

## GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

**DATE:** Thursday, 23rd March, 2023

**TIME:** 10.30 am

**VENUE:** Council Chamber, Manchester City Council, Level 2,  
Town Hall Extension, M2 5DB

### AGENDA

1. **Welcome and Apologies**
2. **Declarations 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 48 hours in advance of the meeting.
3. **Minutes of the Meeting of 26th January 2023** 5 - 16  
Members are asked to consider the minutes arising from the Panel Meeting of 26<sup>th</sup> January 2023 as a true and correct record.
4. **2023/24 GMFRS Annual Fire Delivery Plan** 17 - 26  
A report of DCFO Ben Norman.
5. **State of Fire and Rescue Report** 27 - 32  
A report of DCFO Ben Norman

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

6. **Police Vetting Procedures** 33 - 46  
A report of DCC Terry Woods.
7. **GMP Update - Plan on a Page** 47 - 66  
A report of DCC Terry Woods.
8. **Neighbourhood Policing Update**  
*Report to follow.*
9. **Police Fund Budget Report**  
*Report to follow.*

**Decisions Taken by the Deputy Mayor** 67 - 80  
For Information

For copies of papers and further information on this meeting please refer to the website

[www.greatermanchester-ca.gov.uk](http://www.greatermanchester-ca.gov.uk). Alternatively, contact the following

Governance & Scrutiny Officer: Lee Teasdale

✉ [Lee.Teasdale@greatermanchester-ca.gov.uk](mailto:Lee.Teasdale@greatermanchester-ca.gov.uk)

This agenda was issued on 15<sup>th</sup> March 2023 on behalf of Julie Connor, Secretary to the  
Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street,  
Manchester M1 6EU

**POLICE FIRE AND CRIME PANEL – 23 MARCH 2023**

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 3

## GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL MINUTES OF A MEETING HELD ON 26 JANUARY 2023 IN THE COUNCIL CHAMBER, MANCHESTER CITY COUNCIL

### PRESENT:

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Kevin Anderson	Wigan Council
Councillor Dylan Butt	Trafford Council
Councillor Becky Chambers	Manchester City Council
Councillor Vimal Choksi	Tameside Council
Councillor Mudasir Dean	Bolton Council
Councillor Mike Freeman	Trafford Council
Councillor Richard Gold	Bury Council
Councillor Rabiya Jiva	Bolton Council
Councillor David Lancaster	Salford Council
Councillor Tom Morrison	Stockport Council
Councillor Luthfur Rahman	Manchester City Council
Councillor Steve Williams	Oldham Council (Vice-Chair)
Majid Hussain	Independent Member
Angela Lawrence	Independent Member

### Also in attendance:

Andy Burnham	GM Mayor
Baroness Beverley Hughes	GM Deputy Mayor
Kate Green	Proposed GM Deputy Mayor
CFO Dave Russel	GMFRS
Deputy CFO Ben Norman	GMFRS
CC Stephen Watson	GMP
DCC Terry Woods	GMP
T/Chief Supt. Richard McNamara	GMP

### Officers Present:

Ian Cosh	Director of Finance, GMP
Neil Evans	Strategic Advisor to the Deputy Mayor, GMCA
Kevin Lee	Mayors Office, GMCA

Lisa Lees	Strategic Planning Manager, Police, Fire & Criminal Justice Team, GMCA
Shabnum Mustapha	Assistant Director News & Media, GMCA
Rachel Rosewell	Deputy Treasurer, GMCA
Sarah Scoales	Head of Service Excellence, GMFRS
Kathy Stacey	Head of Strategic Communications, GMP
Jeanette Staley	Advisor to Panel & Head of Community Safety, Resilience & Neighbourhoods, Salford CC
Sandra Stewart	Chief Executive, Tameside Council
Lee Teasdale	Senior Governance & Scrutiny Officer, Governance and Scrutiny, GMCA
Gwynne Williams	Deputy Monitoring Officer, GMCA
Steve Wilson	Treasurer, GMCA

**PFCP/01/23 WELCOME, APOLOGIES & CHAIRS ANNOUCEMENTS**

Apologies were received from Councillor James Wright (Trafford), Councillor Laura Boyle (Tameside) and Councillor Russell Bernstein (Bury).

**RESOLVED/-**

1. That the apologies be noted.

**PFCP/02/23 DECLARATIONS OF INTEREST**

Councillor Mike Freeman advised that he was in receipt of a pension from Greater Manchester Police.

**RESOLVED/-**

1. That the declaration of interest be received.

**PFCP/03/23 MINUTES OF THE MEETING OF 10<sup>TH</sup> NOVEMBER 2022**

**RESOLVED/-**



1. That the minutes of the meeting of 10<sup>th</sup> November 2022 be agreed as a true and correct record.

**PFCP/04/23                    MINUTES OF THE MEETING OF 5<sup>th</sup> DECEMBER 2022**

**RESOLVED/-**

1. That the minutes of the meeting of 5<sup>th</sup> December 2022 be agreed as a true and correct record.

**PFCP/05/23                    2023/24 PCC BUDGET AND PCC COMPONENT OF THE  
MAYORAL PRECEPT**

Andy Burnham, Mayor of Greater Manchester, was invited to advise Panel members of the proposed PCC budget for 2023/24 including the latest expected budget numbers for Greater Manchester Police and to seek a report from the Panel on the Mayor's proposals for the PCC component of the Mayoral precept for 2023/24.

Mayor Burnham opened by stating that the particular difficulties in budget setting this year were fully understood with the cost-of-living crisis resulting in unprecedented financial pressures being faced by GM residents at present. Due to this, the Mayoral General Precept was being frozen for the forthcoming year. However, there was another consideration to take on board – one of the results of these pressures had been an increased demand for 999 services, and it was vital to ensure that these emergency services were properly funded to minimise risks to residents.

The national uplift programme did not necessarily capture all of the pressure being felt by the police service right now. The context was vitally important – the GM precept was the 9<sup>th</sup> lowest precept in the country at present and showed that GMP had been prudent in their approach to expenditure. But unprecedented pressure such as expectations around pay awards and a £9.8m increases in energy costs meant that whilst GMP was a much-improved police force from a few years previously, it still had more to achieve and to ensure there was no disruption to this progress – it was vital to ensure that the funding level took into count these pressures.

The Government had acknowledged that they would not be in a position to fully fund policing to meet these pressures and had therefore given dispensation to PCCs to go up to a £15 precept. This was therefore the proposal that the vast majority of PCCs in the country had consulted on.

The Mayor emphasised that if the Panel were minded to approve the proposal – this would not be a case of funding growth at GMP but rather facing, even with a full £15 increase, a need to face up to a challenging efficiencies target – with a total of £16.1m in efficiencies to find during 2023/24. If the precept agreed was lower than £15, this challenge would further increase.

Reference was made to the results arising from the consultation process. A total of 417 responses had been received – and whilst 73.4% of respondents supported the improvement priorities at GMP – 61.63% indicated that they were not in support of any increased funding to allow for this. Whilst this was not an ideal response, it was noted that it was actually an improvement from the previous year which saw over 70% of respondents indicate that way, the low number of responses would also indicate that there was not a significant opposition across the region to the proposals.

The Mayor referenced areas that would be important to address during the coming year. This included the key issue of trust in policing which had been seen to erode in recent years. This included the trust of women in the police, particularly following national scandals at the Metropolitan Police, not least of which was the killing by a serving officer of Sarah Everard. There were also understandable concerns within black communities about fairness and equality in the approach of policing that needed to be overcome.

The Chair thanked the Mayor for his introduction and invited Kate Green, the Deputy Mayor for Policing and Crime to contribute.

The Deputy Mayor welcomed the progress seen at GMP and emphasised that the proposals made to the Panel would allow that progress to further flourish. This would include the further embedding of neighbourhood policing teams; improve the capacity for investigations; and sustaining & improving call handling times. The Deputy Mayor also referred to the consultation results and welcomed the significant support seen for GMPs continued improvement plans.

The Chair thanked the Deputy Mayor for her contribution and opened the floor to comments and questions from Panel Members.

## Comments and Questions

- Members enquired whether there were possibilities around the further usage of reserves to plug funding gaps at the present time in lieu of precept increases. It was advised that the plan during 2023/24 was to use £10.5m of earmarked reserves which had been 'played in' to get to the position where £16m more would still be required in efficiencies – all earmarked reserves outside of the general reserve were expected to be deployed by the end of 2025/26. The only uncommitted reserve was the general reserve, which at the moment stood at £14m and was legally required to be held in case the funding gap could not be achieved during 2022/23.
- Some Members acknowledged that whilst this was not an easy decision to make due to the impact on residents' finances – the fact that GMP had achieved and indeed gone beyond their promised level of improvement made it the right choice to make. This progress had been strongly welcomed across the region and this was not the time to cut them short.
- Members agreed that a key next step was improving trust in the police for all residents, and that the ringfencing of neighbourhood policing funding would be a helpful step in the right direction for achieving this – as this would help in improving visibility, engagement, intelligence gathering and demonstrating accountability.
- Members sought assurances that the level of turnover that had been seen at GMP (for example, 4 Chief Superintendents for the City of Manchester Division in 12 months) would now reduce, to bring in stability and consistency that would allow for the proper development of working relationships with political and community leads. Chief Constable Watson sought to provide assurances that whilst there would always be some degree of churn, hard work had taken place to slow the level of turnover considerably. The embedding of senior levels of district commanders in every area was undertaken with the expectation that the position would be held for years not months. There had been some unfortunate circumstances recently in

the City of Manchester position which were beyond the control of GMP and there was a full understanding of the impact this had. The new incumbent City Commander – Chief Superintendent Rick Jackson was very much intended to be in the post for ‘the long haul’.

- Members referenced the police estate – and enquired about efficiencies in terms of usage and energy costs. It was advised that this was being considered as part of GMP’s broader sustainability strategy with consideration being given to placing solar panels on roofs; and ensuring that procurement practices favour the most energy efficient fleets and products.
- Members sought further clarification around discussions that had taken place with government in relation to the deficit and overall financial challenges being faced. The Mayor confirmed he had met with the Home Secretary in late 2022 where he had raised the issue of these pressures, and the level of weight that council tax was being asked to bear, and that he would continue to make this point at regular intervals.
- Members referenced the level of cuts/efficiencies faced by the GMCA during the age of austerity – and asked if stats could be provided confirming exactly how much GMCA has had to bear in terms of real term cuts to funding over the last ten-year period. The Mayor advised that these stats would need to be sought and that they would be made available to Members in due course.
- Members asked if sharing of resources was taking place across public services. The Mayor advised that this was part of the need to further place based working and thinking of localities as one team supporting different elements of services.

The Chair thanked all for their contributions and put the Mayor’s proposed policing precept increase to the vote. Members subsequently voted to **approve** the proposal.

Before drawing the item to a close, the Chair invited Deputy Mayor Kate Green to provide the Panel with an update on procedures around vetting following recent national stories about police officers involved in sexual misconduct. Following the conviction of former MET Police Officer David Carrick for a series of rapes over a sustained period, the Deputy Mayor had asked that an urgent report from GMP on sexual misconduct cases that were ongoing, so that assurances could be provided around the scale faced and the actions that

were being taken. More information would be shared with the panel as this scrutinization continued. Current stats were detailed to Members: 16 officers were currently awaiting hearings in respect of sexual misconduct; and 82 further cases were under investigation. This equalled approximately 1% of the GMP force. As per NPCC requirements, all officers were now being rechecked against the Police National Database and that any previous allegations were being revisited.

## **RESOLVED/-**

1. That the Panel agrees that the Mayor's proposal to increase the police precept by £15 per year for a Band D property (£10 for a Band A property) with effect from 1 April 2023 can be issued.
2. That the Panel notes the budget assumptions relating to the budgets for 2023/24, including the proposals for the Community Safety Fund.
3. That the Mayor be asked to confirm exactly how much GMCA has had to bear in terms of real term cuts to funding over the last ten-year period.
4. That the Deputy Mayors update to Members following the recent stories regarding national sexual misconduct be noted, and that a fuller update report on this issue will be brought to a meeting of the Panel in due course.

## **PFCP/06/23                    GREATER MANCHESTER FIRE AND RESCUE SERVICE AND CAPITAL BUDGET 2023/24**

Andy Burnham, Mayor of Greater Manchester, was invited to inform panel members of the proposed budget for Greater Manchester Fire and Rescue Service (GMFRS) for 2023/24 and the updated medium term financial plan. These precept proposals for GMFRS for 2023/24 would form part of the Mayoral general budget and precept proposals report to the GMCA on 10th February.

The Mayor advised Members that as with other areas, the fire service also faced cost pressures in terms of increased energy usage and pay increase issues. As with the police, GMFRS had seen great changes in recent years, and that the organisation was now led from the front with management espousing exactly the right values.

The Mayor reiterated his commitment that GMFRS would not go below 50 pumps as long as he was the Mayor – and there would not be a change to the crewing levels now established across the single pump and two pump stations. There was now a need to set a budget that allowed the fire service to meet the pressures placed upon it and to reach a fair resolution to the current pay issues which acknowledge that firefighters had faced a raw deal in recent years in terms of pay.

CFO Dave Russel advised that a ballot of members on strike action was taking place on Monday 30<sup>th</sup> January – it was expected that this would result in a strong yes turnout. There was agreement that no strike action would take place ahead of a meeting of the National Joint Council on 8<sup>th</sup> February, this meeting would be crucial in establishing whether a national fire strike would then subsequently take place.

#### **RESOLVED/-**

1. That the Panel notes the overall budget proposed for GMFRS.
2. That the Panel notes the use of reserves to support the revenue and capital budget.
3. That the Panel notes the proposed Fire Service capital programme and proposals for funding.
4. That the Panel notes the medium-term financial position for GMFRS covered by the Mayoral precept.

#### **PFCP/07/23                    GREATER MANCHESTER POLICE HMICFRS UPDATE AND FORCE PERFORMANCE BRIEF**

T/Chief Superintendent Richard McNamara was invited to inform the Panel of the progress made by GMP against HMICFRS inspection scrutiny following the successful exit from special measures in November 2022. Members were also provided with a force performance update summarising the progress made across key measures of policing performance.

999 call demand and speed of response was referenced. The latest statistics for December had the average call response time down to 5 seconds. Non-emergency calls for the same period showed a response time of 1min 16secs. Continued investment took

place into online reporting and automated systems for reporting directly without the need to pick up a phone.

Grade 1 attendance times in December 2022 had reduced to 9mins 48secs, which again was a significant improvement. Continued hard work was put into improving Grade 2 attendance times, with around 50% of incidents being attended within the target time now.

In terms of recorded crimes. In the 12 months to December there had been an increase of 6.4%. This indicated an increasing public confidence in reporting crimes with GMP, knowing that they will be investigated appropriately. There had been a decrease in homicides in the year to date, and continued resources were being placed into combatting the issue of knife crime. Improvements were also highlighted in the successful detection and resolution of neighbourhood crimes.

Work continued around improving stop and searches, including the targeting of 'hot spot' areas for knife crime and robbery offences. Work was taking place with the Violence Reduction Unit and other partners to ensure that officers were in the right place at the right time.

Specific reference was made to Operation Vulcan, and the positive results arising from this in Cheetham Hill, with details of arrests, closure orders and seizures of drugs and counterfeit goods being provided to Members.

## **RESOLVED/-**

1. That the Panel notes the update report.

## **PFCP/08/23                    GMFRS MID-YEAR PERFORMANCE UPDATE**

Deputy CFO Ben Norman and Head of Service Excellence Sarah Scoales (GMFRS) were invited to update the Panel on the progress made against the delivery of the current Annual Delivery Plan between April and September 2022.

The report demonstrated that good progress had been made against the KPIs set out within them.

The Chair welcomed the report and asked that any members feedback questions directly to the officers.

**RESOLVED/-**

1. That the contents of the paper and the GMFRS Mid-Year Performance Report be noted.

**PFCP/09/23                    GMFRS CORE PLANS AND STRATEGIES ANIMATION**

Deputy CFO Ben Norman (GMFRS) was invited to present a paper that provided an overview of the animation GMFRS had launched setting out its ambitions, core plans and strategies for the next few years to make GM a better place for our communities.

Whilst a number of separate documents had been made available in recent times setting out the individual core plans and strategies, it had been felt that there was something missing that would bring together all of these in a coherent way that really brought it to life for the people of GM. A three-minute video had been created that helped in achieving this. The video was presented to and welcomed by the Panel.

**Comments and Questions**

It was asked whether the video would be going out to schools as part of the engagement process. It was advised that it could be directed straight to schools.

The Chair asked that any feedback be directed straight to DCFO Norman.

**RESOLVED/-**

1. That the contents of the report and the animation be received.

**PFCP/10/23                    ANY OTHER BUSINESS**



The Chair invited the Vice-Chair Cllr Steve Williams to pay tribute to the outgoing Deputy Mayor Baroness Beverley Hughes. Cllr Williams praised Baroness Hughes' resilience and willingness to take on such a difficult role at a such a tough time. This was a unique role and over the 5-year tenure it was indisputable that both GMP and GMFRS were now in a much better place, in no short part due to Baroness Hughes' assiduous leadership.

**PFCP/11/23            DATE OF NEXT MEETING**

Members were advised that the next meeting of the Panel would take place on Thursday 23<sup>rd</sup> March at 10:30am

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## Greater Manchester Police, Fire & Crime Panel

Date: 23rd March 2023  
Subject: GMFRS Annual Delivery Plan 2023-24  
Report of: DCFO Ben Norman  
Report Author: Sarah Scoales, Head of Service Excellence

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### PURPOSE OF REPORT

This report presents the Greater Manchester Fire and Rescue Service (GMFRS) Annual Delivery Plan 2023-24 headlines, setting out our improvement programme aligned to the HMICFRS framework, and introduces our 'Culture-First' approach. The plan incorporates our Community Risk Management Plan (CRMP), the production of which is a statutory requirement under the Fire and Rescue Service National Framework.

### RECOMMENDATIONS:

Members are asked to note the contents of this report and appendices and provide any feedback in relation to:

- The engagement summary feedback detailed in the 'You Said, We Did' via the GM Consult link.
- The ADP 2023-24 improvement programme mapped across to the HMICFRS framework detailed in the table found at Appendix A.
- The ADP 2023-24 'Plan on a Page' that provides a simple summary of the key deliverables aligned to the Service's strategic priorities, can be found at Appendix B.

### CONTACT OFFICERS:

DCFO Ben Norman – [ben.norman@manchesterfire.gov.uk](mailto:ben.norman@manchesterfire.gov.uk)

Sarah Scoales, Head of Service Excellence – [scoales@manchesterfire.gov.uk](mailto:scoales@manchesterfire.gov.uk)

## **BACKGROUND PAPERS:**

- Draft ADP 23-24 Report – presented to PFC Steering Group 13.02.23

## INTRODUCTION

1. GMFRS is responsible for ensuring that the communities of Greater Manchester are protected and supported by an effective and efficient fire and rescue service. As set out in the Fire and Rescue Service National Framework document, the Service has a statutory duty to:
  - be accountable to communities for the service they provide;
  - identify and assess the full range of foreseeable fire and rescue related risks their areas face;
  - make appropriate provision for fire prevention and protection activities and the response to fire and rescue related incidents;
  - develop and maintain a workforce that is professional, resilient, skilled, flexible, and diverse;
  - collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide.
2. These statutory requirements are fulfilled collectively through our Fire Plan and our Annual Delivery Plan, where the key challenges and risks facing the Service are set out along with how it is intended to meet and reduce them.
3. Each year, GMFRS publishes an Annual Delivery Plan (ADP), which is aligned to the Mayor's Fire Plan and details our improvement programme to be delivered over the next 12 months. The programme focuses on improving and investing in the Service, whilst at the same time enabling the organisation to deliver against key elements of the HMICFRS improvement action plan.

## ANNUAL DELIVERY PLAN 2023-24 DEVELOPMENT

4. In developing the Plan, it is essential for the Service to identify and assess the risks facing our communities and constantly evolve to respond to these effectively. Our Annual Strategic Assessment of Risk (SAoR) supports this process by considering all potential and foreseeable risks and ensures our planning, policies and decision-making is focused on risk and how mitigate them. This document details and analyses a wide range of information, providing an evidence base to support our decisions, allocate resources appropriately and inform the development of our Fire Plan and Annual Delivery Plans.
5. Our Annual Delivery Plans are developed on the Mayor's six strategic priorities:
  - Priority 1: Provide a fast, safe, and effective response
  - Priority 2: Help people reduce the risk of fire and other emergencies
  - Priority 3: Help protect the built environment
  - Priority 4: Use resources sustainably and deliver the most value
  - Priority 5: Develop a culture of excellence, equality, and inclusivity
  - Priority 6: Integrate our services in every locality with those of partner agencies

## **PLANNING FRAMEWORK**

6. As part of a corporate approach, an ADP Planning Framework was developed and approved by GMFRS's Service Leadership Team (SLT) on 27th October 2022. The framework provides a robust and inclusive approach to the development and planning of future ADP's, aligned to GMFRS governance. The framework ensures GMFRS colleagues have a 'voice' in which they can impact the service in a meaningful and positive way, and that there is transparency in decision making.
7. This framework has been developed in five key sections to mirror the approach taken in the Project Management Framework and Toolkit:
  - Step 1 – Think It
  - Step 2 – Plan It
  - Step 3 / 4 – Do It, Monitor and Control
  - Step 5 – Review It
8. This was utilised to develop the ADP 2023/24 and will be reviewed each year, prior to the development of the next Annual Delivery Plan, to ensure iterative and continuous development, considering and learning from organisational lessons and feedback. Feedback will be captured and collated from multiple sources to aid continuous improvement and the development of the framework.

## **ENGAGEMENT ACTIVITIES**

9. We engaged with our colleagues, external partners, and the public, inviting them to have their say on the proposed ADP for next year. The feedback has helped shape the final plan ahead of formal approval via the Deputy Mayor's (Fire) Executive meeting.
10. Internally, GMFRS colleagues were involved in shaping the proposed content of next year's ADP via team meetings, Directorate workshops, and engagement activity pushed out through the weekly staff newsletter. Colleagues have also been involved at several stages via the Programme Management Office's Champion Challengers Group. A GM consult survey was open between 20th January 2023 and 5th February 2023 to enable colleagues to share their views and leave their feedback in respect of the proposed improvement programmes and projects under each priority in the Fire Plan. The survey link was communicated via the weekly newsletter and details were shared at Improvement Board and via the Management Discussion meeting held for operational middle managers on 20th January 2023.
11. Externally, a GM consult survey was open between 26th January and 8th February 2023 to enable GM residents, local groups, and partners to share their views and leave their feedback in respect of the proposed improvement programmes and projects under each priority in the Fire Plan. Directors and their respective teams were asked to undertake both face-to-face and virtual engagement with key stakeholders.

12. It is to be noted that the planned engagement period (internal and external) was for a minimum period of 4 weeks, however delays in decision making meant only a two-week window was available to undertake this activity. This will be a key lesson learnt for the service to aid a more robust approach next year.
13. The initial ADP portfolio consisted of a total of 55 projects, which following feedback was refined down to 44. Please refer to item 16 below and the 'You Said, We Did' feedback page on our GMConsult page, which can be found via this link - [GMFRS Annual Delivery Plan 2023/24 - Greater Manchester Combined Authority - Citizen Space \(gmconsult.org\)](https://gmconsult.org).

## **CULTURE FIRST**

14. This year's plan introduces our 'Culture First' approach. We are on a positive journey but culture and inclusion change need to go further and faster. To support this we have recently agreed with the Deputy Mayor five priority areas for moving further and faster in improving our organisational culture:
- Bring positive culture to life as a principle and priority, through amending our cultural narrative and developing a new internal communications campaign to inform and inspire positive behaviours.
  - Establish a 'Culture First Programme Board' – including diverse and external representation – to scrutinise organisational cultural benefits, risks and opportunities for new and existing major programmes.
  - Review our key 'business as usual' activities - such as estates, recruitment, promotion processes and recruit/apprentice training - to ensure that cultural improvements are at the forefront of their aims and how they are delivered.
  - Develop an organisational culture-focused workplan for all staff, leading to a quarterly training event.
  - Commission an external review team to act as a critical lens to our existing activities and emerging plans, leading to independent recommendations.

15. This approach will support the delivery of our cultural ambitions and ensures the Service continues effectively on its cultural improvement journey.

## **ADP IMPROVEMENT PROGRAMME**

16. Our Improvement Programme is made up of a number of priority improvement projects and a range of lower-level projects and activities, all of which are aligned to the Fire Plan and the Annual Delivery Plan as the framework to deliver against.

**Number of PIPs / Call-in's and Activities under each Directorate: -**

<b>Directorate / Type</b>	<b>Corporate Support</b>	<b>Prevention &amp; Protection</b>	<b>Service Delivery</b>	<b>Service Support</b>	<b>Strategy, Performance &amp; Workforce</b>	<b>Total ADP 23/24</b>
<b>PIP</b>	4	2	2	4	4	<b>16</b>
<b>Call-in</b>	2	5	5	5	5	<b>22</b>
<b>Activity</b>	2	3	0	0	1	<b>6</b>
<b>Total</b>	<b>8</b>	<b>10</b>	<b>7</b>	<b>9</b>	<b>10</b>	<b>44</b>

**Number of PIPs, Call-in's, and Activities under each Fire Plan priority: -**

<b>Priority / Type</b>	<b>Priority 1</b>	<b>Priority 2</b>	<b>Priority 3</b>	<b>Priority 4</b>	<b>Priority 5</b>	<b>Priority 6</b>	<b>Total</b>
<b>Total</b>	<b>9</b>	<b>6</b>	<b>3</b>	<b>8</b>	<b>12</b>	<b>6</b>	<b>44</b>

17. The deliverables across this portfolio of improvement projects will also contribute towards the HMICFRS action plan as can be seen in the table at Appendix A.

18. The ADP 23-24 is our third plan and the 'plan on a page', introduced in last year's plan, provides a simple summary of the key deliverables and can be found at Appendix B.

19. Following a prioritisation exercise the below key projects were agreed and make up the scope of the GMFRS Improvement Programme, and are known as our Priority Improvement Projects (PIPs):

**Priority Improvement Projects**

1. Manchester Arena Inquiry
2. Marauding Terrorist Attack Operating Model
3. Special Appliance Review
4. Managing Contaminants on Fire Stations
5. Fire Cover Review
6. Prevention & Protection Digital Programme
7. Building Safety Act & Fire Safety Regulation Requirements
8. Grenfell & The Cube Recommendations
9. Estates Programme
10. Station Refresh Programme
11. Sustainability Strategy
12. Fleet & Operational Equipment System
13. Engaged Workforce Approach
14. Refreshed Recruitment & Attraction Strategy
15. Place Based Delivery Framework
16. Blue Light Collaboration



## **GOVERNANCE FRAMEWORK**

17. Progress against our ADP will be monitored and reported through our governance framework, with formal highlight reports providing updates on all PIPs and the remaining Directorate Projects reported through Directorate Actions Plans. Quarterly outturn reports will be produced tracking progress against each project. All reports are scrutinised at Improvement Board and Deputy Mayor's meetings in line with the six weekly meeting cycle providing the appropriate assurance regarding project progress delivery and benefits realisation.

## **EVALUATION**

18. Following the introduction of the Evaluation Framework, GMFRS's Research and Evaluation Officer will work with each Directorate to develop evaluation plans and associated timelines. Once completed an updated Evaluation timeline will be reviewed and monitored through Improvement Board, with Evaluation Reports being presented in line with the timeline once completed. All recommendations will be considered and where appropriate incorporated into the relevant action plans.

## **ADP PUBLICATION**

19. The final 'glossy' version of the ADP is currently being developed by our Corporate Communications Team. The look and feel of this document will link in with the Fire Plan 2021-25 and the previous versions of our ADPs and will be formally launched on the GMFRS website and social media, subject to final approval by the Deputy Mayor, on the 21st April 2023.

APPENDIX A: ADP / HMICFRS

Mayor's Fire Plan Priority	GMFRS Change Priority	Priority Improvement Projects	Call-In Projects	Directorate Activities	HMICFRS Framework
		<i>6 weekly reporting to IB</i>	<i>IB forward plan of 'call-ins'</i>	<i>Quarterly DAP reporting</i>	<i>Quarterly reporting to SLT</i>
P1 Provide a timely, safe, and effective response	Investing in Front-Line Delivery	<ul style="list-style-type: none"> <li>Manchester Arena Inquiry</li> <li>Marauding Terrorist Attack (MTA) Capability</li> <li>Special Appliance Review</li> <li>Manage Contaminants on Fire Stations</li> <li>Fire Cover Review</li> </ul>	<ul style="list-style-type: none"> <li>Implement crewing system (Gartan) Phase 2</li> <li>Fire Control Review</li> <li>Fitness Framework</li> <li>Occupational Health &amp; Safety Management System</li> </ul>	<ul style="list-style-type: none"> <li>New Fire Engines (<i>reported via P4</i>)</li> </ul>	<b>Effectiveness</b> 1.4 Responding to fires and other emergencies (GOOD) 1.5 Responding to major and multi-agency incidents. (REQUIRES IMPROVEMENT)
P2 Help people reduce the risks of fires and other emergencies	Improving and Enhancing our Prevention and Youth Engagement Delivery	<ul style="list-style-type: none"> <li>Prevention &amp; Protection Digital Programme</li> </ul>	<ul style="list-style-type: none"> <li>NFCC Early Intervention</li> <li>Updated Firesetters Programme</li> <li>Fire Cadets Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Staywise</li> <li>Introduce Prevention Technologies</li> </ul>	<b>Effectiveness</b> 1.2 Preventing fires and other risks (REQUIRES IMPROVEMENT)
P3 Help protect the built environment	Improving and Enhancing our Protection Delivery	<ul style="list-style-type: none"> <li>Building Safety Act &amp; Fire Safety Regs Requirements</li> </ul>	<ul style="list-style-type: none"> <li>Fire Safety Training Capability</li> </ul>		<b>Effectiveness</b> 1.1 Understanding the risk of fire and other emergencies (GOOD) 1.3 Protecting the public through fire regulation (REQUIRES IMPROVEMENT)
P3 Help protect the built environment	Protecting the Built Environment	<ul style="list-style-type: none"> <li>Grenfell &amp; The Cube recommendations</li> </ul>			<b>Effectiveness</b> 1.3 Protecting the public through fire regulation (REQUIRES IMPROVEMENT)
P4 Use resources sustainably and deliver the most value	Investing in our Buildings	<ul style="list-style-type: none"> <li>Estates Programme – including:                             <ul style="list-style-type: none"> <li>Littleborough</li> <li>Blackley, Whitefield &amp; Stockport</li> <li>Leigh &amp; Withington</li> </ul> </li> <li>Station Refresh Programme</li> </ul>			<b>Efficiency</b> 2.1 Making best use of resources (REQUIRES IMPROVEMENT)
P4 Use resources sustainably and deliver the most value	Ensuring Financial Sustainability		<ul style="list-style-type: none"> <li>Efficiencies and Productivity Plan</li> <li>Deliver financial efficiencies - £712k</li> </ul>	<ul style="list-style-type: none"> <li>Review of FSHQ (<i>reported via financial efficiencies</i>)</li> </ul>	<b>Efficiency</b> 2.1 Making best use of resources (REQUIRES IMPROVEMENT) 2.2 Making the FRS affordable now and in the future (GOOD)
P4 Use resources sustainably and deliver the most value	Environmental Sustainability	<ul style="list-style-type: none"> <li>Sustainability Strategy:                             <ul style="list-style-type: none"> <li>Carbon Reduction Schemes</li> </ul> </li> </ul>			<b>Efficiency</b> 2.1 Making best use of resources (REQUIRES IMPROVEMENT)
P4 Use resources sustainably and deliver the most value	Re-Investing for the Future	<ul style="list-style-type: none"> <li>Fleet &amp; Operational Equipment System</li> </ul>	<ul style="list-style-type: none"> <li>Intranet tailored for GMFRS</li> <li>Review of Fleet and Logistics</li> </ul>	<ul style="list-style-type: none"> <li>Invest in our Fleet</li> </ul>	<b>Efficiency</b> 2.1 Making best use of resources (REQUIRES IMPROVEMENT)

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APPENDIX A: ADP / HMICFRS

Mayor's Fire Plan Priority	GMFRS Change Priority	Priority Improvement Projects	Call-In Projects	Directorate Activities	HMICFRS Framework
		<i>6 weekly reporting to IB</i>	<i>IB forward plan of 'call-ins'</i>	<i>Quarterly DAP reporting</i>	<i>Quarterly reporting to SLT</i>
P5 Develop a culture of excellence, equality, and inclusivity	Investing in our People	<ul style="list-style-type: none"> <li>Engaged Workforce Approach</li> </ul>	<ul style="list-style-type: none"> <li>Volunteering Strategy</li> <li>Core Code of Ethics</li> <li>Extend Leadership Development Programme</li> <li>Workforce Recognition Phase 2</li> </ul>	<ul style="list-style-type: none"> <li>Wellbeing &amp; Occupational Health Strategy &amp; Framework</li> <li>British Firefighter Challenge</li> </ul>	<p><b>People</b></p> <ul style="list-style-type: none"> <li>3.1 Promoting the right values and culture (GOOD)</li> <li>3.3 Ensuring fairness and promoting diversity (GOOD)</li> <li>3.4 Managing performance and developing leaders (REQUIRES IMPROVEMENT)</li> </ul>
P5 Develop a culture of excellence, equality, and inclusivity	Recruitment & Apprenticeships	<ul style="list-style-type: none"> <li>Refreshed Recruitment &amp; Attraction Strategy</li> </ul>			<p><b>People</b></p> <ul style="list-style-type: none"> <li>3.2 Getting the right people with the right skills (GOOD)</li> <li>3.4 Managing performance and developing leaders (REQUIRES IMPROVEMENT)</li> </ul>
P5 Develop a culture of excellence, equality, and inclusivity	Developing Excellence		<ul style="list-style-type: none"> <li>Review of Training Provision</li> <li>Org Learning Framework</li> <li>Customer Insights</li> <li>Planning, Performance &amp; Projects Digital Solution</li> </ul>		<p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>2.1 Making best use of resources (REQUIRES IMPROVEMENT)</li> </ul> <p><b>People</b></p> <ul style="list-style-type: none"> <li>3.2 Getting the right people with the right skills (GOOD)</li> </ul>
P6 Integrate our services in every locality with those of partner agencies	Partnership Working	<ul style="list-style-type: none"> <li>Place Based Delivery Framework</li> <li>Blue Light Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Implement and evaluate Place Based Plans</li> <li>Implement Fire Station Community Pathway</li> <li>IPBW 'What Works Forum'</li> </ul>	<ul style="list-style-type: none"> <li>Serious Violence Duty</li> </ul>	<p><b>Effectiveness</b></p> <ul style="list-style-type: none"> <li>1.1 Understanding the risk of fire and other emergencies (GOOD)</li> <li>1.4 Responding to fires and other emergencies (GOOD)</li> </ul> <p><b>Efficiency</b></p> <ul style="list-style-type: none"> <li>2.1 Making best use of resources (REQUIRES IMPROVEMENT)</li> </ul> <p><b>People</b></p> <ul style="list-style-type: none"> <li>3.4 Managing performance and developing leaders (REQUIRES IMPROVEMENT)</li> </ul>

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# Our Plan

## Annual Delivery Plan 2023-24

<b>OUR MISSION: Protecting communities, Working together, Saving lives</b>			<b>OUR VISION: A modern, flexible, resilient fire and rescue service</b>		
<b>Priority 1 – Provide a fast, safe and effective response</b>			<b>Priority 4 - Use resources sustainably and deliver the most value</b>		
<ul style="list-style-type: none"> <li>Continue to implement recommendations and learnings from the Manchester Arena Inquiry</li> <li>Implement review recommendations, specifically:                             <ul style="list-style-type: none"> <li>Fire Cover; Call Handling Arrangements; Strategic Special Appliance</li> </ul> </li> <li>Implement new operating model to manage contaminants on fire stations</li> <li>Develop and implement new Fitness Framework and invest in station-based gym equipment</li> <li>Implement an Occupational Health &amp; Safety Management System</li> <li>Introduce six new fire engines</li> </ul>			<ul style="list-style-type: none"> <li>Deliver the financial efficiencies of £0.712m</li> <li>Implement a management, maintenance and testing system for fleet and operational equipment, and introduce 13 electric and 2 hybrid non-emergency vehicles</li> <li>Continue to implement an intranet for GMFRS</li> <li>Complete works at Littleborough fire station</li> <li>Start building new fire stations at Blackley, Whitefield and Stockport</li> <li>Invest £3.2m across our fire stations as part of our refresh programme</li> <li>Delivery carbon reduction schemes at five fire stations</li> </ul>		
<b>Priority 2 - Help people reduce the risk of fires and other emergencies</b>			<b>Priority 5 - Develop a culture of excellence, equality, and inclusivity</b>		
<ul style="list-style-type: none"> <li>Develop and implement a Prevention &amp; Protection digital programme</li> <li>Implement an adult Firesetters programme</li> <li>Implement a Fire Cadet's scheme</li> <li>Adopt the National Fire Chief's Council intervention implementation framework</li> <li>Adopt Staywise</li> </ul>			<ul style="list-style-type: none"> <li>Implement a new Volunteering Strategy and</li> <li>Refresh our Firefighter Recruitment and Attraction Strategy</li> <li>Extend the Leadership Development Programme</li> <li>Continue to embed the Core Code of Ethics</li> <li>Implement the Wellbeing and Occupational Health Strategy and Framework</li> <li>Implement the Organisational Learning Framework and system</li> <li>Deliver the British Firefighter Challenge</li> <li>Implement an approach to capture customer feedback</li> </ul>		
<b>Priority 3 - Help protect the built environment</b>			<b>Priority 6 - Integrate our services in every locality with those of partner agencies</b>		
<ul style="list-style-type: none"> <li>Implement and deliver new requirements under the Building Safety Act and Fire Safety Regulations</li> <li>Develop and expand fire safety training capability</li> <li>Continue to implement recommendations from the Grenfell Inquiry and The Cube report</li> </ul>			<ul style="list-style-type: none"> <li>Implement a fire station community pathway</li> <li>Implement integrated place-based working 'What Works Forum'</li> <li>Embed and evaluate Place Based Plans</li> <li>Continue to enhance blue light service collaboration</li> <li>Prepare for the Serious Violence Duty legislative changes</li> </ul>		
<b>OUR VALUES:</b>	<b>EXCELLENCE</b>	<b>HONESTY</b>	<b>INCLUSIVE</b>	<b>PROFESSIONALISM IN OUR ROLE</b>	<b>RESPECT</b>

## Greater Manchester Police, Fire & Crime Panel

Date: 23rd March 2023

Subject: State of Fire and Rescue report

Report of: DCFO Ben Norman

Report Author: Jim Cessford; Sarah Scoales

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### PURPOSE OF REPORT

This paper provides an overview of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services' (HMICFRS) *State of Fire and Rescue* report and how Greater Manchester Fire & Rescue is responding to the findings.

### RECOMMENDATIONS:

Members are asked to:

- Note the contents of the report and provide any feedback.

### CONTACT OFFICERS:

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Sarah Scoales – [scoales@manchesterfire.gov.uk](mailto:scoales@manchesterfire.gov.uk)

### BACKGROUND PAPERS:

- State of Fire and Rescue: The Annual Assessment of Fire and Rescue Services in England - <https://www.justiceinspectors.gov.uk/hmicfrs/publications/state-of-fire-and-rescue-annual-assessment-2022/>
- GMFRS Annual Delivery Report 2021-22 - <https://www.manchesterfire.gov.uk/fire-plan/annual-delivery-report/>
- GMFRS Annual Delivery Plan – draft included with this agenda

## INTRODUCTION

1. His Majesty's Chief Inspector of Fire & Rescue Services provides an annual report to the Secretary of State under section 28B of the Fire and Rescue Services Act 2004. It contains his assessment of the effectiveness and efficiency of fire and rescue services (FRS) in England during their second full round of inspections, which were carried out between February 2021 and August 2022.
2. The report draws on findings from inspections of FRS in England, to provide an overall view of the state of the fire and rescue sector.

## REPORT'S FINDINGS - HEADLINES

### 3. Effectiveness

- a) Resources must be clearly allocated to risk.
- b) FRS need to develop robust risk-based inspection programmes that identify the highest risks in the built environment.
- c) Evaluation and quality control needs to improve.
- d) Prevention services still need to improve and linked to risks identified in the local risk plan.
- e) Some services aren't always meeting the availability or response standards they have set for themselves.
- f) Services aren't always up to date with their arrangements to respond to marauding terrorist attacks.
- g) Most services could do more to learn from their response work. They don't always have adequate debriefing systems in place to learn from incidents.

### 4. Efficiency

- a) Short-term funding settlements continue to make medium and longer-term planning difficult.
- b) Many services have capacity problems particularly regarding Protection. They are also relying too much on overtime.
- c) Services have scope to improve their productivity. This includes improving performance management arrangements; using firefighters for more prevention and protection work; more efficient use of technology. Medical response on behalf of the ambulance service (EMR) is also recommended – "This would be of enormous benefit to the public."

### 5. People

- a) Some services need to get better at promoting values and positive professional cultures.
- b) Some groups of staff are more likely to experience bullying and harassment.

- c) Services should do more to improve equality, diversity and inclusion.
- d) More equality data is needed to better understand the challenges the sector faces.
- e) Progression opportunities for staff are unequal.
- f) Some services are engaging with their staff and representative bodies, but others could do more.

## **CURRENT POSITION: GMFRS CONTEXT**

6. The following section is a summary of some of the improvement projects GMFRS has undertaken, specifically those that address the findings in the *State of Fire and Rescue* report. An overview of all the improvements recently delivered can be found in the Annual Delivery Report (ADP) 2021-22.  
(<https://www.manchesterfire.gov.uk/fire-plan/annual-delivery-report/>)
7. GMFRS allocates resources to the risks identified in its local risk plan, the Fire Plan. This is informed by the Service's Strategic Assessment of Risk process and report. The Service responds to changing risk through the assessment and consultation process within the Annual Delivery Plan.
8. GMFRS adopts a risk-based approach to service delivery.
  - Last year GMFRS launched a new online home fire safety tool that gives residents personalised advice to keep their home and family safe from fire. Hosted on the Service's website, the tool allows residents to complete a home fire safety check to help identify fire hazards and get advice on simple changes they can make to reduce risk. The tool tells residents if they are eligible for a Home Fire Safety Assessment visit from a firefighter or prevention advisor. This new approach allows GMFRS to free up resources to target those most vulnerable to fire.
  - GMFRS has reviewed and updated its Fire Safety Risk Based Inspection Programme to ensure it has an accurate risk profile for premises across Greater Manchester (GM) and allow it to effectively target resources at the highest risk buildings. As well as prioritising recruitment into specialist Protection roles, the Service has invested in fire safety and fire investigation training for fire safety teams and firefighters to help them recognise and respond to threats and equip incident commanders to identify the cause and origin of fires.
10. GMFRS periodically undertakes reviews of its fire cover arrangements to ensure resources are suitably placed and equipped to respond to emergencies. When planning any changes, GMFRS utilises modelling software allowing the assessment of the likely impact on performance. The outcomes are measured

using our planning standard – ‘To respond to all life risk incidents within 10 minutes from the receipt of the emergency call at NWFC on 80% of occasions’.

11. For a number of years GMFRS has consistently met its response standard of 7m 30s to reach life risk incidents. This makes us one of the fastest services in the country. To help maintain this standard, GMFRS has designed and trailed new training courses for drivers. All instructors have been signed off by NFCC and added to the national register. Negotiations are taking place with relevant teams and the Fire Brigade’s Union (FBU), ahead of final implementation. It is anticipated that new approaches will improve safety and response times.
12. In partnership with staff and the FBU, GMFRS designed and implemented a new terrorist response capability to mitigate the level of risk within the region. Every firefighter in GM is receiving enhanced training including exercises with Greater Manchester Police and North West Ambulance Service. Specialist equipment is being made available on all fire engines. This new capability will ensure GMFRS is ready to respond quickly and effectively should a terrorist attack occur anywhere in the region. It will also improve the Service’s response to non-terrorist incidents that require a mass casualty intervention. Following the implementation of this new capability, HMICFRS removed its cause of concern.
12. GMFRS introduced an Evaluation Framework in 2021. Relevant projects within the Service’s Annual Delivery Plan (ADP) are evaluated to understand and measure their outcomes and impacts. More recently, the Service’s Research and Evaluation Officer (REO) has been working with colleagues across GMFRS to evaluate ‘business as usual’ activities (i.e., those that are not within the ADP) to ensure evaluation is being applied consistently across the organisation.
13. Work is ongoing to provide more visibility to the evaluations being completed across the Service. An ‘Evaluation Portal’ has been developed that includes:
  - An evaluation register that lists activities across GMFRS, and will provide an ‘at a glance’ view of how each evaluation is progressing.
  - An evaluation library for all evaluation documentation and reports.
  - A recommendations log with findings from evaluations enabling GMFRS to track progress of recommended actions.
  - Guidance and training materials.
14. Operational Assurance Officers are mobilised to incidents that meet pre-agreed criteria. Their role is to support commanders and conduct incident evaluation. The findings are recorded on the active monitoring system (AMS) allowing data analysis and identification of emerging themes. In addition, debriefs take place after every incident. Depending on the nature of the incident further debriefing may also be conducted if criteria is met. The learning identified from evaluations and debriefs is recorded on the AMS system for further analysis. This leads to



actions to address learning or promote notable practice. Learning bulletins and the staff newsletter are used to share these with the organisation.

15. GMFRS has replaced the mobile data terminals (MDTs) in its fire engines and provided a second removable terminal. The new terminals give firefighters direct access to up-to-date risk information at an incident. They have a faster, clearer, and more responsive touch screen interface; more reliable hardware; newer satellite navigation software; and access to a range of apps providing vehicle schematics at road traffic collisions, and hazardous material information at chemical spills. They will also reduce paperwork by allowing crews to directly record information whilst conducting safety visits at homes and businesses.
16. As well as increasing the number of Equality, Diversity and Inclusion Single Points of Contact across the Service, GMFRS has developed a refreshed Promotions Pathway Framework for operational staff. The Framework will help GMFRS better identify, develop and promote the best possible talent to management and leadership roles in a fair and inclusive way. It will place a greater emphasis on nurturing and supporting emerging talent, by providing access to tools and development resources that can be proactively used by anyone at any stage of their career.
17. Positive attraction work has continued across GM, targeting more diverse areas, with a specific focus on recruiting women and people from under represented groups into operational firefighter roles.
18. GMFRS has been recognised for its work to improve culture. The Service is now ranked 37th in the Stonewall Top 100 Workplace Equality Index. HMICFRS now grade GMFRS as 'Good' at looking after its people, a significant improvement from the previous inspection. The Service's apprenticeships programme has been rated by Ofsted as 'outstanding' for its approaches to personal development and behaviour and attitudes, as part of a 'good' overall rating.

## **NEXT STEPS**

19. The following section is a summary of some of the improvement projects GMFRS is planning to undertake, specifically those that address the findings in the *State of Fire and Rescue* report. An overview of all the improvements GMFRS is planning to deliver are available in the draft Annual Delivery Plan 2023-24.

### **Allocating resources to risk**

20. GMFRS is currently drafting proposals on the realignment of its resources to the region's changing risks. These proposals will increase the number of fire engines available; and locate fire engines where they are needed most. Once finalized, the

proposals will be brought to the Panel before being subject to a full internal and external consultation.

### **Evaluation and debriefs**

21. The REO has been involved with the development of the Person Centred Fire Risk Assessment evaluation framework, which will be used to measure the impact of the Service's Home Fire Safety Assessments.

22. A new debrief policy has recently been produced to streamline and partly automate the process. The roll out of the new system and any policy changes will be supported with training and communications of the changes.

### **Technology**

23. GMFRS is developing a new Prevention and Protection digital programme that will provide a single digital method for recording all activities. The Service is also scoping new prevention technologies to provide improved ways of delivering education, campaigns and messaging. This will potentially include virtual reality and digital boards.

### **Emergency Medical Response (EMR)**

24. GMFRS will explore with staff, unions, the NFCC and the North West Ambulance Service the feasibility of introducing EMR. There are factors around national policy, evaluation, training, welfare support, pay, and role maps that will require careful consideration and agreement. The Panel will be updated with any developments.

### **Culture**

25. GMFRS will implement the refreshed Firefighter Recruitment and Attraction Strategy (2023-2025).

26. GMFRS is adopting a 'Culture First' approach to ensure a positive and inclusive culture is embedded across the Service. It will be a priority in the Annual Delivery Plan for 2023/24 and there will be a new internal communications campaign to inform and inspire positive behaviours. GMFRS will:

- Establish a Culture First Programme Board that will manage and commission culture-related projects. The Board will be made up of staff from all levels of the Service and external expert representatives.
- Introduce a Culture First review of all key 'business as usual' activities to ensure culture is at the forefront of objectives and service delivery.
- Develop a Culture First 2023-2025 workplan for all staff.
- Procure and commission an external review team to act as a critical lens to our existing activities and emerging plans, leading to independent recommendations.

## Greater Manchester Police, Fire & Crime Panel

Date: 23<sup>rd</sup> March 2023  
Subject: Police Vetting Procedures  
Report of: DCC Terry Woods

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### PURPOSE OF REPORT

To provide the Greater Manchester Police, Fire and Crime Steering Group with an update on vetting procedures at Greater Manchester Police (GMP) both for new applicants and the existing workforce.

### RECOMMENDATIONS:

The Panel is requested to:

1. Note the content of the report and the action taken by GMP's Force Vetting Unit (FVU) to protect the integrity of the force, safeguarding both the public and the workforce from the risk of corruption and / or behaviour that does not accord with police service values.

### CONTACT OFFICERS

Detective Chief Superintendent Michael Allen ([michael.allen@gmp.police.uk](mailto:michael.allen@gmp.police.uk)), Head of Professional Standards Branch (PSB)

**Equalities Impact, Carbon and Sustainability Assessment:**

N/A

**Risk Management**

N/A

**Legal Considerations**

N/A

**Financial Consequences – Revenue**

N/A

**Financial Consequences – Capital**

N/A

**Number of attachments to the report:**

None

# 1. Introduction and Background

1. On 7<sup>th</sup> February 2022, David Carrick, a now former Metropolitan Police Service (MPS) officer was sentenced to a minimum term of 30 years imprisonment having been convicted of 50 charges of rape and other serious sexual assault and domestic abuse offences. Those offences occurred over a 17-year period whilst Carrick was a serving MPS officer, and such was his un-convicted antecedence whilst holding the Office of Constable that concerns have been raised as to whether opportunities were missed (a) in granting him vetting clearance during initial recruitment and selection and then (b) to withdraw clearance and subject him to the police misconduct regime following trigger incidents during his service with the MPS. Decision making surrounding David Carrick's vetting clearance will be subject of examination by the Angiolini Inquiry.
2. Furthermore, with Part 1 of the Angiolini Inquiry is currently examining whether former MPS officer Wayne Couzens, who in 2021 was convicted of the kidnap, rape and murder of Sarah Everard, should have held vetting clearance both in the Civil Nuclear Constabulary (CNC) and on his transfer to the MPS, there is understandable public apprehension as to the police vetting regime being fit for purpose.
3. Finally, in November 2022, His Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) released their inspection report on vetting, misconduct and misogyny in the police service. This report was critical of processes for assessing, analysing and managing risks relating to vetting decisions in the forces the HMICFRS inspected, and it made seventeen recommendations and listed two areas for improvement (AFI) specifically in respect of vetting. GMP were not one of the forces inspected in that national thematic inspection and instead, the force's vetting procedures will be inspected during the HMICFR's forthcoming Police Efficiency Effectiveness and Legitimacy (PEEL) inspection of GMP.

## 2. Vetting Regime at GMP

## 3. Governance

### 3.1. Organisational Structure

1. The Force Vetting Unit (FVU) is a constituent department of GMP's Professional Standards Branch (PSB), led operationally by the Force Vetting Manager (FVM) reporting to the Head of PSB, who in turn reports to the Deputy Chief Constable

(DCC). In addition to the FVM, the FVU comprises, one Senior Vetting Officer, four Vetting Officers (VO's), nineteen Vetting Researchers (VR's) and two Administration Assistants.

2. In 2022, the FVU was subject of both an uplift approved by GMP's Plan on a Page (PoaP) Programme Board and a department-initiated restructure. That restructure led to the creation of three distinct teams, specifically (i) officer and staff initial applications, (ii) contractor clearance and (iii) an aftercare team managing both reviews and renewals of vetting and the maintenance of designated posts requiring a higher level of clearance.
3. The creation of these three distinct teams within the FVU, each with their own Team Leader, provides for greater efficiency and an improved level of competent capability within each individual thematic area of responsibility. Such clarity as to primary responsibilities is the first line of defence in safeguarding against expiration of vetting clearance and / or erroneous granting of clearances that have been the subject of continued criticism of the police service nationally by HMICFRS.
4. Crucially, the creation of an aftercare team prevents a cohort of Vetting Researchers being temptingly drawn into servicing short-term demand stemming from priority recruitment activity across GMP. Instead, with the aftercare team centred on the review of vetting across the existing workforce, this ensures clearances are maintained within the timeframes set nationally by the College of Policing's (CoP's) Authorised Professional Practice (APP) on Vetting and takes account of circumstantial changes, for example (e.g.) but not limited to a change of role, receipt of information relating to criminal conduct and / or disciplinary matters, third party associations, or a differing financial position.
5. Given the focused activity set out at paragraph (para.) four above, alongside the synergy that exists between the FVU working alongside the (i) Anti-Corruption Unit (ACU) and (ii) the Complaints and Misconduct (CMU) collectively as a single entity comprising the PSB, it is anticipated that any critical findings from the Angiolini inquiry as to the sharing of information and decisions taken in granting or maintain vetting clearance for Wayne Couzens and / or David Carrick will not be live issues for GMP within its newly established vetting regime.
6. Recognising the overall tenet of the recommendations within the previously referred to HMICFRS inspection report (2022), particularly as to improved objective decision

making, the FVU is making a further structural adjustment by converting four VR posts into the three VO posts.

7. The VO is the principal decision maker in whether to grant vetting clearance and whilst such staff will naturally maintain the skills of a VR, they additionally possess higher level capabilities in application of objective decision making. This variation in organisation structure, which is being delivered within the PSB's existing budget, will provide for improved efficiency, enabling the FVU to better flex dynamically to dynamic, and reduce the pressure on the existing VO establishment thus creating a more conducive working environment to aid the highest quality decision making.

### **3.2. Appeal and Quality Assurance Governance**

1. It is expected that some individuals will be dissatisfied with the decision not to grant vetting clearance and as a matter of organisational justice and procedural fairness against the requirements of the APP on Vetting, GMP operates a Vetting Appeal Panel (VAP) comprising (i) the FVM, (ii) Senior Vetting Officer, (iii) Head of ACU and (iv) the force Operational Security (OpSy) Manager.
2. The VAP will only consider appeals on four grounds, specifically (i) new information that was not available to the original VO, (ii) the decision was disproportionate, (iii) the decision was perverse or unreasonable and (iv) no explanation was given for the decision was given. The decision of the VAP is final and to ensure the panel's legitimacy and integrity, it acts autonomously and free from the possibility of either undue influence from any internal or external stakeholder, or numerical recruitment and selection targets.
3. Responding to the HMICFRS inspection report, a dip sampling regime has just been introduced whereby on a rotational basis, each week a member of the PSB Senior Leadership Team (SLT) quality assures the vetting decisions of those applications and vetting renewals where clearance has either been (i) rejected, or (ii) granted in circumstances where adverse information was documented during the process.
4. Extending on para. Three above, additionally the Head of PSB and the Head of the CMU [at the rank of Detective Superintendent] review all vetting refusals where the applicant is from a Black, Asian or minority ethnic (BAME) background.

## 4. Force Vetting Regime

### 4.1. Procedure

1. A comprehensive, systematic, and effective vetting regime is essential for assessing an individual's integrity and suitability to work in policing. Vetting identifies areas of vulnerability that could damage public confidence in GMP or the wider police service and to ensure consistent application of the national standards relating to vetting across the police service of England and Wales, the FVU works to the statutory Vetting Code of Practice (2017) and the associated APP for Vetting (2021). Under section 39A of the Police Act 1996, chief officers must have regard to the statutory Vetting Code of Practice.
2. The following twelve (summarised) principles as listed in the Vetting Code of Practice underpin all decision making within the FVU.

1.	Vetting practitioners will comply with the requirements of the Vetting Code of Practice and the Code of Ethics, with each case treated on its own merits.
2.	Everyone working in a police environment will be vetted to the requisite level including:  a) Those with unrestricted or unsupervised access to police information, assets of estates.  b) Have access to force or national police systems, directly or remotely.  c) Act as a representative of the police service.  d) Have the power to make or significantly influence strategic decisions in the police service, including members of partner agencies.
3.	The level of vetting required for a person, for both force vetting and national security vetting will be proportionate to the role they carry out.
4.	Police vetting should comply with the standards laid out in APP for Vetting.
5.	All vetting information must be stored in a suitable secure manner, with the information being treated confidentiality and accessed by only those with a business need.



6.	Decision making in respect of vetting clearance should be independent of recruitment and other human resources processes. There should be an effective working relationship between FVUs and professional standards departments.
7.	Vetting clearance may be transferrable between posts and forces upon the completion of a vetting health check.
8.	Chief Constables are responsible for ensuring effective vetting arrangements are in place in their own organisation.
9.	Decisions about vetting status should follow the national decision making (NDM) model and must be accurately recorded.
10.	Where a person is subject to a vetting rejection, they should have a right of appeal to a person independent of the original decision maker.
11.	All police personnel should be subject to periodic re-vetting in accordance with APP for Vetting
12.	There is a rebuttable presumption that a person will not be suitable for appointment as a police officer or special constable if they have a previous conviction or caution for a criminal offence, especially if it relates to dishonest or corrupt practices, or violence.

3. The minimum level of vetting for all police officers, special constables and staff (including PCSO's) is described as Recruitment Vetting (RV) and lasts for a period of ten years. Those with RV clearance are allowed access to materials graded with a Government Security Clearance (GSC) of official-sensitive and occasionally secret.
4. The higher level of vetting clearance for those in designated posts is termed Management Vetting (MV) and lasts for a period of seven years, during which time clearance must be reviewed twice, most commonly at the three and five year mark. Those with MV clearance are allowed access to material graded at GSC secret and occasionally top secret.

5. GMP applies a Non-Police Personal Vetting (NPPV) regime against those working in force who are (i) contractors, (ii) volunteers, (iii) agency workers, and (iii) are employed by partner agencies. There are four NPPV levels as shown in the table below.

<b>Level</b>	<b>GSC material</b>	<b>Occasional access to</b>	<b>Site access</b>	<b>System Access</b>
<b>NPPV1</b>	None	None	Unsupervised	None
<b>NPPV 2 Abbreviated</b>	Official-sensitive	None	Access card no access to force system	None
<b>NPPV 2 Full</b>	Official-sensitive	Secret	Access card & access to force systems	Yes
<b>NPPV 3</b>	Secret	Top secret	Access card & access to force systems	Yes

6. GMP HR is responsible for ensuring that authentication occurs in order to confirm the applicant's identity, nationality, employment eligibility and residency qualification. This is always completed before the vetting process is started. The nationality check assists GMP in discharging its statutory obligations under the Immigration, Asylum and Nationality Act 2006.
7. As per principal twelve within the Vetting Code of Practice, there is a rebuttable presumption that a person will not be suitable for appointment as a police officer or special constable if they have a previous conviction, caution or impending case for a criminal offence, especially if it relates to a dishonest or corrupt practice, or violence. Presently from the statutory code perspective, factors that may weigh against this presumption being applied in individual cases include the nature and severity of the offence, the person's age at the time they committed the offence and the length of time since the offence was committed. Each case must be considered on its own merits including both the individual's role in the offence and the nature of the conviction or caution. The same presumption applies to police staff roles with designated powers or roles where there is a likelihood of being in the evidential change.

8. Applications for a position as a police officer, a special constable, or as a member of police staff where that member of staff may be in the evidential chain are rejected in all cases where:
  - (a) Offences were committed as an adult or juvenile which resulted in a prison sentence (including custodial, suspended or deferred sentence and sentences served at a young offender's institution or community home); or
  - (b) The applicant is a registered sex offender or is subject to a registration requirement in respect of any other conviction.
9. Extending on principal twelve within the Vetting Code of Practice, GMP will reject applicants who have a conviction, caution or impending case where the offence (i) involved the targeting of a vulnerable person, (ii) was motivated by hate or discrimination, or (iii) related to domestic abuse.
10. Where the applicant has previously come to adverse police attention, e.g., been arrested or subject of a criminal investigation, but the matter has not resulted in a criminal conviction or caution, a case-by-case assessment will be made that takes into consideration the following factors.
  - (a) Number of allegations.
  - (b) Severity of allegations.
  - (c) Credibility of the allegations including whether irrefutable evidence exists to show them to be false or malicious.
  - (d) Reason for the matters not being progressed.
  - (e) Age of the subject at the material time.
  - (f) Amount of time that has passed since the matters being considered.
11. Membership of a proscribed organisation or other group or association that has aims and objectives that are contrary to the Code of Ethics and Standards of Professional Behaviour as set down within schedule 2 of the Police (Conduct) Regulations 2020, will result in vetting clearance being refused.
12. In assessing information and intelligence revealed during the vetting process the FVU applies the following two-stage test:
  - (a) Are there reasonable grounds for suspecting that the applicant, a family member or other relevant associate
    - i. is or has been involved in criminal activity?

- ii. has financial vulnerabilities (applicant only)?
- iii. is, or has been, subject to any adverse information?

(b) If so, is it appropriate, in all the circumstances, to decline vetting clearance?

13. For those employed by the force and subject of disciplinary proceedings where an allegation is proven but a sanction short of dismissal is given, the individual’s vetting clearance is automatically reviewed by the FVU. The possibilities arising from review are in respect of continuing vetting clearance are (i) granted, (ii) granted with conditions, (iii) downgraded, or (iv) declined. Insofar as the last option is concerned, currently there is no defined statutory gateway available to dismiss a police officer or special constable who cannot achieve even the lowest level of RV. That is a matter on which the National Police Chiefs’ Council (NPCC) have engaged the Home Office on, as part of His Majesty’s Government rapid review into the process of police dismissals.

## 5. Vetting Demand and Performance

### 5.1 Applications and Renewals

1. Given the additional demand stemming from both the Police Uplift Programme (PUP) and Force Contact Centre (FCC), the number of applications processed by the FVU has increased by 26% in 2022 [from 3000 to 3783 applications] when compared to the previous year. Of those applications last year, 1509 were in support of the PUP and 512 attributable to the FCC. The table below shows the demand against force vetting levels.

Level	Year 2021	Year 2022	Variance	Percentage
RV	1761	2548	+ 787	+ 44.6%
MV	123	237	+ 114	+ 92.6%
NPPV	1116	998	- 118	- 11.8%
<b>Total</b>	3000	3783	+ 783	+ 26.1%

2. The 92% increase in MV clearances is attributable to the FVU’s continued review of designated posts across the force, assigning such clearance levels to a greater number of posts within the Public Protection and Serious Crime Directorate (PPSCD) as a means of applying additional assurance to the integrity, reliability and potential for

financial vulnerability of individuals with access to sensitive police premises, information, intelligence, financial and operational assets.

3. Working towards a specific recommendation within the HMICFRS inspection report, the FVM is presently developing a structured plan that will deliver a review of all posts throughout GMP that will require MV (and where necessary additional complementary or higher levels of clearance) where the risk of potential compromise of assets is high, or the risk of serious damage to the force is substantial. It is anticipated that this review with associated processing of all identified posts requiring an upgrade to their level of vetting clearance will be completed by 31<sup>st</sup> October 2023.
4. To future proof the activity set out at para. three above, the FVM has begun liaison with GMP Human Resources (HR) to develop a system whereby all designated posts are marked accordingly within the force's establishment roll. Such flagging will ensure the FVU is notified when a conditional offer is made to an applicant, and this will provide a sustainable solution for ensuring that individuals entering designated posts will always hold the requisite higher level of vetting clearance from the very outset.
5. The above activity also responds to the HMICFRS's criticism within its national report that none of the forces they inspected had linked their HR and vetting case management systems (CMS's). Developing a flagging system within GMP's establishment roll will act as an interim position until the commercial supplier of the Core-Vet CMS used by nearly all forces, including GMP, develop an application programme interface (API), which is needed before this software can integrate with any separate HR database.

## **5.2 Refusals**

1. Naturally, with an effective regime, not all applications will result in vetting clearance and refusals will necessarily follow where individuals are assessed as a security risk. The tables below, show the show the number of vetting applications for police officers and the Special Constabulary processed by the FVU for the calendar year 2003.
2. In respect of police officers, 8% of candidates [113 individuals] were refused vetting clearance at the point their applications were initially processed. Of those individuals, 57% appealed [64 individuals] and of those, 88% were unsuccessful in securing vetting clearance [56 individuals]. In total, taking the appeal procedure into consideration, 7% of police officer applicants [106 individuals] were refused vetting clearance.

Police Officers								
Gender	Total	Percentage	Successful 1st Application	Appealed	Appeal Unsuccessful	Appeal Successful	Total Successful	Percentage
Male	843	59%	768	48	44	4	772	92%
Female	592	41%	554	16	12	3	557	94%
<b>Total</b>	<b>1435</b>	<b>100%</b>	<b>1322</b>	<b>64</b>	<b>56</b>	<b>7</b>	<b>1329</b>	<b>93%</b>
Ethnicity	Total	Percentage	Successful	Appealed	Appeal Unsuccessful	Appeal Successful	Total Successful	Percentage
White	1202	84%	1130	36	30	5	1135	94%
BAME	222	15%	182	28	26	2	184	83%
Not disclosed	11	1%	10	0	0	0	10	91%
<b>Total</b>	<b>1435</b>	<b>100%</b>	<b>1323</b>	<b>63</b>	<b>47</b>	<b>7</b>	<b>1330</b>	<b>93%</b>

3. In respect of Special Constabulary applicants, the proportion of vetting refusals was far greater when compared to police officers. 25% of candidates [18 individuals] were refused vetting clearance at the point their applications were initially processed. Of those individuals, 50% appealed [9 individuals] and of those, 78% were unsuccessful in securing vetting clearance [7 individuals]. In total, taking the appeal procedure into consideration, 22% of police officer applicants [16 individuals] were refused vetting clearance.

Special Constabulary								
Gender	Total	Percentage	Successful 1st Application	Appealed	Appeal Unsuccessful	Appeal Successful	Total Successful	Percentage
Male	49	66%	35	8	7	1	36	73%
Female	25	34%	21	1	0	1	22	88%
<b>Total</b>	<b>74</b>	<b>100%</b>	<b>56</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>58</b>	<b>78%</b>
Ethnicity	Total	Percentage	Successful	Appealed	Appeal Unsuccessful	Appeal Successful	Total Successful	Percentage
White	60	81%	45	7	5	2	47	78%
BAME	14	19%	11	2	2	0	11	79%
Not disclosed	0	0%	0	0	0	0	0	0%
<b>Total</b>	<b>74</b>	<b>100%</b>	<b>56</b>	<b>9</b>	<b>7</b>	<b>2</b>	<b>58</b>	<b>78%</b>

### 5.3 Workforce Police National Database (PND) check

1. On 18<sup>th</sup> January 2023, the Home Office announced that all police forces must check their workforce against national databases to identify if anyone had ‘slipped through the net.’ That essentially meant that forces need to provide assurance, by checking their workforce against national databases, to satisfy themselves that where police

officers, staff and volunteers have (a) been convicted of a criminal offence and / or (b) have been otherwise indexed to adverse information e.g., as a suspect, both (i) an appropriate vetting security clearance decision has been made and (ii) proper criminal and / or disciplinary investigations have been undertaken.

2. In response to the announcement by the Home Office, a decision was taken by the NPCC that all police officers, staff and volunteers in England and Wales will be checked against the PND to identify any intelligence or allegations that need further investigation. The PND includes information from custody records, crime records, intelligence records, domestic and child abuse records and known criminal entity records (e.g., Organised Crime Groups (OCGs), County Lines investigations and Modern Slavery investigations).
3. On 14<sup>th</sup> February 2023, GMP supplied its entire applicable workforce data, which consisted of more than thirteen thousand records, to the PND service provider. That data has in turn now been washed through all PND records and GMP has since received its return, which by in large, given the experience of a foreign force pilot project, will contain false positives. Those return PND records will now be subject of analysis by a dedicated sensitive intelligence team, uplifted into the PSB, for the very purpose of undertaking this project work.
4. Given that set out in para. three above, the checking of the police workforce data against PND is not an instantaneous transaction, nor is the analysis of the information provided and it will take GMP, as with every other force, several months to determine whether they have any persons serving with them who present as a concern and who must be subject of further enquiry and where appropriate, intervention e.g., (i) criminal investigation, (ii) disciplinary investigation, (iii) a vetting clearance review, or (iv) local management information.
5. The national deadline for completion of this project is 29<sup>th</sup> September 2023 and thereafter, together with all other forces throughout England and Wales, GMP will publish the results in line with an associated NPCC publication strategy.

## **6. Conclusion Summary**

1. From a force HMICFRS self-assessment governance perspective, of the nine recommendations applicable to forces (as opposed to national policing bodies), GMP is presently reporting that four recommendations have been met and the remaining

five will be met (or will likely be met), before the deadline set by the inspectorate. There are no recommendations where GMP has assessed that they will not be met in time for the HMICFRS deadline. Of the two AFIs, one has already been achieved, whilst the other will not be met by the deadline because a commercial software provider solution needs to provide a resolution and that is an issue common to nearly every force and is such is a matter on which the NPCC Vetting portfolio on behalf of policing nationally is progressing.



## Greater Manchester Police, Fire & Crime Panel

Date: 8<sup>th</sup> March 2023

Subject: Greater Manchester Police: Plan on a Page Portfolio Progress Update

Report of: Deputy Chief Constable Terry Woods

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### PURPOSE OF REPORT

The purpose of this report is to provide an update to the Greater Manchester Police, Fire & Crime Panel on the progress made by Greater Manchester Police (GMP) within the 2022/23 Plan on a Page (Poap) Improvement Portfolio and associated programmes and projects.

At the end of October 2022 HMICFRS took the decision to formally move GMP out of the 'Engage Force' process. We have developed a robust plan, put in place capable leadership at all levels, and the collective delivery effort across all the projects and programmes within the Poap portfolio has made a significant contribution to GMP being taken out of special measures. Whilst there still remains a substantial amount of work to do, the achievements to date and our subsequent removal from special measures marks a significant milestone in our improvement journey.

The main detail of the report provides an overview of each Poap programme and key achievements throughout quarters 1–3 of 2022/23, including:

- Increased capacity, capability and process improvement across the Force Contact Centre leading to significantly improved speed of answer.
- Ethically and accurately recording more crime than ever, with significant improvements to how we record, investigate, and finalise crime.
- A proactive approach to prevention.
- Improvements to Victim Services.
- Increased capacity in Custody and Criminal Justice Units.

- The development of improved and consistent operating models across both Response and Neighbourhood Policing.
- The completion of a number of strategic reviews to inform improvements including investigative resilience, Force intelligence, digital and cyber investigations, and Specialist Operations.
- Delivery of a wide range of technical upgrades, the replacement of contact centre technology, and the development of plans to replace PoliceWorks.
- Investment in enabling and support services.
- Investment in estate, fleet, and equipment infrastructure.

## **RECOMMENDATIONS:**

The Panel is requested to note the contents of the report.

## **CONTACT OFFICERS**

Director of Transformation: Dawn Royle

# 1. Detail

## Overview

GMP's Plan on a Page describes the force's purpose, vision and values and sets out our strategic priorities, as follows:

- **Priority 1:** Respond to incidents and emergencies
- **Priority 2:** Investigate and solve crime
- **Priority 3:** Prevent and reduce crime, harm, and anti-social behaviour
- **Priority 4:** Deliver outstanding service
- **Priority 5:** Build public trust and confidence

These priorities, which clearly outline GMP's organisational purpose, will be achieved through the effective delivery of a number of strategic objectives, and also determine the areas that we will focus on to deliver improvements across the force:

- **Objective 1:** Improve, simplify, and align our core processes
- **Objective 2:** Improve IT and broaden our digital transformation
- **Objective 3:** Become a more Intelligent organisation
- **Objective 4:** Strengthen and invest in the corporate services function
- **Objective 5:** Establish an effective performance management regime
- **Objective 6:** Strengthen our dedicated neighbourhood policing teams
- **Objective 7:** Work in effective partnerships
- **Objective 8:** Communicate and engage in a positive and proactive manner
- **Objective 9:** Invest in and support our people
- **Objective 10:** Invest in and improve our infrastructure
- **Objective 11:** Manage our resources effectively

## GMP's PoaP Portfolio

The PoaP Improvement Portfolio has been created to drive improvements across all areas of the force, supporting the effective delivery of GMP's strategic objectives and addressing the changing needs of the organisation.

The current 2022-23 PoaP Portfolio includes over 80 projects, all of which have been prioritised, are fully funded, and are coordinated through eight programmes; each led by a Chief Officer, supported by the Change and Transformation Branch.

- **Programme 1:** Local Policing – Force Contact Centre (FCC), Criminal Justice, Custody and Prevention
- **Programme 2:** Local Policing – Districts
- **Programme 3:** Serious Crime and Public Protection
- **Programme 4:** (4a) Strategic Change and Digital Transformation and (4b) IT Business as Usual Delivery
- **Programme 5:** Specialist Operations
- **Programme 6:** Enabling Services
- **Programme 7:** Corporate Services
- **Programme 8:** Digital Policing Programme

This report provides an overview of each programme and the key achievements that have been made over quarter 3 of 2022/23.

### **Programme 1: Local Policing – Force Contact Centre (FCC), Criminal Justice, Custody and Prevention**

#### **Chief Officer Lead: ACC Chris Sykes/ACC Colin McFarlane**

This programme seeks improvements in our speed to answer 999 and non-emergency contacts and to enable quicker incident response times to the public in need of our help. This will be achieved through major investment in people, processes, and technology within the Force Contact Centre. The programme will maximise resources to improve crime recording performance and increase detective and crime resolution capacity and capability. It will develop a more universal approach to problem-solving and preventative activities; a new model for victim services and an increase in custody cells - improving criminal justice, victim focus and outcomes.

#### **Programme Summary / Portfolio Insights**

Overall, the projects within this programme are progressing well, with several expected to complete within the next six months. The programme is actively supporting GMP's

priorities, especially around the force's ability to respond to incidents and crimes and delivering outstanding service; some tangible results and benefits are now also being realised particularly, with regards to our contact with the public.

**Key achievements to date:**

- The Incident Response Policy has been revised and the force has implemented the grading structure. In line with national requirements, THRIVE (a process which assesses each contact with reference to risk, threat, and harm), is now the primary decision-making mechanism in FCC; this has contributed to:
  - the average time for attendance at Grade 2 incidents decreasing from 26 hours in September 2021 to two hours in September 2022, and, more recently, to 1 hour 47 minutes in December 2022.
  - Grade 2 incident creation (requiring one hour deployment) falling from 21,186 in September 2021 to 8,206 in September 2022.
- Approximately 60% of crimes are now recorded within the central Crime Recording and Resolution Unit (CRRU) with a 30% resolution at first contact rate.
- Appointments for victims are now booked and administrated by the Force Contact Centre (FCC).
- Several technical enhancements have also been delivered into the FCC including a significant upgrade to ControlWorks (v9 to v17), interim IVR functionality and improved demand reporting/performance framework/digital signage in the contact centre. Of note, the interim IVR has moved 11,208 calls directly into the CRRU in September 2022, up from 3,921 in September 2021, and away from the call handling function.
- FCC Call Handlers have moved from pay grade C to pay grade E as part of a pay grade consultation / review.
- The recruitment plan, which is part of the FCC Investment project, has attained the overall target of 947 FTE roles (Establishment + 10%), with the largest Call Handling intake of 64 recruits achieved for the January 2023 intake. There have been 240 staff recruited (internal and external recruitment into Call Handling, when taking account of 2021 strength v establishment and attrition rates). In

addition, Recruitment and Assessment events are now a standard feature of the revised recruitment process for GMP.

- As a result of the continued investment within the FCC, the force has also observed a significant increase in the speed to answer 999 calls, answered within 10 seconds at 91.7% in December 2022, up from 71% in December 2021; the average answer time in December 2022 was 5 seconds, down from 24 seconds in December 2021. Non-emergency speed of answer was 1min 16 seconds in December 2022, which is down from 3mins 29 seconds in December 2021.
- A new enhanced Workforce Management product has completed pre-production build and testing, scheduled for launch in the FCC with self-service app/options for Contact Centre staff by January 2023.
- Bolton Custody Suite is now operational.
- Four Witness Care and 12 File Progression Officers have been recruited into the Criminal Justice Units. In addition, Out of Court Disposal Officers have also been recruited and are deployed on districts across GMP.
- The Crime Futures operating model has been designed and the business case now endorsed to create a centralised service for the recording, initial investigation, finalisation, and quality assurance of crime. This is now in consultation with the Federation and Trade Unions.

## **Programme 2: Local Policing – Districts**

### **Chief Officer Lead: ACC Scott Green**

This programme will deliver significant changes to operational policing in GMP, creating efficiencies through investment and development in both operational response and neighbourhood policing, with a focus on policing that is proactive, preventative, and person-centred.

### **Programme Summary / Portfolio Insights**

The new neighbourhood policing model is on track to be delivered before the end of the financial year, with the new response policing model to follow in June. This will ensure that the force is operating aligned neighbourhood and response models on its

districts and therefore providing the best possible service to the public and as well as helping to respond to crime and work to effectively prevent it occurring in the first place. Overall, the programme is progressing well, and has undertaken a vast amount of work to manage the numerous interdependencies that are arising as a result of multiple projects attempting to update and realign the force's operating models.

**Key achievements to date:**

- The New neighbourhood policing model will launch week commencing 6<sup>th</sup> March 2023. Districts are aligning with partners to ensure plans are in place and a notable step change in delivery is achieved.
  - Accredited neighbourhood training and masterclasses in problem solving are being delivered at strategic and tactical levels to embed problem solving from command to front line service delivery. As a result, we are starting to see evidence of effective problem solving being delivered following the introduction of a more structured approach, aligned with the Greater Manchester (GM) Strategy.
  - District Neighbourhood Prevention Hub Inspectors have been nominated and hubs are progressing.
  - Partnership Health Checks are being aligned to the Greater Manchester Combined Authority (GMCA) Public Service Reform (PSR) Baselineing Exercise (tasked by the Reform Executive).
  - Revitalised Quality Performance Measurements (QPM) have been introduced for Problem Orientated Policing (POP) with strong sponsorship from ACC Scott Green.
  - A community messaging system that will help neighbourhood teams engage and understand priorities in communities has been procured and work is ongoing to launch this around the time as the new neighbourhood model.
- The Response Policing Review Full Business Case (post consultation) will be submitted to Programme Board ahead of POAP on 14th March, this will include an approval to give notice (period of 12 weeks), with the aim of implementing the model in June 2023.

- Some interim improvements have already been observed such as: a 7.7% force wide improvement in Grade 1 incidents attended within 15 minutes (from 79.2% in February 2022 to 86.9% in December 2022), and a 20.4% force wide improvement in Grade 2 incidents attended within 60 minutes (from 37.6% in February 2022 to 58.0% in December 2022).
- A key aspect of the Response Policing Review will see the introduction of District Investigation Teams (DITs) to co-ordinate prisoner processing, file build and liaison with CPS and further crime investigation. This will ensure that this important work is completed in a timely fashion while allowing District Response Teams (DRTs) to focus on responding to incidents, with responsibility for initial crime investigation and missing from home investigations (MfHs). Both teams will be managed by the same Inspector and will be part of the same district policing delivery, thereby enabling integrated working practices between the two teams.
- The Response Policing Review has formally consulted with the Federation with regard to the proposed Response Policing Model (including the new teams and minimally adjusted shift pattern for the DITs) and closed consultation on 7th February as planned.
- Provisional implementation plans are continuing to be developed in conjunction with Districts to ensure the smooth introduction of planned changes over the coming months.
- Training capacity has been increased for Standard Driving courses by 20% to over 1000 in the next 12 months.
- Phase 1 of the City of Manchester (CoM) Futures project has been successfully implemented, which looked at aligning the district operating model to an operating model in line with other policing districts across GMP.

### **Programme 3: Serious Crime and Public Protection**

#### **Chief Officer Lead: ACC Sarah Jackson**

This programme will help the force provide a better service to victims by increasing investigative resilience, investing in digital investigation services, and transforming Force and District Intelligence Units, reintroducing foundation assets of the National



Intelligence Model. The programme will further invest in our arrangements to support victims of domestic abuse, by providing dedicated local specialist resources.

### **Programme Summary / Portfolio Insights**

The first six months of this financial year saw the successful completion of two key projects, the Covert Intelligence Collection Unit project and the Force Intelligence Bureau Review Phase 1 project; both of which will help the force achieve a number of its priorities including the investigation of crime, and our ability to effectively respond to incidents. Further progress has also been made across the rest of the programme, and over the next six months we anticipate that the Digital Investigation Unit (DIU) CCTV Case Management System (CMS) project will complete, followed by the review of the Digital Investigation Unit.

#### **Key achievements to date:**

- Completion of Force Intelligence Branch (FIB) Phase 1; consultation with staff to bring overt and covert sections back together and create an uplift in the number of analysts' roles are all complete.
- Commencement of FIB Phase 2 which has seen the co-location of staff back at Nexus House and will create an Intelligence Academy to further professionalise intelligence roles.
- Child Protection Investigation Units (CPIUs) have been introduced on each district under the Investigation and Safeguarding Review (ISR2) Project.
- Following the delivery of the Investigation and Safeguarding Review (ISR2) / Multi-Agency Safeguarding Hub (MASH) Project and the handover to operations, a number of post-implementation recommendations have been used to inform the scope of the Domestic Abuse Arrangements Review (DAAR).
- The Covert Intelligence Collection Unit (CICU) software upgrade has now completed and supporting the work of specialist units.
- The tender for the new firearms licencing system is ready to be published.

- The Contract for the DIU CCTV case management system has been signed and the design and build work is underway.
- National Investigators Exam (NIE) crammer courses have been provided to officers on the Detective pathway to support the learning journey and encourage officers who may need additional support.
- Online access to Blackstones legal knowledge database has been provided across the force which will also assist with NIE development and continued professional development (CPD) for those in role.
- Detective wellbeing groups established across the force. (Supports HMICFRS recommendations)
- Detective recruitment SPOCs established in each branch / district to support attraction, recruitment, and retention. (Supports HMICFRS recommendations)
- Appointment of Accelerated Detective Tutors to support early in career detectives and improve investigative resilience.
- Revised CPD inputs / processes in place to ensure events are well attended, relevant to role and add value. (Supports HMICFRS recommendations).

#### **Programme 4a: Strategic Change and Digital Transformation**

##### **Chief Officer Lead: ACO Dougie Henderson**

IS and improved use of technology is a massive enabler of our public promise to deliver outstanding public service by ensuring staff have the right technology and are equipped to do their jobs well. Specifically, we will focus on digital technology and transformation; mobile working; evidence and intelligence platforms and achieving the ambitions of the National Digital Policing Strategy 2020-30. The focus of this programme is to deliver strategic change and digital transformation projects which drive organisational wide change and long-term benefits.

##### **Programme Summary / Portfolio Insights**

Delivery continues to progress at pace with half of the programme complete by quarter 3 and remaining projects on track for delivery as planned.

Whilst all of the closed projects have been positively implemented, of note this includes the Windows 10 Client Services which was a large scale and significant piece of work which has seen the deployment of over 10,000 devices. As a result of

providing our workforce with Windows 10 laptops, not only can we enhance our digital offer, but we can also provide a more visible presence within the communities of Greater Manchester and therefore help to improve public confidence in our force.

Work is progressing well to further explore digital opportunities, and a key aspect of this is the delivery of both the M365 Transformation Project and the SharePoint Online Project.

**Key achievements to date:**

- Windows 10 (W10) has seen the successful delivery of the Client Services project and the Infrastructure project is also completed. Over 10,000 officers and staff are now using the new laptops, which is over 80% of the force. In addition, the GMP and Agilisys partnership which was adopted to deliver the W10 project was shortlisted for the annual UK IT Industry Awards under two categories: Best Public Sector IT Project and Best Security, Defence or Law Enforcement IT Project of the Year. GMP were the only police force in the top category.
- The M365 Business Transformation project is a continuation of the W10 programme. Phase 1, which is centred around Design and Discovery, is now complete, resulting in a defined Operating Model, Strategic Roadmap and Opportunities Catalogue to help shape GMP's thinking around benefits realisation and making sure we get value for money from the new devices and operating system. Phase 2 is now underway which will focus on the implementation of M365 and the associated benefits that will come from more efficient ways of working.
- The M365 Neighbourhood Policing App has been built in-house and rolled out for the business to pilot, ahead of full implementation. This will see front line staff having instant access to a dedicated Neighbourhoods app to allow them to work in a more efficient and collaborative way. Full business roll-out scheduled for April 23
- Core-Vet V5 inc. web forms have been successfully implemented resulting in a fully externally hosted vetting system.
- The International Visitors Registration Office (IVRO) project also successfully implemented a replacement of the existing CLUE system with an externally

hosted solution, resulting in reduced waiting times for checks on visitors to the UK and therefore reducing risk to GMP.

- Mobile Futures (which has since transferred to Programme 8 – Digital Policing Programme) successfully undertook the go-live of the Automation of Single Online Home PDF Reader; this has resulted in 2,000 submissions a week (just for crime recording) and saved approximately 150 hours per week. In addition, the AtHoc Blue Light Emergency Messaging App developed by the project has been nominated for three national awards.
- The National Law Enforcement Data Service (NLEDS) has successfully completed Phase 1 of the project which includes the Photo at the Roadside (PARS) module. NLEDS has now transferred to the Digital Policing Programme to closely manage critical interdependencies.
- A preferred supplier for Digital Evidence Management (DEMS) has been chosen and planning is underway to work with the supplier to commence implementation and contract negotiations.

### **Programme 4b: Business as Usual IT Delivery**

#### **Chief Officer Lead: ACO Dougie Henderson**

The IT Transformation covers a wide range of critical initiatives which support the GMP Vision, POAP and the IT Strategy 2030 and Digital Strategy 2025. The Transformation also serves to mitigate and reduce the GMP risk level caused by increased cyber security threats and compliance issues through Fix the Basics.

#### **Programme Summary/Portfolio Highlights**

The BAU IT Delivery Programme has been focussed on critical infrastructure activity to fix the basics alongside driving the delivery of key projects hand in glove with the business including Contact Centre Transformation (CCT), Digital Investigation Unit Case Management System, Duty Management System (DMS), as well as the Data Centre move, as examples. The recent appointment of the New IT Director is ensuring a clear focus on building a resilient IT infrastructure, together with the development of strong IT capabilities and increased resources across the organisation.

## **Key Achievements to Date:**

- Mobilisation of the Fix the Basics Transformation Programme and the commencement of critical patching in GMP to improve security and ensure compliance
- Achieved 12 Month Code of Connection approval to implement fundamental Mobile Fingerprinting capability in GMP.
- Network Managed Service (NMS) implementation across the GMP estate completed.
- Contact Centre Transformation BT platform build is complete
- The Duty Management System where GMP staff log their time and attendance, request leave and monitor sickness is undergoing some major improvements which will be implemented by the end of May 2023.
- DIU Case Management System project has formally commenced with the chosen supplier
- Digital Transformation request for information (RFI) completed with GoodSAM and TecSOS.
- Digital Investigation Recording (DIR) supply chain issues have now been addressed and this is due to complete April 2023.
- ELVIS is a market leading vehicle recovery system, which is helping a number of police forces and other organisations efficiently manage the vehicle recovery process. This system is necessary to determine where seized and recovered vehicles are stored and processed. It is due to be in place by March 2023.
- Draeger breath testing kit activities completed at the end of December 2022.
- Various business cases have been submitted which look to improve the IT infrastructure and change the way GMP works for the better.

## **Programme 5: Specialist Operations**

**Chief Officer Lead: ACC Wasim Chaudhry**

Specialist Operations has benefitted and continues to have a significant uplift in resources in 2022/23, including a doubling of roads policing and tactical aid units and an Uplifted Tactical Vehicle Intercept Unit (TVIU), along with other enhancements. This programme will deliver a more resilient and uplifted specialist capability that will meet future demands and tactical deployments envisaged to proactively target crime; reduce danger on the transport network; increase public order capability (thus reducing the need to abstract from Districts); deter terrorism and plan for emergencies.

### **Programme Summary / Portfolio Insights**

The programme has made significant progress over the first three quarters of 2022/23, particularly with regards to recruitment activity within the Specialist Operations Branch. Work is now underway at pace to ensure the Specialist Operations Estate and associated infrastructure is able to meet the increased demand arising from the increase in resources.

#### **Key achievements to date:**

- All of GMP's roadside ANPR cameras have been replaced ahead of schedule to the latest specification.
- GMP's ANPR infrastructure has been successfully moved to managed service providers.
- Good progress has been made to move the CCTV infrastructure to the managed service in support of the Data Centre project and associated release of the old Chester House Site.
- Over 80 successful transferees have passed interviews for direct entry into the Specialist Operations Branch.
- £1.8 million funding has also been agreed to purchase new specialist vehicles to support the uplift in staff over the next three years.
- A site at Leigh has been secured to establish a new Tactical Aid Unit (TAU) Base
- Accreditation and access to National Automatic Number Plate Recognition (ANPR) service has been completed.

- A new state of the art CCTV solution has been installed at Manchester City Football Club (MCFC) and viewed as a blueprint for remaining partners including sporting venues.

## **Programme 6: Enabling Services**

### **Chief Officer Lead: T/CRO Ian Cosh**

GMP recognises the need to ensure that enabling services are properly invested in, resourced, and empowered in order to provide the force with the professional support it needs. Achieving delivery of the Plan on a Page programmes requires major investment in people and infrastructure. This programme focuses on areas such as strengthening Strategic Resourcing, People and Development, Finance, IS, IM & Change. It also includes the management and development of health and wellbeing support, and the development of key infrastructure strategies across estates and fleet.

### **Programme Summary / PMO Insights**

Whilst the programme is performing well with most work on track, progress has been hampered by resourcing challenges across Enabling Services, and a particularly challenging recruitment market. This is particularly relevant as increasing capacity across enabling service functions is critical to ensuring adequate resources are in place to support the effective delivery of the vast amounts of change ongoing within the force. In support of the work that we're undertaking in other programmes to redefine our operational models, the work being undertaken by the Absence, Health and Wellbeing project should further enhance the future success of our force operations as we provide a robust occupational health offer which should in turn help to reduce absences within our workforce. In addition, the work being undertaken by the Future Working project is helping to relieve key estate pressures and helping to enhance the Central Park complex for utilisation by the enabling services, ensuring the availability of adequate accommodation ahead of critical resource uplifts to support the delivery of the PoaP.

## Key achievements to date:

- PEQF implemented - a new partnership with the University of Salford (UoS) and University of Central Lancashire (UCLan) to professionalise police officer training programmes.
- PEQF engagement event for senior command team and executive personal from UoS and UCLan, developing their ongoing contractual relationships.
- GMP awarded 'Employer Provider' status which provides opportunities to offer apprenticeship schemes - the first scheme is a customer service apprenticeship in the FCC CRRU.
- Governance Project transitioned to BAU with corporate governance boards managed by the Corporate Development Branch and transformation governance managed by Change Branch.
- PDR Long Term Solution – exploration work completed for a suitable IT Platform with future options included in 23-24 Business Planning.
- Extension of the Good shape contract (Absence Management) for the FCC and the appointment of an additional admin support has been completed and handover planned by end of January'23.
- The Occupational Health Unit (OHU) Health Needs Assessment has been completed. In addition, consultation also completed for the new structure of the OHU and its operating model; this is helping to create professional career pathways for this specialist area and also aligning the clinical roles to NHS Banding. Recruitment to key senior clinical roles continues to be a challenge in the current employment market.
- The forces fleet requirements going forwards are now understood and orders for vehicles have been placed.
- There have also been a number of key estate developments, which have helped to relieve estate pressures, including:
  - Chadderton (Forensic Services) new build completed, and staff relocated.
  - Unit A has been incorporated into the Central Park complex which has secured space for staff from force headquarters (FHQ), the CoM district and Sedgley Park; staff are now utilising the building.



- A bespoke Professional Standards Branch (PSB) misconduct hearing suite has also been completed on the ground floor in Unit A.
- A new dedicated Personal Safety Training (PST) Venue has been secured with conversion works completed.
- Estates Strategy in development led by Carter Jonas Consultancy, with workshops taking place with key stakeholders across the force.
- Progression of the immediate resource requirements for key enabling services in order to provide additional capacity and capability across a number of business areas has been underway, including:
  - Appointment of ACO IS/Digital and ACO HR/People.
  - Change and Transformation Branch restructure, notice served for a 1<sup>st</sup> March implementation date.
  - Finance Branch organisational design and business case updated and approved following finalisation of the JD evaluation which is pending formal consultation before implementation.
  - Various critical resourcing needs approved across multiple Enabling Services functions including Strategic Resourcing, People & Development, Legal, Information Management, and Business Support Services amongst others.

## **Programme 7: Corporate Services**

### **Chief Officer Lead: DCC Terry Woods**

This programme has created a new Corporate Development Branch, creating the internal ability and capacity to better monitor, manage and present its performance and examples of quality of service in order to build trust and confidence among internal and external stakeholders. It will also deliver investment in the Corporate Communications Branch, including a significant investment in a dedicated staff engagement function. In addition, the programme will ensure that the Vetting Team has sufficient staff to deal with current and future demand.

## **Programme Summary / PMO Insights**

Overall, the programme is progressing positively, and the force is seeing some clear developments that will help to drive further improvements from a corporate perspective such as the recently created Corporate Development Branch.

The Corporate Communications business case has also been approved, followed by the closure of consultation with recruitment to new roles underway prior to go live of the new structure on 17<sup>th</sup> April 2023.

### **Key achievements to date:**

- Phase 1 of the Creation of the Corporate Development Branch has been completed and the renamed branch was officially launched on 3<sup>rd</sup> January 2023.
- The Corporate Communications Branch FBC has been approved, all aspects of the staff consultation completed, and notice period commenced for an April'23 implementation date of the restructure and renamed Corporate Communications and Engagement Branch.
- Recruitment to new posts in the Corporate Communications & Engagement Branch is in progress and a number of appointable candidates confirmed.
- Force Vetting Unit (FVU):
  - Recruitment of an additional Team Leader has been completed.
  - Temporary roles within the FVU have been made permanent (one Vetting Officer, seven Vetting Researchers and two Vetting Administrative Assistants).
  - Review of the pay grades / job revaluation of the roles of Vetting Team Leader and Vetting Researcher has been completed; this has seen an increase in grades from E-F, and C-D respectively.
- The PSB has now completed its relocation from the CoM to Unit A on the Central Park Complex, with a bespoke misconduct hearing suite and conference room facilities. The FVU has remained at the CoM and all requisite building work has been completed to allow the expanded FVU staff to function in a secure environment.

## **Programme 8: Digital Policing**

### **Chief Officer Lead: ACO Dougie Henderson**

This programme helps simplify and align GMP's core digital and business processes by replacing our current records management system (RMS) and legacy data stores with user-friendly alternatives. This will improve the efficiency and effectiveness of core services including crime investigation, custody and case management, intelligence, and safeguarding. This removes the requirement for expensive workarounds to manage workflow and reporting in live systems and broadens access to information in our legacy systems. The programme will also manage the upgrades to our call and incident handling system, ControlWorks, and supports further developments in our mobile and dashboard offerings.

### **Programme Summary / PMO Insights**

This programme has made significant steps towards establishing a robust structure to manage a complex set of projects all of which have individual challenges and dependencies.

Since its establishment the Digital Policing Programme has grown from three projects to five, due to key interdependencies and to benefit from better alignment of projects under a robust governance structure. The programme has recently moved under the responsibility of the newly appointed ACO, IT Director Dougie Henderson.

### **Key achievements to date:**

- The Digital Policing Programme is formally established and as such the programme board and project structures have all been set up, project business cases and respective Terms of Reference have also been agreed, and key resources recruited.
- Mobile Futures which is a mini programme in its own right has been separated out from Digital Futures to allow for improved visibility and decision making and also the inclusion of the NLEDS (National Law Enforcement Data

Service) Project which is a national Home Office led programme which has close interdependencies with the other projects in the programme.

- Business requirement sessions have been held with subject matter experts and front-line officers.
- Market research and key requirements gathering now complete. GMP now proceeding with competitive dialogue as the route to procurement.
- As part of the Strategic Data Store (SDS) project, a contract was signed to transfer our legacy data to a hosted solution. Information management agreements and information security protocols were finalised, testing undertaken, and legacy data successfully migrated and transferred. This enabled the decommissioning of our legacy systems.

## **2. Conclusion**

Progress to date for the PoaP portfolio is largely demonstrated through the outputs of each programme and associated improvement projects set out in the detail of this report. Throughout the first 3 quarters of 2022/23 the force has made substantial progress towards achieving its strategic objectives set out in the Plan on a Page, with HMICFRS taking the decision to formally move GMP out of the 'Engage Force' process at the end of October 2022.

We have developed a robust plan, put in place capable leadership at all levels, and the collective delivery effort across all the projects and programmes within the PoaP portfolio has made a significant contribution to GMP being taken out of special measures. Performance has vastly improved across all measures and the force is now working to deliver the aspects of the plan that will sustain improvement and bring about the further significant change that is now needed. Whilst there still remains a substantial amount of work to do, the achievements to date and our subsequent removal from special measures marks a significant milestone in our improvement journey.

## **GREATER MANCHESTER POLICE AND CRIME PANEL**

Date: 23<sup>rd</sup> March 2023

Subject: Deputy Mayor Decision Notices in the period January - March 2023

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

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### **PURPOSE OF REPORT**

The purpose of this report is to highlight decisions made by the Deputy Mayor in the period from January – March 2023.

### **RECOMMENDATIONS:**

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

### **CONTACT OFFICER:**

**Neil Evans**

Director – Police, Crime, Criminal Justice and Fire

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## 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 of “significant public interest”.
- 1.3 In this respect, the GMCA publishes decisions made.

## 2.0 DECISIONS MADE IN THE PERIOD JANUARY TO MARCH 2023.

- 2.1 Drawing on the information published on the GMCA website, a number of decisions have been made in the period January to March 2023.
- 2.2 Decisions made are set out below:

13 <sup>th</sup> Jan 2023	Permission to award contracts for Resident and Victim Perceptions of Policing and Community Safety Following a compliant procurement process a provider has been identified for each of the 3 lots as outlined below:  Lot 1 – Policing and Community Safety survey - DJS Research Ltd Tender price: £190,000 per annum Contract length: 3 years (option to extend for 1 year plus 1 year) Total: £950,000 over five years  Lot 2 – Victim survey - DJS Research Ltd (including the development and testing of several different approaches to tracking and assessing the experiences and perceptions of victims). Tender price: £211,000 year 1 and £215,000 is each of the subsequent years.	PCC
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	<p>Contract length:1 year for development, testing, fieldwork and reporting, 2 years for ongoing fieldwork and reporting with the option to extend for a further 1 year plus 1 year. Total: £1,071,000 over five years</p> <p>Lot 3 – Bespoke Analysis – DJS Research Ltd (to provide a number of research days/ to undertake in-depth analysis using data from the policing and community safety and victim surveys). Tender Price: £44,800 Contract length: 3 years (option to extend for 1 year plus 1 year) Total - £224,000 over five years</p>	
18 <sup>th</sup> Jan 2023	<p>The GMCA will commission a Night Time Economy Welfare Scheme for the Gay Village ‘Village’ area of Manchester.</p> <p>The contract will be awarded on a 2 year (2023/24-2024/25) + 1 year (2025/26) + 1 year (2026/27) basis.</p> <p>The cost of the contract will be £135,000 per annum, total value £540,000</p>	PCC
20 <sup>th</sup> Jan 2023	<p>The Deputy Mayor authorises the entering into of the S.22A agreements for:</p> <p>NORTH WEST EMERGENCY SERVICES NETWORK (ESN) NORTH WEST REGIONAL ORGANISED CRIME UNIT(NWROCU) AUTOMATIC NUMBER PLATE RECOGNITION (ANPR) NORTH WEST ARMED POLICE COLLABORATION (NWAPC) NORTH WEST UNDERWATER SEARCH AND MARINE UNIT (NWUSMU)</p>	PCC
20 <sup>th</sup> Jan 2023	<p>Home Office Safer Streets Fund – Round 4 2022/23 and 2023/24</p> <p>The Deputy Mayor will use the £453,080 awarded to Greater Manchester through the Home Office’s Safer Streets Fund (Round 4) to fund a number of interventions and programmes to reduce acquisitive crime, ASB and improve perceptions of safety on the Fallowfield Loop and Yellow Brick Road cycle ways that run through South and East Manchester.</p> <p>This funding will be devolved to Manchester City Council, GMP and TfGM and GMFRS Station South. Grant Agreements will be developed.</p>	PCC

20 <sup>th</sup> Jan 2023	CommonPlace – Safer Spaces hub - The Deputy Mayor will directly fund the purchase of a GM Safer Spaces Licence for the Commonplace Safer Spaces Hub, including the Community heatmap, for a 12 month period at a cost of £7,500	PCC
20 <sup>th</sup> Jan 2023	<p>YCTCS Ltd – to provide support for GM Youth Justice Transformation Programme and development of Home Office Perpetrator Bid</p> <p>A maximum of envelope of £5,000 will be allocated to YCTCS Ltd for 22/23 to deliver:</p> <ul style="list-style-type: none"> <li>• Attendance the Youth Justice event on 26<sup>th</sup> January and keynote presentation with a focus on inter-familial / generational trauma. This includes a charge for 3 hours attendance at the event (3 hours), as well as presentation preparation time and travel / accommodation.</li> <li>• Independent advice for the review of the Youth Justice Transformation Action Plan.</li> <li>• Contribute to the development of the Home Office Perpetrator bid with a particular focus on supporting the strand focused on effective evaluation for interventions for children and young people which will be submitted by 17<sup>th</sup> February.</li> </ul> <p>Fees are charged at £900 per day or pro-rata at £129 per hour (plus expenses and VAT) and invoices will be submitted for all aspects of the work with a breakdown of associated costs included in the invoice.</p>	PCC
20 <sup>th</sup> Jan 2023	<p>National Autism Society exploitation video</p> <p>The VRU awards £7,800 to the National Autistic Society (NAS) to produce a video related to the exploitation of young people who are autistic. The video will consist of a combination of animation (video game style) and talking heads of stakeholders from GM, as well as parental, lived experience and young persons' voice.</p> <p>The NAS will use the video as a tool to communicate with their network.</p>	PCC
20 <sup>th</sup> Jan 2023	<p>The Greater Manchester Violence Reduction Unit agrees the following payments for a VRU hosted training event:</p> <p>Friends Meeting House:</p>	PCC



	A payment to be made of £524.79 to book a room at Friends Meeting House, Manchester for the Violence Reduction Experts by Experience Training Programme for people with lived experience of serious violence on Thursday 19th January 2023 as well as catering (Sandwiches, Teas & Coffees) for the 20 meeting attendees.	
20 <sup>th</sup> Jan 2022	The GMVRU GMCA to pay £20,000 to Achieve Northwest Connect to manage a Personalised Budget fund allowing equal access to young adults on probation and those subject to statutory supervision by the Youth Justice Services across Greater Manchester	PCC
20 <sup>th</sup> Jan 2022	Joshua Ribera Foundation – Alison Cope – violence prevention presentations over 36 sessions in secondary schools across GM. – delivery Jan – May 2023. The programme director agrees a 2022/23 budget allocation of £10000 (£3200 from Education / £6800 from Health and Wellbeing). Both Education and H&W leads in agreement.	PCC
25 <sup>th</sup> Jan 2023	The GMCA to commission a programme of support for girls and women (age 14- 21) who are identified as being at risk of serious gang related youth violence, sexual exploitation and abuse, and modern slavery. The contract value is £88,000.  This service will be responsible for: <ul style="list-style-type: none"> <li>• An intervention that is trauma responsive that address the complex needs for girls,young and adult women who are at risk of serious gang related youth violence, sexual exploitation and abuse, and modern slavery.</li> <li>• A programme that provides a suite of activities to support these vulnerabilities, through one-to-one mentoring and group activity, and if possible leading to nationally recognised accreditations.</li> </ul> A programme that links in with local statutory services and local community providers. With a focus on relationships, sport and positive activities,	PCC
27 <sup>th</sup> Jan 2023	The Deputy Mayor approves the proposals set out in the Response Policing (RP) Business Case and to note and support the necessary investment of up to £879k recurring revenue expenditure from 2023/24 and £9k one of revenue investment in 2023/24 , a total of £888k, to enable the Force to address the challenges it faces in creating a more resilient, high quality, responsive and consistent service. This will be subject to a detailed implementation plan, with potential to spread the cost	GMP

	<p>over a 2-year period, dependent on recruitment and training of sergeants.</p> <p>The cost reflects the uplift in the required supervision capability through the conversion of 74 Police Constable posts to 75 police Sergeants to address the challenges of the uplift of Constables over the coming years and their development needs.</p> <p>RECOMMENDATIONS:</p> <ol style="list-style-type: none"> <li>i. Consider the proposals set out in the business case;</li> <li>ii. Confirm approval in principle of the Response Policing Investment</li> <li>iii. Note the commitment of up to £879k recurring revenue expenditure in 2023/24 for the implementation of the new model</li> <li>iv. Note the commitment of £9k one off revenue expenditure in 2023/24 for training and consultation support for the Response Profiler tool.</li> </ol>	
27 <sup>th</sup> Jan 2023	<p>Digital Evidence Management System</p> <p>The Deputy Mayor approves the award of a 3-year contract for the Digital Evidence Management system to Axon, with the option to extend for a further 4 years in increments of a minimum of 1-year (3+1+1+1+1 years). The likely value of 7 years spend would be circa £4.7m</p>	GMP
27 <sup>th</sup> Jan 2023	<p>The Deputy Mayor approves the proposals set out in the Crime Futures full Business Case and to note and support the necessary investment for the creation of a Crime Management Unit within the Force Contact, Crime and Operations Branch (formerly FCC) to enable the Force to address the challenges it in sustaining a resilient, high quality, responsive and consistent service.</p> <p>Approved in principle of the required investment;</p> <p>22/23 One-off Capital Investment</p> <ul style="list-style-type: none"> <li>• £78,547 – laptops and associated hardware/software</li> </ul> <p>22/23 One-off Revenue Investment</p> <ul style="list-style-type: none"> <li>• £134,638 for estate related configuration and implementation</li> </ul> <p>23/24 Revenue Investment</p> <ul style="list-style-type: none"> <li>• £2,613,356 - 38FTE new Staff roles and an uplift in grade for all CRRU police staff (<i>this will be a recurring</i></li> </ul>	GMP

	<p><i>cost but will be funded in future years from savings realised through the FCCO Optimisation Project)</i></p> <p>Ongoing Revenue Investment</p> <ul style="list-style-type: none"> <li>• £5,500 – estate related costs</li> </ul>	
27 <sup>th</sup> Jan 2023	The Deputy Mayor agrees a transfer of funds £47,417 to Greater Manchester Police to facilitate additional analytical resource support to enable delivery of the Serious Violence Duty across Greater Manchester.	PCC
27 <sup>th</sup> Jan 2023	<p>The Greater Manchester Violence Reduction Unit approve payments for a VRU (Research &amp; Evaluation) hosted training event:</p> <p>St Thomas Centre: A payment to be made of £200 to book a room at St Thomas Centre to host 15 people with refreshments on Tuesday 17<sup>th</sup> January at a workshop. This was a collaboration of MMU, VRU and VCSE colleagues all working around the community-led programme.</p>	PCC
3 <sup>rd</sup> Feb 2023	The Deputy Mayor awards Media and Digital Ltd (MaD) £392 for the purpose of printing 10,000 business cards to promote the VRU Navigator service in Greater Manchester.	PCC
7 <sup>th</sup> Feb 2023	<p>The Greater Manchester Restorative Justice Service continuation of the contract between the GMCA and Remedi / ROC .The Greater Manchester Restorative Justice Service is part commissioned through the Victims Service Grant.</p> <p>It had previously been agreed in the year 3 extension that the recommission needed to be brought in line with the recommission of the victims services.</p> <p>Out of the control of GMCA or the Deputy Mayor, the victim services commission has been delayed until June 23 therefore to ensure that we can recommission a GMRJ service that falls in line with the victim services commission we need to further extend the contract with Remedi, to ensure there is no break in the service.</p> <p>The funding will continue at the same payments as already allocated. The total cost of this extension will be - £164,706.</p>	PCC

7 <sup>th</sup> Feb 2023	<p>Following an open tender process, a contract for the provision of a Drugs Early Warning System (DEWS) is awarded to Linnell Communications for a period of 24-months with the option to extend for two additional 12-month periods.</p> <p>The value of the full potential contract period (4 years) is £83,800 (£20,950 per annum).</p>	PCC
9 <sup>th</sup> Feb 2023	A0354 Electrical, Fire and Security Systems Approval is given to extend the contracts by a further 12 months, whilst the Authority retenders the business opportunity.	GMP
9 <sup>th</sup> Feb 2023	A0933 Grounds Maintenance Approval is given to tender the contract for the supply of Grounds Maintenance using an open tender process.	GMP
9 <sup>th</sup> Feb 2023	<p>The Deputy Mayor approves the direct award of a 3 year research contract to Lancaster University Management School (LUMS). studying the response to GMP being engaged by HMICRS which will be used to develop a practitioner guide to managing transformational change.</p> <p>The likely value of the contract would be circa £600,000 over 3 years with additional costs to cover practitioners.</p>	GMP
9 <sup>th</sup> Feb 2023	<p>The GM VRU to contribute £40,000 to another GMCA project- "Think Equal"- that aligns with the principles and Terms of Reference of the GM VRU Health &amp; Wellbeing Delivery Group.</p> <p>As part of the early year covid recovery strategy, funding was agreed from the GM School Readiness and NHS Mental Health in Education programme to accelerate pathway development through commissioning the Think Equal programme for all reception classes in GM. This will support with social emotional development and wellbeing for children aged 5. Following the launch in early September, 580 reception classes (47%) have now signed up- programme delivery began November 2022.</p>	PCC
10 <sup>th</sup> Feb 2023	The Greater Manchester Combined Authority has been awarded up to £212,500 for the preparation of a Focussed Deterrence programme funded by the Youth Endowment	PCC

	<p>Fund. The programme will target young people aged 10 onwards involved in Serious Violence within a group dynamic. If successful, the CA will receive up to £1m to deliver the programme for 2.5 years commencing in April 2023.</p> <p>GMCA system mapping workshop – up to £3000</p>	
10 <sup>th</sup> Feb 2023	<p>The Greater Manchester Combined Authority has been awarded up to £212,500 for the preparation of a Focussed Deterrence programme funded by the Youth Endowment Fund. The programme will target young people aged 10 onwards involved in Serious Violence within a group dynamic. If successful, the CA will receive up to £1m to deliver the programme for 2.5 years commencing in April 2023.</p> <p>A decision notice for this grant and initial workshop costs is in the process of being approved.</p> <p>From this grant, the Deputy Mayor decision is to Fund the costs of establishing and running a Race Equality Panel as outlined below:</p> <ul style="list-style-type: none"> <li>• Race equality experts x 3 – approximate cost £20,000 (plus VAT) total for a period of 8 weeks</li> <li>• Community Engagement activity – approximate cost £10,000 (plus VAT)</li> </ul> <p>Total costs: £30,000</p> <p>These posts will support the establishment of the YEF programme content and have been recommended by the Regional YEF Project Manager.</p> <p>The funding for the preparation phase will also contribute to a number of roles to the value of £96,391</p> <p>Total including REP and community engagement activity: £126,391</p>	PCC
10 <sup>th</sup> Feb 2023	<p>The Deputy Mayor for Policing and Crime approves funding for two Domestic Abuse Crisis Worker Pilots in Bolton and Salford.</p> <p>Fortalice (Bolton) £37,500</p> <p>Salford Council (for Safe in Salford Partnership) £37,500</p> <p>The total funding over 1 year pilot period is £75,000</p>	PCC
10 <sup>th</sup> Feb 2023	<p>To provide funding up to £80,000 to SANCUS through a contract for urgent cover for the continuation of the Police</p>	PCC

	Complaint Reviews Function, due to ongoing absence/capacity constraints within the team.	
10 <sup>th</sup> Feb 2023	The GM VRU awards a grant of £80,000 to each area, to deliver phase 1 of the GM Adolescent Safeguarding Framework in Tameside, Stockport and Trafford 3 x Decisions	PCC
16 <sup>th</sup> Feb 2023	A0932 Interim Contract - Agency Resources The Deputy Mayor approves the direct award of a 1 year contract for the provision of Agency Resources, to Reed Talent Solutions, with the option to extend for a further 1 year. The likely value of 2 years spend would be circa £14m.	GMP
16 <sup>th</sup> Feb 2023	A0758 Facilities: Reactive and Preventative Maintenance Approval is given to award a contract for an initial period of 3 Years, for Reactive and Preventative Maintenance to MJ Quinn Integrated Services Ltd, with the option to extend up to a further 2 Years on an annual basis. The likely value of 5 Years spend would be circa £4 Million.	GMP
22 <sup>nd</sup> Feb 2023	CSP Partnership event A funding envelope is agreed to a maximum value of £2000 to cover: <ul style="list-style-type: none"> <li>• The venue (Greater Manchester Chamber of Commerce) to hold 60 people.</li> <li>• Morning catering on arrival, and during a break.</li> </ul>	PCC
22 <sup>nd</sup> Feb 2023	The Greater Manchester Violence Reduction Unit awards Manchester NHS Foundation Trust £20,400 to co-fund creative options for support within CAMHS populations, supporting the Greater Manchester Wellbeing Project being delivered by GM IThrive.	PCC
23 <sup>rd</sup> Feb 2023	The GM VRU contributes £5000 to another GMCA project- "Every Learner Matters"- that aligns with the principles and Terms of Reference of the GM VRU Education Delivery Group.	PCC
24 <sup>th</sup> Feb 2023	The Deputy Mayor agrees a 2022/23 budget allocation of £54,641.53 to Street Games (Serious Violence Duty (SVD) burden funding into GMCA from the Home Office). The Home Office Serious Violence Duty comes into effect on 31 Jan 2023. Delivery of The Duty attracts 'burden funding', of	PCC

	<p>which GM has been awarded £54,641.53 for ‘non labour cost’ activity, to be spent in Feb / March 2023 on violence reduction activity. Notification of the funding was only made in Dec 2022, with application deadlines of 9 Jan 2023.</p> <p>GM has a SVD task &amp; finish group made up of the Specified Authorities, who have agreed that devolving the funding across the partnership in such a short timescale would cause administrative problems, delay in spending and would not provide value for money.</p>																																																					
24 <sup>th</sup> Feb 2023	<p>Resettlement Consortium Funding – 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2026</p> <p>The Deputy Mayor for Policing and Crime approves funding for delivery of the Resettlement Consortium to Positive Streps for a further 3 years from 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2026. £43,453.28 funding per annum will be provided and will be used as follows:</p> <table border="0"> <tr> <td>Operational Manager 0.20</td> <td>£11,743.25</td> </tr> <tr> <td>Engagement Worker (HH) 0.20</td> <td>£7,081.21</td> </tr> <tr> <td>Head of Service (CG) 0.20</td> <td>£14,730.84</td> </tr> <tr> <td>Youth Justice Assistant 0.20</td> <td>£5,965.42</td> </tr> <tr> <td>Training/Events</td> <td>£2,000.00</td> </tr> <tr> <td>Contribution other central costs</td> <td>£1,932.56</td> </tr> </table> <p>The total funding over 3 years is £130,359.84</p> <p>Early Intervention and Prevention Grant Funding – 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2026</p> <p>The Deputy Mayor for Policing and Crime Early Intervention and Prevention Grant (EIPG) Funding is requested to approve funding to local authorities for their youth justice services for a further 3 years from 1<sup>st</sup> April 2023 – 31<sup>st</sup> March 2026. The breakdown of funding is:</p> <table border="1"> <tr> <td>Bury Council</td> <td>£45,000</td> <td></td> <td></td> </tr> <tr> <td>Bolton Council</td> <td>£45,000</td> <td></td> <td></td> </tr> <tr> <td>Manchester Council</td> <td>£90,000</td> <td></td> <td></td> </tr> <tr> <td>Oldham Council</td> <td>£45,000</td> <td></td> <td></td> </tr> <tr> <td>Rochdale Council</td> <td>£45,000</td> <td></td> <td></td> </tr> <tr> <td>Salford Council</td> <td>£45,000</td> <td></td> <td></td> </tr> <tr> <td>Stockport Council</td> <td>£45,000</td> <td></td> <td></td> </tr> <tr> <td>Tameside Council</td> <td>£45,000</td> <td></td> <td></td> </tr> <tr> <td>Trafford Council</td> <td>£45,000</td> <td></td> <td></td> </tr> <tr> <td>Wigan Council</td> <td>£45,000</td> <td></td> <td></td> </tr> </table>	Operational Manager 0.20	£11,743.25	Engagement Worker (HH) 0.20	£7,081.21	Head of Service (CG) 0.20	£14,730.84	Youth Justice Assistant 0.20	£5,965.42	Training/Events	£2,000.00	Contribution other central costs	£1,932.56	Bury Council	£45,000			Bolton Council	£45,000			Manchester Council	£90,000			Oldham Council	£45,000			Rochdale Council	£45,000			Salford Council	£45,000			Stockport Council	£45,000			Tameside Council	£45,000			Trafford Council	£45,000			Wigan Council	£45,000			PCC
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	Total per annum	£495,000	
	The total funding over 3 years is £1,485,000		
24 <sup>th</sup> Feb 2023	<p>£4875 is awarded to Migdal Emunah to support them leading of the delivery of Reducing Harm caused by Sexual Abuse workstream – on behalf of the GMCA.</p> <p>This is based on an estimated cost of £16 per hour 2 days per week, including Employers NI contribution (putting someone on payroll). This is based on 5 months which is roughly £975 per month.</p>	PCC	
24 <sup>th</sup> Feb 2023	<p>Essential equipment costs to be allocated in order to establish and base complex safeguarding officers at the Greater Manchester Combined Authority. This funding is sourced via the 10 GM district local authorities via Directors of Children’s Services.</p> <ul style="list-style-type: none"> <li>• Dell Laptop £960</li> <li>• iPhone 13 Mini £539 X 2 Officers</li> </ul> <p>TOTAL £2998</p>	PCC	
3 <sup>rd</sup> March 2023	<p>A0944 Tactical Communications and Hearing Protection Approval is given to tender for the supply of Tactical Communications and Hearing Protection using an open tender procedure. The contract will be for 5 years, with the option to extend for a further 5 years. The likely value for GMP of 10 years spend would be circa £538k.</p>	GMP	
3 <sup>rd</sup> March 2023	<p>The Deputy Monitoring Officer is authorised to sign the funding agreement with Cumbria PCC as set out below: GMP have been awarded £49,800 in response to their application for ATOM funding in order to purchase equipment and software to tackle online based sexual offending.</p> <p>The funding will be drawn down by the GMCA from Cumbria PCC who are the lead.</p>	PCC	



<p>3<sup>rd</sup> March 2023</p>	<p>I am Greater campaign Following a legal procurement process, the GMCA have commissioned Agent Marketing to deliver a third phase of the I am greater campaign. The campaign is aimed at young people in GM and encourages them to be greater than violence by identifying with positive role models and being an active bystander. The third phase of the campaign will build on the first two phases, and include young people in the design and creation of campaign materials. The total amount of funding to be awarded is £47,525.</p>	<p>PCC</p>
<p>3<sup>rd</sup> March 2023</p>	<p>Provision of x 9 Access Logins plus x1 Quarterly Physical Copy of Journal of Gender Based Violence  The VRU allocates £233.00 with Bristol University Press from the VRU Education Budget line (2022-23) to fund access for x9 GMCA colleagues to the Journal of Gender Based Violence for 12 months, and to provide x1 physical copy of this journal to the GM VRU on a quarterly basis.</p>	<p>PCC</p>
<p>3<sup>rd</sup> March 2023</p>	<p>GM Youth Justice Speech and Language Therapy (SALT) pilot - part of the GM Collaborative Commissioning Network (CCN) Bury &amp; Rochdale Youth Justice Services £27,331.00 is allocated from the portion of the Collaborative Commissioning Network budget held by GMCA. CCN is a NHS England initiative that explores how health services are delivered in justice settings.  The funding will be used to fund Invoice for 2 years funding for the NHSE Bury &amp; Rochdale Youth Justice Services SALT post over 2021/22 and 2022/23 CCN is an NHS England national initiative to explore new ways of delivering health services in justice settings, and in GM we have focused our response on children and young people in 4 priority pathways:</p> <ul style="list-style-type: none"> <li>• Those in contact with Liaison and Diversion Services either within police custody or a court setting;</li> <li>• Those transitioning into and out of detention;</li> <li>• Those transitioning into and out of secure welfare placements;</li> <li>• Those presenting at Sexual Assault Referral Centres</li> </ul>	<p>PCC</p>

**3.0 RECOMMENDATIONS.**

3.1 Appear at the front of the report