£14.8	£35.8	£45.7	£49.7
Part Restoration - Overhead Costs	£0.9	£1.8	-£0.1	-£1.0
Part Restoration - Specific Grant	£3.9	£3.9	£3.9	£3.9
Pension - Specific Grant	£0.0	£0.0	£0.0	£0.0
Other GMP Budget Changes	£9.8	£9.9	£11.7	£10.0
Other Mayoral Office Budget Changes	-£3.0	-£1.6	-£2.1	-£2.2
Local Tax Grant - Specific Grant	-£4.2	£0.0	£0.0	£0.0
Increase in Insurance Premiums	£2.0	£2.0	£2.0	£2.0
Pension Triennial Review	£0.0	£0.0	£1.0	£1.0
Transfer to GMP from PCC	£0.0	£0.0	£0.0	£0.0
Transfer from Reserves	-£9.9	-£9.2	-£6.8	-£6.6
Transfer to Reserves	£0.0	£0.0	£0.0	£0.7
Total Commitments	£26.8	£60.1	£96.6	£123.5
<u>Choices</u>				
Chief Officer Cost Pressures 2020/21	£11.2	£15.0	£17.0	£20.2
Force TOM - Revenue Investment	£9.9	£6.8	£1.9	£0.1
Increase in Crime Recording	£1.4	£2.4	£2.4	£2.4
Business Planning Fund	£5.3	£7.1	£6.3	£6.1
Covid Policing Restrictions	£3.0	£0.0	£0.0	£0.0
Total Choices	£30.9	£31.3	£27.6	£28.8
<u>Savings</u>				
Target Operating Model	-£2.9	-£3.9	-£10.3	-£8.8
Reduce Apprentices from 240 to 120	-£1.7	-£1.7	-£1.6	-£1.6
Total Savings	-£4.5	-£5.6	-£11.9	-£10.5
Total Budget Requirement Change	£53.1	£85.7	£112.2	£141.9
Total Budget Requirement	£657.5	£690.1	£716.6	£746.3
<u>Funding</u>				
Total Government Funding	£495.0	£517.8	£517.8	£517.8
Precept	£165.0	£174.9	£185.0	£195.3
Collection Fund Surplus / -Deficit	-£2.5	-£2.5	-£2.5	£0.0
Total Funding	£657.5	£690.1	£700.2	£713.1
Savings Still Required	£0.0	£0.0	£16.4	£33.2

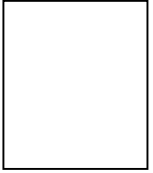
FORMULA FUNDING AND SPECIFIC GRANTS

	2020/21	2021/22	Change
	£m	£m	£m
Formula Grant Funding			
Police Grant (Home Office)	259.066	263.113	4.047
Formula Funding (MHCLG)	182.429	206.212	23.783
Legacy Council Tax Grants	25.714	25.714	0
Total	467.209	495.039	27.830
Specific Grants			
Ring Fenced Uplift Grant	9.708	5.778	-3.930
Pension Grant	6.604	6.604	0
Local Council Tax Support Grant	0	4.238	4.238
Pension Top-Up Grants	107.359	108.218	0.859
Private Finance Initiative (PFI)	5.315	5.315	0
Asset Incentivisation	2.013	2.094	0.081
Counter Terrorist Unit	38.592	34.176	-4.416
PCC Commissioning Fund	3.288	3.288	0
Other Revenue Grant	10.841	14.272	3.431
Total	183.720	183.983	263

VARIATIONS BETWEEN 2020/21 AND 2021/22

	2020/21	2021/22	Change
	£m	£m	£m
Budget Requirement			
Employee Related	562.8	596.9	34.1
Pensions	118.8	118.8	0.0
Premises Related	33.7	33.5	-0.1
Supplies & Services	65.4	76.7	11.3
Agency Payments	29.6	34.6	5.0
Transport Related	7.0	9.1	2.1
Capital Financing	16.7	17.4	0.7
Transfer to Infrastructure Reserve	20.1	0.0	-20.1
Transfer to/-from other reserves	-5.8	-9.9	-4.1
Specific Grants	-183.7	-184.0	-0.3
Income & Sponsorship	-35.6	-35.6	0.0
Net Budget Requirement	628.9	657.5	28.6
Funding			
Home Office / MHCLG Grant	467.2	495.0	27.8
Precept	158.9	165.0	6.1
Collection Fund Surplus/-Deficit	2.8	-2.5	-5.3
Total Funding	628.9	657.5	28.6

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GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 22nd July 2021

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

Report of: Jeanette Staley, Head of Community Safety, Resilience and Neighbourhoods, Salford City Council and Lead support officer to the Greater Manchester Police, Fire and Crime Panel

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 Panels 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 Finally 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 2020 and the 31st of March 2021, 7 complaints were addressed to the Panel regarding the Greater Manchester Mayor or Deputy Mayor in respect of police and crime issues.
- 2.2 3 of these complaints concerned the Greater Manchester Deputy Mayor, 1 of the complaints concerned the Greater Manchester Mayor and 3 complaints concerned both the Greater Manchester Mayor and Greater Manchester Deputy Mayor.
- 2.3 In relation to the 3 complaints concerning the Greater Manchester Deputy Mayor none of the complaints were upheld.

- 2.4 In respect of the complaint concerning the Greater Manchester Mayor, this complainant originally submitted their complaint to the Independent Office for Police Complaints (IOPC) and the IOPC referred it to us for determination. In line with the Greater Manchester Combined Authorities (GMCA) code of conduct this complaint was referred to the GMCA monitoring officer. Upon contacting the complainant outlining the GMCA code of conduct and complaints process, the complainant withdrew their complaint.
- 2.5 In respect of the 3 complaints concerning both the Greater Manchester Mayor and Greater Manchester Deputy Mayor, the position is as follows. 1 of the 3 complaints has not been reviewed as upon receipt of a complaint, it is necessary to gather further information, initially from the complainant, to that end and in line with Police and Crime Panels complaints procedure a complaint form is sent to the complainant requesting that they complete and return this form. This complainant did not return the form and therefore the complaint was closed at this stage but remains on the register as per the Police, Fire and Crime Panels Complaints process.
- 2.6 In respect of the final 2 complaints concerning both the Greater Manchester Mayor and Greater Manchester Deputy Mayor, both of these were initially referred to the IOPC. In line with statutory guidance, the Panels 1st task in relation to any complaint is to determine the nature of the complaint. The determination then dictates a complaint should be handled as follows:
- 1) If it is determined the nature of the complaint is a “serious complaint” or a “conduct matter” it will be referred to the IOPC.
 - 2) If it is determined the nature of the complaint is not a “serious complaint” or a “conduct matter, it will be reviewed by the lead Chief Executive.
- 2.7 In respect of the above for a serious complaint the allegation will constitute or appear to constitute or involve the commission of a criminal offence. For a conduct matter the allegation must contain an indication that the GM Mayor / GM Deputy Mayor may have committed a criminal offence. As further background our legal officer has received guidance from the IOPC which states at the initial stage of determining a complaint and how it should be handled (i.e. referred to IOPC or dealt with locally via the panels complaint procedure), it is not our role to determine whether the allegation should be founded just that there is an allegation which meets the criteria for IOPC referral (i.e. we need to take the allegation on face value.)
- 2.8 In respect of both complaints the IOPC have returned these complaints to be dealt with by the Panel. On both occasions the IOPC commented “*The IOPC has decided that this matter should be returned to you to be dealt with in accordance with Part 4 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. Based on the information provided, we do not feel an investigation by the IOPC is required at this stage. This is because it was not considered that there was any indication that either Mayor Burnham or*

Deputy Mayor Hughes' conduct constituted or involved, or appeared to constitute or involve, the commission of a criminal offence."

- 2.9 Both of these complaints are now being reviewed by officers supporting the Lead Chief Executive for Police, Fire and Crime in order to make recommendations. The outcomes of these complaints will be recorded in the 21/22 annual complaints report submitted to the panel.

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 (available upon request)

- Greater Manchester Police and Crime Panel Complaints Procedure

Contact Officer

- Jeanette Staley, Head of Community Safety, Resilience and Neighbourhoods, Salford City Council, email: Jeanette.staley@salford.gov.uk, phone 0161 793 2616

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GREATER MANCHESTER POLICE AND CRIME PANEL

Date: 22nd July 2021

Subject: Deputy Mayor Decision Notices in the period 20th October 2020 to July 2021

Report of: Bev Hughes – Deputy Mayor for Police, Crime, Criminal Justice services and Fire

PURPOSE OF REPORT

The purpose of this report is to highlight decisions made by the Deputy Mayor in the period from 20th October 2020 to July 2021.

RECOMMENDATIONS:

The Panel is requested to note the decisions made and whether any further information is requested in relation to decisions made.

CONTACT OFFICER:

Clare Monaghan

Director – Police, Crime and Fire team

Clare.monaghan@greatermanchester-ca.gov.uk

1. INTRODUCTION AND BACKGROUND

- 1.1 Under Section 28(6) of the Police Reform and Social Responsibility Act 2011 the Panel is obliged to review or scrutinise decisions made, or other action taken, by the Deputy Mayor in connection with the discharge of the police and crime functions and, where necessary make reports or recommendations to the Deputy Mayor with respect to the discharge of those functions.
- 1.2 The Deputy Mayor is under a statutory obligation under the terms of the Specified Information Order to publish details of decisions of significant public interest. In more general terms under Section 13 of the 2011 Act, the Deputy Mayor is obliged to ensure that she provides the Panel with any information that it might reasonably require to allow it to carry out its functions. This would include the provision of information regarding decisions and actions, irrespective of whether they were to be considered to be of “significant public interest”.
- 1.3 In this respect, the GMCA publishes decisions made.

2.0 DECISIONS MADE IN THE PERIOD 20TH OCTOBER 2020 to JULY 2021.

- 2.1 Drawing on the information published on the GMCA website, a number of decisions have been made in the period 20th October 2020 to July 2021
- 2.2 Decisions made are set out below:

21 st October 2020	The award of a 2.5 year contract for NUMS Lite to DHL with the option to extend for a further 3 years. The likely value of 5.5 years spend would be circa £5.5 million.	GMP
29 th October 2020	The award of a 2 year contract for provision of GMP’s Mobile Policing Application to HCL with the option to extend for a further 2 years. The value of 4 years spend would be circa £6.2 million.	GMP
1. 29 th October 2020	1. Strategy to tackle GBA - £27,350 – Giles, Renehan and Gadd to consolidate work and finalise the writing of the strategy	PCC
2. 29 th Jan 2021	2. Extend the consultancy arrangement of David Gadd to the end of April for a further 15 days of work at a cost of £12,750. The cost of the original work was David Gadd was £9350	
3. 20th April 2021	3. David Gadd’s Consultancy services to be extended until the end of June 2021 for the production of a written strategy for Tackling Gender based Abuse, Rate is £850 per day x 15 days, Total: £12,750	
4. 6th July 2021	4. David Gadd’s Consultancy services to be extended until the end of Dec 2021 for the production of a written strategy for Tackling	

	<p>Gender based Violence and associated Implementation plan Rate is £850 per day x 15 days Total: £12,750 Finalisation of the strategic document and implementation plan up to and including the end Dec 2021.</p> <p>The extension is in addition to previous extensions for the GBV strategy work, bringing the total of previous spend to: Total previous spend - £52,850 (Nov 2020 to June 2021)</p>	
3 rd Nov 2020	Approval is given to tender the contract for a new contract for, The Provision of a Fully Managed ANPR & CCTV Service, to include the support and maintenance and upgrade / refresh of equipment, using an open OJEU process (circa £825k pa)	GMP
17 th Nov 2020	The award of a 3 year contract for the Reactive and Preventative Maintenance of Automatic Barriers and Gates, to Security Solutions (Northern) Ltd, with the option to extend for a further 2 years. The likely value of 5 years spend would be circa £855K.	GMP
17 th Nov 2020	Approval for Independent Sexual Violence Advisors (ISVA) to Emunah Migdal as follows: 20/21 up to £30,000 21/22 £40,000 To provide additional hours to the children's ISVA (20 hours per week) and the adult ISVA (15hours per week) to support the growing caseload within the Manchester Jewish community.	PCC
17 th Nov 2020	Approval to undertake a review of governance pertaining to the GM police and crime agenda in order to reflect on the evolution of the governance arrangements, and to account for changes that have resulted during Covid. It is estimated that the review will be completed within a 4 week period and following receipt of the attached quotation will be provided by Zoe Appleton Consulting Ltd at a cost of £10,400	PCC
19 th Nov 2020	Approve funding totalling £346,000 will be allocated to provide a modern slavery investigative unit, including 6 police support staff; a Data Manager; and a training co-ordinator, with project costs. This will be a 12 month proof of concept pilot that will be subject to evaluation.	PCC
26 th Nov 2020	Approval for a 'Keeping well this winter' booklet - £5k (Ageing Hub)	PCC
4 th Dec 2020	Approval to enter into year three of a 2 year (+1 year) contract for the delivery of Restorative Justice across GM with Remedi. The cost is £255,000.	PCC
4 th Dec 2020	Civil service college training £6, 000 for the Police and Crime Team staff	PCC
9 th Dec 2020	Contribution of £300,000 in 2020/21 from Police and Crime reserves towards the collaborative approach to Preventing Youth Homelessness which is a key factor in the profile of serious violent crime offenders and crime which are shown to lead to serious violence.	PCC
10 th Dec 2020	The direct award of a 36 month contract for the provision of graduate recruitment and training services, to Police Now. The likely value of the contract would be circa £1.43m.	GMP

15 th Dec 2020	<p>The allocations from Ministry of Justice Additional COVID-19 Extraordinary Funding for domestic abuse and sexual violence support services to the total value of £571,196 to be spent by the end of March 2021.</p> <p>A one-off allocation will be awarded to the following organisations from the Ministry of Justice Additional COVID-19 Extraordinary Funding for services that support domestic abuse and sexual violence victims.</p> <p>The total funding allocation received from the MoJ for Greater Manchester was £571,196 and funding has been awarded to the organisations below.</p> <table border="1" data-bbox="400 640 1294 1816"> <thead> <tr> <th>Organisation</th> <th>Total amount</th> </tr> </thead> <tbody> <tr><td>Salford Women's Aid</td><td>£25,080</td></tr> <tr><td>Fort Alice</td><td>£14,082</td></tr> <tr><td>TLC: Talk, Listen, Change</td><td>£21,081</td></tr> <tr><td>Salford Foundation</td><td>£19,228.00</td></tr> <tr><td>Stockport Without Abuse</td><td>£16,000</td></tr> <tr><td>Independent Choices</td><td>£23,370</td></tr> <tr><td>Rochdale Connections Trust</td><td>£31,026.71</td></tr> <tr><td>City Hearts</td><td>£13360</td></tr> <tr><td>Paws for Kids (Endeavour Domestic Abuse)</td><td>£14507</td></tr> <tr><td>NESTAC</td><td>£43,618</td></tr> <tr><td>The Children's Society</td><td>£19,531.63</td></tr> <tr><td>DIAS Domestic Violence Centre</td><td>£44,000</td></tr> <tr><td>EndAbuse</td><td>£22,800</td></tr> <tr><td>Victim support (victim assessment and referral service)</td><td>£7982</td></tr> <tr><td>Victim Support (Bury DA service)</td><td>£24,039</td></tr> <tr><td>Victim Support (Rochdale DA Service)</td><td>£35,092</td></tr> <tr><td>Olive Pathway</td><td>£20,894.66</td></tr> <tr><td>TLC (The Prevention Alliance)</td><td>£14,500</td></tr> <tr><td>MhIST</td><td>£23,180</td></tr> <tr><td>Empathy North West</td><td>£6000</td></tr> <tr><td>Stockport Women's Centre</td><td>£500</td></tr> <tr><td>Positive Steps</td><td>£15,298</td></tr> <tr><td>Caribbean & African Health Network Greater Manchester</td><td>£35,880</td></tr> <tr><td>The Pankhurst Trust</td><td>£24,716</td></tr> <tr><td>Bridges (Jigsaw Support)</td><td>£42,800</td></tr> <tr><td>Dimobi Disability Trust</td><td>£12,630</td></tr> </tbody> </table> <p>Funding must be spent by 31st March 2021.</p>	Organisation	Total amount	Salford Women's Aid	£25,080	Fort Alice	£14,082	TLC: Talk, Listen, Change	£21,081	Salford Foundation	£19,228.00	Stockport Without Abuse	£16,000	Independent Choices	£23,370	Rochdale Connections Trust	£31,026.71	City Hearts	£13360	Paws for Kids (Endeavour Domestic Abuse)	£14507	NESTAC	£43,618	The Children's Society	£19,531.63	DIAS Domestic Violence Centre	£44,000	EndAbuse	£22,800	Victim support (victim assessment and referral service)	£7982	Victim Support (Bury DA service)	£24,039	Victim Support (Rochdale DA Service)	£35,092	Olive Pathway	£20,894.66	TLC (The Prevention Alliance)	£14,500	MhIST	£23,180	Empathy North West	£6000	Stockport Women's Centre	£500	Positive Steps	£15,298	Caribbean & African Health Network Greater Manchester	£35,880	The Pankhurst Trust	£24,716	Bridges (Jigsaw Support)	£42,800	Dimobi Disability Trust	£12,630	PCC
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15 th Dec 2020	UP TO MAXIMUM OF £60,000 be funded from the Deputy Mayor's Investment Fund reserves, to be drawn on by SARC to tackle capacity and waiting times	PCC
17 th Dec 2020	<p>Approval for the allocation of £1, 168,129. GMCA have been successful in securing Home Office grant funding, to support the introduction of perpetrator-focused domestic abuse programmes across GM. This figure also includes £80k of GMCA funding as well as £31k of in kind support. Further match funding has also been secured from TLC and each of the four districts (Salford, Stockport, Wigan and Manchester) involved in the programme, which will be managed directly by TLC. Details as follows:</p> <p><u>Drive:</u> Manchester City Council: £55,000 Salford City Council: £103,476 GMCA: £5,000 (in-kind for evaluation)</p> <p><u>Perpetrator Fund</u> TLC match funding (from a range of charitable trust funding) £262,149 Salford City Council (from contract already held by TLC): £18,548 Wigan Council (from contract already held by TLC): £6,234 Manchester City Council (from contract already held by TLC): £40,000 GMCA (in kind for evaluation): £26,600 Stockport Council: £50,000 Stockport Council (from contract already held by TLC): £83,359</p> <p>The Home Office funding will cover a six-month period of delivery between October 2020 and March 2021 and the match-funding secured will ensure delivery of an additional six months of the activity (April 2021 to September 2021).</p>	PCC
4 th Jan 2021	<p>Approval for Victim Support Assessment and Referral Service – 6 month extension - £531,330 MOJ Grant Funded Services – 6 month extension - £511,330 Victim service Co-ordinators & GMP Lead – 6 month extension - £291,000</p>	PCC
13 th Jan 2020	Funding for the 2020/21 Youth Justice Early Intervention and Prevention Grant. The funding envelope for 2020/21 is £495,000, with 9 of the GM Local Authorities receiving £45,000, and Manchester City Council receiving £90,000.	PCC
13 th Jan 2021	Counter Terrorism Policing North West contracts with Greater Manchester Mental Health NHS Trust and Lancashire and South Cumbria NHS Foundation Trust for the provision of clinical staff support for the Northern Vulnerability Support Hub. The likely value of 2 years spend would be circa £295K for Greater Manchester Mental Health NHS Trust and £687K for Lancashire and South Cumbria NHS Foundation Trust.	GMP

13 th Jan 2021	Approval to tender for the contract for the supply of Facilities' Reactive and Preventative Maintenance services using a restricted process. Value approx. £900k pa	GMP
15 th Jan 2021	Contract award for the 'Navigator' Hospital Violent crime interventions pilot. The contract has been awarded to Oasis UK to the value of £159,944 over 1 year	PCC
15 th Jan 2021	Approval for the Development Programme for the police and crime team, which is proposed to be delivered by PNM People. The value of the training is £16500.	PCC
25 th Jan 2021	Victims Website for the value of £3750 for the 9-month period January to September 2021.	PCC
28 th Jan 2021	Approval for the PWC contract for Management Consultancy for GMP in relation to the HMIC VSA report. £240k using the CCS Framework Agreement for the provision of Management Consultancy Services (Ref: RM6008).	PCC
1 st Feb 2021	Approval for the GM VRU to devolve £480,000 to Bolton CVS by way of Grant Funding to Bolton Community and Voluntary Service (CVS) to support in the delivery and administration of the VRU's Community-Led Pilots Programme. The devolved grant will be funded out of the 2020-21 Serious Violence Budget (Decision Notice attached) and the 2019-20 Community Safety Fund (CSF) carry forward (currently held in reserves) as follows: 2019-20 CSF – £379,000 2020-21 Serious Violence budget– £101,000 (Please note that £20,000 out of the allocated £121,000 budget line for the "Community-Led Pilot" has already been spent).	PCC
2 nd Feb 2021	Funding totalling £100,000 is allocated to Rochdale and Stockport (£50,000 per area) to enable Complex Safeguarding teams in these local authorities to pilot the Achieving Change Together (ACT) model of social work in a Pupil Referral Unit.	PCC
4 th Feb 2021	Funding totalling £22,490 will be used to deliver training on trauma aware approaches to practitioners working with young people within the criminal justice system who have been involved in serious offences. The training will be delivered to staff working within: <ul style="list-style-type: none"> • The National Probation Service • Youth Justice Service • Community Rehabilitation Company • Community Led Initiatives mentoring services (CLI) 	PCC
4 th Feb 2021	Approval is given for GMP to tender the contract for the supply of Mobile Analytics software using the Crown Commercial Services G-Cloud 12 framework, to award a contract on a 2+1+1 basis. The likely value of the contract is expected to be circa £720K	GMP
4 th Feb 2021	Approval is given to tender the contract for the support of the software for the Party Political Conference and NAT, using an open procurement, to	GMP

	award a contract on a 3+1+1+1 basis. The likely value of the contract is expected to be circa £810K.	
4 th Feb 2021	Approval is given to tender the contract for the supply of the contract for the supply of interpreting and translation services using the UK Police Service Language Services framework. Value circa £475 pa	GMP
4 th Feb 2021	Approval for the sum of £105, 662.50 over 2 years (£52,831.25 per annum) to be paid to the Stockport Family Drug and Alcohol Court pilot project.	PCC
11 th Feb 2021	GM VRU will agree to award Salford City Council £200,000 for the delivery of the GM-wide Trauma Responsive and ACEs programme. The funding will be awarded out of the 2020-21 Serious Violence budget (“Trauma informed, ACEs activity £200,000” – Decision Notice attached)	PCC
11 th Feb 2021	£182,000 be awarded to DJS Research to provide a survey of victims as set out below for the period 22nd February 2021 to 21st February 2022. 1. Regular tracking of attitudes and experiences - Ongoing quarterly survey of 1000 victims to understand and measure expectations and experiences. (£152,000) 2. One off Qualitative in-depth survey consisting of 50 interviews led by experienced researchers to gain an in-depth understanding of expectations and experiences at all stages. To include victims and practitioners. (£30,000)	PCC
19 th Feb 2021	MBC Advisory Services Ltd will support GMCA to work alongside GMP in the implementation of the HMIC VSA recommendations. The cost will be up to £15,000	PCC
5 th March 2021	£30,000 to fund Discovery Business Case to explore the opportunities for GM CCTV collaboration as part of the GM Digital programme	PCC
5 th March 2021	Approval for ABEN 2021/22 £250,000 contribution to reducing homelessness	PCC
12 th March 2021	The Provider of the Mental Health Tactical Advice Service will be given additional funding of £84,000 in 2021/22 to alleviate these pressures. The service is jointly commissioned and the £84,000 will be covered 50/50 by the Commissioners – the GMCA and the 10 Greater Manchester Clinical Commissioning Groups. The total funding to be provided by the Deputy Mayor is £42,000 over the period 1st April 2021 – 31st January 2022..	PCC
12 th March 2021	Drugs Early Warning system with Linell Communications. Funding amounting to £19,054 per annum is agreed to extend the current contract for one year (commencing 01.03.21).	PCC
11 th March 2021	To provide funding of £93,304 in 2021/22 to allow the continuation of the Crimestoppers 24 hour call centre and online reporting facility for the public to anonymously provide information and intelligence for policing purposes.	PCC
15 th March 2021	The award of a 3 year contract for purchase of Microsoft Licences & Associated Services, to Insight Direct (UK) Ltd. The likely value of 3 years spend would be circa £15.5m. This is made up of approximately :- 1. Windows 10 licence procurement - Approx. £11.5m	GMP

	<p>2. Renewal and purchase of SQL licences - Approx £3m</p> <p>3. Microsoft Premier Support - £500K</p> <p>4. Additional project purchases - £500K</p> <p>Item 1) will request budget through the Windows 10 project. Items 2) and 3) have existing budgets available. Item 4) will seek budget through individual business cases.</p>	
15 th March 2021	The award of a 4 year contract, on a 2+1+1 basis, for purchase of Mobile Phone Analytics Software, to Chorus Intelligence Ltd. The likely value of 4 years spend would be circa £720K.	GMP
15 th March 2021	The award of a 2 year contract for conducted energy devices (TASERs), to Axon Public Safety UK Ltd. The likely value of 2 years spend would be circa £1.2 million.	GMP
18 th March 2021	<p>Funding of i3 analytics for the following is approved:</p> <p>A) Specialist analytics as part of a national NPCC pilot to develop a Domestic Abuse Predictive Tool: £25K</p> <p>B) Additional Domestic Abuse capabilities to be determined as part of the test -maximum £20k and local academic evaluation of circa £5k</p> <p>C) Specialist Analytics building on the GM Sex Offences 'ACCORD Programme' originally supported by the Home Office. This is to create a) demand profile; b) identify resources requirements and; c) a typological profile of sex offences and all Offender Management cohorts in GMP: £25k</p> <p>Total funding to be approved – a baseline of £50k for A and C to a maximum envelop of £75k for the potential additional domestic abuse options and local academic evaluation at B.</p>	PCC
30 th March 2021	Project Choice – 12 month exit strategy to support the integration with mainstream service delivery – additional £5,000	PCC
30 th March 2021	The extension to funding for IDVA services across GM –from October 2021 to March 2022, £222,500 (MoJ Victims budget)	PCC
1 st April 2021	The GM victims Service website - Upgrade in order that Silverchip, the company commissioned as the provider, can continue to support and maintain the site until the end of September 2021 as contracted. The cost of the Necessary system upgrade will be £3000 + VAT (£3600	PCC
1 st April 2021	A press conference, involving the Mayor, Deputy Mayor and new Chief Constable of Greater Manchester Police, supporting technical work to be provided by Universal Live at a cost of £2780.90 plus VAT	
1 st April 2021	To use NHSE funding of £390k to allocate to the following support services in-year up to March 21: SARC Children and Young People's Counselling - 160k (Subject to receipt of detailed costings by the provider), SARC Adult Waiting List pilot £70k and GM Rape Crisis 160k - Total £390k	PCC

23 rd April 2021	Crest Advisory services to provide services for the ongoing update of the Criminal Justice Performance framework for the year 2020/ 21 and 2021/22 to the value of £27,968	PCC
12 th May 2021	A Victim Services Strategic Review is currently taking place, the impact of Covid19 has resulted in delays to the redesign of victim services therefore it is recommended that the contract in place for the Assessment and Referral Services delivered by Victim Support is extended for a further 12 months (1st April 2021 – end of March 2022.) This funding will continue to act as transitional funding, whilst a redesigned Greater Manchester victim services model is fully established and procured. Funding of £1,062,660 for the period of 1st April 2021 to 31st March 2022 will be allocated via the MOJ Victims Budget.	PCC
12 th May 2021	To extend the funding of the GMP Victim Services Transformation Lead role and 11 Victim Services Coordinators posts, for a further 12 months (1st April 2021 to end of March 2022), as in interim measure whilst the redesign of victim's services is completed. The proposed funding extension of the above posts also intends to align to the extension of both the Assessment and Referral Service and the grant funded victim services operating across Greater Manchester. Total funding to be approved is for the Victim Services Transformation Lead role and the 11 Victim Services Coordinators is £582,000	
21 st April 2021	£70,000 is allocated to Greater Manchester Police's Economic Crime Unit to support the expansion of the Scambuster volunteer network. The funding will be allocated from the Deputy Mayor's Investment Fund and will be available from 1st April 2021.	PCC
22 nd April 2021	A0650 Strategic Delivery Partner for PEQF (Phase 2 Implementation) The Deputy Mayor approves the extension (phase 2) of the existing agreement with Bloom Procurement Services Ltd, sub-contracted to EY, for strategic support for delivery phase of the PEQF project to the value of £1.48m.	GMP
22 nd April 2021	Approval for A0378 Delivery of Training for Policing, including the Police Education Qualifications Framework (PEQF) The Deputy Mayor approves the award of a 5 year contract for delivery of training for policing, including the PEQF, to the University of Salford (in partnership with the University of Central Lancashire) with the option to extend for a further 2 years. The likely value of 7 year's spend would be circa £38.1m for the PEQF learning programmes (including 'Specials', albeit drawdown of the offer for 'Specials' is optional). The Mayor and Deputy Mayor approves the PEQF Full Business Case, and commencement of the implementation phase of the project.	GMP
21 st April 2021	£70,000 is allocated to Greater Manchester Police's Economic Crime Unit to support the expansion of the Scambuster volunteer network. The funding will be allocated from the Deputy Mayor's Investment Fund and will be	PCC

	<p>available from 1st April 2021.</p> <p>This decision notice replaces a similar notice approved in March 2020. Due to the covid-19 pandemic, this work could not be progressed in 2020/21, however, with the easing of lockdown restrictions in Spring 2021, there is the opportunity to commence this programme across 2021/22.</p>	
23 rd April 2021	The Revolving Doors Agency are awarded £29,140 of Funds provided by the NPS and FIM Reserve for the delivery of service user voice support/lived experience input into the Greater Manchester Integrated Rehabilitative Services programme.	PCC
4 th May 2021	<p>Child Action North West (CANW) are commissioned by GM LA Commissioners for the provision of Appropriate Adults for Children and Young people and Vulnerable Adults in police custody. LA Commissioners have extended the contract for a further year to March 2022.</p> <p>It is agreed that this service will continue to provide Appropriate Adult Services for GMP CTU. Costs cannot be exact as this depends on level of use but would expect to be in the region of £2,000 based on previous years</p>	PCC
12 th May 2021	The Deputy Mayor Approve for the GM Violence Reduction Unit to fund Football Beyond Borders (FBB) to deliver the FBB Schools Programme in partnership with 8 Secondary Schools Across Greater Manchester as part of a 3-year intervention Plan (March 2021 – July 2024). FBB Schools programme transforms young people’s behaviour and attitude to learning. The programme is built around a class-based, football-themed curriculum and builds on the strengths and potential of participants through putting their passions at the heart of their learning. The programme will be funded out of the VRU Serious Violence Fund for 2020/21 and 21/22 worth £72,000.	PCC
18 th May	<p>To extend the A0283 Integrated Healthcare in Custody contract by 6 months for the Greater Manchester Integrated Healthcare in Custody and the wider Liaison and Diversion Service, to Mitie Care and Custody (Health) Ltd, with the option to extend for a further 3 months. The likely value of 9 months spend would be circa £4.1m.</p> <p>To extend the contract by 6 months for the Reconnect service, to Mitie Care and Custody (Health) Ltd, with the option to extend for a further 3 months. The likely value of 9 months spend would be circa £150K.</p>	GMP
18 th May 2021	<p>A0797 Vehicle Purchase 2020/2021 (non BLC)</p> <p>Approval is given to tender the contract for the supply of vehicles using the Crown Commercial Services Vehicle Purchase framework RM6060 to a value circa £1.627m as outlined in the financial comments below.</p>	GMP
26 th May 2021	Youth Justice Early Intervention and prevention Grant - funding for the 2021/22 and 2022/23 Youth Justice Early Intervention and Prevention Grant. The funding envelope for each financial year is £495,000, with 9 of the GM Local Authorities receiving £45,000, and Manchester City Council receiving £90,000.	PCC

	<p>The grant is underpinned by the Youth Justice Memorandum of Understanding (MOU) between the Deputy Mayor and the GM Local Authorities. The aim of the MOU is to re-iterate GM's shared commitment to reforming and improving the youth justice system in Greater Manchester over the period 2021-23 for the benefit of all Greater Manchester citizens.</p>	
14 th June 2021	<p>Challenger 2021 – 22 budget breakdown: A total of £220,000 to be distributed across projects and programmes to tackle and prevent serious and organised crime, including modern slavery. This total budget comprises £150,000 annual budget for 2021/22, and £70,000 that has been carried forward from 2020/21.</p> <p>Challenger has a total annual budget of £150,000. Through consultation with partners, the expenditure will be broken down in the following ways to deliver against the GM Serious and Organised Crime strategy:</p> <p>£49,000 – MSHT data contract £20,000 – Contribution to the work of the STEER project delivered by the Salford Foundation in Salford, to support early intervention and prevention with young people in the Borough. £20,000 – Development of a Partnership Intelligence Portal £15,000 – To target OCG hot spots and support place based interventions £10,000 – To support the administration of the NGO Forum and develop engagement. £36,000 – Campaign development, learning events and conferences, to enable the sharing of good practice across SOC and exploitation in GM. £70,000 to be managed by GMP for Challenger 'Investment Hub' for children and young people affected by serious organised crime and violence.</p>	GMP
22 nd June 2021	<p>Extension to Victim services grants as set out below: A Victim Services Strategic Review is currently taking place, the impact of Covid19 and decisions around outcomes of the victims' services review has resulted in delays to the redesign of victims services. Grants had been extended until the end of September but it is not anticipated that a procurement exercise will be able to be undertaken by this date. It is therefore recommended that the following services are extended for a further 6 months (1st October 2021 – 31st March 2022). This funding will continue to act as transitional funding, whilst a redesigned Greater Manchester victim services model is fully established and procured.</p> <p>The funding for Survivors Manchester includes an additional £10,000 as a one-off payment for their continued involvement and support of the development of the Victims Survey work and wider victims engagement. An additional financial resource has been made available to support this to ensure that Survivors can carry out the required work to develop/deliver the survey, without relying on their own resources.</p>	PCC

	<p>The services included in the 6-month extension are:</p> <ul style="list-style-type: none"> Manchester Action on Street Health (MASH) - £24,506 Survivors Manchester - £50,976 Trafford Rape Crisis - £11,250 Greater Manchester Rape Crisis - £11,250 Guardian Project - £24,500 Community Safety Trust (CST) - £14,058 Greater Manchester Domestic Abuse Helpline Service (Independent Choices) – £15,000 LGBT Hate Crime Service (LGBT Foundation) - £14,790 City Hearts – Trafficking Support Service - £10,000 <p>Funding of £166,330 for the period of 1st October 2021 to 31st March 2022 will be allocated via the MOJ Victims Budget. Total funding to be approved - £166,330</p>																																				
25 th May 2021	<p>The Ministry of Justice has provided an additional £12m funding nationally for ISVAs and IDVAs posts for this financial year. The MoJ are committed to funding posts for two years and have confirmed funding for year one. Once they have a clearer understanding of how funding will be utilised over this period, they will confirm allocations for year two. We have advised local authorities of this and outlined that this should not impact on commencing recruitment to these posts, as this is related to financial management processes from the MoJ. Funding allocations are in the table below:</p> <table border="1"> <thead> <tr> <th>MOJ IDVA/ISVA Funding</th> <th>2021/22</th> <th>Indicative allocation for 2022/23</th> <th>Indicative 2-YEAR TOTAL</th> <th></th> </tr> </thead> <tbody> <tr> <td>New ISVA Services</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>• Total ISVA Funding</td> <td>£87,498</td> <td>£123,297</td> <td>£210,795</td> <td></td> </tr> <tr> <td>• Total New ISVA Posts</td> <td>-</td> <td>-</td> <td>-</td> <td>3</td> </tr> <tr> <td>New IDVA Services</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>• Total IDVA Funding</td> <td>£320,827</td> <td>£410,990</td> <td>£731,817</td> <td></td> </tr> <tr> <td>• Total New IDVA Posts</td> <td>-</td> <td>-</td> <td>-</td> <td>11</td> </tr> </tbody> </table>	MOJ IDVA/ISVA Funding	2021/22	Indicative allocation for 2022/23	Indicative 2-YEAR TOTAL		New ISVA Services					• Total ISVA Funding	£87,498	£123,297	£210,795		• Total New ISVA Posts	-	-	-	3	New IDVA Services					• Total IDVA Funding	£320,827	£410,990	£731,817		• Total New IDVA Posts	-	-	-	11	PCC
MOJ IDVA/ISVA Funding	2021/22	Indicative allocation for 2022/23	Indicative 2-YEAR TOTAL																																		
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27 th May 2021	<p>£15,000 will be made available as a budget to facilitate the effective public consultation stage in respect of Greater Manchester’s Gender Based Violence Strategy produced by the GMCA Police & Crime Team.</p>	PCC																																			

25 th June 2021	To award a contract to the Revolving Doors Agency to the value of £26,790 exclusive of VAT, to undertake a Lived Experience project to inform the development of the service specification for the above services as part of the recommissioning programme. The period of funding will be from 28 th June to 31st August 2021.	PCC
29 th June 2021	A0793 Windows 10 Delivery Partner - The Deputy Mayor approves the award of a contract for the services of Windows 10 Delivery partner to the value of £3.667m.	GMP
5 th July 2021	Approve the use of £181,249.50 from the allocated funds to support the WSA (including RIF) as a contribution towards the extension of the grant funding with the Women's Support Alliance from 26 th June until 27 th October 2021. The funds will be paid to the GM Women's Support Alliance.	PCC
6 th July 2021	The ten Local Safeguarding Boards for Children and the ten local Safeguarding Boards for Adults will receive a payment as set out in the schedule below. Payments should be made as outlined below. Each sum to be allocated on a 50/50 basis to the Childrens' and Adult Safeguarding Board in that Local authority area: Local Authority Joint Children's and Adults Safeguarding Board payment April 2021 – March 2022 <ul style="list-style-type: none"> • Bolton 34592 • Bury 23700 • Manchester 63732 • Oldham 25800 • Rochdale 24300 • Salford 27000 • Stockport 27600 • Tameside 26400 • Trafford 25800 • Wigan 28800 TOTAL 307,724	PCC
8 th July 2021	The award of a 2 year contract for the provision of Language Services, to the Bigword Group Ltd, with the option to extend for a further 2 x 1 years. The likely value of 4 years spend for GMP would be circa £2.02m.	GMP

3.0 RECOMMENDATIONS.

3.1 Appear at the front of the report

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