

Public Document

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

DATE: Monday, 12th June, 2023

TIME: 1.00 pm - 3.00 pm

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

AGENDA

1. Appointments to the Panel

GM Police, Fire & Crime Panel Members are asked:

- (i) To note that the following members have been appointed to the GM Police Fire and Crime Panel by the constituent councils for the municipal year 2023/24

District	Member	Substitute
Bolton	Rabiya Jiva (Lab)	Safwaan Patel (Lab)
Bury	Richard Gold (Lab)	Ummrana Farooq (Lab)
Manchester	Luthfur Rahman (Lab)	To be advised
Oldham	Chris Goodwin (Lab)	Josh Charters (Lab)
Rochdale	Janet Emsley (Lab)	Shaun O'Neill (Lab)
Salford	David Lancaster (Lab)	To be advised
Stockport	Tom Morrison (Lib Dem)	Frankie Singleton (Lib Dem)
Tameside	Vimal Choksi (Lab)	Barrie Holland (Lab)
Trafford	Rose Thompson (Lab)	Simon Thomas (Lab)
Wigan	Dane Anderton (Lab)	Paula Wakefield (Lab)

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

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

Majid Hussain

Angela Lawrence

(iii) To appoint five co-opted local authority members to achieve the Balanced Appointment Objective. Nominations have been received as follows:

a. To Be Confirmed (Labour)

b. Cllr Barbara Bentham (Salford) (Labour)

c. Cllr Rosemary Barratt (Stockport) (Labour)

d. Cllr Dave Arnott (Oldham) (Conservative)

e. Cllr Amy Cowen (Bolton) (Conservative)

2. Appointment of Chair & Vice-Chair

3. Rules of Procedure

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A Report to be presented by Gwynne Williams, GMCA Deputy Monitoring Officer.

4. Annual Complaints Report

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A Report to be presented by Jeanette Staley, Lead Support Officer to the Panel.

5. Apologies

6. Declarations of Interest

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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.

7. Minutes of the Meeting of 23rd March 2023

41 - 50

Members are asked to consider the minutes arising from the Panel Meeting of 23rd March 2023 as a true and correct record.

- 8. GMP Stop & Search Update** 51 - 60
A Report to be Presented by DCC Terry Woods.
- 9. GMP Force Contact, Crime and Operations Branch Performance Update** 61 - 72
A Report to be presented by DCC Terry Woods.
- 10. GMP Carbon Reduction and Proposed Measures for Performance Scorecard (Report to Follow)**
A Report to be presented by Ian Cosh, GMP Chief Resources Officer.
- 11. 2022/23 Provisional Revenue & Capital Outturn Position for the Greater Manchester Police Fund** 73 - 84
A Report to be presented by Rachel Rosewell, GMCA Deputy Treasurer.
- 12. 2022/23 Provisional Revenue and Outturn Capital Position for Greater Manchester Fire and Rescue Service (Report to Follow)**
A Report to be presented by Rachel Rosewell, GMCA Deputy Treasurer.
- 13. GMFRS Strategy Update - Year One Progress Against Delivery** 85 - 108
A Report to be presented by ACFO Carlos Meakin.
- 14. GMFRS Efficiency & Productivity Plan 2023-24** 109 - 138
A Report to be presented by ACFO Carlos Meakin.

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|------------|--|-----------|
| 15. | Work Plan/Forward Look (For Information) | 139 - 150 |
| 16. | Decisions Taken by the Deputy Mayor (For Information) | 151 - 178 |

For copies of papers and further information on this meeting please refer to the website www.greatermanchester-ca.gov.uk. Alternatively, contact the following

Governance & Scrutiny Officer: Lee Teasdale

✉ Lee.Teasdale@greatermanchester-ca.gov.uk

This agenda was issued on 2nd June 2023 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 12 June 2023

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

Report of: Gillian Duckworth, GMCA Monitoring Officer

PURPOSE OF REPORT

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

RECOMMENDATIONS:

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

CONTACT OFFICER:

Name and email address

Name: Gwynne Williams

Position: Deputy Monitoring Officer, GMCA

E-mail: williamsq@manchesterfire.gov.uk

BACKGROUND PAPERS:

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

1. INTRODUCTION AND BACKGROUND

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

1.2. The GMCA's Monitoring Officer has reviewed the Panel's Rules of Procedure. No amendments have been identified as being required for the 2023/24 municipal year. The position will be kept under review throughout the year.

2. CURRENT POSITION

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

3. RECOMMENDATIONS.

3.1. Recommendations appear at the front of this report.

Appendix 1

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

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1 Definitions

In these Procedure Rules –

- 1.1. “Appointed Member” means an elected member of a Constituent Council who is appointed by the Constituent Council as a Member of the GMPFCP in accordance Paragraph 4(1)(a) of Schedule 6 of the Police Reform Act and the GM Police Fire and Crime Panel Arrangements or a substitute appointed member acting in place of that member.
- 1.2. “Constituent Councils” mean the metropolitan district councils for the local government areas of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan.
- 1.3. “Co-Opted Member” means a co-opted member of the GMPFCP and includes both co-opted Members of the GMPFCP appointed in accordance with Paragraph 4(1)(b) of Schedule 6 of the Police Reform Act and the GM Police Fire and Crime Panel Arrangements and also any co-opted Members of the GMPFCP appointed in accordance with Paragraph 31 of the Schedule 6 of the Police Reform Act and the GM Police Fire and Crime Panel Arrangements.
- 1.4. “the Complaints and Misconduct Regulations” means The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 (S.I. 2012 No. 62).
- 1.5. “the Fire and Rescue Authority (Police and Crime Commissioner) Order” means the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017 (SI 2017 No. 863.)
- 1.6. “the Fire Order” means the Greater Manchester Combined Authority (Fire and Rescue Functions) Order 2017 (S.I. 2017 No. 469), as amended by the Greater Manchester Combined Authority (Fire and Rescue Functions) (Amendment) Order 2020 (S.I. 2020 No. 641).
- 1.7. “the Fire Plan” means the GMCA’s priorities and objectives in connection with the discharge of the GMCA’s functions as a fire

and rescue authority, as required to be set out in the local risk plan.

- 1.8. “the GM Police Fire and Crime Panel Arrangements” means the formal Panel Arrangements agreed by the Constituent Councils at a meeting of the Association of Greater Manchester Authorities (AGMA) held on 29 June 2012 and subsequently amended and approved at the AGMA Executive on 30 June 2017, 27 July 2018 and 26 June 2020.
- 1.9. “the Mayor” means the Mayor for Greater Manchester elected in accordance with the requirements of the of the Local Democracy, Economic Development and Construction Act 2009
- 1.10. GMPFCP” means the “the GM Police Fire and Crime Panel” established and maintained in accordance with requirements of the Police Reform Act.
- 1.11. “Lead Chief Executive” means the person appointed by the AGMA Executive Board in relation to the GMPFCP.
- 1.12. “the LDEDC Act” means the Local Democracy Economic Development and Construction Act 2009
- 1.13. “the Police and Crime Panel Regulations” means The Police and Crime Panels (Nominations, Appointments and Notifications) Regulations 2012 (S.I. 2012 No. 1433).
- 1.14. “the Police Precepts and Appointments Regulations” mean the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 (S.I. 2012 No. 2271).
- 1.15. “the Police Reform Act” means the Police Reform and Social Responsibility Act 2011.

2 Interpretation, Suspension and Chair’s Ruling

- 2.1. These Rules of Procedure (“the Rules”) are made by the GMPFCP pursuant to Schedule 6 Paragraph 25 of the Police Reform Act.
- 2.2. Meetings of the GMPFCP and, where appropriate, meetings of Sub Committees of the GMPFCP, will be conducted in

accordance with the Rules. The Rules should be read having regard to the GM Police Fire and Crime Panel Arrangements.

- 2.3. References in these Rules to the “Chair” mean the Member of the GMPFCP for the time being presiding at the meeting of the GMPFCP and a meeting of a Sub Committee of the GMPFCP.
- 2.4. References in these Rules to a “Member” of the GMPFCP includes both Appointed Members and Co-Opted Members of the GMPFCP.
- 2.5. These Rules are subject to any statute or other enactment whether passed before or after these Rules came into effect.
- 2.6. The ruling of the Chair on the interpretation of these Rules in relation to all questions of order and matters arising in debate shall be final.

3 Amendment of GMPFCP Procedure Rules

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

4 Chair and Vice-Chair

- 4.1. The Chair and Vice-Chair of the GMPFCP will be appointed at the first meeting of the GMPFCP and subsequently in June of each year at the GMPFCP’s Annual Meeting. The Chair and Vice-Chair will be drawn from amongst the Members of the GMPFCP and will, unless they are removed, resign, cease to be a Member of the GMPFCP or become disqualified, act until their successor becomes entitled to act as Chair or Vice-Chair.
- 4.2. The appointment of the Chair shall be the first business transacted at the Annual Meeting of the GMPFCP.
- 4.3. The appointment of the Chair and Vice-Chair shall be on the basis of a simple majority of the Members of the GMPFCP present and voting at the meeting.

- 4.4. The Chair or Vice-Chair may be removed by the agreement of a majority of the whole Membership of the GMPFCP and in that event the GMPFCP will appoint a replacement Chair or Vice-Chair from amongst the Members of the GMPFCP.
- 4.5. On a vacancy arising in the office of Chair or Vice-Chair for whatever reason, the GMPFCP shall make an appointment to fill the vacancy at the next ordinary meeting of the GMPFCP held after the date on which the vacancy occurs, or, if that meeting is held within 14 days after that date, then not later than the next following meeting. The Member appointed shall hold such office for the remainder of the year in which such vacancy occurred.
- 4.6. If both the Chair and Vice-Chair are unable to act or unlikely to be able to act as Chair for a particular period for any reason, the GMPFCP may appoint an Acting Chair to act in the place of the Chair until the Chair is able to resume his/her duties.
- 4.7. Subject to these Rules, anything authorised or required to be done by, or in relation to, the Chair, may be done by, or in relation to, the Vice-Chair or an Acting Chair.

5 Meetings

- 5.1. The GMPFCP will normally hold a meeting in public every 4 months, but in any case there shall be a minimum of three meetings of the GMPFCP held in public in each municipal year to carry out the functions of the GMPFCP.
- 5.2. An Extraordinary Meeting of the GMPFCP may be called at any time by:
- 5.2.1. the Chair;
- 5.2.2. by four Members giving notice in writing to the Chair; or
- 5.2.3. by the Lead Chief Executive.
- 5.3. The business to be conducted at an Extraordinary Meeting of the GMPFCP shall be restricted to the item of business contained in the request for the Extraordinary Meeting and there shall be no consideration of previous minutes or reports, except that the Chair may at their absolute discretion permit other items of business to be conducted for the efficient discharge of the GMPFCP's business.

- 5.4. The Annual Meeting of the GMPFCP shall be held in June on a date and at a time determined by the GMPFCP.
- 5.5. Ordinary meetings of the GMPFCP will take place in accordance with the programme decided by the GMPFCP, and will be held on such dates and at such times as the GMPFCP shall determine.
- 5.6. Ordinary meetings of the GMPFCP will:
 - 5.6.1. receive any declarations of interest from Members;
 - 5.6.2. approve the minutes of the last meeting;
 - 5.6.3. consider reports from officers and Members.
- 5.7. At least five clear days before a meeting of the GMPFCP notice to the public of the time and place of the intended meeting shall be published by the Lead Chief Executive at their offices and on the GMCA's website.

6 Work Programme

- 6.1. The GMPFCP will be responsible for setting its own work programme and in doing so shall have regard to:
 - 6.1.1. the requirement to properly undertake the functions and responsibilities of the GMPFCP as set out in the Police Reform Act and the Fire Order;
 - 6.1.2. the priorities defined by the Mayor; and
 - 6.1.3. the views of Members and advisers as to the appropriate work to be undertaken.

7 Meeting Agendas

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

- 7.2. The Chair of the GMPFCP will decide upon the agenda for the meetings of the GMPFCP. The Chair may put on the agenda of any meeting any matter which is relevant to the functions of the GMPFCP that the Chair wishes.
- 7.3. Any Member may require the Lead Chief Executive to make sure that a motion (formal proposal) which is relevant to the functions of the GMPFCP is placed on the agenda of the next available meeting of the GMPFCP for consideration in accordance with Rule 10 (Motions) of these Rules.

8 Chair of Meeting

- 8.1. At each meeting of the GMPFCP the Chair, if present, shall preside.
- 8.2. If both the Chair and Vice-Chair (or, if applicable, any Acting Chair appointed under Rule 4.6) are absent from a meeting of the GMPFCP, the Lead Chief Executive shall invite the Members present to elect a Member to preside for the duration of the meeting or until such time as the Chair joins the meeting.
- 8.3. Any power or function of the Chair in relation to the conduct of a meeting shall be exercised by the person presiding at the meeting.
- 8.4. The Chair may bring before the GMPFCP at their discretion any matter that they consider appropriate to bring before the GMPFCP as a matter of urgency.

9 Quorum

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

10 Motions

- 10.1. Any Member may put forward a motion to be considered at a meeting by giving the Lead Chief Executive written notice at least 10 working days before the date of the meeting.
- 10.2. When the Lead Chief Executive receives a notice of motion, he or she will:

- 10.2.1. write the date it was received on the notice;
- 10.2.2. number notices in the order they are received; and
- 10.2.3. enter the notice in records which will be available for any Member to inspect.
- 10.3. The Member, or Members, who gave the original notice may withdraw a motion by notice in writing to the Lead Chief Executive.
- 10.4. Every motion must be directly relevant to some matter relating to the GMPFCP's powers or duties, and must not be to overrule or change any resolution that has been passed at a meeting of the GMPFCP within the previous six months.
- 10.5. Any motion a Member gives notice of in line with Rule 10.1 will be included in the agenda for the next meeting, in the order in which the motions were received. If notice for a motion is received less than 10 days before the next meeting, it will be put on the agenda for the meeting after that.
- 10.6. If a motion set out in the agenda for a meeting is not put forward at the meeting by the Member who gave notice of it, or by another Member acting on his or her behalf, or fails to be seconded (supported by at least one other Member), it will be considered to have been withdrawn.

11 Rules of Debate for Meetings

- 11.1. The debate at meetings of the GMPFCP shall be conducted by consensus unless any Member present indicates to the Chair that they require the following provisions to be invoked.
- 11.2. A matter can only be discussed if it has been proposed and seconded. The Chair can ask for a motion to be put into writing and handed to him or her before it is put to the meeting or discussed further.
- 11.3. When a motion is being debated, no other motion can be put forward at the same time unless that motion is:
 - 11.3.1. to amend the motion;
 - 11.3.2. to adjourn the meeting;
 - 11.3.3. to adjourn the debate;

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

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

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

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

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

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

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

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

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

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

12 Voting

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

12.2. Whenever a vote is taken at meetings of the GMPFCP it shall be by a show of hands. If, before a vote is taken, one Member proposes that votes are recorded, and at least five other Members support this by raising their hands, a record will be kept of who voted for or against the matter or who abstained.

- 12.3. All Members of the GMPFCP may vote in proceedings of the GMPFCP and each Member of the GMPFCP is to have one vote.
- 12.4. If there are equal numbers of votes for and against, the Chair (or person presiding) will have a second or casting vote.
- 12.5. Questions that are to be decided by the GMPFCP relating to the following matters require that at least two thirds of the persons who are Members of the GMPFCP at the time when the decision is made vote in favour of that decision:
- 12.5.1. Decision to exercise the GMPFCP's power to veto the amount of the PCC component of the Mayor's proposed precept pursuant to Paragraph 4, of Schedule 5 of the Police Reform Act;
- 12.5.2. Decision to exercise the GMPFCP's power to veto the Mayor's proposed appointment of a Chief Constable pursuant to Paragraph 5 of Schedule 8 of the Police Reform Act.
- 12.5.3. Decision to exercise the GMPFCP's power to veto the Mayor's proposed appointment of a Chief Fire Officer pursuant to regulation 7 of the Fire and Rescue Authority (Police and Crime Commissioner) Order.

13 Minutes

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

14 Reports from the GMPFCP - General

- 14.1. Reports and recommendations made by the GMPFCP in relation to its statutory functions will be carried out in accordance with the procedure outlined in this Rule 14.
- 14.2. Where the GMPFCP makes a report to the Mayor, it will publish the report or recommendations on the GMPFCP's website and send copies to each of the Constituent Councils.
- 14.3. The GMPFCP may by notice in writing require the Mayor, as appropriate, within one month of the date on which the Mayor receives the report or recommendations to:

- 14.3.1. consider the report or recommendations;
 - 14.3.2. respond to the GMPFCP indicating what (if any) action the Mayor proposes to take;
 - 14.3.3. where the GMPFCP has published the report or recommendations, publish the response;
 - 14.3.4. where the GMPFCP has provided a copy of the report or recommendations to a Member, provide a copy of the response to the Member.
- 14.4. The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information is defined in the rules on access to information in Schedule 12A of the Local Government Act 1972 (as amended).
- 14.5. If the GMPFCP cannot unanimously agree on one single final report to the Mayor then one separate report may be prepared and submitted for consideration along with the majority report.

15 Scrutiny and Review

- 15.1. The GMPFCP must scrutinise or review decisions made or actions taken by the Mayor, the Deputy Mayor for Policing and Crime and any other person who exercises any function of the Mayor pursuant to arrangements made under section 18 of the Police Reform Act or section 107D(3) of the LDEDC Act in the discharge of his/her duties, and make reports or recommendations to the Mayor with respect to the discharge of those duties.
- 15.2. The GMPFCP will publish all reports or recommendations made in relation to the discharge of the Mayor's PCC and fire and rescue duties on the GMPFCP's website and by sending copies to each of the Constituent Councils.
- 15.3. The GMPFCP may require the Mayor to respond in writing (within a reasonable period of time determined by the GMPFCP) to any report or recommendation made by the GMPFCP to the Mayor. The Mayor must comply with any requirement imposed by the GMPFCP under Rule 15.3.
- 15.4. As well as reviewing documentation, in fulfilling its scrutiny role the GMPFCP may require the Mayor, the Deputy Mayor for Policing and Crime, members of staff of the Greater Manchester Combined authority deployed wholly or partly in

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

- 15.5. Where any such person as referred to in paragraph 15.4 of this Rule is required to attend the GMPFCP in accordance with this provision the Chair will inform him/her in writing giving, where practical, 14 days notice of the meeting. The notice will state the nature of the item on which that person is required to attend to give account and whether any papers are required for production for the GMPFCP. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.
- 15.6. In urgent circumstances the GMPFCP may request any such person as referred to in paragraph 15.4, to attend at such shorter notice as the Chair of the GMPFCP considers to be appropriate or reasonable in the circumstances. Where, in exceptional circumstances, any such person is unable to attend on the required date, then an alternative date for attendance may be arranged following consultation with the Chair of the GMPFCP.
- 15.7. Nothing in this Rule 15 requires a person to give any evidence, or produce any document, which discloses advice given to –
- 15.7.1. The Mayor in relation to PCC or fire and rescue functions;
 - 15.7.2. The Deputy Mayor for Policing and Crime; or
 - 15.7.3. A member of the Greater Manchester Combined Authority who exercises any function of the Mayor pursuant to arrangements made under section 18 of the Police Reform Act or section 107D(3) of the LDEDC Act.
- 15.8. If the GMPFCP requires the Mayor or Deputy Mayor for Policing and Crime to attend before the GMPFCP, the GMPFCP may (at reasonable notice) request the Chief Constable of GMP to attend before the GMPFCP on the same

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

16 Attendance by others

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

17 Establishment of Sub-Committees, Task and Steering Groups

- 17.1. Subject to Rules 17.2 and 17.4 below, the GMPFCP may establish such Sub Committees as it considers necessary to discharge the functions of the GMPFCP and may refer to those Sub Committees such matters as the GMPFCP considers appropriate.
- 17.2. The Special Functions of the GMPFCP may not be discharged by a Sub Committee of the GMPFCP.
- 17.3. For the purposes of these Procedure Rules “Special Functions” means the functions conferred on the GMPFCP by:
- 17.3.1. Section 28(3) of the Police Reform Act (scrutiny of the GM Police and Crime Plan);
 - 17.3.2. Article 5B of the Fire Order (scrutiny of the Fire Plan)
 - 17.3.3. Section 28(4) of the Police Reform Act (scrutiny of the Mayor’s Annual Report and the fire and rescue declaration);
 - 17.3.4. Paragraphs 10 and 11 of Schedule 1 of the Police Reform Act (review of senior appointments)
 - 17.3.5. Schedule 5 of the Police Reform Act (issuing precepts)
 - 17.3.6. Article 5D of the Fire Order (review of proposed allocation of budget for fire and rescue functions)

- 17.3.7. Part 1 of Schedule 8 of the Police Reform Act (scrutiny of the appointment of the Chief Constable of GMP).
- 17.3.8. Part 2 Chapter 1 of the Fire and Rescue Authority (Police and Crime Commissioner) Order (scrutiny of the appointment of the Chief Fire Officer)
- 17.4. A Sub Committee of the GMPFCP may not appoint co-opted Members.
- 17.5. Task and steering groups may be established from time to time to assist and support the work of the GMPFCP.

18 Carrying out the “Special Functions”

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

18.1 Police and Crime Plan and the Fire Plan

- 18.1.1. The GMPFCP is a statutory consultee on the development of the Mayor’s police and crime plan and the GMCA’s Fire Plan. The GMPFCP will receive a copy of the draft police and crime plan and draft Fire Plan, or a draft of any variation to them, from the Mayor.
- 18.1.2. The GMPFCP must -
 - 18.1.2.1. hold a public meeting to review the draft plans (or a variation to them), and
 - 18.1.2.2. report or make recommendations on the draft plans which the Mayor must take into account.

18.2 Annual Report and Fire and Rescue Declaration

- 18.2.1 The Mayor must produce an annual report and fire and rescue declaration about the exercise of their PCC functions and the GMCA’s fire and rescue functions in the financial year and progress in meeting police and crime objectives and the fire

and rescue priorities and objectives in the year. The report must be sent to the GMPFCP for consideration.

- 18.2.2 The GMPFCP must comment upon the said annual report and fire and rescue declaration, and for that purpose must:
 - 18.2.2.1 arrange for a public meeting of the GMPFCP to be held as soon as practicable after the GMPFCP receives the annual report or fire and rescue declaration;
 - 18.2.2.2 require the Mayor to attend the meeting to present the reports and answer questions about the annual report and fire and rescue declaration as the Members of the GMPFCP think appropriate;
 - 18.2.2.3 review the Mayor's annual report and fire and rescue declaration; and
 - 18.2.2.4 make a report or recommendations on the annual report and fire and rescue declaration to the Mayor.

18.3 Senior Appointments

- 18.3.1 The GMPFCP has powers to review the Mayor's proposed appointment of the Deputy Mayor for Policing and Crime (referred to hereinafter as a "Proposed Senior Appointment")
- 18.3.2 The Mayor is required to notify the GMPFCP of any Proposed Senior Appointment and also to notify the GMPFCP of the following information:
 - 18.3.2.1 the name of the person whom the Mayor is proposing to appoint ("the candidate");
 - 18.3.2.2 the criteria used to assess the suitability of the candidate for the appointment;
 - 18.3.2.3 why the candidate satisfies those criteria; and
 - 18.3.2.4 the terms and conditions on which the candidate is to be appointed.
- 18.3.3 The GMPFCP is required to hold a public confirmation hearing for any Proposed Senior Appointment.

- 18.3.4 The GMPFCP will be notified of the need for a confirmatory hearing in respect of Proposed Senior Appointments made by the Mayor.
- 18.3.5 Confirmatory hearings will be held in public, where the candidate for the Proposed Senior Appointment is requested to appear for the purpose of answering the questions relating to the appointment. Following this hearing, the GMPFCP is required to review the Proposed Senior Appointment and make a report to the Mayor on the Proposed Senior Appointment. The GMPFCP's report must include a recommendation to the Mayor as to whether or not the candidate for a Proposed Senior Appointment should be appointed.
- 18.3.6 The Mayor may accept or reject the GMPFCP's recommendation as to whether or not the candidate for a Proposed Senior Appointment should be appointed. The Mayor must notify the GMPFCP of their decision whether to accept or reject the GMPFCP's recommendation.

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

- 18.4.1 The GMPFCP has powers to review and to veto the Mayor's proposed appointment of the Chief Constable of GMP and the Chief Fire Officer.
- 18.4.2 The Mayor is required to notify the GMPFCP of any proposed appointment of the Chief Constable of GMP and the Chief Fire Officer and also to notify the GMPFCP of the following information:
- 18.4.2.1 the name of the person whom the Mayor is proposing to appoint ("the candidate");
 - 18.4.2.2 the criteria used to assess the suitability of the candidate for the appointment;
 - 18.4.2.3 why the candidate satisfies those criteria; and
 - 18.4.2.4 the terms and conditions on which the candidate is to be appointed.
- 18.4.3 The GMPFCP is required to hold a public confirmation hearing in relation to any proposed appointment of the Chief Constable of GMP or the Chief Fire Officer.

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

(“a Reserve Candidate”) and must notify the GMPFCP of the following information:

- 18.4.8.1 the name of the Reserve Candidate;
 - 18.4.8.2 the criteria used to assess the suitability of the Reserve Candidate for the appointment as Chief Constable of GMP or Chief Fire Officer;
 - 18.4.8.3 why the Reserve Candidate satisfies those criteria; and
 - 18.4.8.4 the terms and conditions on which the Reserve Candidate is to be appointed.
- 18.4.9 Within the period of three weeks beginning with the day on which the GMPFCP receives notification of the Mayor’s Reserve Candidate the GMPFCP shall –
- 18.4.9.1 review the proposed appointment; and
 - 18.4.9.2 make a report to the Mayor on the proposed appointment.
 - 18.4.9.2.1 Before making a report to the Mayor in relation to the Reserve Candidate, the GMPFCP must hold a confirmation hearing as detailed at Rule 18.4.5 above. The report of the GMPFCP in relation to the Reserve Candidate must include a recommendation to the Mayor as to whether or not the Reserve Candidate should be appointed.
- 18.4.10 On receiving a report from the GMPFCP regarding the Reserve Candidate, the Mayor shall have regard to the report (including the recommendation in the report) and notify the GMPFCP of his or her decision as to whether he or she accepts or rejects the recommendation.
- 18.4.11 After the Mayor gives notification of his or her decision as required by Rule 18.4.10 the Mayor may then -
- 18.4.11.1 appoint the Reserve Candidate as Chief Constable of GMP or Chief Fire Officer;
 - 18.4.11.2 propose another person for appointment as Chief Constable of GMP or Chief Fire Officer.

18.5 Appointment of an Acting Commissioner

- 18.5.1 The GMPFCP must appoint a person to exercise the Mayor's PCC functions (the "acting commissioner") if the Mayor is suspended from the exercise of PCC functions in accordance with section 30 of the Police Reform Act.
- 18.5.2 The GMPFCP may appoint a person as acting commissioner only if the person is a member of staff of the Greater Manchester Combined Authority deployed wholly or partly in relation to the Mayor's PCC functions or the Deputy Mayor for Policing and Crime at the time of the appointment.
- 18.5.3 The GMPFCP may not appoint as acting commissioner any person appointed as a Deputy Mayor under section 107C of the Local Democracy, Economic Development and Construction Act 2009.
- 18.5.4 The appointment of an acting commissioner ceases to have effect upon the occurrence of the earliest of these events:
- 18.5.4.1 the election of a person as Mayor;
 - 18.5.4.2 the termination by the GMPFCP, or by the acting commissioner, of the appointment of the acting commissioner.
 - 18.5.4.3 in a case where the acting commissioner is appointed because the Mayor is suspended from the exercise of PCC functions, the Mayor ceasing to be so suspended.

18.6 Proposed Precept

- 18.6.1 Pursuant to Section 28(5) and Schedule 5 of the Police Reform Act the GMPFCP has the power to scrutinise and to veto the PCC component of the Mayor's precept for the financial year.
- 18.6.2 The Mayor may not determine the final amount of the PCC component for a financial year until "the end of the scrutiny process" is reached. For the purposes of Schedule 5 of the Police Reform Act "the end of the scrutiny process" is reached when -
- 18.6.2.1 in a case where the GMPFCP does not veto the proposed PCC component, the Mayor gives the GMPFCP a response to the GMPFCP's report; or
 - 18.6.2.2 in a case where the GMPFCP vetoes the proposed PCC component, the end of the process is reached in accordance

with Regulations 5 to 8 of the Police Precepts and Appointments Regulations, as amended, and as set out Rules 18.6.4, 18.6.8 and 18.6.10 below.

- 18.6.3 Pursuant to Regulation 3 of the Police Precepts and Appointments Regulations the Mayor must notify the GMPFCP of the PCC component which the Mayor is proposing for the financial year (“the proposed amount of the PCC component”) by the 1st February of the relevant financial year.
- 18.6.4 The GMPFCP must review the Mayor’s proposed amount of the PCC component, and must make a report to the Mayor on the proposed amount of the PCC component. The GMPFCP’s report may include recommendations, including recommendations as to the amount of the PCC component for the financial year. The GMPFCP must comply with the duty to review the proposed amount of the PCC component by 8th February of the relevant financial year. (Where the GMPFCP exercises its power to veto the proposed amount of the PCC component under Paragraph 4 of Schedule 5 to the Police Reform Act, but fails to comply with the requirement to review and report to the Mayor on the proposed amount of the PCC component by 8th February, then pursuant to Regulation 4(1) of the Police Precepts and Appointments Regulations, the end of the scrutiny process is reached and, notwithstanding the veto, the Mayor may determine that the proposed PCC component is the final amount of the PCC component for the financial year).
- 18.6.5 Pursuant to Paragraph 4 of Schedule 5 of the Police Reform Act the GMPFCP may, having reviewed the proposed amount of the PCC component, veto the proposed amount of the PCC component. A decision of the GMPFCP that the proposed amount of the PCC component should not be the PCC component for the financial year must be taken by the “required majority” of Members as set out at Rule 12.5. If the GMPFCP vetoes the proposed amount of the PCC component, then the report that the GMPFCP is required to make to the Mayor under Paragraph 3 of Schedule 5 of the Police Reform Act must include a statement that the GMPFCP has vetoed it.
- 18.6.6 Where the GMPFCP does not veto the proposed amount of the PCC component, the Mayor must –
 - 18.6.6.1 have regard to the report made by the GMPFCP (including any recommendations in the report);

- 18.6.6.2 give the GMPFCP a response to the report (and any such recommendations); and
 - 18.6.6.3 publish the response.
- 18.6.7 Where the GMPFCP vetoes the proposed amount of the PCC component, the Mayor must not determine that the proposed amount of the PCC component is to be the PCC component for the financial year but must by the 15th February of the relevant financial year -
- 18.6.7.1 have regard to the report made by the GMPFCP (including any recommendations in the report);
 - 18.6.7.2 give the GMPFCP a response to the report (and any such recommendations); and
 - 18.6.7.3 publish the response.
- The Mayor must, in the response given to the GMPFCP referred to at Rule 18.6.7.3, notify the GMPFCP of the PCC component that the Mayor now proposes to determine (“the revised PCC component”). Where the GMPFCP’s report to the Mayor -
- (i) indicates that the GMPFCP vetoes the proposed amount of the PCC component because it is too high, the revised PCC component shall be lower than the proposed amount of the PCC component;
 - (ii) indicates that the GMPFCP vetoes the proposed amount of the PCC component because it is too low, the revised PCC component shall be higher than the proposed amount of the PCC component.
- 18.6.8 On receiving the response containing notification of a revised PCC component the GMPFCP shall, by 22nd February of the relevant financial year -
- 18.6.8.1 review the revised PCC component; and
 - 18.6.8.2 make a report to the Mayor on the revised PCC component (“the second report”).
- The GMPFCP’s second report may –

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

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

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

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

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

18.6.9.3 publish the response.

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

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

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

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

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

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

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

18.7 Proposed Allocation of Budget for Fire and Rescue Functions

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

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

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

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

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

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

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

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

19 Complaints

19.1 Criminal and non-criminal complaints in relation to the Mayor or the Deputy Mayor for Policing and Crime will be dealt with and/or delegated in accordance with the Police Reform Act and the Complaints and Misconduct Regulations as modified by the

Greater Manchester Combined Authority (Transfer of Police and Crime Commissioner Functions to the Mayor) Order 2017.

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

20 Rights of Public to Attend Meetings

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

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

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

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

- 20.2 In accordance with Section 100A(4) of the Local Government Act 1972 by way of a resolution passed to exclude the public on the grounds that it is likely, in view of the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information as defined in Section 100I of the Local Government Act 1972. Any such Resolution shall identify the proceedings or the part of the proceedings to which it applies and state the description, in terms of Schedule 12A to the Local Government Act 1972 of the exempt information giving rise to the exclusion of the public.

21 Interests of Members

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

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

22 Records

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

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

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

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

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

23 Supply of Copies

23.1 The Lead Chief Executive will supply copies of:

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

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

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

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

24 Access to Minutes etc. after the meeting

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

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

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

- 24.1.3 the agenda for the meeting; and

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

25 Background Papers

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

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

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

but does not include published works or those which disclose exempt or confidential information as defined in Part 1 of Schedule 12A to the Local Government Act 1972 (as amended).

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

26 Conduct of Members

- 26.1 If, in the Chair's opinion any Member at a meeting is:
- 26.1.1 persistently ignoring the ruling of the Chair;
 - 26.1.2 behaving irregularly, improperly or offensively; or
 - 26.1.3 intentionally obstructing the meeting;
- the Chair can propose that "the Member named be not further heard" (cannot speak further at the meeting). If the proposal is seconded, it will be put to the vote without being discussed.
- 26.2 If it is agreed that the Member should not speak further at the meeting, but that Member continues to speak, the Chair will propose that:
- 26.2.1 "the Member named leaves the meeting"; or
 - 26.2.2 the meeting is adjourned for a period the Chair considers appropriate.
- 26.3 If there is a general disturbance, which in the opinion of the Chair, makes it impossible to conduct the meeting properly, the Chair can, without question, adjourn the meeting for such period as the Chair considers appropriate.

27 Disturbance by Members of the Public

- 27.1 If a member of the public interrupts the proceedings at any meeting the Chair shall warn him or her that if they continue to act in that way they will be removed from the meeting.
- 27.2 If members of the public are causing a general disturbance in any part of the meeting room, the Chair can make an order that part of the meeting room to be cleared.

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

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

- 28.2 The Mayor must not call upon the Chief Constable to retire or resign or dismiss the Chief Fire Officer until the end of the scrutiny process which will occur:
- 28.2.1 at the end of six weeks from the GMPFCP having received notification, if the GMPFCP has not by then given the Mayor a recommendation as to whether or not they should call for the retirement or resignation of the Chief Constable or dismiss the Chief Fire Officer; or
 - 28.2.2 the Mayor notifies the GMPFCP of a decision as to whether they accept the GMPFCP's recommendations in relation to resignation, retirement or dismissal.
- 28.3 The Mayor must notify the GMPFCP in writing of their proposal to call upon the Chief Constable to retire or resign or to dismiss Chief Fire Officer together with a copy of the reasons given to the Chief Constable/Chief Fire Officer and any representation from the Chief Constable/Chief Fire Officer in relation to that proposal and in the case of the Chief Fire Officer, a copy of the written views of the chief fire and rescue inspector for England.
- 28.4 Within six weeks from the date of receiving the information referred to in Rule 28.3, the GMPFCP must make a recommendation in writing to the Mayor as to whether or not they should call for the retirement or resignation or proceed to dismiss. Before making any recommendation, the GMPFCP may consult the chief inspector of constabulary (if relevant), and must hold a scrutiny hearing.
- 28.5 The scrutiny hearing which must be held by the GMPFCP is a GMPFCP meeting in private to which the Mayor and Chief Constable/Chief Fire Officer are entitled to attend to make representations in relation to the proposal to call upon them to retire or resign or to dismiss them. Appearance at the scrutiny hearing can be by attending in person, or participating by telephone or video link.
- 28.6 The GMPFCP must publish the recommendation it makes by such means as it considers appropriate.
- 28.7 The Mayor must consider the GMPFCP's recommendation and may accept or reject it, notifying the GMPFCP accordingly.

GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 12th June 2023

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

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

1 PURPOSE OF REPORT

- 1.1 In line with Panel's forward plan the following report is intended to give Panel members a summary of complaints recorded on the Panel complaints record in respect of police and crime matters.
- 1.2. The Panel is required through the Police Reform Act to set out its complaints procedure and the Panel's current complaints procedure delegates the responsibility for dealing with complaints to the Lead Greater Manchester Chief Executive for Police, Fire and Crime.
- 1.3 Furthermore the Panel has statutory responsibilities under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 relating to the recording and determination of complaints against the Police, Fire and Crime Commissioner and or his Deputy (or equivalent).
- 1.4 The current Panel complaints procedure states it will produce an annual report of complaints for consideration by the Greater Manchester Police, Fire and Crime Panel.

2.0 COMPLAINTS

- 2.1 Between the 1st of April 2022 and the 31st of March 2023, 4 complaints were addressed to the Panel and all 4 upon initial receipt stated they were concerning the Greater Manchester Deputy Mayor in respect of police and crime issues.
- 2.2 1 of these complaints concerned the outcome of a statutory police complaint review under Schedule 3 of the Police Reform Act 2002. A statutory police complaint is one where a member of the public has made a complaint against the police, to which they will receive a response explaining the outcome and their right to ask for a review of that complaint. That response will state who the Relevant Review Body is and how they can be contacted. If the Relevant Review Body is the Local Policing Body then that request will be dealt with by the GMCA Complaints Review Team, which is independent of Greater Manchester Police. This function falls within the GMCA Police and Crime Team and is delegated to the Deputy Mayor.
- 2.3 Members will recall receiving a report in January 2022 regarding these types of complaints, where the report highlighted that under the statutory framework the only right of appeal in relation to these types of complaints was via a judicial review and therefore the Greater Manchester Police, Fire and Crime Panel had no jurisdiction in this regard. The Panel at this time approved amendments to its complaints procedure to make this clear.
- 2.4 Due to the above position the complainant was contacted and advised that the Panel had no jurisdiction to act in this regard and were advised to progress to a judicial review if they remain dissatisfied.
- 2.5 2 of the complaints concerned actions taken (or lack thereof) by GMP. As per the GMPFCP complaints procedure under section 3.2, the GMPFCP has no jurisdiction in relation to these complaints. Accordingly, and as per the GMPFCP complaints procedure flow chart the complainants were advised of this position and informed how to make a complaint to GMP.

2.6 1 of the complaints received met the criteria for consideration under the GMPFCP complaints procedure. Accordingly, this complaint is currently being dealt with. At the time of the writing of this report the outcome of this complaint has not been established and cannot therefore be reported to the Panel by way of this annual report. The outcome of this complaint will therefore be documented in the 23/24 financial year annual complaints report.

3.0 RECOMMENDATIONS

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

Background Papers

- Greater Manchester Police and Crime Panel Complaints Procedure attached at appendix 1

Contact Officer

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

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POLICE FIRE AND CRIME PANEL – 12 JUNE 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 7

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL MINUTES OF A MEETING HELD ON 23 MARCH 2023 IN THE COUNCIL CHAMBER, MANCHESTER CITY COUNCIL

PRESENT:

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Kevin Anderson	Wigan Council
Councillor Russell Bernstein	Bury Council
Councillor Dylan Butt	Trafford Council
Councillor Becky Chambers	Manchester City Council
Councillor Vimal Choksi	Tameside Council
Councillor Richard Gold	Bury Council
Councillor David Lancaster	Salford Council
Councillor Steve Williams	Oldham Council (Vice-Chair)
Majid Hussain	Independent Member

Also in attendance:

Kate Green	GM Deputy Mayor
Baroness Beverley Hughes	GM Assistant Deputy Mayor
Deputy CFO Ben Norman	GMFRS
DCC Terry Woods	GMP

Officers Present:

DCI Michael Allen	Head of Professional Standards, GMP
Ian Cosh	Chief Resources Officer, GMP
Neil Evans	Director of Police, Fire & Crime, GMCA
Rachel Rosewell	Deputy Treasurer, GMCA
Dawn Royle	Director of Transformation, GMP
Kathy Stacey	Head of Strategic Communications, GMP
Jeanette Staley	Advisor to Panel & Head of Community Safety, Resilience & Neighbourhoods, Salford CC
Lee Teasdale	Senior Governance & Scrutiny Officer, Governance and Scrutiny, GMCA
Gwynne Williams	Deputy Monitoring Officer, GMCA
Steve Wilson	Treasurer, GMCA

PFCP/12/23 WELCOME, APOLOGIES & CHAIRS ANNOUNCEMENTS

Apologies were received from independent member Angela Lawrence, Cllr Tom Morrison, Cllr Rabiya Jiva & Cllr Laura Boyle.

The Chair referenced the recent domestic abuse training session offered by Greater Manchester Police (GMP). The range of personnel in attendance for the session was impressive, as was the level of uptake on the training offer.

Thanks were also expressed to GMP for the latest tranche of Operation AVRO which had recently taken place in Heywood.

RESOLVED/-

1. That the apologies be noted.
2. That the Chair's updates be noted.

PFCP/13/23 DECLARATIONS OF INTEREST

There were none.

RESOLVED/-

1. That the declaration of interest be received.

PFCP/14/23 MINUTES OF THE MEETING OF 26TH JANUARY 2023

It was noted that the titles of Proposed Deputy Mayor and Deputy Mayor needed to be updated within the attendance.

RESOLVED/-

1. That, subject to the above amendment, the minutes of the meeting of 26th January 2023 be agreed as a true and correct record.

PFCP/15/23 2023/24 GMFRS ANNUAL FIRE DELIVERY PLAN

Deputy CFO Ben Norman was invited to present the Greater Manchester Fire and Rescue Service (GMFRS) Annual Delivery Plan 2023-24 headlines to the Panel. These set out the improvement programme aligned to the HMICFRS framework and introduced the 'Culture First' approach being adopted. The plan also incorporated the Community Risk Management Plan (CRMP), the production of which was a statutory requirement under the Fire and Rescue Service National Framework.

One of the advancements that had taken place on the new update was the incorporation of engagement activities. This had involved engagement with colleagues, external partners and the public, to invite them to have their say on the Annual Delivery Plan. The feedback received had helped in the shaping of the final Plan.

Further detail was provided on the 'Culture First' approach. Whilst GMFRS was on a positive journey, it had been agreed that the change needed to go further and faster. To support this, five priority areas had been agreed with the Deputy Mayor to expedite these improvements in organisational culture. This included amending the cultural narrative with internal communications campaigns; establishing a Culture First programme board; reviewing business as usual activities to ensure that cultural improvements were at the forefront; the development of an organisational culture-focused workplan; and the commissioning of an external review team to act as a critical lens for existing activities and emerging plans.

Comments and Questions

Members enquired about the most difficult element of culture to change within the workforce. It was advised that two of the key areas that required a significant level of focus over the next year were the continued response to the recommendations arising from the Manchester Arena Enquiry and ensuring that all staff were fully prepared to meet the challenges within the Culture First approach.

Further detail was sought on evaluation – and when it could be expected that the evaluation plans would be in place within the timelines. It was advised that evaluations had been done historically, but these would now be much more closely aligned with best practice. Assurance was provided that the evaluation plans were in-place to cover every aspect of delivery for the year ahead.

The Chair made reference to the estates programme and the status of Littleborough Fire Station. DCFO Norman would feedback to the Chair directly on this matter.

RESOLVED/-

1. That Members note the contents of the report and its appendices.
2. That DCFO Norman respond to the Chair on the status of Littleborough Fire Station.

PFCP/16/23 STATE OF FIRE AND RESCUE REPORT

DCFO Ben Norman introduced the report, which provided an overview of the HMICFRS State of Fire and Rescue Report and how GMFRS was responding the findings. It was highlighted that a third of the Fire and Rescue Services were reviewed each time, and that GMFRS had not formed part of the latest tranche. They were however expected to be part of the next tranche, with a date still to be confirmed.

A gap analysis had been undertaken in conjunction with the Deputy Mayor's office, with the key points raised having been reviewed and responded to. It was noted that many of the key points raised were included in last year's and this year's delivery plans.

The Deputy Mayor was invited to address the Panel. She had received reassurance around the level of dedication the CFO had placed upon culture ahead of the next round of inspections. In reference to the Fire Cover Review, the Deputy Mayor would seek the input of the Panel in helping to shape the consultation that would go out to the public.

Comments and Questions

Reference was made to the potential for GMFRS to return to participating in emergency medical responses. It was highlighted that during the period in which the previous

memorandum of understanding had been active, GMFRS had been involved in 6133 responses, saving the NHS in the region of £5.5m, and responses were often 8 minutes earlier than they otherwise would have been.

Members referenced digital and technology improvements and increasing dependence upon these. How much resilience was in the system should these be subject to cyberattacks? It was advised that this was an area receiving significant attention within the strategic assessment of risk – technological risks were viewed collectively across the GMCA, including the borough-based authorities. This collaboration allowed for a further level of resource. Frequent meetings also took place with cyber security advisors in reference to the control room and the storage of data.

Reference was made to the harassment of staff and the reporting of incidents. Were any statistics available around this, via the medium of staff surveys or similar? It was advised that full staff surveys were undertaken annually with the next one due to take place in May 2023. In terms of statistics, more staff members had been raising concerns, but in many ways this had been seen as a positive at the current time, as it implied that staff members were now not willing to tolerate harassment that they historically may have done. At the present time there were 11 cases of significant misconduct being investigated, this represented 0.6% of the current workforce. A number of staff related to these were currently suspended from duty.

Members stated that there was a risk of reputational harm that would impact on trust and confidence in the general public, and that there needed to be positive comms in terms of recruitment to ensure that these matters did not make people wary of applying to join the fire service. It was advised that the Culture First approach being adopted was playing a vital part in this – this would include looking at recruitment material and apprenticeships to ensure that they were culture first appropriate and were event/open days hosted through a culture first lens.

The Chair drew the item to a close welcoming the increasing focus on culture, which had been noted recently with GMFRS' communications work on International Women's Day, which had been well received.

RESOLVED/-

1. That the contents of the report be noted.

PFCP/17/23 POLICE VETTING PROCEDURES

DCC Terry Woods was invited to provide the Panel with an update on vetting procedures at GMP for both new applicants and the existing workforce. DCC Woods confirmed to members that regular updates on this area would be brought to the Panel to provide assurance on progress made.

DCI Michael Allen then provided further detail in his role as GMP's Head of Professional Standards. He advised that GMP's Force Vetting Unit had received nine recommendations and two areas for improvement from HMICFRS. Of the nine recommendations, recent self-assessment indicated that four of those had now been met. Those that had not been met were on course to be met within HMICFRS's deadlines. Of the two areas for improvement, one had already been met, the other one could not yet be met due to an issue with the national case vetting management software.

GMP's vetting unit principally focussed upon stopping criminal infiltration into the force, ensuring that people who could not display evidence of good character were not employed, and that those who could potentially be coerced by third parties also being sifted out. It was emphasised that the vetting unit sat within professional standards rather than human resources. This was to ensure that vetting decisions were not unconsciously skewed by any need to meet recruitment uplift numbers, with the sole objective being to ensure that the applicant met the clearance criteria.

GMP's governance approach to vetting was very different to that at the Metropolitan Police, with close links to the anti-corruption unit and the main professional standards branch. On a daily basis intelligence sharing took place. The number of vetting researchers had been increased from 12 to 19 in 2022, and three specific teams had now been created within the unit.

Reference was also made to the Vetting Appeals Panel. 113 people had been refused vetting clearance in the last year, which was 8% of candidates, of those 64 (67%) of the cohort appealed this, and only 7 of these had been successful in overturning their appeal.

It was noted that vetting had a statutory footing, relating to S39 of the Police Act, through a Vetting Code of Practice. This had been last updated in 2021 and was now undergoing a further iteration.

Comments and Questions

Members made reference to previous vetting procedures and asked if these had now been superseded by the monthly background checks being undertaken. It was advised that the plans around a monthly 'health check' remained aspirational at the present time, as the national database was not yet ready to handle the sort of numbers required. Concurrent to this, the previous vetting procedures remained in place. It was acknowledged that the current procedures had significant gaps between update points, and this was why a national project was taking place to address this. Members welcomed that this had been recognised as an issue.

It was asked if the numbers had particular variants between divisions and districts. It was advised that these breakdowns were not available at present, those vetted at the initial stages had not yet been assigned divisions or branches.

It was enquired whether officers had an obligation to report to the constabulary where they have been removed from a role elsewhere, as a volunteer for example. It was advised that there was an obligation to report if any form of criminal behaviour had been involved, there was however an HMICFRS request in place that this area be strengthened. The College of Policing was currently working on guidance that was due to be finished by 30th September that would then be adopted by forces nationally.

The Deputy Mayor advised that this matter would be brought back to the Panel later in the year to advise on the work being undertaken to address public confidence issues arising from recent stories.

RESOLVED/-

1. That the Panel notes the content of the report and the action taken by GMP's Force Vetting Unit 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 public service values.

2. That a further report updating on work to address public confidence issues in officer vetting be brought to a future meeting of the Panel.

PFCP/18/23 GMP UPDATE – PLAN ON A PAGE

DCC Terry Woods and Dawn Royle were invited to present a report updating the Panel on the progress made within the 2022/23 Plan on a Page (PoaP) Improvement Portfolio and the associated programmes and projects.

It was advised that the improvements sought were progressing well. One area highlighted was the February National Police Contact table, which showed GMP as now being the best force in the country for speed of responding to 999 calls.

Since the unveiling of the PoaP and its promise of a focus on addressing the basics, a robust plan had been put in place with appropriate leadership for each programme area. The collective delivery effort across all areas had been the key factor in GMP being removed from special measures.

Further improvements were highlighted, including the recruitment of an additional 240 staff into the GMP contact centre; improvements to processing; and extra training that had been put into place, this had not only resulted in improvements, but sustainable permanent improvements.

Improvements to custody suites and general improvements to throughput in the system. The Neighbourhood Policing model had now been officially launched and the response review had now been completed, with plans around launching the model for that in June 2023.

Comments and Questions

Members welcomed the report, complimenting the robust approach taken and the willingness of GMP to take responsibility for their previous failings.

RESOLVED/-

1. That the Panel notes the contents of the report.

PFCP/19/23

THE NEW GMP NEIGHBOURHOOD POLICING MODEL

DCC Terry Woods was invited to provide the Panel with an overview of the new GMP Neighbourhood Policing Model launched on 20th March 2023. This was a major step forward for GMP and would form one of the major pillars for future delivery. The view of GMP was that neighbourhood policing formed the backbone of high-quality policing, it was vital to ensure robust community based policing to the residents of Greater Manchester, and there was confidence that the launch of this model would reap significant benefits for residents.

In addition to consulting politicians and authorities across Greater Manchester, 8000 responses from the public had also been received to help inform the development of the model. Key themes raised by the public had been the need for the police to be a visible presence within localities; to listen and provide forms of listening to communities when wanting to describe problems; deal with crime and anti-social issues; and the need to communicate better with communities.

It had been agreed by all that the current mix of PCSOs and warranted officers in communities did not work as hoped and needed to change. Areas benchmarked for the excellence in neighbourhood policing did not have this setup. Over the coming months this workforce blend would be changing, with a reduction in the number of PCSOs and an increase in police officers in turn. The total increase would be 264 officers, taking the number of dedicated neighbourhood officers in GM to 740. The total budgeted PCSO reduction would be 333 posts, however, with over 100 vacancies currently available, this meant that the actual reduction would be 215, which equated to one PCSO per ward. It was emphasised that no PCSOs would be made redundant, there would be a pragmatic and structured approach, with some applying for alternative roles internally, with a number applying to be police officers, who if successful, would become an officer within their current community area.

Every district also had a prevention hub in place now, as well as dedicated neighbourhood crime teams which would focus on specific issues highlighted within each community. The GMP website now had the functionality for the public to enter their postcode and find

pictures of their neighbourhood teams, with details of direct contacts. Reference was also made to the launch of 'Bee in the Loop' this would allow direct contact with, and feedback from, the community neighbourhood teams, to ensure an informed and up-to-date local populace.

Comments and Questions

Members congratulated GMP officers on delivering the commitments made around neighbourhood policing, welcoming the 'common sense' approach being adopted.

Reference was made to the reduction of PCSO's through natural attrition. Was there a plan in place if this attrition did not take place at the speed that GMP leadership expected? DCC Woods commented that this was a fair challenge, referencing a similar process at South Yorkshire Police where within 12-18 months the reduction had taken place as planned. GMP was such a big organisation with a wide variety of roles that this should not be a significant issue. There would be a 'cut off' point established, but there was no particular concern at present that this would need to be enacted.

RESOLVED/-

1. That the Panel notes the background findings from the Neighbourhood Policing Review and consultation.
2. That the Panel notes the elements of the new Neighbourhood Policing Model.

PFCP/20/23 POLICE FUND BUDGET REPORT

Rachel Rosewell (Deputy Treasurer, GMCA) introduced a report informing the Panel of the Greater Manchester Police Fund Revenue and Capital Budget for 2023/24, revised three-year medium term financial plan 2023/24 to 2025/26 and the projected position on general and earmarked reserves.

RESOLVED/-

1. That the Panel notes the report.

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 12 June 2023
Subject: Stop and Search
Report of: Assistant Chief Constable Chris Sykes

Purpose of Report

The purpose of this report is to update members of the Panel on current performance relating to volumes of stop and search, including positive outcomes and work underway to understand and address ethnicity disproportionality.

Recommendations:

The Panel is requested to:

1. Note the contents of the report.

Contact Officers

Superintendent Phil Spurgeon

Phil.Spurgeon@gmp.police.uk

Equalities Impact, Carbon and Sustainability Assessment:

None to note.

Risk Management

None to note.

Legal Considerations

None to note.

Financial Consequences – Revenue

None to note.

Financial Consequences – Capital

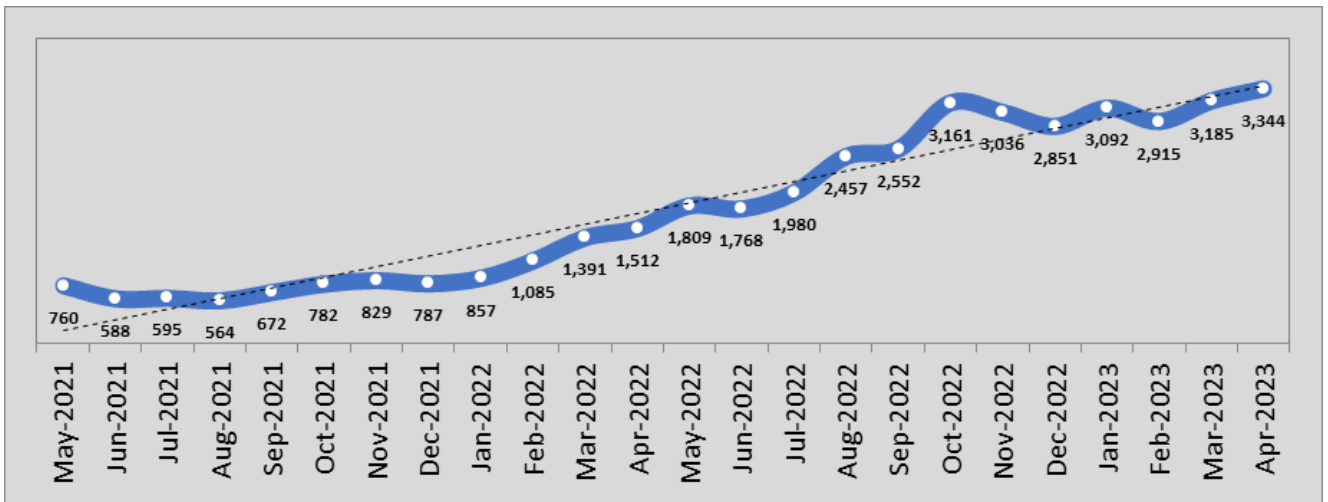
None to note.

Number of attachments to the report: 0

1. Greater Manchester Police update on Stop and Search

1.1. Overall volumes

There was a decrease in stop and search nationally of 26% in the year ending March 2022 (although the higher levels of stop and search in the year ending March 2021 reflected increased proactivity during the national lockdown). GMP has not followed this national trend, with increasing stop and search activity last year in particular, albeit with a slight plateauing towards the end of 2022:

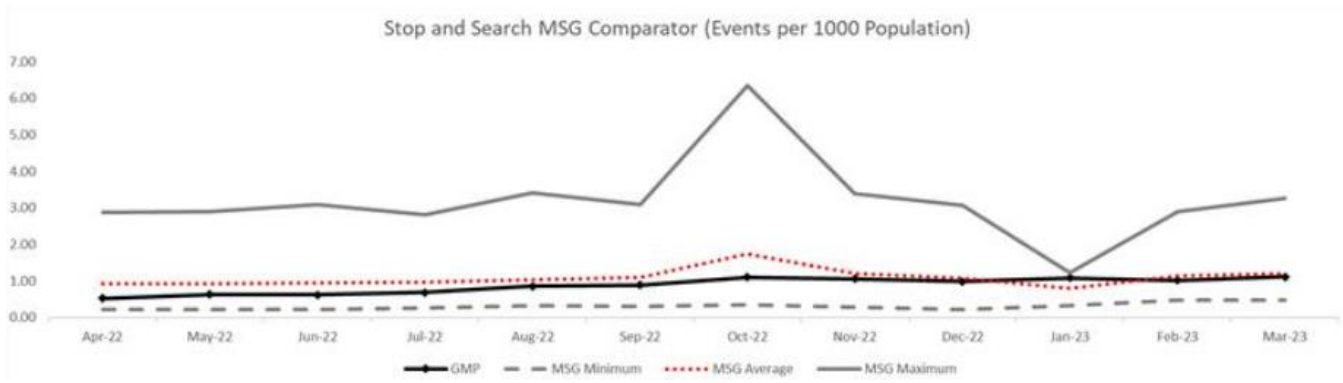


Comparing 2022 stop and search activity in GMP to 2021 shows the following:

	Person only	Person + vehicle	Vehicle only	Total
2021	6778	2124	245	9147
2022	18412	5191	835	24438

This represents a 167% increase year on year.

GMP's increase in stop search activity has brought it more in line with the others forces in its 'Most Similar Group' which includes Merseyside, West Midlands and West Yorkshire.



1.2. Positive outcomes – arrests and overall

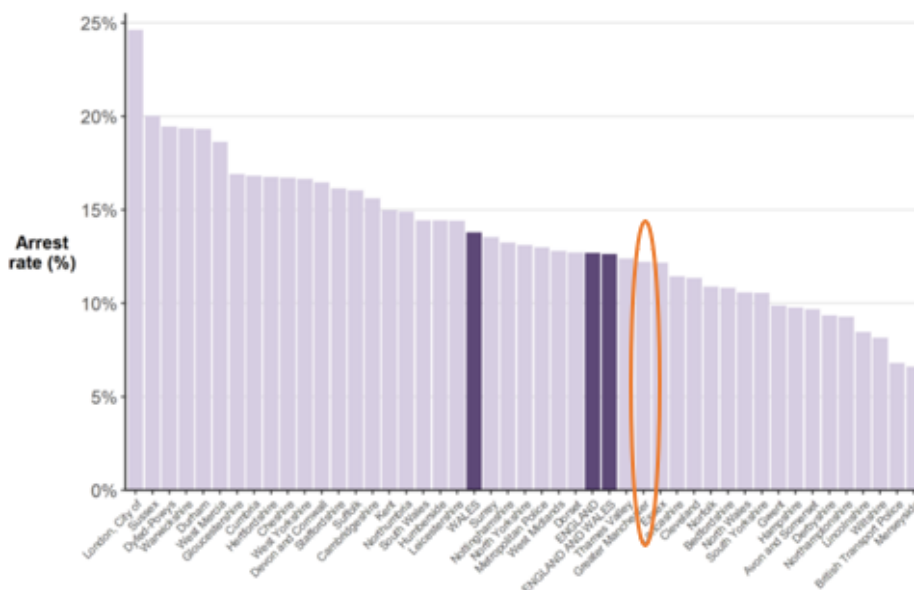
Significantly, in addition to a huge increase in volume last year in GMP, quality in terms of arrest and all positive outcomes percentage has remained fairly consistent and in line with national averages.

In 2021, the arrest percentage for stop and search in GMP was 11%, with 26% overall positive outcomes (including arrest). In 2022 this was 14% and 23% respectively.














Arrest rates nationally increased from 11% to 13% for the year ending March 2022. In the year ending March 2022, 25% of stop searches nationally resulted in a positive outcome (arrest, caution, summons, etc.)














GMP’s arrest rate compared to other forces in England & Wales for the year ending March 2022 is shown in the following Home Office table:

Figure 2.12: Arrest rate following a stop and search, England and Wales, year ending March 2022



There are some minor variations between GMP Districts in terms of arrest rates and overall positive outcomes, which are explored through internal governance and performance mechanisms.

Stop and search: arrest outcome proportion	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	12-month average	Change (latest month vs avg)	Trend (latest 6 months)
GMP	13.2%	14.4%	13.4%	12.6%	13.5%	12.4%	13.8%	-1.3%p	
CoM North	9.7%	10.9%	15.0%	11.0%	13.7%	11.4%	12.6%	-1.2%p	
CoM Central	11.8%	11.9%	13.6%	11.6%	14.1%	14.1%	13.2%	0.9%p	
CoM South	9.1%	15.5%	12.9%	12.8%	12.3%	14.1%	13.3%	0.8%p	
Salford	20.7%	18.2%	9.7%	13.0%	14.3%	11.3%	16.0%	-4.6%p	
Tameside	17.8%	20.8%	10.4%	13.5%	15.5%	10.3%	16.0%	-5.7%p	
Stockport	14.2%	11.9%	12.0%	17.7%	7.0%	11.7%	13.0%	-1.3%p	
Bolton	17.5%	22.7%	11.5%	12.1%	15.0%	17.9%	15.6%	2.3%p	
Wigan	18.9%	11.8%	17.0%	10.0%	11.8%	13.7%	14.3%	-0.6%p	
Trafford	10.9%	14.5%	14.7%	10.1%	15.2%	11.7%	11.6%	0.1%p	
Bury	7.9%	9.7%	11.0%	20.5%	16.4%	9.3%	13.3%	-4.0%p	
Rochdale	14.6%	19.9%	16.8%	13.4%	11.3%	10.2%	13.6%	-3.4%p	
Oldham	18.0%	12.1%	15.3%	11.7%	17.5%	12.2%	14.9%	-2.7%p	

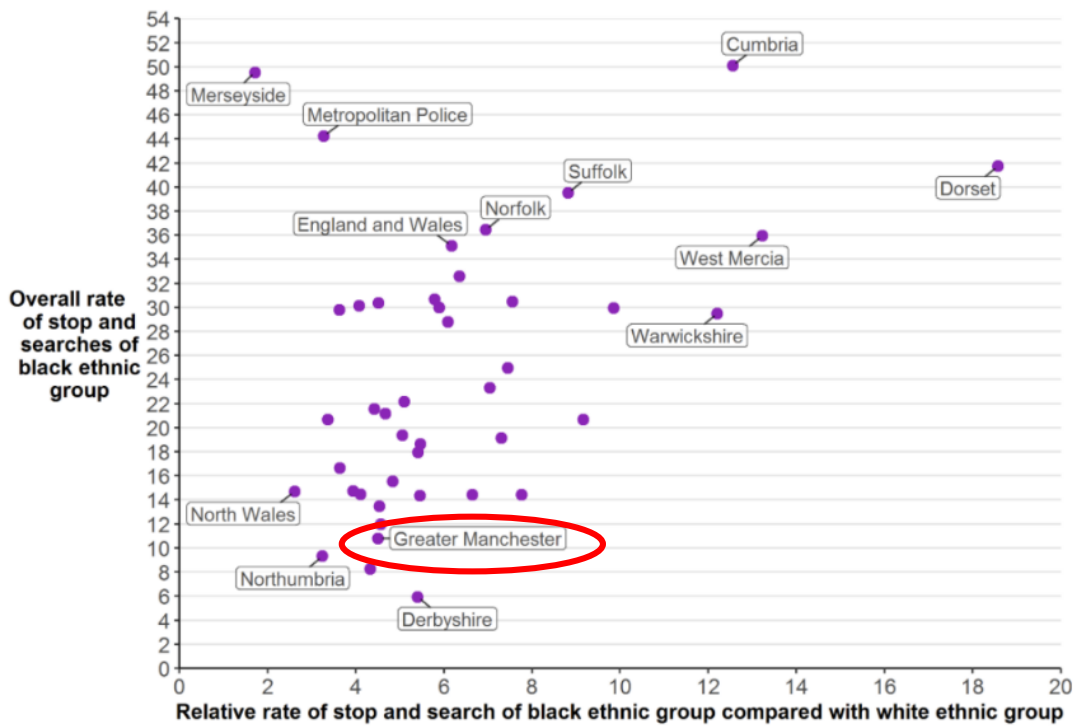
Stop and search: all positive outcomes proportion	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	12-month average	Change (latest month vs avg)	Trend (latest 6 months)
GMP	21.9%	23.5%	22.3%	19.9%	22.0%	20.3%	22.4%	-2.1%p	
CoM North	20.4%	17.6%	22.2%	17.3%	21.0%	17.2%	19.8%	-2.6%p	
CoM Central	19.5%	20.2%	21.2%	20.6%	24.1%	22.3%	23.1%	-0.9%p	
CoM South	16.3%	26.5%	18.1%	17.6%	18.3%	19.8%	19.9%	-0.1%p	
Salford	27.6%	25.7%	19.9%	20.2%	21.1%	21.2%	24.0%	-2.9%p	
Tameside	33.1%	30.6%	22.0%	20.9%	25.1%	17.9%	25.9%	-8.0%p	
Stockport	22.6%	21.7%	20.7%	20.3%	11.3%	18.0%	21.4%	-3.4%p	
Bolton	26.1%	30.1%	18.9%	19.8%	24.3%	25.7%	23.5%	2.2%p	
Wigan	30.1%	21.3%	25.2%	22.7%	18.9%	21.5%	22.8%	-1.3%p	
Trafford	23.0%	23.5%	27.2%	16.6%	28.7%	26.2%	21.9%	4.3%p	
Bury	17.6%	22.1%	21.3%	33.6%	30.9%	21.2%	24.1%	-2.9%p	
Rochdale	19.6%	31.3%	31.5%	19.0%	19.8%	15.6%	21.9%	-6.2%p	
Oldham	21.7%	22.7%	25.3%	19.9%	28.1%	19.8%	22.2%	-2.5%p	

In the last 12 months to April stop and search activity in GMP has sought to find offensive weapons in 6,887 cases and has found them in 425 cases. This is more than the previous 12 months where 217 were found.

1.3. Proportionality – Ethnicity

Disproportionality in stop and search in relation to ethnicity in GM remains well below that of England & Wales generally. In the year ending March 2022 Black subjects in GM were 4.2 times more likely to be stop and searched, compared to 6.2 times nationally. The overall rate was also amongst the lowest nationally according to Home Office data:

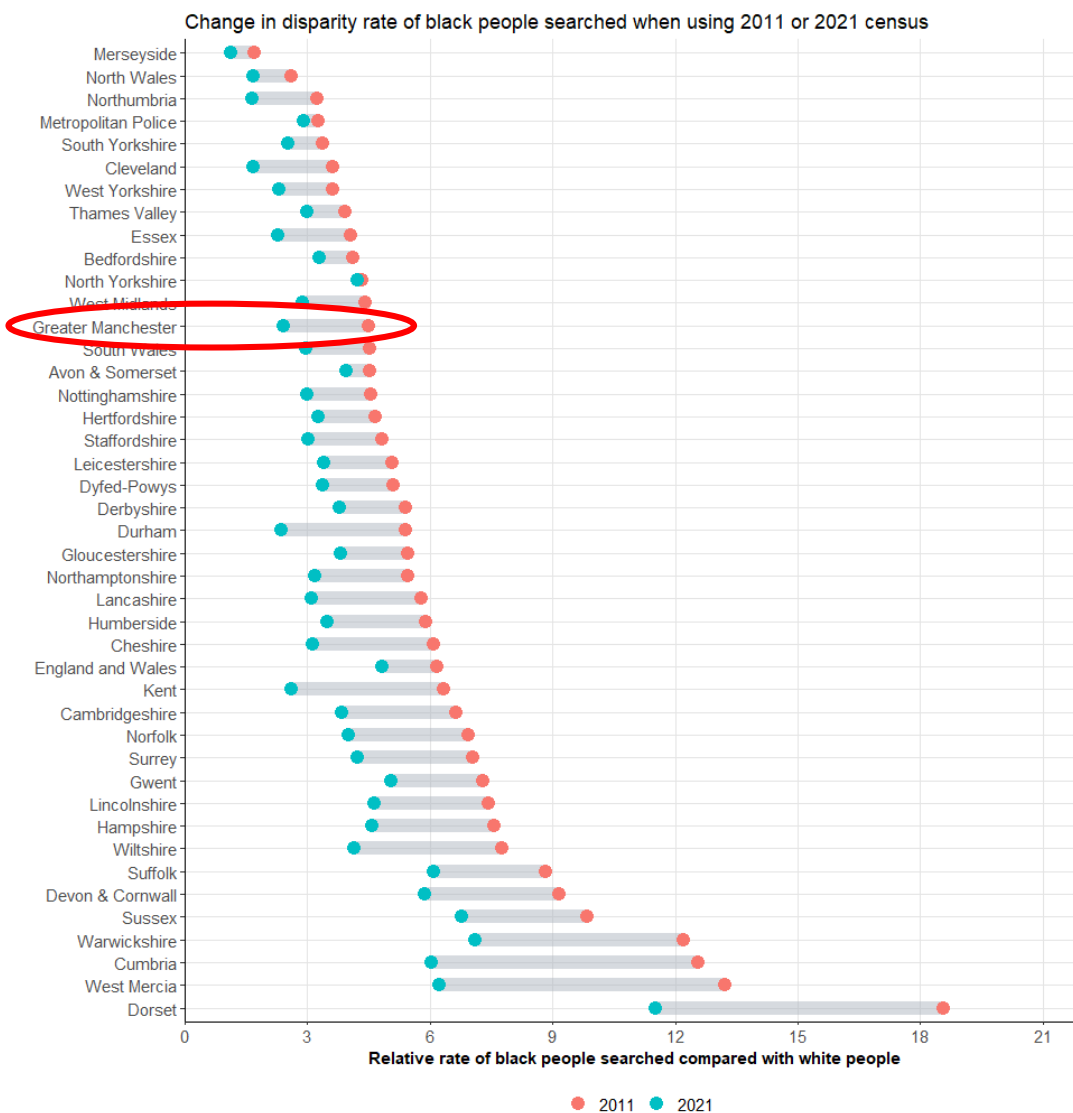
Figure 2.16: Overall stop and search rates and relative rates for black individuals, by Police Force Area, England and Wales, year ending March 2022



The disproportionality figure in GM continued to drop, and by June 2022 Black subjects were 3.7 times more likely to be subject to stop and search powers.

The release in late 2022 of Census 2021 ethnicity data allowed us to refresh the disproportionality data, with a more accurate picture of how our resident populations have changed since 2011. This has moved GM stop and search disproportionality against Black subjects from 3.7 to 2.1 and against Asian subjects from 1.9 to 1.3. The national figures are Black 4.8 and Asian 1.6.

GM remains significantly lower than most forces in terms of stop and search disproportionality against Black subjects, as shown in this Home Office graph:



Although this is a clearly improving picture, work continues to understand and address stop and search ethnicity disproportionality. That work includes:

- Improving the number of records where the subject's self-defined ethnicity is completed by officers at the time of the encounter, to give us more accurate data. This has improved from 62% in 2020, to 83% currently.
- Reinvigoration of monthly dip-sampling by Senior Leadership Teams on each District and Specialist Operations Branch. While some SLT dip-sampling was taking place, this was not well structured. From February, a structured approach has been taken with fine grain detail reviews on 39 stop searches every month, including use of force forms and Body Worn Video.
- Disproportionality data and themes are discussed in the quarterly Stop Search Coordination Group (SSCG) meeting chaired by the force lead, with key stakeholder and third sector representation.

- Disproportionality in Operational Policing meeting and the Use of Powers Board chaired by ACC Chris Sykes, looking across stop and search, taser, use of force, arrest and vehicle stops.
- Strategic issues from SSCG and Use of Police Powers Board are taken to the DEI Board chaired by the Chief Constable.
- Development of Independent Community Scrutiny Panels who meet regularly on each District to review stop and search and use of force encounters. A force-wide review of ICSPs has recently been completed and a number of recommendations made which are being taken forward.
- Wider strategic work taking place on disproportionality under GMPs response to the Race Action Plan.

1.4. Section 60

Section 60 Criminal Justice and Public Order Act authorisations are short term (24 or 48 hrs) to address serious violence or weapons issues. They allow suspicion-less searches to take place in a specified locality and must be authorised by a senior leader.

Section 60 stop and searches decreased by 52% nationally in the year ending March 2022, driven largely by a reduction in the Metropolitan Police of 67%. GMP has not followed this national trend, with significant increases in Section 60 use in 2022 compared to 2021. Nationally, arrest rates for Section 60 have declined to 3.4% in the year ending March 2022. GMP's Section 60 arrest rate for that period was 2%.

The increase in GMP in Section 60 stop and search is underpinned by an increase in stop search generally, and the removal by the Home Office of restrictions on Section 60 in May last year.

The increase in GMP is shown in the following table:

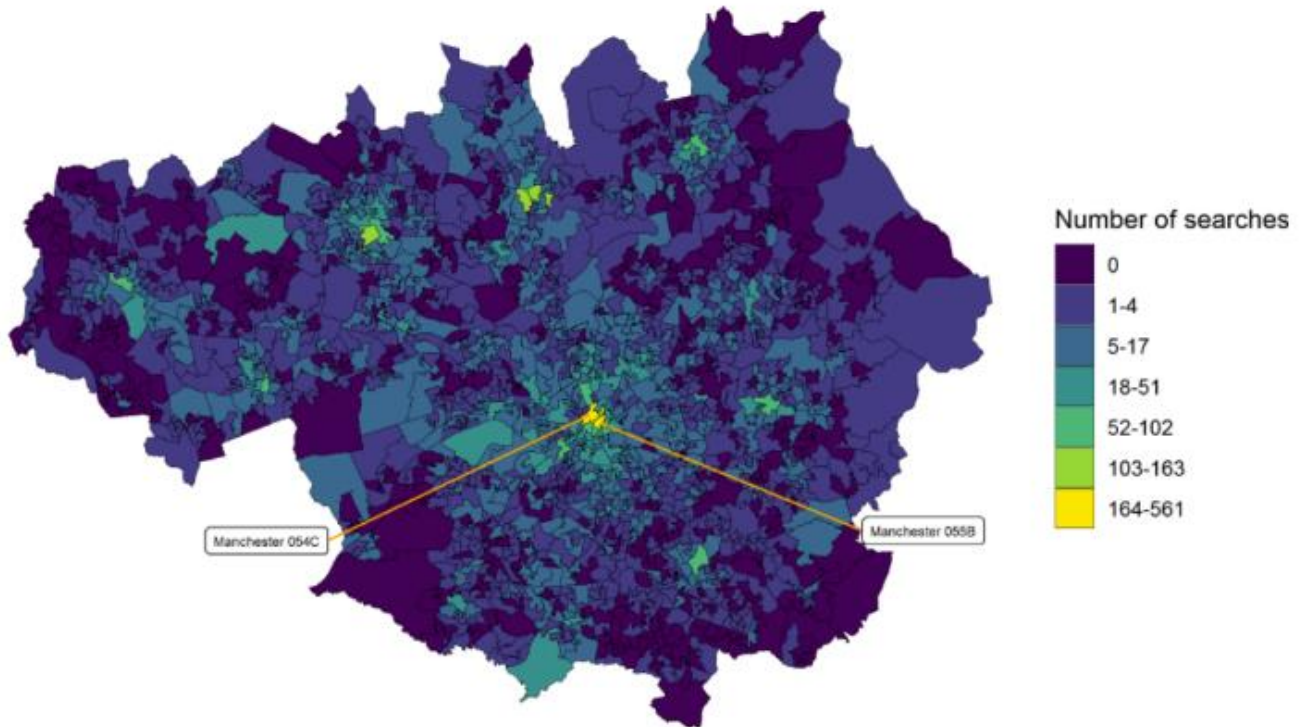
	Authorities	Searches	Arrest %	All Positive Outcome %
2021	2	31	2%	6%
2022	36	901	4%	9%
2023	29	573	3%	7%

Section 60 searches remain fairly low as a proportion of all stop searches in GMP: currently 4%.

1.5. Locality

The Home Office data nationally for the year ending March 2022 showed that similar to other metropolitan areas, stop and search hotspots for GMP were in distinct parts of urban centres, with 25% of all activity within Greater Manchester taking place in just 0.8% of Lower Layer Super Output Areas (predominantly Manchester city centre), and 50% within 6.8% LSOAs.

GMP - 2021/22 stop and search map



1.6. Complaints

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

From May 2021 to April 2022 there were 42 complaints, which increased to 70 complaints for the period May 2022 to April 2023. However, in terms of proportional change we see a reduction from 0.40% May to April 2021/22 (42 complaints from 10,418 stop and search), to 0.22% May to April 2022/23 (70 complaints from 32,150 stop and searches).

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GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 12 June 2023

Subject: Force Contact, Crime and Operations Branch Performance Update

Report of: Head of the Force Contact, Crime and Operations Branch – ACC Chris Sykes

Purpose of Report

The purpose of this report is to update the Deputy Mayor and members of the Panel on the Call Handling service provided by Greater Manchester Police (GMP) to the public of Greater Manchester.

The report provides a GMP performance update and details the considerable progress across key measures and provides context of the comprehensive measures implemented to address the performance issues identified and details the continued upwards trajectory of Force performance improvement.

Recommendations:

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

Contact Officers

Chief Superintendent Chris Gibson

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Equalities Impact, Carbon and Sustainability Assessment:

Nothing to note.

Risk Management

The Force Contact, Crime and Operations (FCCO) Branch currently has an improved but limited ability to effectively track a call journey that channel shifts/abandons the call within a positive abandonment time threshold. This is due to the constraints of the current version of AVAYA system that the FCCO operate with. The National Digital Public Contact programme is aware of the challenges and seek to continue to explore IT solutions.

The analysis clearly evidences that a large percentage of calls that channel shift/abandon, are within the assumed positive threshold of the welcome message (and reasonable wait time thereafter) for all Intelligent Call Routing (ICR) options available.

There are future proposals in flight under the Contact Centre Transformation (CCT) project whereby the AVAYA platform will be upgraded in circa June 2023 which will incorporate all contact services available in the FCCO (101/5050, Single Online Home and Live Chat) into one reporting suite.

The FCCO continues to make significant improvements in its 999/101 service with a focus on reducing abandonment rate across all telephony areas.

Legal Considerations

None to note.

Financial Consequences – Revenue

None to note.

Financial Consequences – Capital

None to note.

Number of attachments to the report: 0.

1. Overview

The National Contact Management Strategy clearly outlines the performance framework for all forces to work towards in respect of their telephony and online service which is as follows:

Contact Management Performance

- Reduce misuse of the '999' emergency system.
- Reduce demand within serviced channels, including the '999' emergency system and '101' non-emergency system.
- Increase the number of calls on the '999' emergency system answered within the nationally agreed target.
- Seek to eradicate '999' calls waiting for more than 2 minutes to be answered by police
- Increase use of self-service channels as a proportion of all contacts
- Increase the number of contacts resolved without deployment of officers or staff to the scene.

Since 2022 GMP's FCCO Branch has made significant improvements within its 999 and 101 telephony service. Once highlighted as one of the worst performing forces in the country where 999 calls waited on average up to and over 1 minute and 101 calls waited on average an excess of 7 minutes, the Force is now achieving excellent performance across all telephony and digital online services available to the public, which is in line with the National Strategy.

The focus remains to continually achieve and seek to improve the 999/101 service and enhance the Force's online services within the national performance framework and expectations.

Whilst the Force can manage/monitor long wait times on its 999/101 service and identify points of potential channel/shift it can only make 'assumptions' in respect of its channel shift/positive abandonment rate. To fully track the transition from telephony to online this would require significant IT development.

To achieve the required standards/targets, improve the telephony/online services and deliver against a national performance framework, the FCCO journey has been broken down into a number of stages:

Financial Investment – To ensure the Force was in a position to improve the telephony/digital services available to public, a significant financial investment was allocated to the FCCO. This enabled the FCCO to recruit a key senior leadership role, establish a number of additional management and supervisory posts and allow recruitment to exceed the baseline Full Time Equivalent (FTE) and recruit 10% above the required resource levels (which is in line and common practice amongst other forces).

The investment in IT projects such as the Contact Centre Transformation (CCT) project, to improve the customer journey and enhance the FCCO reporting suite was critical to improving the overall customer journey, ensuring the Force was being measured accurately, and able to design an effective performance framework.

Stabilisation of FCCO establishment – A dedicated Gold structure was aligned to the investment project to ensure that the required FTE resources levels (plus 10%) were achieved, the FCCO reduced the attrition levels, the wait time for new recruits was reduced and the FCCO stabilised its resources. In conjunction with the resourcing uplift, the FCCO sought to stabilise its already existing FTE by way of implementing force policies and ensuring a robust governance structure was in place to support this.

Review of the Senior Leadership Structure – A review of the senior leadership structure identified the requirement to increase and invest in a number of key leadership roles. This would ensure GMP had subject matter experts in place to manage the telephony demand at a strategic level, with the right skillset to lead the Force Contact Centre effectively whilst meeting its telephony and online demand.

Implementation of new IT systems – The FCCO saw the implementation/upgrade of two key IT systems managed under programme 1.

The CCT project adopted a two-stage phased approach which saw the FCCO move from an outdated reporting suite to a more enhanced system, with greater additional reporting functionality. Phase 1 saw the implementation of the ICR options which streamlined the 101-customer experience at first point of contact, significantly enhanced reporting suite, provided visible staff accountability and visually enhanced the FCCO environment (wall boards).

Phase two, scheduled for September 2023, will see the implementation of additional functionality to the system, allowing the FCCO to improve the customer experience further

by directing calls more efficiently at the first point of contact and enhance the reporting suite further.

In addition to the above, the FCCO Work Force Management System (WFMS) was replaced with an updated version which enabled the FCCO to improve the forecasting/scheduling of its resources, enhance the performance framework and accountability of staff and provide additional services available to the FCCO staff by way of booking leave etc.

Review of reporting methodology and in built 999 service protection – The FCCO utilises a number of systems to manage and report on its incoming telephony and online service demand. In June 2022 a full review of the FCCO reporting suite commenced which included the following:

- System health checks
- Redesign of reporting methods
- Review of daily/monthly and quarterly reporting cycles
- Implementation of a supporting governance structure.

Several changes were made within the FCCO which enabled GMP to manage its demand efficiently, improve the 999 service significantly, refocus on its 101 service levels and understand its telephony and online demand further.

Implementation of a Performance Framework – Due to the new reporting suite, revised reporting methodology and stabilisation of resources, the FCCO were able to implement a robust performance framework across all areas, allowing the senior leadership team to track performance more effectively. This ensured that the FCCO is working within internal/national frameworks and effectively managing team and individual performance.

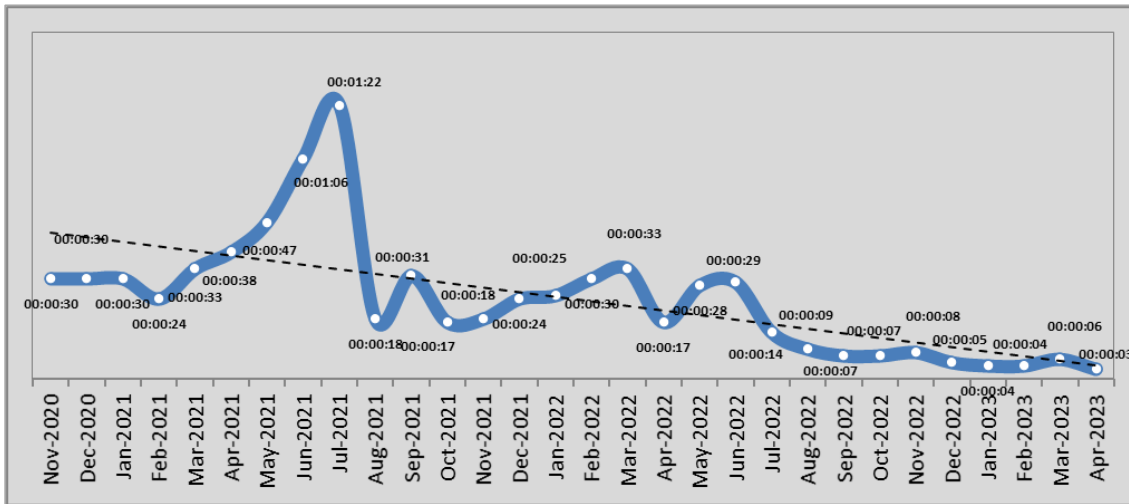
Call taking and incident attendance performance

Answering 999 emergency calls

Significant performance improvement in 999 and non-emergency average speed of answer (ASA) has been delivered. Overall, the linear trend highlights a reduction in delay of answering with notable sustained improvement made since the peak during July 2021 (999 ASA was 1 min 22 secs) for April 2023 – 999 average speed of answer is now just 3 seconds.

In terms of national performance, 999 performance data (April 2023) show GMP to be placed 1st out of all England & Wales police forces in terms of the percentage of calls answered in under 10 seconds. Also, national data shows GMP is placed 2nd out of all forces for 999 average speed of answer.

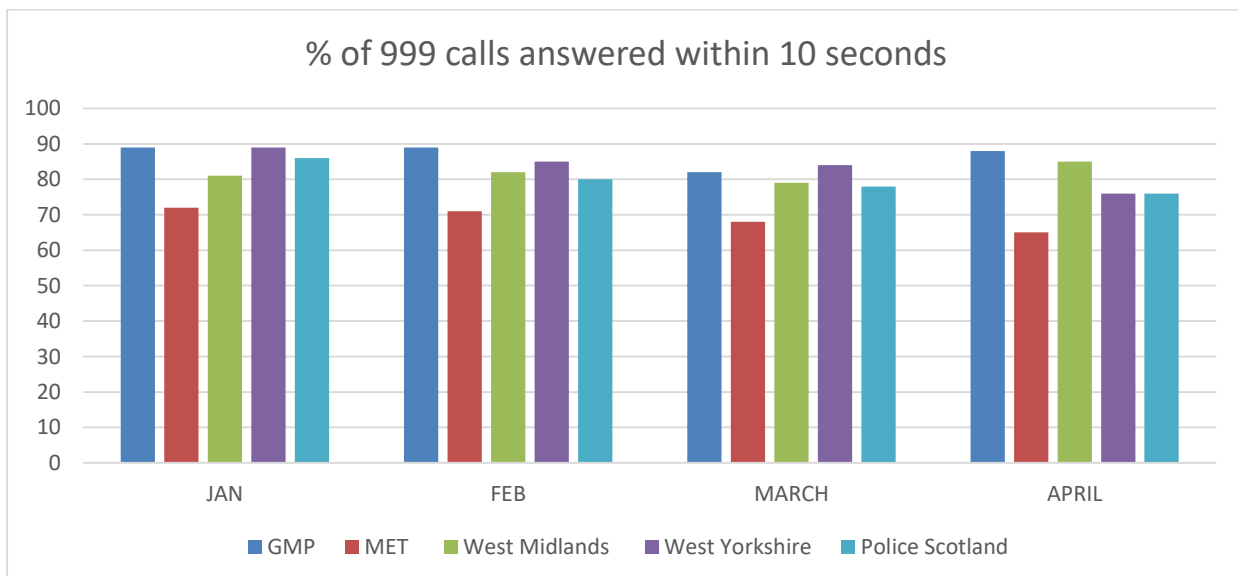
999 ASA Average Speed of Answer (minutes: seconds)



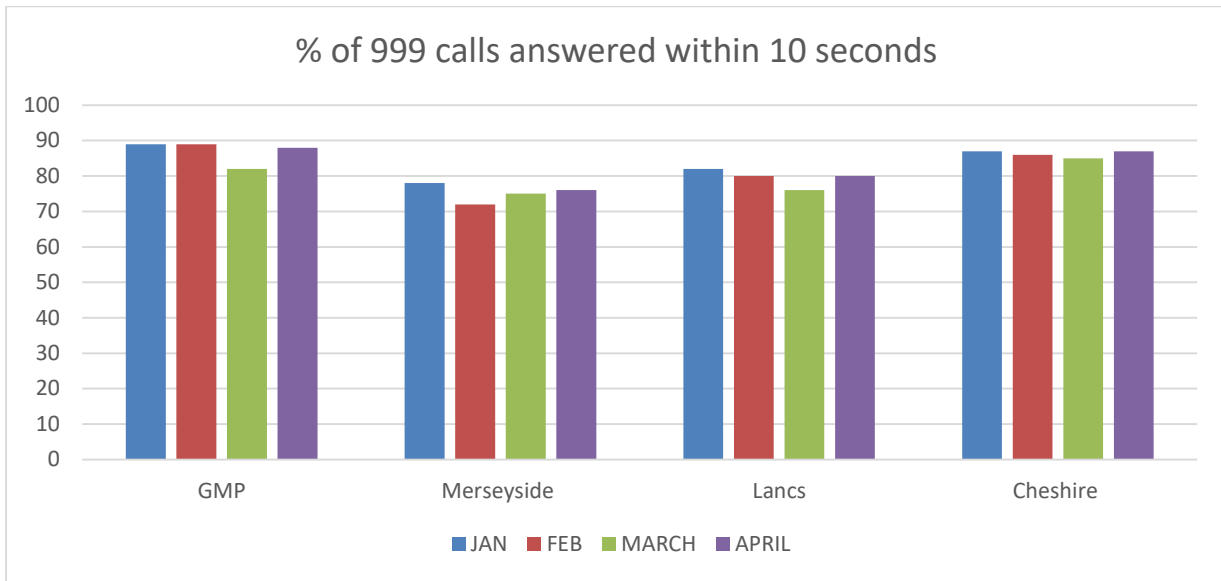
National League Table

The national 999 league table published each month highlights GMP’s excellent improvement in its performance. The data is supplied by BT and forces are highlighting inconsistencies within the BT data, and their own internal measures; however, it does identify a trend in 999 performance nationally.

GMPs comparison to most similar groups (MSG)



GMPs comparison regionally



GMP 999 calls lost and received to/by other forces

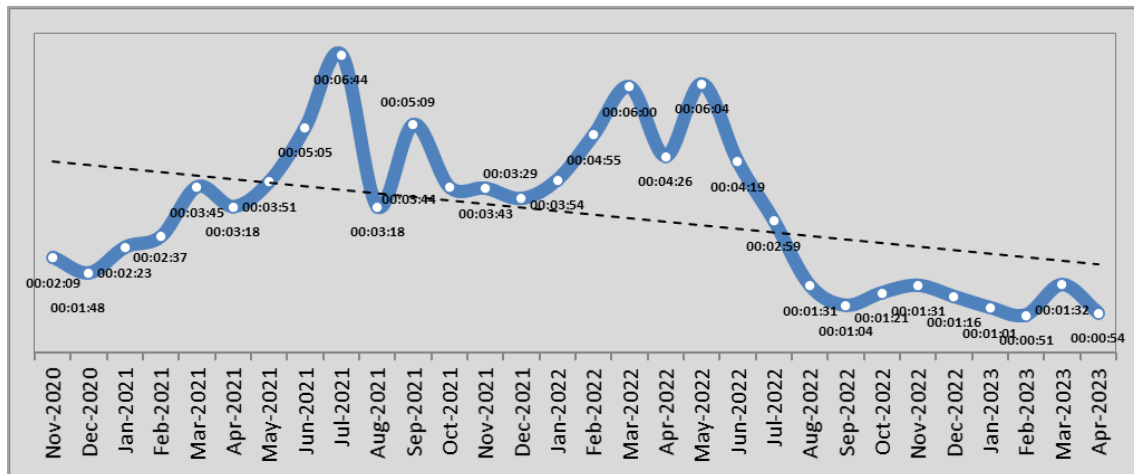
GMP has seen a noticeable reduction of 999 calls lost to other forces in addition to significant improvements in the overall telephony performance.

	999 calls lost to other Forces	999 Calls Received by GMP from Other Forces
July 2021	862	7
August 2021	51	3
September 2021	20	6
October 2021	14	3
November 2021	17	26
December 2021	52	7
January 2022	119	19
February 2022	113	19
March 2022	91	18
April 2022	22	5
May 2022	130	19
June 2022	68	8
July 2022	16	32
August 2022	20	50
September 2022	8	10
October 2022	22	65
November 2022	20	20
December 2022	8	27
January 2023	6	8
February 2023	1	8
March 2023	12	7
April 2023	0	5

Answering non-emergency calls

For non-emergency (ASA) the overall linear trend also indicates a positive reduction in answer time. It is notable that performance in most months since the July 2021 peak (6 minutes 44 seconds) has improved. Performance has improved significantly with times in recent month showing under one minute. In April 2023, Non-emergency (ASA) was at 54 seconds.

Non-Emergency Average Speed of Answer (minutes: seconds)

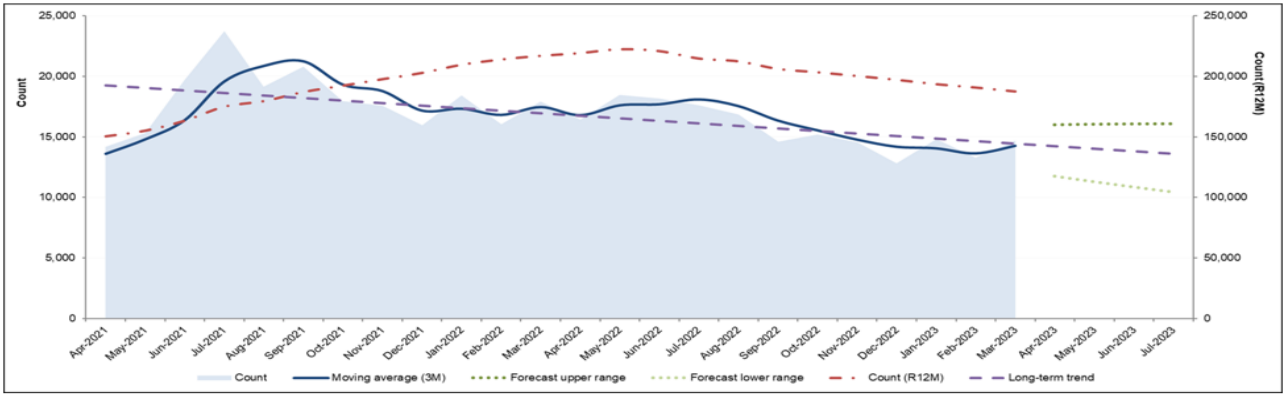


Digital online services

The FCCO has several online services available for the public of Greater Manchester to report incidents, make general enquiries or report a crime. GMP was an early adopter of the national Single Online Home system and is now one of the country's biggest users.

GMP can expect to see an increase in online demand moving forwards as we head into one of the busiest seasonal periods. GMP will be launching a revised online campaign advertising the multiple ways the public can contact us.

GMP online services, demand and performance.



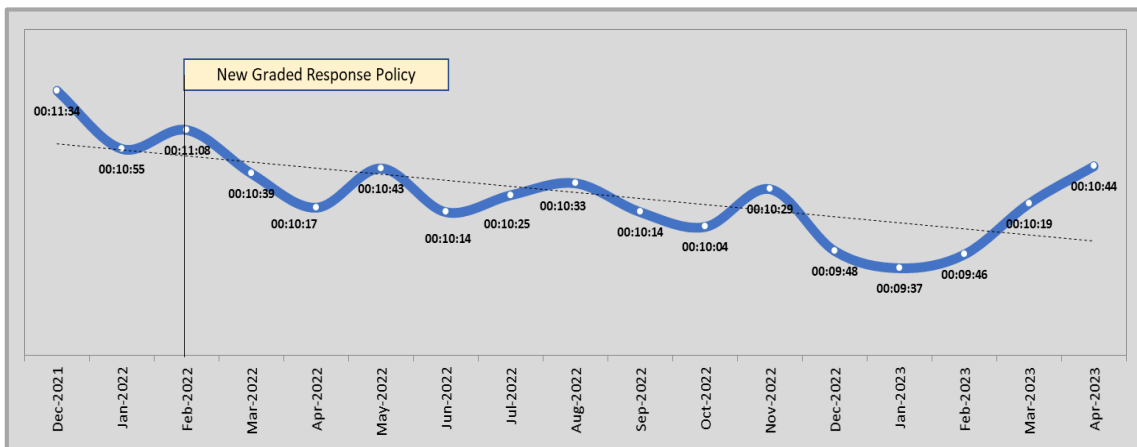
	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR
LIVE CHAT	5525	4376	4997	4798	4402	4736	4028	4279
SOH CH	3972	3545	3621	3360	2883	3631	3452	3915
SOH CRRU	7340	6669	6600	6388	5538	6458	5815	6503
LIVE CHAT ASA	00:00:24	00:00:28	00:00:32	00:00:26	00:00:22	00:00:24	00:00:22	00:00:19

FORECAST		
MAY	JUNE	JULY
3832	3669	3506
3723	3689	3656
6262	6260	6257
00:00:22	00:00:23	00:00:25

Grade 1 (immediate) incident attendance

Improved attendance times have been achieved with more appropriate incident grading delivered. The overall linear trend highlights notable improvement in Grade 1 response times has been made since the peak during September 2021 (13 min 35 seconds). In April 2023 – Grade 1 average attendance was 10 min 44 secs (against the target of within 15 mins).

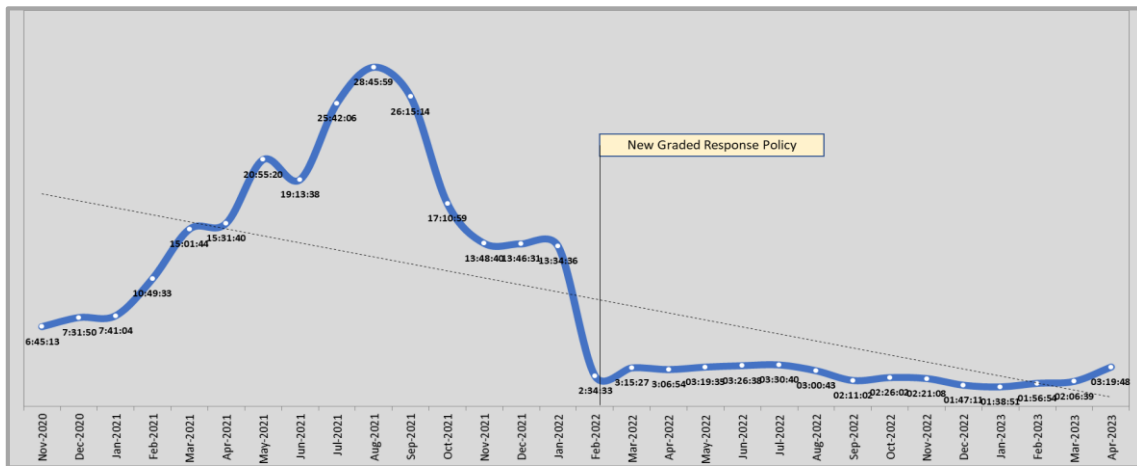
Grade 1 (Immediate) Attendance Time (minutes: seconds)



Grade 2 (priority) incident attendance

The overall linear trend highlights a clear reduction in Grade 2 attendance times. Sustained improvement has been made since August 2021 (28 hrs 45 min 59 seconds), compared to April 2023. Grade 2 average attendance is now 3 hrs 19 mins 48 secs. This has increased on previous months and is a key area for Force focus.

Grade 2 Attendance Time (hours: minutes: seconds)



Call abandonment/channel shift

999 abandonment/line switch rate was at 11% in July 2021, this is now down to 0.2% in April 2023. Non-emergency abandonment/ channel shift rate is at 7.4% in April 2023, compared to 20.7% in July 2021, but we now know a large proportion of these are being directed to online reporting.

This is a positive channel switch and means members of the public have alternative means of reporting to GMP for recording calls for service and obtaining a response.

- Broadened reporting lines to be accessible to more of the community
- Improved outcomes illustrated through DIP sampling
- Improved performance & outcomes – Victim Community Performance Framework (VCPF)/ Victim Safety Assessment (VSA)
- Improved timeliness and response to Vulnerable Adult and Child Referrals
- Improved capacity and capability of workforce, with dedicated workforce profile produced

These developments are sustainable, and the following can be identified as milestones:

- Effectively matching resources to demand with an investment of new staff into the FCCO.
- Introduction of new technology into the FCCO
- New Graded Response Policy implemented in February 2022, the proportion and volume of Grade 2 significantly reduced (-50%) post new graded response policy
- Crime Futures – expansion of the Crime Recording and Resolution Unit (CRRU)
- Detective Investment uplift plans
- Embedded & formalised Investigation units
- Neighbourhood & Response Review

In May 2022 within the wider Contact Centre Transformation project the FCCO transitioned from an old/out of support telephony provider (ENGHOUSE), to a new, improved, and singular solution (AVAYA) enabling the FCCO to enhance its reporting methods, track the service provided on 999 and 101 services more efficiently and understand the caller journey throughout, from the point of selecting an ICR option.

At the present time, there are no opportunities to track a customer journey from telephony to online services, GMP can make ‘assumptions’ in respect of a channel shift/positive abandonment at certain touch points within the ICR journey. Whilst management information has improved significantly there are evident gaps where the FCCO are unable to understand the full journey of a non-emergency call that channel shifts or abandons and re-presents via an online service. This is not a dissimilar to many other forces.

The Contact Centre Transformation project objective, governed under Plan On A Page (POAP) Programme 1, is to implement the wholesale transition from the current AVAYA Blue to the AVAYA Red platform. The migration of the new platform is scheduled for September 2023 and will provide additional functionality to improve the customer journey and will enable greater tracking and reporting on the customer touchpoints.

2. Conclusions

GMP recognises that it is unable to effectively track its 101-channel shift/abandonment fully at this time and can only provide an overview based on ‘assumptions’ until further IT solutions are developed.

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GREATER MANCHESTER POLICE, CRIME AND FIRE PANEL

Date: 12th June 2023
Subject: Greater Manchester Police Fund Revenue and Capital Provisional
Outturn 2022/23
Report of: Deputy Mayor for Police, Crime, Criminal Justice Services and Fire

PURPOSE OF REPORT

To inform Panel members of the Greater Manchester Police Fund Revenue and Capital provisional outturn position for 2022/23.

RECOMMENDATIONS

The Panel is requested to note the report.

Background papers presented to the Police and Crime Panel:

7th June 2022 - Greater Manchester Police Fund Revenue and Capital Budget 2022/23
23rd March 2023 – Greater Manchester Police Fund Revenue and Capital Budget
2023/24

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1. Introduction

- 1.1 The 2022/23 Police Fund revenue and capital budget for Greater Manchester Police (GMP) and the Office of the Police and Crime Commission (OPCC) was reported to the Police, Fire and Crime Panel in June 2022. The purpose of this report is to provide the provisional year end outturn position against that budget, subject to external audit. The report includes the position on Police Fund reserves at 31st March 2023 and reflects on risks and issues relating to 2023/24 Police Fund budget reported to the Panel in March 2023.
- 1.2 The 2022/23 Police Fund revenue budget was £718.6m funded from government grant of £537.3m and locally raised precept income of £181.3m. The provisional outturn position is breakeven after transfer to reserves at year end to support the 2023/24 revenue budget. The table below provides a summary position for the Police Fund with the breakdown for GMP and OPCC provided in Appendix 1.

Police Fund Revenue Outturn 2022/23	Budget	Outturn	Variance
	£m	£m	£m
Expenditure			
Employee Related	641.7	659.4	17.7
Pensions	116.1	116.3	0.2
Premises Related	37.6	36.9	-0.7
Supplies and Services	108.3	110.7	2.4
Agency Payments	18.5	17.6	-0.9
Transport Related	9.8	8.2	-1.6
Capital Financing	20.4	18.2	-2.2
Transfer to/from reserves	-17.6	-6.8	10.8
Specific Grants	-179.6	2-194.6	-15.0
Income and	-36.6	-47.3	-10.7

Sponsorship			
	718.6	718.6	0.0
Funding			
Home Office Grant	-537.3	-537.3	0.0
Precept / Council Tax			
Surplus	-181.3	-181.3	0.0
	-718.6	-718.6	0.0
Total Expenditure	0.0	0.0	0.0

2. Provisional Revenue Outturn - Greater Manchester Police

2.1 The 2022/23 outturn position for the GMP budget is breakeven with a breakdown provided in the table below.

Revenue Outturn 2022/23	GMP		
	Budget	Outturn	Variance
	£m	£m	£m
Expenditure			
Employee Related	639.6	657.1	17.5
Pensions	115.8	116.3	0.5
Premises Related	37.6	36.9	-0.7
Supplies and Services	79.4	76.5	-2.9
Agency Payments	18.5	17.6	-0.9
Transport Related	9.7	8.2	-1.5
Capital Financing	0.2	0.2	0
Transfer to/from reserves	-4.3	-0.8	3.5
Specific Grants	-167.2	-173.4	-6.2
Income and Sponsorship	-35.6	-44.9	-9.3
Total Expenditure	693.7	³ 693.7	0

- 2.2 The most significant variance is a £17.5m overspend on employee related expenditure relating to the police pay award and overtime. Whilst a significant proportion of the additional expenditure on overtime was funded from external income, there were pressures across the service which required measures to be put in place to more effectively control overtime. Over the second half of the year overtime expenditure did reduce and broadly came in on the revised targets. The revised monitoring and management tactics employed in 2022/23 will continue in 2023/24 to assist with the management of pressures in this area.
- 2.3 The premises budget underspent by £0.7m in 2022/23. This included a £3m underspend from a change in the accounting treatment for Private Finance Initiative (PFI) buildings increasing the term of the PFI buildings from 25 to 50 years resulting in lease redemption savings in year of £3m. This underspend is non-recurrent as it has already been included in the budget for 2023/24. The position includes an overspend on energy costs of c£2m which has been difficult to forecast due to the volatility of market, unpredictability of prices and the temperatures during the winter months.
- 2.4 The budget for supplies and services ended the year with an underspend of £2.9m, which reflected a top-up to the insurance reserve of £2.2m. The majority of the underspend relates to Plan On A Page (POAP) activities continuing into 2023/24, in particular the movement of the data centre from Chester House and Corporate budgets information systems budgets.
- 2.5 GMP self-insurance fund requirement is finalised at year end once the actuarial report has been received. The actuarial report for 2022/23 required an increase of £1.5m on the 2021/22 provision in line with the view of the insurance industry experts. As a result of the recommended level of provision there is revenue underspend compared to the estimated top-up and this is shown as underspend across the categories of supplies and services and transport costs.
- 2.6 In 2022/23 there have been overspends in a number of areas of the GMP budget including mental health demand, prisoner related expenditure, stray and dangerous dogs. With demand not slowing down⁴ and no additional funding included within the budget there is a risk of overspend in these areas continuing in 2023/24. In relation to

mitigating these pressures work is ongoing to look at how this can be achieved, e.g. Operation Aurora is an approach to manage the demand arising from mental health and vulnerability by ensuring that Partners better placed to deal with this than the Police service do so.

2.7 There was an increase in specific grants of £6.2m due to a £4m Home Office Grant to fund the Police Officer Pay award and £2m grant to fund the additional officers recruited over and above the Police Uplift Programme (PUP) target officer numbers.

2.8 There was an increase in income and sponsorship income of £9.3m. Of this £6.3m related to football, other events and mutual aid and was applied largely to cover the costs of overtime reported above. Other income related to sale of seized vehicles, accommodation recharges and station rates rebates.

3. Provisional Revenue Outturn 2022/23 - Office of Police and Crime Commissioner

3.1 The 2022/23 outturn position for the Office of Police and Crime Commissioner budget was breakeven as shown in the table below:

Revenue Outturn 2022/23	OPCC		
	Budget	Outturn	Variance
	£m	£m	£m
Expenditure			
Employee Related	2.1	2.3	0.2
Pensions	0.3	0.0	-0.3
Premises Related	0.0	0.0	0.0
Supplies and Services	28.9	34.2	5.3
Agency Payments	0.0	0.0	0.0
Transport Related	0.1	0.0	-0.1
Capital Financing	20.2 ⁵	18.0	-2.2

Transfer to/from reserves	-13.3	-6.0	7.3
Specific Grants	-12.4	-21.2	-8.8
Income and Sponsorship	-1.0	-2.4	-1.4
	24.9	24.9	0.0
Funding			
Home Office Grant	-537.3	-537.3	0.0
Precept / Council Tax			
Surplus	-181.3	-181.3	0.0
	-718.6	-718.6	0.0
Total Expenditure	-693.7	-693.7	0.0

- 3.2 The budget for borrowing costs associated with capital investment has a non-recurrent underspend of £2.2m due to a change in GMCA policy for accounting for capital financing costs. This underspend will be set aside in earmarked reserves to support an increase capital financing costs in future years.
- 3.3 The most significant variance from revised budget relates to an underspend on supplies and services, both grant and non-grant funded. This underspend relates to planned expenditure and use of grants that have been carried forward to 2023/24. There is a corresponding underspend on government grants and transfers from reserves budget lines, which means that overall this has no impact on the bottom line financial position.
- 3.4 There has been increased income and sponsorship in relation to additional contribution from partners for joint programmes of work.

4. Provisional Capital Outturn 2022/23

- 4.1 At the end of the 2022/23 financial year, the full year expenditure on the capital programme is £27.641m against a revised budget of £38.833m. This has resulted in a full year underspend of £11.192m with carry forward of £2.748m agreed for capital projects continuing into 2023/24.

4.2 The revised budget reflects funding received during 2023/24 for North West Counter Terrorism Unit (NWCTU) projects and other funding received such as drug testing scanners for custody, environmental works and for vehicles associated with Operation Vulcan and Counter Terrorism Specialist Firearms Officers.

4.3 The table below sets out this 2022/23 provisional capital outturn position and agreed carry forwards to 2023/24.

Capital Programme 2022/23	Original Budget 2022/23	Additional In Year Funding	Revised Budget 2022/23	Provisional Outturn 2022/23	Provisional Variance 2022/23	Agreed Carry Forward
	£m	£m	£m	£m	£m	£m
Capital Expenditure						
Estates	1.915	0.000	1.915	2.241	0.326	0.373
Fleet	9.535	0.776	10.311	7.424	-2.887	1.097
ICT	9.313	0.000	9.313	6.879	-2.434	0.00
Other / POAP	16.711	0.583	17.294	11.097	-6.197	1.278
	37.474	1.359	38.833	27.641	-11.192	2.748
Funded by:						
Borrowing	-35.100	0.000	-35.100	-24.616	10.484	-2.748
Grant	-0.622	0.000	-0.622	-0.613	0.009	0.000
Capital Receipts	-1.694	0.000	-1.694	-0.995	0.699	0.000
Revenue	-0.058	-1.359	-1.417	-1.417	0.000	0.000
	-37.474	-1.359	-38.833	-27.641	11.192	-2.748

5. 2022/23 Police Fund Reserves

- 5.1 The provisional reserves at the 31st March 2023 are £99.053m compared to the opening position of £105.864m.
- 5.2 The position on GMP earmarked reserves at 31st March 2023 was £44.701m which is a decrease of £0.809m reflecting the net impact of transfers to and from reserves. As part of the POAP improvements the mobilisation and implementation of projects across the Force will continue into 2023/24. In cases where there was a clear requirement and commitment to spending in 2023/24, a carry forward of funding has been agreed with a total of £1.9m being transferred to GMP earmarked reserves. A further £3.5m has been set aside in GMP earmarked reserves to provide flexibility for the Chief Constable to manage cost pressures within the new financial year, arising both from the POAP and the continuing volatility in the global economy. Transfers out of reserves relate to 2021/22 carry forwards and earmarked reserves set aside for purposes and events that arose in 2022/23.
- 5.3 The position on OPCC earmarked reserves at 31st March 2023 was £38.956m which is a decrease of £6.002m reflecting the net impact of transfers to and from reserves. There has been a transfer from PCC reserves of £10m as previously agreed to supplement the GMP budget, including £5m from the Infrastructure Reserve for the PUP, £4m to meet a shortfall on the opening budget for 2022/23 and £1m to building detective resilience as part of the POAP. There has been a transfer into PCC reserves of £4m relating to £2.2m underspend transferred to the capital programme reserve, a transfer of Police Property Act income of £1.2m and further transfers to reserves to enable carry forward of grant funding.

Police Fund Reserves	Closing Balances 31-March 2022 £m	2022/23 Actual Use of Reserves £m	Actual Balance March 2023 £m
General Reserve - Police Fund	-15.396		-15.396
Transformation Reserve	-1.829	0.000	-1.829
Commissioning Reserve	-12.404	3.515	-8.889
Community Crime Fund reserve	-1.897	1.078	-0.819
Justice and Rehabilitation reserve	-1.778	-0.060	-1.838
Sexual assault commissioning reserve	-3.355	-0.145	-3.500
Youth aspiration / diversion reserve	-0.093	0.000	-0.093
Legal costs reserve	-1.855	0.000	-1.855
Health and Justice reserve	-0.079	0.000	-0.079
Traffic Enforcement & Road Safety Reserve	-0.108	0.025	-0.083
Capital Financing Reserve	-3.797	-2.185	-5.982
Collection Fund Smoothing Reserve	-1.520	0.000	-1.520
RASSO	-0.660	-0.116	-0.776
Infrastructure HO Reserve	-15.583	5.112	-10.471
Police Property Act Reserve	0.000	-1.222	-1.222
Total PCC Earmarked Reserves	-44.958	6.002	-38.956
Operational Contingency Fund	-2.111	0.211	-1.900
Chief Constable's Insurance Reserve	-12.549	-1.194	-13.743
PFI Residual Reserve	-9.880	0.954	-8.926
Other Earmarked Reserves	-20.970	0.839	-20.131
Total GMP Earmarked Reserves	-45.510	0.809	-44.701
Total Police Reserves	-105.864	6.811	-99.053

6. Conclusions and recommendations

- 6.1 The 2022/23 Police Fund breakeven position is a positive outcome for the financial year end given the scale of improvement that has been delivered during the year. The progress made in managing pressures has provided some mitigation for risks continuing into 2023/24 which includes efficiencies and use of reserves to support the improvement programme. The management of vacancies and overtime is a key priority for 2023/24 and close management across these areas is occurring to ensure the delivery of the savings and reinvestment to support the improvement.
- 6.2 Recommendations are set out at the front of the report.

Appendix 1

Police Fund Provisional Revenue Outturn 2022/23

Revenue Outturn 2022/23	GMP			OPCC			Budget	Outturn	Variance
	Budget	Outturn	Variance	Budget	Outturn	Variance			
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Expenditure									
Employee Related	639.6	657.1	17.5	2.1	2.3	0.2	641.7	659.4	17.7
Pensions	115.8	116.3	0.5	0.3	0.0	-0.3	116.1	116.3	0.2
Premises Related	37.6	36.9	-0.7	0.0	0.0	0.0	37.6	36.9	-0.7
Supplies and Services	79.4	76.5	-2.9	28.9	34.2	5.3	108.3	110.7	2.4
Agency Payments	18.5	17.6	-0.9	0.0	0.0	0.0	18.5	17.6	-0.9
Transport Related	9.7	8.2	-1.5	0.1	0.0	-0.1	9.8	8.2	-1.6
Capital Financing	0.2	0.2	0	20.2	18.0	-2.2	20.4	18.2	-2.2
Transfer to/from reserves	-4.3	-0.8	3.5	-13.3	-6.0	7.3	-17.6	-6.8	10.8
Specific Grants	-167.2	-173.4	-6.2	-12.4	-21.2	-8.8	-179.6	-194.6	-15.0
Income and Sponsorship	-35.6	-44.9	-9.3	-1.0	-2.4	-1.4	-36.6	-47.3	-10.7
	693.7	693.7	0	24.9	24.9	0.0	718.6	718.6	0.0
Funding									
Home Office Grant				-537.3	-537.3	0.0	-537.3	-537.3	0.0
Precept / Council Tax Surplus				-181.3	-181.3	0.0	-181.3	-181.3	0.0
				-718.6	-718.6	0.0	-718.6	-718.6	0.0
Total Expenditure	693.7	693.7	0	-693.7	-693.7	0.0	0.0	0.0	0.0

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Greater Manchester Police, Fire & Crime Panel

Date: 12th June 2023
Subject: GMFRS Strategy Update – Year One Progress Against Delivery
Report of: ACFO Carlos Meakin
Report Author: ACFO Carlos Meakin

PURPOSE OF REPORT

This report contains a presentation updating members on the progress made over the first year against the strategies aligned to the six priorities within the Mayoral Fire Plan 2021-25.

RECOMMENDATIONS:

Members of the Panel are asked to note the contents of the presentation and provide any feedback.

CONTACT OFFICERS:

ACFO Carlos Meakin – meakinc@manchesterfire.gov.uk

Equalities Impact, Carbon, and Sustainability Assessment:

N/A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

BACKGROUND PAPERS:

GMFRS Strategy paper previously taken to June 2022 meeting of the Panel.

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

Strategy Update

Year One progress against delivery
ACFO Carlos Meakin

Introduction

- HMICFRS report December 2021 highlighted gaps in current strategy documents
- June 2022 suite of strategies presented to PFCP following Dep Mayor approval in March
 - Prevention, Protection, Response and Framework for Integrated Place Based Working
- Strategies have clear alignment to the six priorities within the Mayoral Fire Plan 2021-25
- Equality, Diversity and Inclusion strategy launched Sept 2022
- Strategies outline a suite of 'commitments' to communities around what GMFRS will deliver
- Update to PFCP on what has been delivered in the first year of the strategies

Prevention Strategy – delivery against commitments

Our Prevention Strategy sets out how we meet our core functions under the Fire and Rescue Service (FRS) Act to promote fire safety, ***placing the prevention of fires and other emergencies at the heart of our activity.***

In addition, the strategy supports the requirement for FRS to promote prevention to those households and communities at greatest risk from fire in the home (targeted approach), and those most likely to engage in arson or deliberate fire setting as required by the Fire and Rescue National Framework (2018).

Our commitments in the Strategy are what underpins our commitment to continuous improvement

The 21 Commitments cover a number of thematic areas:

✓ Targeted approach to assessing risk	✓ Fire Safety in the home	✓ Safeguarding	✓ Volunteering
✓ Road safety	✓ Water and Wildfire	✓ Education	✓ Intervention Programmes

Prevention Strategy – In 2022/23 we delivered

- Adopted and promoted the Online Home Fire Safety Check (OHFSC) tool to all residents of Greater Manchester
- Adopted a person-centred, all age approach to home safety prevention (inclusive of eight core components (as set out in the NFCC Person Centred Framework)
- Support of development for locality plans through annual risk profiles (fire risk profiles and improved road and water safety data)
- Improved data sharing agreements with Hospitals and Housing Providers
- Annual Campaigns calendar for staff and public linked to National and local themes
- Supported the Safer Roads Greater Manchester Partnership Safe Drive Stay Alive campaign to reduce road traffic collisions.
- Delivered a Water Summit and created a Greater Manchester Water Safety Partnership (initial meeting Q1 23/24)
- Reviewed and improved our Education packages with access for staff and public and introduced technology for learning (eg; Virtual Reality headsets)
- Five Princes Trust teams now operating and completing the Princes Trust Programme
- Scoped the development of a Fire cadet programme (to be initiated in 2023/24)
- Delivered a new Volunteer Strategy and further developed relationships with partners
- Adult Fire Setters Pilot Programme (Atlas) to pave the way for delivery of a full programme in 2023/24

Prevention Strategy – In 2023/24 we will

- Review and implement best practice from the NFCC and GMFRS **ED&I Strategies** and improve our **community engagement**
- Develop and implement a **Prevention and Protection digital programme** that will provide a single digital solution to record all our activities.
- Implement an **Adult Fire-setters programme** to influence the behaviour of individuals who demonstrate fire setting behaviours.
- Scope and introduce **prevention technologies** to provide improved ways of delivering prevention education, campaigns and messaging. This will include expanding virtual reality and digital boards.
- Implement a **Fire Cadet's scheme** to support the development of young people, improving their future employment prospects and providing pathways to employment.

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Adopt the National Fire Chief's Council (NFCC) **Early Intervention Implementation Framework**, to meet the needs of young people and communities through the delivery of best practice programmes

Adopt **Staywise** to introduce best practice for Prevention education delivery

- Embed the new **Volunteering Strategy** to support the GMFRS Volunteering Programme
- Further implement the **Serious Violence Duty Legislation** and support delivery with partners as a specified authority (eg; VRU, Programme Challenger, Navigator Project)
- Continue work to **reduce accidental dwelling fires** (in partnership and using assistive technology)
- Aim to **reduce Deliberate Fire setting** through a range of activities, programmes and interventions (within the scope for an Arson Task Force)

Protection Strategy – delivery against commitments

- Our Protection Strategy sets out how we will deliver work across our regulatory functions, develop our fire investigation capabilities and support a safe and effective operational response by effectively identifying, assessing and sharing information about risk
- Our commitments in the Strategy are what underpins our commitment to continuous improvement
- The Commitments cover a number of thematic areas:

✓ Business Engagement	✓ Effective Regulation	✓ Sharing Knowledge
✓ Fire Investigation	✓ Partnership Working	✓ Water

Protection Strategy – In 2022/23 we delivered

- Advice to 8241 business covering 39,000 premises through Business Engagement Events
- Implemented new letters to provide clear guidance on our inspections and the outcomes improving the experience of the 2000 premises we inspected
- Expanded our Primary Authority offer to new partners generating £79,000 of income we can reinvest in business engagement
- Requested 93 new water hydrants to support firefighting and inspected over 10,000 existing hydrants

Protection Strategy – In 2022/23 we delivered

- The completion of Level 2 Fire Investigation qualifications for Crew and Watch Managers and rolled out a Fire Investigation App to support investigations
- Expanded our Fire Investigation capability to 24 hours a day and welcomed Minnie and Blitz to the Fire Investigation Team
- Implemented a new Operational Intelligence Policy and provided face to face training and an accompanied visit to every Watch
- Developed a Level 2 Training Course for 'Fire Safety' Checks and piloted the delivery with Apprentices and 3 Watches prior to applying for Accreditation
- Developed and delivered 3 thematic training sessions to Flexi Duty Officers covering Care Homes, Factories and Warehouses and Fire Safety in Flats and the new Fire Safety England Regulations

Protection Strategy – In 2022/23 we delivered

- Ongoing support to the GM High Rise & Building Safety Task Force and GM Housing Providers
 - Co-ordinated a delegation of DLUHC officials to discuss Remediation Orders and trial case conferencing arrangements
 - Co-ordinated NW FRS involvement with the HSE Safety Case Trials
 - Implemented systems for reporting faults under the Fire Safety England Regulations and provided Information for Residents that all Housing Providers can use to comply with the new law
- Continued to engage with the NFCC and chair the NW Protection Group working collaboratively to improve our services

Protection Strategy – In 2023/24 we will

- Expand our training capability
 - commence roll out of a 3 year plan to deliver a Level 2 Award in Fire Safety Checks to all Operational Crews
 - Expand our range of accredited Fire Safety courses
- Launch our Business Engagement Framework and deliver a range of engagement events
- Commence development on a new digital solution for recording and sharing risk information and our interactions with the public – enabling us to collect information once and use many times
- Build on our existing partnerships to expand and enhance our multi-agency interventions to business engagement and enforcement

Response Strategy – Delivery against commitments

- Our Response Strategy sets out how we will deliver our emergency response functions to the communities of Greater Manchester. Our commitments in the Strategy also underpins our aim of continuous improvement.
- The Commitments cover a number of thematic areas

✓ People and systems	✓ Operational Training	✓ Response to Terrorist Attacks
✓ Fleet	✓ Water and Flood capabilities	✓ Wildfires response and capabilities

Response Strategy – In 2022/23 we delivered

Response to Terrorist Attacks

- We have equipped every fire engine with specialist equipment and trained every watch to respond to terrorist incidents
- From Monday 29th May 2023 we went fully live across GMFRS with our increased capacity and capability to respond to a marauding terrorist attack or mass casualty

Operational Training

- Improvements to the Bury Training and Safety Centre (£5.3 million Investment).
- Introduction of the New Incident Command and Leadership Development Academy
- New Drill Yard and Training Towers for Apprentice Training.
- Improved BA and Welfare Facilities.
- New Cold Smoke BA training Facility
- New outdoor Technical Training Area
- Working at Height and Technical Training Facility.

Response Strategy – In 2022/23 we delivered

Wildfires response and capabilities

- Implemented a new Wild fire burns suppression team
- Trained all operational crews at Littleborough in Burns suppression, attending courses alongside the Catalonian FRS
- Purchase and introduction of two Polaris all wheel drive vehicles

Water and flood capabilities

- Introduction of long reach poles to aid rescues sub surface
- Full replacement programme of dry suits for all operational crews

Fleet

- Introduction of 6 new appliances in June 23 (delayed due to chassis build in 22/23)
- Purchase of a Scorpion vehicle
- 15 Electric/hybrid vehicles ordered in October 23
- Special Appliance review completed

Response Strategy – In 2022/23 we delivered

People and Systems

- Introduction of the Gartan 5.4 system
- Availability of early CPD payments for newly qualified EFAD drivers
- Second MDT unit on all front line appliances – GMFRS winning Innovation in Digital Technology award
- Review of Productivity
- Upgrades to appliance mobile phones including the introduction of new Apps such as Fire investigation
- New IT equipment on station including the introduction of interactive screens and including Teams

Exercises

- 5 Medium Scale exercises (MTA) learning from MAI
- 3 Large scale exercises (HIGH RISE) learning from GTI
- 6 COMAH exercises

Response Strategy – In 2023/24 we plan to

- For MTA we will in 2023/24 will see further continuation training, including a series of large-scale multiagency exercise taking place in venues across Greater Manchester.
- Wild fire resources will continue to be enhanced with the purchasing of two Hagglund all terrain tracked vehicles and associated beavertail transportation
- Continue to embed our wild fire capabilities through developing partnerships with local landowners and continuation training
- 6 further appliances into service in June 23
- The Water incident Unit and TRU stations will see a replacement programme of Buoyancy aids and helmets
- Delivery of 15 Electric/hybrid vehicles
- Scope and implementation of the findings for the Special Appliance review
- Gartan delivering stand in requests, Day Crewing Stations and Flexi Duty Officer rota
- Further mobile device on fire appliances to support remote working

Integrated & Place Based Working

- Director of Service Delivery wrote to the Chief Executives of the 10 local authorities within Greater Manchester, to share the framework and extend an offer of further discussions with their nominated lead for place-based working
- An extensive series of internal engagement events were also undertaken (May and August 2022) with all Group Managers, Area-Based Station Managers, and Prevention and Protection managers
- The IPBW Framework has been delivered to all CSPs
- A SWOT (strengths, weaknesses, opportunities, threats) review of Service Delivery was undertaken in October 2022. One area identified was area based teams were not coterminous with GMP & local authorities. As result a sixth Area Based Group Manager has been introduced to improve partnership working
- To allow greater access to area based teams. A refresh of the 'Your Area' station pages on our website has been undertaken. Members of the community will see how to contact GMFRS and who their local officers are.

Integrated & Place Based Working

- To support GMP's implementation of Prevention Hubs. We now meet regular with our GMP colleagues to ensure we have robust communication pathways in and out of the hubs to assist in problem solving in the community
- Year 1 of implementation has been engagement and capture of some of the great IPBW we already do this includes:
 - Operation Vulcan
 - Extreme Heat Campaign
 - Joint training Including Standedge Rail Tunnel and Heinz
 - Atlas
- We are currently undertaking a maturity assessment of our IPBW to understand how embedded our partnership working is in the community. The assessment will see feedback from internal stakeholders and partners in the wider GM community
- Following the maturity assessment. We will create 'What Works Forums' both internal and externally to capture the great work we do with partners and replicate it in a more standard approach across all local authority areas

ED&I Strategy 2022-25

- EDI Embedded in our our Fire Plan as Priority 5: Deliver a Culture of Excellence, Equality and Inclusivity.
- Sets out the Service's ambitions to ensure EDI is at the heart of our service delivery and thoroughly embedded in our organisation's culture.
- It builds on our aim to change the culture of our organisation, helping us to embed positive behaviours in all that we do, for the benefit of our staff and our communities.

ED&I Strategy

- EDI Annual Action Plan is reviewed each year to ensure we continually drive inclusive culture forward for the workforce and the communities we serve.
- 14 actions to ensure we embed excellent practice across GMFRS include:
- Measure and evaluate progress, inclusive employee lifecycle, increase diversity and equity, Inclusive leadership, quality assurance, review policies, continually review facilities, equipment and uniform, comms and engagement, learning programmes, amplify staff networks, EDI resources, gender, racial and marginalised equity, partnership working, EDI campaigns and events, recognise and celebrate success.
- Reviewed and launched our new approach to Equality Impact Assessments (EIAs) to ensure meaningful completion, aligned to a robust governance structure.
- EIAs are a way of systematically assessing the effects that a policy, project or decision is likely to have on different people within our organisation, and our stakeholders.

ED&I Strategy – Highlights

Stonewall Equality Index

- We have secured a spot-on Stonewall's Top 100 list for the 2nd year, for leading LGBTQ+ inclusive employers, moving up to 50th position from 93rd last year. GMCA and GMFRS also won a Gold Employer Award for the 2nd Year from Stonewall in recognition of our ongoing commitment to inclusion of LGBTQ+ people in the workplace. For the very first time, we have won National Network of the Year Award 2023 from over 900 organisations across the country, for our dedication, commitment, and support through our Rainbow staff network.

Inclusive Culture Training

- This face-to-face training meets the HMICFRS recommendation of developing people's understanding of positive action, whilst touching on a range of other topics including unconscious bias, inclusive language and allyship, in line with the NFCC Code of Ethics. Nearly 700 staff have completed the training which started in August 2022. A huge success for the service!

Quality Assurance, Staff networks and Workforce Engagement

- HMICFRS 21-22: Good for Ensuring fairness and promoting diversity, preparing for next inspection for 2023.
- 5 Established Staff Networks: Race & Faith, Women's, Rainbow, Enable, Armed Forces and an active allies platform (124 EDI SPOC's)
- Successful Annual Power of staff network Conference to celebrate achievements supported by senior leads across the service, 2023 being planned for October.

ED&I Strategy – Highlights

- Diverse Leadership Programme completed by underrepresented staff.
- Reciprocal Mentoring programme for network members and senior leads completed for the 2nd year.
- Freedom to Speak Up Programme increased reporting
- Inclusive Essentials (Online learning) increasing learning and awareness across the service.
- Successful Anti-Racist Practice Training completed by all GMFRS Senior Leads, with ambitions to roll out across the service.
- White Ribbon Accreditation for GMFRS in partnership with GMCA
- New Culture First Board being co-designed to continually improve our service.

Any question?

Greater Manchester Police, Fire & Crime Panel

Date: 12th June 2023

Subject: GMFRS Efficiency and Productivity Plan 2023-24

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

Report Author: Sarah Scoales, Head of Service Excellence

PURPOSE OF REPORT

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

RECOMMENDATIONS:

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

CONTACT OFFICERS:

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

ACFO Carlos Meakin – meakinc@manchesterfire.gov.uk

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

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

Equalities Impact, Carbon, and Sustainability Assessment:

N/A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences - Capital

See Appendix 1

Financial Consequences - Revenue

See Appendix 1

Number of attachments included in the report:

BACKGROUND PAPERS:

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

INTRODUCTION

1. The National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) have proposed that across FRSs in England, the sector could create 2% of non-pay efficiencies and to increase productivity by 3% in the period 2021/22 to 2024/25.
2. The Fire Minister requested detail around these plans, and how the individual fire and rescue authorities (FRA) plans will align with the national productivity and efficiency targets that have been set for the 2021/22-2024/25 Spending Review period.
3. The GMFRS Efficiency and Productivity Plan 2023/24, provided at Appendix 1, outlines our strategies to streamline processes, optimise resources, and improve productivity through the use of new technologies and investments in its workforce. The plan aims to ensure that the Service remains flexible, modern, and resilient and can meet the evolving needs of the communities we serve.
4. GMFRS is committed to delivering efficiencies and improvements without compromising our prevention, protection, and response services, even in the face of financial uncertainty. The ultimate goal of the plan is to provide the best possible value to the city-region.
5. Our Annual Delivery Plans outlines the improvement program for the upcoming year and how the Service will respond to risks to keep communities safe. Meanwhile, the Medium Term Financial Plan outlines the Service's financial position, including the revenue targets, capital investments, and funding requirements.

FINANCIAL POSITION

6. GMFRS has a long-standing track record in delivering efficiency savings through a range of initiatives, including fire cover reviews, crewing arrangements, use of procurement to deliver savings, service reviews, management of ill-health retirement, predating our latest Efficiency Plan.
7. Since 2010 we have secured over £47 million of annual savings from various efficiency plans, including the Efficiency Plan for 2016-2019 and our 'Programme for Change' in 2019/20.
8. In December 2022, the Chancellor announced a one-year settlement for FRSs, which included a 7.4% increase in core spending power and flexibility on council tax precept for stand-alone FRSs.

9. The Service's government funding has increased by just over 3% from the previous year, which is lower than the pay and non-pay inflation pressures faced.
10. The precept of FRS functions in Greater Manchester has been increased by £5.00 in a Band D Council Tax Precept for 2023/24 to maintain levels of service delivery and continue the journey of improvement. Precept income has been included in the MTFP to ensure frontline fire cover is maintained.
11. The Medium-Term Financial Plan (MTFP) to 2025/26 has been updated to reflect pay and price inflation, cost pressures, and agreed savings, including a 7.4% increase in core spending power for FRSs.

ACTIVITIES TO-DATE

12. The GMFRS Improvement Programme launched in 2021 continues to build efficiencies across the organisation, with several key areas of focus, and included:
13. A new Sustainability Strategy launched across GMCA, which includes the installation of EV charging points and electric vehicles to reduce carbon emissions. The service has successfully bid for grant funding from the Public Sector Decarbonisation Scheme and invested in solar photovoltaics to reduce carbon emissions and generate cost savings.
14. An Estates Programme has been delivered to improve the estates portfolio and reduce costs, with two new zero-carbon fire stations to be built, contributing to carbon and cost reductions.
15. The Contact Centre has made savings and improved processing through collaboration with SafeLincs. Safelincs, an online home fire safety assessment tool, has been introduced to create capacity for operational crews.
16. Collaborative working and shared premises with other emergency services partners provide opportunities for cost savings and efficiency gains. Procurement exercises are carried out in collaboration with other regional FRAs, GMP, and local authorities, with several examples demonstrated.
17. New high specification Mobile Data Terminals and Microsoft Teams provide operational support and permit hybrid working arrangements, respectively. The introduction of GovWifi simplifies and secures access to Wi-Fi at participating public sector locations.
18. The Service conducts Equality Impact Assessments and People Impact Assessments to ensure a balanced impact on operational performance and service to the public

FUTURE PLANS

19. The attached report sets out our continued plans to improve efficiency and productivity through several initiatives.
20. Initiatives include a review of our fire cover arrangements with more cost-effective shift systems which introduce further day crewing stations and improve special appliance capabilities, as well as improving call handling arrangements, reviewing operational training provision and streamlining fleet and logistics.
21. The Service aims to enhance partnership working with other key services and drive continuous improvement through its Integrated Place-Based Working framework. The technology-related initiatives include developing a Prevention and Protection digital program, investing in mobile devices, exploring the use of technology for equipment and appliance checks to reduce the time this takes operational staff, and developing a digital platform for planning, performance, and project management.
22. The Service also plans to develop processes and governance and implement an Organizational Learning Framework and a refreshed Service Delivery Governance structure to improve productivity.
23. We continue to set non-pay savings targets for future financial years, with a target of £1.5m to be delivered across two financial years.
24. The Service also makes efforts to improve productivity across a range of areas, such as launching a new Sustainability Strategy across the Greater Manchester Combined Authority (GMCA) and investing in solar photovoltaics. Other areas in which the Service has made efforts to improve productivity include installing EV charging points, successfully bidding for grant funding to reduce carbon emissions, delivering an Estates Programme to create a fit-for-purpose portfolio, introducing audio-visual technology, and using collaborative procurement opportunities.
25. We also aim to reduce expense claims, increase flexibility, and manage air quality through the use of Microsoft Teams and GovWifi. Finally, we conduct Equality Impact Assessments and People Impact Assessments as part of our Service reviews to ensure that there is no disproportionate impact on operational performance or service to the public.

OPERATIONAL PRODUCTIVITY

26. We conducted a project to determine the current operational activities across our 41 fire stations, to identify opportunities to improve operational productivity. The headlines from this activity, are:
- a. Station Routine activity, which covers handover, equipment testing and cleaning, was identified as an area to reduce to release capacity of operational crews. Moreover, the project found that reducing the Station Routine by 30 minutes would release 6,500 hours per year for proactive prevention and reactive public safety interventions.
 - b. Targeted approach to school visits will be introduced in 2023/24 focusing on years 2,3 and 8, moving away from the universal offer.
 - c. A total of 2,000 hours will be allocated to reactive productive work, which is work undertaken by operational crews at short notice in response to an unplanned event or developing situation.
 - d. A Heatwave Business Continuity Management (BCM) prevention plan will be introduced, which will deploy operational crews to known high-risk sites to carry out a short-notice prevention intervention.
 - e. Productivity will be measured across prevention activities in terms of hours used by crews or the number of activities completed within a reporting period.
 - f. We plan to train all frontline crews to attain a Level 2 Fire Safety qualification. This will equip them with the basic knowledge to undertake fire safety checks and capture risk information to inform the Strategic Assessment of Risk, Risk Based Inspection Programme, and Operational Intelligence.
 - g. Provide better support for businesses by giving advice and identifying risks that need further investigation, resulting in better community protection.
 - h. Fire safety checks will be conducted following incidents, responses to emerging risks, and operational intelligence gathering in a flexible way. Due to the two-year training plan, fire safety checks will commence in 2024.
 - i. We expect to gather current risk information for at least 1,000 premises per year and provide fire safety advice to at least half of these, with the plan to increase incrementally each year.
 - j. The Volunteering Strategy will focus on seven key areas aims to maximise the potential of volunteering and enhance services delivered to the communities.
27. This Plan demonstrates our commitment to ensuring sustainable financial management and public value, whilst delivering an efficient and effective service to the communities of Greater Manchester.
28. The Plan has been published on the GMFRS website and can be found alongside our Annual Delivery Plans via this link - [ADP 2023-2024 - Greater Manchester Fire Rescue Service](#).



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

EFFICIENCY & PRODUCTIVITY PLAN 2023-24



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Operational Productivity	18
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Foreword

As one of the largest fire and rescue services (FRSs) in England, we understand the importance of continually striving to improve the efficiency and productivity to deliver the best possible value to the communities we serve.

The Greater Manchester Fire and Rescue Service (GMFRS) Efficiency and Productivity Plan aims to enhance our ability to deliver an efficient and effective service to the community by introducing practical strategies to streamline processes, optimise resources, and improve productivity.

By embracing new technologies, investing in our workforce, and streamlining our operations, we will be better equipped to meet the evolving needs of our communities and ensure that we remain the effective and sustainable service that the public depend on.

Whilst our financial future remains uncertain we remain committed to delivering efficiencies and improvements without compromising our prevention, protection and response services.

This plan will help us on our journey to become a flexible, modern and resilient fire and rescue service that provides the best possible value to our communities.



Dave Russel, Chief Fire Officer - GMFRS

Introduction

This year marks the mid-point of the four-year Greater Manchester Fire Plan. The Fire Plan 2021-25 sets out a journey of continuing improvement in how we deliver our responsibilities, while providing greater value to the public.

Detailed within this plan are GMFRS' six strategic priorities:

1. Provide a fast, safe and effective response
2. Help people reduce the risks of fires and other emergencies
3. Help protect the built environment
4. Use resources sustainably and deliver the most value
5. Develop a culture of excellence, equality and inclusivity
6. Integrate our services in every locality with those of partner agencies

Each year we produce an Annual Delivery Plan that sets out our improvement programme for the upcoming year and details how we will continue to respond to risks and keep communities safe. We also produce a Medium Term Financial Plan which outlines the Service's financial position, specifically the revenue targets, capital investments, and funding requirements.

This report sets out GMFRS' Efficiency and Productivity Plan covering the period 2021/22 to 2024/25 as required by the National Framework.

The National Fire Chiefs Council (NFCC) and the Local Government Association (LGA) have proposed that across FRSs in England, the sector could create 2% of non-pay efficiencies and to increase productivity by 3% in the period 2021/22 to 2024/25.

The Minister has requested detail around these plans, and how the individual fire and rescue authorities (FRA) plans will align with the national productivity and efficiency targets that have been set for the 2021/22-2024/25 Spending Review period. Details of this are set out in the Home Office template in Appendix A.

Our Journey So Far

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

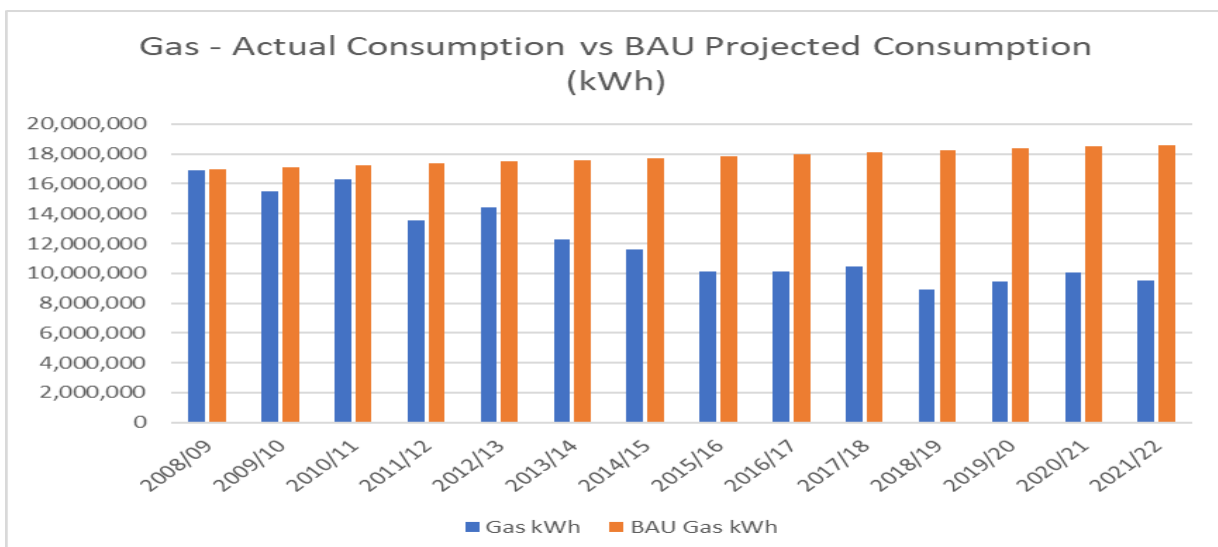
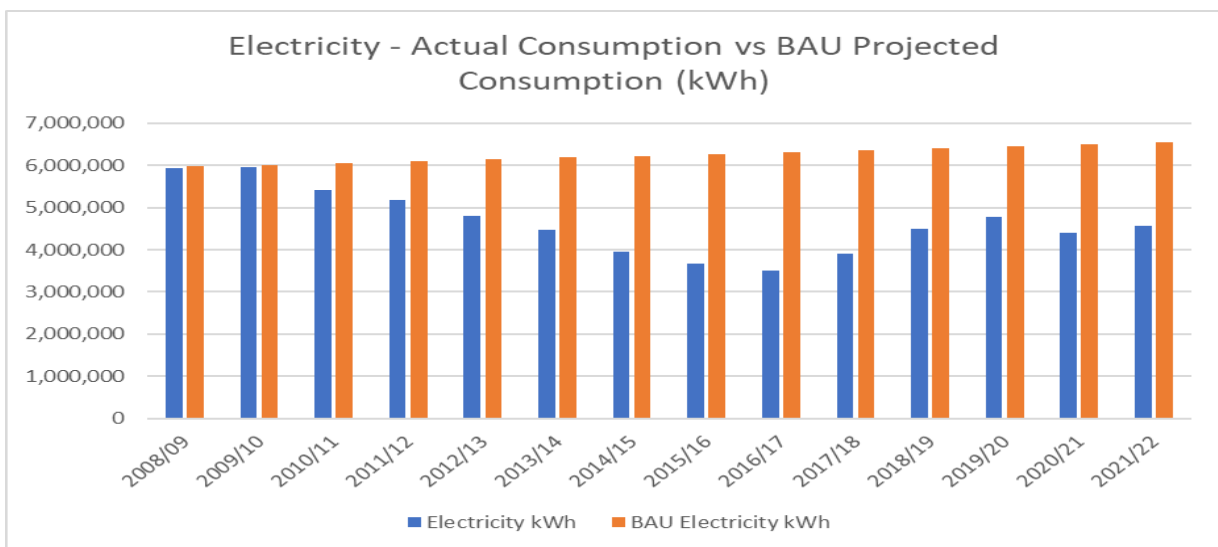
Since 2010 we have secured over £47m of annual savings:

- Between 2009/10 and 2015/16 we delivered £28m of savings through changes to crewing arrangements, Control Room functions, flexible resource deployment and management and support services.
- Our subsequent Efficiency Plan for 2016-2019 delivered a further £13.3m annual savings.
- Our 'Programme for Change' undertaken in 2019/20 included a whole Service review and development and implementation of a new operating model. This has delivered additional savings of £5.8m per year.
- In 2021/22, savings of £1.458m were originally identified through Programme for Change, however, alternative savings were identified to replace those held against pump reductions. Further alternative savings of £1.394m identified via a line-by-line review include the reduction in employee budget because of pay award being lower than anticipated in 2020/21, resulted in total savings of £2.857m for 2021/22.
- We continue to set a non-pay savings target for future financial years. A target of £1.5m was agreed to be delivered across two financial years, with £0.788m in 2022/23, followed by a line-by-line review and Business Rates payable review, and a further £0.712m in 2023/24.
- Our Efficiency Plan covering the period 2021/22 to 2024/25 comprises initiatives relating to crewing models, procurement, line by line budget reviews and service reviews to deliver the savings required. Savings plans are smoothed using reserves to allow for appropriate review of the potential implications.

Efficiency and Productivity Gains

The Service continues to build on the successful introduction of our GMFRS Improvement Programme in 2021, delivering efficiencies and improving productivity across a range of areas. As summary of the key areas can be found below.

- Launched a new Sustainability Strategy across Greater Manchester Combined Authority. (GMCA) focused on reducing our emissions and driving down our fuel costs. This builds on our GMFRS Sustainability Strategy which we have had in place since 2008 and have delivered significant reductions in gas and electricity usage, as illustrated below:



- We are installing EV charging points at locations across Greater Manchester and are investing in several electric vehicles to reduce our carbon emissions.

- Successfully bid for £0.620m of grant funding from the Public Sector Decarbonisation Scheme (PSDS) Phase 1 and installed LED lighting schemes at 18 fire stations and solar PV (photovoltaic) schemes at two fire stations. These will reduce carbon emissions by approximately 32 tonnes per year and contribute to cost reduction in areas subject to significant inflationary pressures. The return on investment is anticipated over 4 years, with cost reductions of £135k pa contributing to an area subject to significant inflationary pressures.
- We have invested in solar photovoltaics across our estate. In 2022/23 this has generated 453,691 Kwh of electricity, delivering Feed in Tariff Income of £54,466 and utility savings of £102,125, contributing to cost reduction in an area subject to significant inflationary pressures.
- Delivered an Estates Programme to create a fit-for purpose estates portfolio that is responsive to current and future needs, supports the delivery of our strategic objectives, and is focused on improving public confidence and reducing costs. We will have two new fire stations in Quarter 4 of 2024/25 at Blackley and Whitefield. These are being built with zero carbon principles and will deliver carbon reduction and cost avoidance / reduction in our Efficiency Plan for 2024/25 and onwards, contributing to cost reduction in an area subject to significant inflationary pressures.
- Our Contact Centre has made savings and efficiencies with the decommissioning of an ageing system (CFRMIS) and the move to in-house systems through collaboration with SafeLincs. This has made substantial improvements in internal administration and processing, whilst also saving approximately £20k pa.
- The introduction of Safelincs, which is our online assessment tool for home fire safety, targets those most at risk. By targeting in this way, it creates capacity for our operational crews, ensuring households where the risk of fire is deemed to be lower are directed to important safety advice, whereas those identified as higher risk receive a physical visit, known as a Home Fire Safety Assessment (HFSA).
- Invested £0.200m in new audio-visual technology installed across all our fire stations, addressing some of the barriers of bringing staff together and providing opportunities to deliver debriefs remotely, undertake training and sharing key messages. It has reduced the amount of time and money staff are spending travelling, reduced the amount of fuel used and pollution generated.

- Shared our Training and Development Centre with other local authorities for the joint Places for Everyone inquiry. This has generated a one-off saving in running costs of £150,000 in 2022/23..
- Partners in North West Fire Control, our Control Room function, jointly owned by ourselves, Lancashire, Cumbria and Cheshire Fire and Rescue Services.
- We use collaborative procurement opportunities where we can, using national, regional, and local frameworks and we work regularly with local partners on specific commodities. When procuring goods and services we work collaboratively with FRSs across the Northwest to explore opportunities for shared contracts that would deliver savings and foster innovation by offering added capacity, expertise, and coordination.
- Introduced shared premises with other emergency services partners at several locations across Greater Manchester. Irlam Fire Station is a tri-service station providing both shared accommodation for Fire, Police and Ambulance Service, along with Philips Park Fire Station being a bi-service station providing shared accommodation for Fire and Ambulance Service. Wigan Community Fire and Ambulance station is a newly built facility for both Services. Bolton Central Fire Station shares accommodation with Ambulance Patient Transfer Services. All of these shared premises provide significant opportunities for collaborative work.



- We undertake procurement exercises in line with the Greater Manchester Combined Authority Constitution, Financial Regulations, Contract Procedure Rules and Public Contract Regulations.
- We collaborate with other northwest FRAs, GMP (Greater Manchester Police) and Greater Manchester local authorities. Collaboration is always considered when undertaking procurements and GMFRS will also make use of regional and national frameworks where appropriate. Specific examples include:
 - Laundry, Maintenance and Repair of FRS PPE – Managed by GMFRS on behalf of northwest regional FRAs. In 2021 we agreed a fixed price contract extension meaning prices were held for 7 years.
 - Smoke alarms – we use the national framework operated by West Midlands FRS for this commodity. This generates savings on a volume basis of £30,000 per annum. In addition, we benefit from productivity gains through familiarity with fixing methods for our operational staff, and easy / quicker processes for replacement of faulty items.
 - Learning Management System (LMS) – we have recently used the Crown Commercial Services G-Cloud framework for our LMS, this will save us £35,000 from December 2022 for the next four years.

Other examples include:

- Supply of Station Wear and Supply of Water PPE – Managed by GMFRS on behalf of northwest regional FRAs.
- Maintenance Services for Station End Mobilisation Equipment – Led by GMFRS and including Cheshire, Cumbria and Lancashire FRSs.
- E-tendering system – Collaboration with other northwest public sector bodies.
- Security Services and Waste Recycling– GMFRS collaboration with GMP.
- Clinical Governance & Trauma / First Aid training – Collaboration with other Northwest regional fire authorities, led by Lancashire FRS.
- Type B Appliances - NFCC Emergency Response Vehicles framework
- Liquid Fuels – Collaboration with Greater Manchester local authorities utilising Yorkshire Purchasing Organisation framework.
- Cleaning and Janitorial Products and Groceries and Frozen Food – Collaboration with Greater Manchester local authorities.

- We have installed new high specification Mobile Data Terminals in all our fire appliances, giving firefighters enhanced remote access to critical information. 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. Other key features include incident command software to help the recording of key information and the ability to manage large scale incidents affectively, this has made the devices a key tool for operational crews.
- Microsoft Teams was rolled out at the start of the pandemic, and the continued investment in this area has assist in long term benefits, supporting hybrid working arrangements that increase flexibility, reduce expense claims and reduce vehicle emissions – enabling the Service to realise benefits in both productivity and efficiency and air quality.
- Introduced GovWifi, developed and managed by Government Digital Service (GDS). It is a single Wi-Fi login which can be simply and cheaply installed by government departments over their existing infrastructure. Anyone who registers with GovWifi will have access to Wi-Fi at any participating public sector location. This is available to civil servants, consultants, and visitors to government departments, and replaces user and guest Wi-Fi with a single secure Wi-Fi connection, supporting our hybrid working arrangements and reducing travel.
- Our most recent Email Hygiene rating report (07/03/23) shows that we've maintained our 'Epic' rating of 100/100 – first placed FRS, joint first placed authority in Greater Manchester with two others (Oldham and Salford).
- Equality Impact Assessments and People Impact Assessments are undertaken as part of Service reviews. Through specific engagement and consultation arising from Service Reviews, we ensure there is no disproportionate impact on operational performance and service to the public.

Our Plan for the Future

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

This plan represents our commitment to sustainable financial management, ensuring that we are well-equipped to meet the needs of our community and maintain our role as a trusted and efficient FRS.

Budget

The Medium-Term Financial Plan (MTFP) to 2025/26 has been updated to reflect pay and price inflation, known cost pressures and agreed savings. The Chancellor announced the Spending Review in December 2022 which presented a one-year settlement as part of the three-year government Spending Review. In relation to FRSs, the announcements covered the following:

- FRSs receiving a 7.4% increase in core spending power
- Flexibility on council tax precept for stand-alone FRSs of £5 for a one-year period.



The table below presents the budget requirements incorporating pressures and savings from 2022/23 onwards:

Medium Term Financial Plan	Original 2022/23	Revised 2022/23	Proposed Budget 2023/24	Indicative Budget 2024/25	Indicative Budget 2025/26
	£000	£000	£000	£000	£000
Fire Service	107,956	107,956	115,365	124,275	128,220
Pay and price inflation	2,625	5,385	5,955	4,080	2,031
Savings	-788	-788	-712	0	0
Cost pressures and variations	2,812	2,812	3,667	-135	-426
Cost of service	112,605	115,365	124,275	128,220	129,825
Capital Financing Charges	1,692	1,692	2,082	3,096	3,755
Transfer to Earmarked Reserves	5,245	5,245	1,752	0	0
Net Service Budget	119,542	122,302	128,109	131,316	133,580
Funded by:					
Localised Business Rates	9,368	9,521	9,521	9,521	9,521
Baseline funding	40,922	40,922	43,275	43,275	43,275
SFA - Services Grant	2,209	2,209	1,244	1,244	0
Section 31 - Business rates	5,452	5,300	6,847	6,847	6,847
Section 31 - Pension related	5,605	5,605	5,605	5,605	5,605
Precept (at £76.20 Band D)	55,429	55,429	60,463	60,463	60,463
Collection Fund sur/def	-2,637	-2,637	332	0	0
	116,348	116,349	127,287	126,955	125,711
Shortfall	3,194	5,953	822	4,362	7,869
Shortfall Funded by:					
Earmarked Reserves	3,194	3,194	822	426	0
Reserves/Precept Increase	0	2,759	0	3,936	7,869
Total	3,194	5,953	822	4,362	7,869

Funding is based on the details from the Provisional Settlement, released in December. The baseline funding from Revenue Support grant and Top-up grant has increased by £2.353m from the 2022/23 position with a reduction in Services Grant of £0.965m. Localised business rates are assumed at the same level of income as last year, with information from Districts not yet available to determine next year's position at this stage. This represents an increase in total Government funding for the service of just over 3%. Whilst this is higher than in previous years, it falls some way short of the pay and non-pay inflation pressures faced by the service.

Reserves

Taking account of the budget outlined in this paper, the reserves for GMFRS for 2023/24 are as follows:

GMFRS Reserves	Closing Balances 31 March 2022	Transfer out/(in) 2022/23	Projected Balance March 2023	Transfer out/(in) 2023/24	Projected Balance March 2024
	£000	£000	£000	£000	£000
General Reserve - GMFRS	-11,782		-11,782		-11,782
Capital Reserve	-9,615	-5,245	-14,860	-2,637	-17,497
Capital Grants Unapplied	-299	0	-299		-299
Earmarked Budgets Reserve	-2,025	146	-1,879	122	-1,757
Revenue Grants Unapplied	-6,228	3,257	-2,971	700	-2,271
Insurance Reserve	-2,849		-2,849		-2,849
Business Rates Reserve	-1,414		-1,414		-1,414
Restructuring Reserve	-418		-418		-418
Innovation and Partnership CYP	-127		-127		-127
Transformation Fund	-3,604		-3,604		-3,604
Total GMFRS Reserves	-38,361	-1,842	-40,203	-1,815	-42,018

The current General Fund Reserve balance stands at £11.782m, this is considered an appropriate level and there is no planned use of this reserve.

Precept

The precept of FRS functions in Greater Manchester is set as part of the Mayoral General precept under our devolution arrangements. The GMCA – made up of the 10 council leaders in Greater Manchester, and the Mayor – have approved a £5.00 increase in a Band D Council Tax Precept for 2023/24, in line with the Council Tax Referendum Principle. The GMCA decision was taken on 10th February 2023.

While reluctant to add to the burden of local council taxpayers, our £5 increase in the Band D Council Tax Precept allows us to continue our journey of improvement and maintain our headcount and the current levels of service that we deliver to our communities, while dealing with the record high inflation and energy costs which are impacting on the Service's estate and fleet.

Following detailed assessment of risk within the region, the Greater Manchester Mayor has committed to maintaining at least 50 fire engines throughout 2023/24 with crewing at the current level of five firefighters at one pump stations and four firefighters on each engine at two pump stations. Precept income has therefore been included in our MTFP at the increased rate of £50.80 per Band A property, equivalent to 98 pence per week (£76.20 per household at Band D equivalent, or £1.47 per week) which ensures frontline fire cover is maintained.



Efficiency and Productivity Forward Plans

The Service continues to build on the successful introduction of our GMFRS Improvement Programme in 2021. Our future plans set out how we will continue to deliver efficiencies and improving productivity across a range of areas, including:

Fire Cover Review

- We plan to undertake a fire cover review to improve our response to the risks across Greater Manchester. These proposals will implement more cost-effective shift systems, limiting negative impacts on performance and creating efficiency savings that will be used to reinvest in key areas of the Service specifically:
 - Introduce further day crewing stations
 - Improve our special appliance capabilities
 - Increase our frontline operational fleet
- These proposals form part of our community risk management planning and will be consulted upon during Q1 2023/24.

Service Reviews

- We plan to review our current call handling arrangements and explore options that consider a co-located control room to deliver a more efficient and effective joint incident management model.
- We intend to conclude the strategic review of Special Appliances and implement recommendations in relation to aerial appliances, water rescue units and technical rescue units. This activity will be linked, where appropriate, to our Fire Cover proposals consultation.
- Review of Operational Training provision to deliver a more efficient training delivery model, with an annual training plan to ensure all staff receive necessary training to support competency.
- Implement recommendations from the review of fleet and logistics to streamline structures and increase transparency and improve resilience across teams.
- The future requirements for FSHQ accommodation will be reviewed.

Partnership Working

- Continue to implement our new Integrated Place-Based Working framework that is assisting with driving continuous improvement and working in partnership with other key services.
- Implement an Integrated Place-Based Working 'What Works Forum' to share best practice and identify and prioritise initiatives that deliver the best value.
- Enhance Blue Light Service collaboration to improve service delivery and provide greater value, through initial areas of focus including leadership and development, recruitment, estates, and operational opportunities.
- GMFRS is driving the creation of England's first regional strategic water safety partnership. We are bringing together local authorities, police and ambulance services, landowners, and water safety specialists to reduce the risks posed by our waterways.
- The devolution arrangements in Greater Manchester allow us to align GMFRS priorities more closely with those of the rest of the GMCA. We are using our resources to deliver wider ambitions for the region such as the reduction of violent crime; improved outcomes for young people; the delivery of apprenticeships; the fight against modern slavery; support for community safety partnership initiatives; and more.

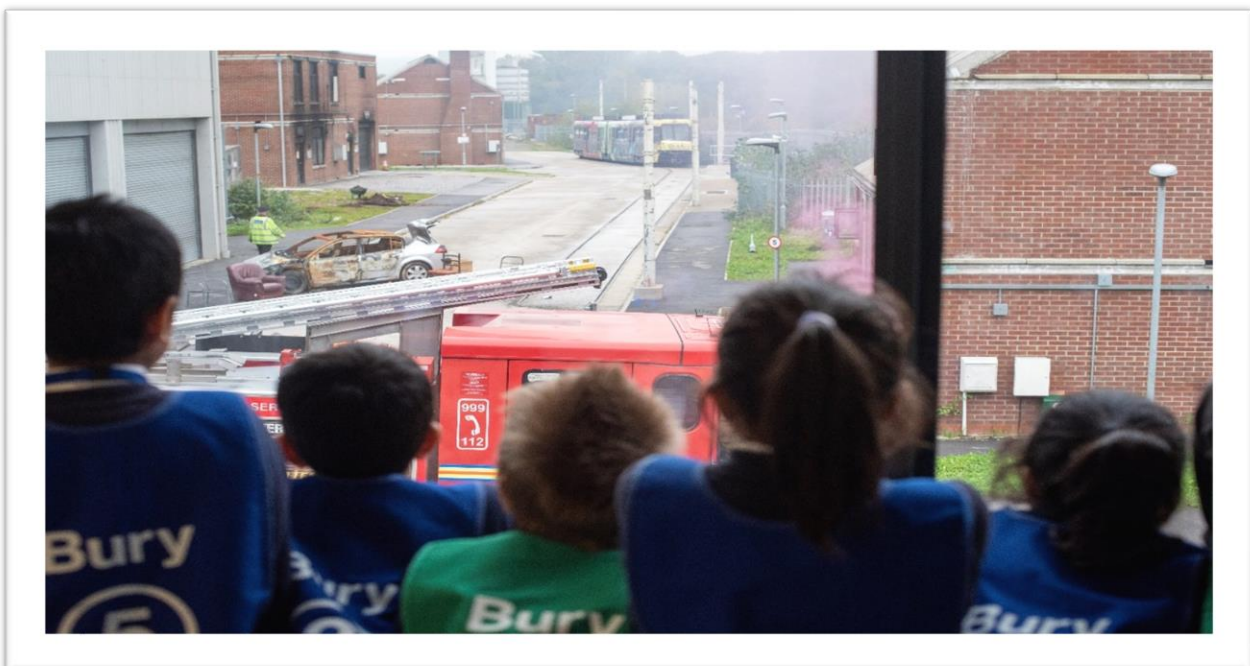
Technology

- We will introduce a Prevention and Protection digital programme to provide a single digital method for recording all activities, significantly improving our ability to accurately record interactions and expand capability of operational crews.
- Following the successful installation of the new Mobile Data Terminals (MDTs) in all our fire appliances, we are developing new applications and forms to assist in streamlining processes and procedures whilst attending operational emergencies and incidents i.e., Patient Transfer Forms, High Rise Evacuation procedures.
- To assist operational crews in the delivery of simultaneous prevention activities, we are investing in new mobile devices (Surface Pro) for all our fire appliances. These devices will provide additional flexibility, alongside the new MDTs, ensuring resources are used more effectively.

- Implement Phase 2 of our crewing system ‘Gartan’, and App development providing improvements and more efficient resource management of our operational staff, including their usage of the system.
- We are exploring the use of technology to undertake equipment and appliance checks and inventories, which will reduce administrative time and improve the quality of information held about our operational assets.
- We will develop a digital platform to support planning, performance, and project management to streamline processes and provide quick and easy access to key information and data.

Governance

- Develop processes and governance in respect of benefits within project business cases, benefits tracking and benefits realisation – all of which are crucial to create the culture to drive out productivity improvements across the Service.
- Implement the Organisational Learning Framework and system to improve our ability to effectively assure and evaluate our organisational learning.
- We will implement a refreshed Service Delivery Governance structure which will reduce the number of meetings and also improve the productivity of a large section of our middle management cohort.



Operational Productivity

GMFRS have been exploring opportunities to improve the level of operational productivity across the Service.

Resourcing bubbles have been introduced in order to reduce the movements of operational personnel from one station to another, reducing the cost of detachment and travelling payments as well as ensuring operational staff are based at their home location more often to aide with the completion of training. This will also reduce vehicle emissions and improve air quality.

To provide a clearer understanding on where improvements and efficiencies could be made, a project was initiated to determine the current operational activities across our 41 fire stations.

Data was collected from each station through self-reported activity logs that operational crews completed during the period 30th September 2022 to 16th October 2022. The data was collected for each individual member of the watch and collated into one large dataset.

Project Findings

Through the completion of the project to understand our current operational productivity, we were able to quantify time spent on activities. Most areas are aligned to our assumptions, with general “Station Routines” being identified to provide an opportunity to release capacity and increase productivity by operational crews.

Analysis of the data highlighted an opportunity to reduce the time spent on “Station Routine” activity which covers such areas as shift handover, checking and testing of equipment, and cleaning; by amending and updating current practices and procedures but without compromising safety.

Reducing the Station Routine by 30 minutes to four hours per day will release 6,500 hours per year across the Service that can be repurposed into productive activity.

A proportion of these hours will be ringfenced for *reactive* public safety interventions whilst the remaining hours will be used for *proactive* prevention and protection work by operational crews.

Reactive Prevention and Protection Activities

Reactive activities can be described as prevention or protection work undertaken by operational crews at short notice in response to an unplanned event or developing situation, in particular severe weather events.

Such an example is the wildfire and water safety prevention activities carried out by operational crews during the severe hot weather period in July and August 2022. The Met Office had issued an Amber warning, followed for the first time ever in the UK, by a Red Extreme Heat Warning. Operational crews were deployed at short notice to 35 high risk water and wildfire sites to undertake patrols engage with the public to deter high risk activities such as unauthorised open water swimming, and use of BBQs.

Following an evaluation of this activity, it is proposed to introduce Heatwave Business Continuity Management (BCM) prevention plans that will be activated on the issuing of a Met Office of Amber and Red Heat Warning. This will deploy operational crews to known risk sites to carry out short notice prevention intervention activities.

Reactive hours will also be used to deploy operational crews for other climate change prevention activities such as response to flood warnings.

During the 23/24 and 24/25, 2,000 hours will be allocated to reactive productive work.

The amount of outstanding reactive hours will be reviewed on a quarterly basis. Any build-up of surplus hours will be either carried forward to the next quarter or reallocated into proactive prevention or protection work.

Productivity Measure: details of all prevention activities undertaken by operational crews *except* HFSA's are entered onto the GMFRS "Community Engagement App" by the Watch Officer. Details of HFSA's completed are entered onto the "HFSA Intervention Tool" by the member of the crew who led the HFSA visit.

Both tools can provide data to measure productivity across prevention and HFSA activities in terms of hours used by crews or number of HFSA's completed within a reporting period.

Proactive Prevention and Protection Activities

Proactive prevention and protection activities covers pre-planned work, visits, inspections, and campaigns to be delivered by operational crews throughout the twelve-month period.

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

Activity	21/22*	22/23	23/24	24/25
HFSAs	4,977	18,498	27,800	29,000
School Visits	268	466	1,314	1500
Hydrant Inspections	884	1,447	2,500	3,000
7(2)(d) Visits**	1,522	1,213	1577	863
Fire Safety Checks**	NA	NA	NA	1000
Firework Licensing Visits**	304	282	250 to 330	250 to 330

Table 1

* Figures for 21/22 were impacted by COVID restrictions

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

Home Fire Safety Assessments (HFSAs)

Operational crews will continue the trajectory of increasing the number of HFSAs, in particular in high-risk households.

Productivity Measure: An increase in the 18,498 HFSAs completed in 22/23 to 27,800 in the years 23/24. A further increase to 29,000 in 24/25 is anticipated as a result of regarding increasing operational frontline resources that will be part of the Fire Cover Review 2023, due to be consulted upon in May 2023. Data entered onto the “HFSAs Intervention Tool” on completion of site visit by Watch Officer will be used to verify increase in productivity.

School Visits

The move from the universal Year 6 school visit to a targeted approach focusing on Years 2,4 and 8 will be adopted from 23/24.

Productivity Measure: An increase in school visits from 466 in year 22/23 to 1314 for year 23/24 and 1500 for 24/25. This includes a further growth in school visits alongside an anticipated reduction in the number of watches due to the fire cover review. Data entered onto the “Community Safety App” on completion of school visit by Watch Officer will be used to verify increase in productivity.

Hydrant Inspections

An increased level of simultaneous activity by operational crews will increase capacity to complete hydrant inspections.

Productivity Measure: Continue to increase the upward trajectory of hydrant inspections to 2,500 in 23/24 and 3,000 during 24/25. Data entered onto the fire appliance mobile phone “Hydrant App” on completion of the hydrant inspection will be used to verify increase in productivity.

7(2)(d) Visits

The Fire Services Act 2004 Section 7(2)(d) - *making provision for obtaining information needed to extinguish fires and protect life and property in the event of fire* - requires operational crews to gather and record premises information to be available for use at operational incidents.

To do this, operational crews gather risk information about buildings and undertake visits to ensure that this information is up to date. The level of information gathered, and the frequency of inspections is determined by the level of risk in the building. There is significant planned development across the city region including commercial and residential growth and this will increase the workload in this area.

In 2021/22, 1,522 premises were inspected. In addition to routine inspections more frequent inspections are undertaken of high rise and other residential buildings which are operating a temporary simultaneous evacuation strategy. Since then there has been a revision of the Policy and a revised inspection frequency developed.

During 23/24, we will increase the number of operational intelligence records as new premises are completed and continue to refine our assessment of risk. We are introducing the capability to accurately record the time spent on this activity and will use this to inform improvements in productivity.

With the implementation of revised policy and inspection frequencies, during 24/25 we expect a reduction in inspection numbers, albeit anticipate an increase in capacity for operational crews.

Fire Safety Checks

From 2023 we have committed to an ambitious plan to train all frontline crews to obtain a Level 2 Fire Safety qualification – this supports the commitments in our Protection and Response strategies to developing the knowledge of our staff in relation to the built environment and equip them to undertake basic fire safety checks. We will utilise fire safety checks to increase and maximise opportunities to capture risk information to inform the Strategic Assessment of Risk, our Risk Based Inspection Programme and Operational Intelligence, better support businesses by providing advice and better protect our communities by identifying risks that need further investigation. Our intention is to utilise fire safety checks following incidents, in response to emerging risks and as part of operational intelligence gathering in a flexible way that recognises the different risk profiles. As this is a two year plan to train Operational crews, we will commence fire safety checks in 2024.

We anticipate that following training we will utilise fire safety checks to gather up to date risk information for at least 1000 premises per year and provide advice on fire safety to at least half of these. We anticipate that this will increase incrementally each year.

Firework Licensing Visits

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

Productivity Measure: Data entered on mobile "Firework App" on completion of site visit by Watch Officer will be used to verify increase in productivity from 282 visits in 22/23, to 304 visits for years 23/24 and 24/25 respectively.

Volunteering

With increasing demands on resources, it is essential to explore alternative ways of enhancing the service we provide. One way to achieve this is through our new Volunteering Strategy that aligns with our strategic priorities. This Strategy aims to provide a framework which maximises the potential of volunteering and enhances the services we deliver to our communities.

The Strategy will initially focus on developing volunteer support in seven key areas:

1. Community and Business Engagement Volunteers to support our corporate and area campaigns, activities and initiatives
2. HFSA targeted activity
3. Prevention Education – BTSC support, Cadets, Prince’s Trust
4. Operational Training support – live casualties for realistic scenarios
5. Equality, Diversity and Inclusivity function for volunteers to support delivery of our EDI Strategy
6. Community Response Volunteers – the ability to flex to meet evolving needs
7. Integration of pastoral support volunteers in to Wellbeing and Occupational Health to assist signposting to support channels

This Strategy will allow us to work collaboratively with volunteers, improving our productivity and providing efficiencies through the delivery of these seven key areas.



Appendix A – Efficiency Plan

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL - FOR INFORMATION

Date: 12th June 2023

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

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

PUPOSE OF REPORT

This report requests that members of the Police, Fire and Crime Panel note the attached workplan and consider the suggested Forward plan of reports to Panel and Steering group from June 2023 to March 2024.

RECOMMENDATIONS

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

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1. BACKGROUND

- 1.1 The Police and Crime Panel and Steering group share a joint work plan, known as the Forward Plan, that is reviewed on an annual basis.
- 1.2 The work plan set out the areas of focus for both Panel, Steering group and Leads.

2. DEVELOPING A FORWARD PLAN

- 1.1 Members of Steering group and Leads have been consulted on a draft Forward Plan in January 2023 and feedback has been received and incorporated into the draft Forward Plan as attached at APPENDIX 1.
- 1.2 The Forward Plan takes account of the Police and Crime Plan priorities and commitments as well as additional areas of focus that are requested by Panel and Steering Group members.

3. NEXT STEPS

- 3.1 That the Forward Plan is noted by Panel group and agree to review at each meeting.

4. RECOMMENDATIONS

- 4.1 Shown at the front of the report.

APPENDIX ONE

	June 2023- March 2024		Fire reports		
	Completed		GMP reports		
Police and Crime Panel	Item	Police and Crime Steering Group	Item	Police and Crime Leads	Item
12 th June (1-3)	Appointment of Chair and Vice Chair verbal	22nd June 23	Mental Health - key issues and impacts	22/05/23	Neighbourhood policing update
	Rules of Procedure Annual complaints report Appointment to the Panel		Building Safety Reforms		Hot weather Activity report
	GMP Carbon reduction and proposed measures for Performance scorecard		Complex Safeguarding		Assistive Technologies and Prevention
	Stop & Search & FCC performance update		Serious Violence Annual update and Forward Look		Joint Panel and Steering group work plan

	Police Budget		“TravelSafe Annual Update Report” To include transport safety - full year		Homelessness and Begging Input to Prevention Hub Inspectors
	GMFRS: a. Strategy update. B. GMFRS Annual Delivery report/plan 2022-2023”		Deliberate Fire Setting		First Aid Resilience including 3 Ways to Save a Life, PACT kits, bleed kits, night time safety with St Johns Ambulance – Protect Duty and wider SV work.
	Induction presentation to new members following Panel		GMFRS Evaluation Report		Operation Aurora
	Work plan / forward look		Neighbourhood Update		Deputy Mayor's Annual report 2022/23 - Promotion of CSPs and their work
	Finance		B. GMFRS Annual Delivery report/plan 2022-2023”		
	Decisions taken				
new	GMFRS Efficiency & Productivity Plan 2023-24				

24 th July (230-430)	Gender Based Violence Delivery plan - year 2 update	24th Aug 23	Victim services commissioning - Multi- crime service	24/07/23	Police and crime plan - priority 1 report & Performance scorecard Year 2 update
	Police and crime plan - priority 1 report & Performance scorecard Year 2 update		Tackling inequality in the implementation of the Police and Crime plan		Standing item for panel papers - above item will be in the papers for Panel
	GMP item - to be determined		Fraud and Online Vulnerability		CONTEST update
	Draft GMFRS Annual Delivery Report 22-23		Restorative Justice - broader work programme		GMFRS - Prevention Education Framework
	GMP Police uplift numbers		Domestic Abuse - update on GMP DA arrangements review and technology update		CCTV update to leads
	Building Safety Reforms		Water Safety Partnership update		Safe Spaces report
	Finance		GMFRS Fire Cover Consultation Outcomes		Road Safety partnership

	DRAFT Deputy Mayor Annual Report 2022/23		Reducing false Alarms		GMFRS Place Based Plans (Service Delivery)
	Decisions taken		Princes Trust Report		Assistive Technologies and Prevention
	Road safety Initiatives		Blue Light Collaboration		Offensive Weapons Homicide Review
	B. GMFRS Annual Delivery report/plan 2022-2023”		Operation Aurora		GMFRS Place Based Framework Maturity Assessment Survey
18 th September (1-3)	Police and crime plan - Priority 2, year 2 report	19th Oct 23	GMFRS Winter Safety	25/09/23	items to be identified
	Reducing Harm and Offending year 2 update		Out of Court Disposals		Neighbourhood Policing update
	GMFRS - Annual statement of Assurance		GMFRS Integrated Place Based Working - discussed at Steering group on the 13th Feb		
	GMFRS - Annual Delivery Report 22-23 (following draft at July panel)		CONTEST update		
	GMP Plan on a Page update		Water Safety Partnership Update		

	HMICFRS update – including SCO, Homicide Prevention and PEEL –		GMFRS Volunteering report		
	Finance		Prevention and Problem solving		
	Deputy Mayor Annual report 2022/23		Drugs and Alcohol Delivery plan and progress update		
	GMFRS Fire Cover Consultation Outcomes		Tackling Retail Crime		
	Decisions		RASSO		
	GMP Vetting update report				
20 th November (1-3)	Organised Crime Annual update and Forward look (Challenger, Modern Slavery and Trafficking)	14th Dec 23	Prevention Initiatives Report	27/11/23	

	Joint report - Tackling Hate Crime, Backward and Forward Look		GMFRS Manchester Arena Inquiry Recommendations Update Report		
	Finance - Precept process		"TravelSafe Annual Update Report" To include transport safety - half year progress		
	Police and crime plan - Priority 3, year 2 progress report		ADP 24-25 - Draft Improvement Programme		
	GMP Mental Health - current position and progress update				
	GMFRS - to be identified				
	GMP item to be identified				
	Decisions				
30 th January (1-3) 2024	Precept proposal report	Feb-23	GMFRS Draft Annual Delivery Plan 24-25	29/01/24	

	Fire Budget				
	GMFRS Mid-Year Performance Report April - Oct 23				
	GMFRS item				
	GMP item - Force Performance update				
	GMP item				
	Decisions item				
21 st March (1-3) 2024		Apr-24		Mar-24	

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GREATER MANCHESTER POLICE AND CRIME PANEL – FOR INFORMATION

Date: 12th June 2023
Subject: Deputy Mayor Decision Notices in the period March - May 2023
Report of: Kate Green – Deputy Mayor for Police, Crime, Criminal Justice services and
Fire

PURPOSE OF REPORT

The purpose of this report is to highlight decisions made by the Deputy Mayor in the period from March - May 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 MARCH TO MAY 2023.

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

22 nd Feb 2023	Appropriate Adult Service for GMP Counter Terrorism Unit for detainees held under the Terrorism Act 2000 (and PACE) To fund CANW £1,234.08 for 2022/23 for Appropriate Adult services to CTU as part of the collaborative GM Appropriate Adult contract.	PCC
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	<p>In preparation for the end of the existing GM Appropriate Adult service in March 2023, Stockport Care Services, as lead commissioner on behalf of other GM Local authorities, have completed the procurement process and the contract is to be awarded to CANW.</p> <p>This contract will also include provision of Appropriate Adult services to GMP CTU. The projected cost of this element to the GMCA is approximately £4,000 per annum over four years a total of up to £16,000. Costs are finalised at the end of each year based on levels of use.</p> <p>The contract will run to April 2026, with a further one year until 31st March 2027.</p>	
3 rd March 2023	<p>Following a legal procurement process, the GMCA have commissioned Positive Steps to deliver 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 from 01/04/2023 to 31/03/2024. The total contract value is £88,000.</p>	PCC
3 rd March 2023	<p>Following an Expression of Interest procurement process, the GM VRU within GMCA have commissioned Talk, Listen, Change to deliver a programme to provide a one-to-one specialist support service for Young Adults on Probation (age 20-25) who are a parent or live with/have contact with children or siblings (under the age of 18years old). The total contract value is £49,999 (£40,000 from</p>	PCC

	the GM VRU within GMCA & the remainder of the value match funded by the Ministry of Justice) & will run from April 2023 to October 2023.	
3 rd March 2023	<p>A series of events will take place with the Greater Manchester Integrated Rehabilitative Services (GMIRS) partnership to allow partners to discuss how services can best work together to support the rehabilitation of people on probation facing multiple challenges.</p> <p>The first of three workshops will be held at Friends Meeting House, on Monday 13 March 2023 from 10am to 2pm key stakeholders.</p> <p>Venue and catering £2150.00 Event facilitation up to £2975.00</p>	PCC
8 th March 2023	A0358 The Provision Of Building Services Maintenance & Installation (HEVAC), Approval is given to extend the contract for the Provision Of Building Services Maintenance & Installation (HEVAC), by a further 12 months, whilst the Authority retenders the business opportunity. The value of this 12 month extension is £1.78m.	GMP
8 th March 2023	<p>A0894 Regional Framework for the Provision of Vehicle Spare Parts</p> <p>The Deputy Mayor approves the award of a 2-year contract for the provision of Vehicle Spare Parts to Parts Alliance Ltd and Fleet Factors Ltd, with the option to extend for a further 2 years. The likely value of 4 years spend would be circa £1 million.</p>	GMP

<p>8th March 2023</p>	<p>2022-23 Support Services costs to St Mary's SARC for Victims of Rape and Sexual Assault in Greater Manchester</p> <p>To allocate a funding envelope of £1,950,000 to St Mary's SARC for the provision of support services to victims of rape and serious sexual offences to cover the period of 1st April 2022-March 31st, 2023. This covers the quarterly contract payments for the service incorporating the main staffing costs with overheads, ISVA provision and therapeutic support, and also minor elements of overlapping costs of the Forensic Medical Examinations.</p> <p>The SARC service is jointly funded by the Greater Manchester Health and Social Care Partnership on a 50/50 basis and as such, the amount indicated above is the total SARC budget. The GMCA contribution is half of this. (£975k).</p> <p>It is important to note that actual costs for the SARC service for 2022-23 are still being finalised. This decision notice has been estimated to cover expected costs, however with some shortfall possible. This will be funded by reserves where necessary.</p>	<p>PCC</p>
<p>8th March 2023</p>	<p>Provision of Forensic Medical Examinations and Associated Costs for Victims of Rape and Sexual Assault in Greater Manchester</p> <p>The Greater Manchester Combined Authority will invest up to £750,000 with St Mary's Sexual Assault and Referral Centre (SARC) for the provision of forensic</p>	<p>PCC</p>

	<p>medical examinations for victims of rape and sexual assault in Greater Manchester, and also for the forensic consumables required to operate the service This is for the period 1st April 2022 – 31st March 2023.</p> <p>The SARC service is jointly funded by the Greater Manchester Health and Social Care Partnership on a 50/50 basis and as such, the amount indicated above is the total SARC budget. The GMCA contribution is half of this. (£375k).</p> <p>It is important to note that actual costs for the SARC service for 2022-23 are still being finalised. This decision notice has been estimated to cover expected costs, however with some shortfall possible. This will be funded by reserves where necessary.</p> <p>£670k Doctors Fees £70k Consumables required to undertake FME TOTAL £750k</p>	
17 th March 2023	To award the Magistrates Association £1,500 in funding to support the running of their year 6 mock trial competition. In 2022, the event attracted 16 teams from 15 schools from 7 boroughs. Some teams took the part of the CPS and others the Defence, the charge was ‘Cyber Bullying.’ 150 young people took part in total with speaking and non-speaking roles – court reporter, court artist etc. GMP, BTP and GMFRS were also present to speak to the young people.	PCC

17 th March 2023	<p>The Greater Manchester Violence Reduction Unit are seeking to make a payment of £2600 to Big Life Group for:</p> <ul style="list-style-type: none"> • £1200 for provision of a Community Worker to support the VRU's Experts by Experience Community Led Evaluation programme • £1400 for funding of x4 individuals with lived experience of serious violence to support the programme 	PCC
17 th March 2023	<p>As requested by the Mayor of GM, The VRU awards £2000.00 to The Proud Trust from the VRU Education Budget line (2022-23) to fund provision of educational activity/resources relating to Transgender Visibility Day 2023.</p>	PCC
17 th March 2023	<p>The VRU are seeking to award Media and Digital Ltd (MaD) £392 for the purpose of printing a further 10,000 business cards to promote the Navigator service in Greater Manchester.</p>	PCC
21 st March 2023	<p>Home Office Grant: Serious and Organised Crime Community Coordinator (Western Balkans), Bury GMCA transfers to GMP up to £172,000 to deliver on 2022/23 requirements for the Home Office funded Western Balkans Serious and Organised Crime Community Coordinator programme in Bury. This is split as per the below:</p>	PCC

	<p>Staff costs: £42,000 to pay for Community Coordinator costs.</p> <p>Project costs: £120,000 to deliver projects to prevent and minimise the impact of western Balkan related criminality.</p> <p>Evaluation costs: £10,000 to evaluate the project delivery over the year.</p>	
21 st March 2023	<p>Funding for North West Crimestoppers Regional Manager</p> <p>To provide a total of £42,000 (ex VAT) over the next three years to fund the North West Crimestoppers Regional Manager post. The post will be joint funded by North West Police and Crime Commissioners. The Greater Manchester contribution will be as follows: 2023/24: £14,000, 2024/25: £14,000, 2025/26: £14,000</p>	PCC
21 st March 2023	<p>Funding for the Crimestoppers Anonymous Helpline Service</p> <p>To provide funding of £104,500 in 2023/24 to allow the continuation of the Crimestoppers 24 hour call centre and online reporting facility for the public to anonymously provide information and intelligence for policing purposes.</p> <p>In addition, to agree in principle, to the same level of funding in 2024/25 and 2025/26 (totalling £313,500 over the three years), subject to funding availability and annual performance reviews.</p>	PCC

23 rd March 2023	1Message funding for Mero's World Youth Club Award 1Message £4,000 for 12 weeks of provision for Mero's World youth club in Fallowfield. This will include group sessions and 1:1 mentoring provided by a named worker from 1Message.	PCC
23 rd March 2023	The Greater Manchester Violence Reduction Unit a makes the following payment for Travel to a Serious Violence Duty Launch Event: Click Travel A payment to be made of £137.50 to book return train tickets from Manchester to Birmingham for the VRU Director and VRU Programme Manager. These are standard fare day return tickets.	PCC
23 rd March 2023	A 2022/23 budget allocation of £20,000 - VRU (Education) budget to fund the StreetDoctors app based learning.	PCC
23 rd March 2023	The annual subscription of £38,550 is due on 1 st April will be paid to the APCC. A payment of £38,550 to remain subscribed to the APCC.	PCC
23 rd March 2023	Funding to support the provision of the Greater Manchester Women's Support Service As part of mobilisation GMCA have agreed to reimburse the Greater Manchester Women's Support Alliance (GMWSA) the cost of the IASME, BPSS Vetting and Cyber essentials to the amount of £20,792	PCC

<p>3rd April 2023</p>	<p>The Deputy Mayor agrees to the contract award to Oasis Hub Oldham, to the value of £780,000 of VRU core funding to develop and deliver a programme strength based, trauma informed, support for parents and carers</p> <p>This funding will be delivered across periods 2022/2023, 2023/2024, 2024/2025. The contract will commence from contract award until 31 March 2025.</p> <p>This amount has been agreed by the Serious Violence Governance Board as well as key stakeholders, including GMCA senior leadership and the relevant Home Office departments.</p> <p>The Deputy Mayor agrees to the funding allocation of £780,000 of VRU core funding to develop and deliver a programme strength based, trauma informed, support for parents and carers.</p> <p>£750,000 for the core programme and £30,000 to facilitate co-creation and development with parent and carer stakeholders.</p> <p>This funding will be delivered across periods 2022/2023, 2023/2024, 2024/2025. The contract will commence from contract award until 31 March 2025.</p> <p>This amount has been agreed by the Serious Violence Governance Board as well as key stakeholders, including GMCA senior leadership and the relevant Home Office departments.</p>	<p>PCC</p>
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<p>3rd April 2023</p>	<p>Experts by Experience Programme- Consultancy from Mutual Gain</p> <p>The Greater Manchester Violence Reduction Unit are seeking to make the following payment for a VRU Appreciative Inquiry training programme: Mutual Gain</p> <p>A payment to be made of £7,650 to Mutual Gain who will train the VRU's appointed 'Experts by Experience' in the skill of Appreciative Inquiry in order for them to carry out a qualitative evaluation of the VRU's Community Led Function. Mutual Gain will also deliver workshops between January and May 2023, culminating in a final joint event in May 2023 facilitated by Mutual Gain to include senior Decision Makers from the GMCA, including the Mayor of Greater Manchester.</p>	<p>PCC</p>
<p>3rd April 2023</p>	<p>Care Leavers/Positive Relationships Contract Extension</p> <p>The GM VRU is to award a contract extension to x2 existing contracts between VRU GMCA and Dignifi out of the GM VRU Criminal Justice Delivery Strand Budget Line.</p> <p><u>Dignifi</u></p> <p>£22,000 - For further delivery of an additional 12-month contract further to the existing contract due to increased demands for this training which has been positively received, and to extend provision of the training to other Criminal Justice staff including prison and custody officers</p> <p>£22,000 - For the further delivery of an additional 12-month contract to provide a support service to national probation service and youth justice care leavers. This is in light of the fact that probation has increased its</p>	<p>PCC</p>

	processing of identifying care leavers within caseloads, and therefore demand for this service.	
3rd April 2023	<p>The Deputy Mayor for Policing and Crime approves £100k of funding over 2 years for delivery and implementation of the GBV Lived Experience Panel.</p> <p>This funding will go to Olive Pathway and Support and Action for Women Network (SAWN).</p> <p>The total funding over 2 years is £100,000. This amount of funding has been prior approved – this decision seeks to confirm the organisations appointed to deliver it.</p>	PCC
3 rd April 2023	<p>The Deputy Mayor for Policing and Crime approves £50k of funding to SafeLives to partnership with Olive Pathway and SAWN to support development and delivery of the GM GBV Lived Experience Panel. This funding will provide a capacity uplift to these organisations to assist with the delivery of the panel.</p> <p>The total funding over 2 years is £50,000.</p>	PCC
3 rd April 2023	<p>VRU Trauma Injury & Intelligence Gathering (TIIG) Data 2022-2025</p> <p>The GM VRU will pay Liverpool John Moores University (JMU Services Ltd) the following per financial year for the provision of the TIIG programme, to be funded out of the VRU's Health and Wellbeing Delivery Group budget:</p> <ul style="list-style-type: none"> £27,180.00 for 22/23 	PCC

	<ul style="list-style-type: none"> • £46,535 for 23/24 • £47,930 for 24/25 	
3 rd April 2023	The GM VRU is seeking to award Salford City Council an additional £126,835.17 to continue the delivery of the GM Trauma Responsive and ACEs programme.	PCC
6 th April 2023	<p>Funding Allocation for GM VRU Staffing in financial years 2022/23 & 2023/24</p> <p>The GM VRU awards the following organisations to continue funding the VRU staff for 24 months in financial years 2022/23 & 2023-24:</p> <p>The VRU team will consist of the following organisations both within GMCA & externally in both financial years apart from where otherwise specified:</p> <p>Internal Staff (GMCA)</p> <ul style="list-style-type: none"> • Partnership Lead • Programme Support • Victims Champion • Communications Lead • Research Officer <p>External Staff</p> <ul style="list-style-type: none"> • Payment to The Manchester College for the GMVRU's previous Education lead (April – August 2022) • Youth Justice Lead (0.2 FTE) to be awarded to Positive Steps Oldham 	PCC

	<ul style="list-style-type: none"> • Probation Lead (0.6 FTE) to be awarded to the National Probation Service • Clinical Lead (0.2 FTE) To be awarded to the Manchester University NHS Foundation Trust <p>The team also includes a Public Health Lead and an Education Lead; these have been agreed through separate decisions on a consultancy contract arrangement.</p> <p>Total: £789,600 (split at £394,800 for financial year 2022/23 & £394,800 for financial year 2023/24)</p>	
11 th April 2023	<p>Primary Care Violence Reduction Project</p> <p>Following an Expression of interest a process and funded by NHS England grant of £40,000, West Gorton Medical Centre will provide Primary care violence reduction project over 1 day / 2 sessions per week for 6 months.</p> <p>The Greater Manchester Combined Authority has been awarded £40,000 by NHS England to fund a Violence Reduction Project to engage primary care in violence prevention work by identifying and referring on people involved in or at risk of violence.</p>	PCC
11 th April 2023	<p>A0867 – Digital Forensics - to tender the contracts for the supply Digital Forensic Services, via the FCN Digital Forensic Services National DPS.</p> <p>The contract will be divided into 2 lots, as follows: Lot 1a - Digital Data Retrieval - Mobile Device Lot 3 - Digital Forensic Investigation & Evaluation</p>	GMP

	<p>The contracts duration is for an initial period of 3 years, with the option to extend up to a further 2 years on an annual basis.</p> <p>The indicative spend over the full 5-year period would be circa £1,500,000 for both contracts.</p>	
11 th April 2023	<p>A0957 – Radio Terminal, accessories and services - The Deputy Mayor approves GMP join the Police Digital Service Framework Agreement for the maximum term of 8 years for the purchase of Airwave radio terminals.</p> <p>Typically GMP spend between £350K and £500K per annum and the maximum likely value if required to be used for the maximum 8 years would be circa £3.5m.</p>	GMP
11 th April 2023	<p>The Greater Manchester Violence Reduction Unit (Contingency budget) makes the following payments for a VRU hosted training event:</p> <p>Friends Meeting House:</p> <p>A payment to be made of £415.20 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 23rd March 2023 as well as catering (Sandwiches, Teas & Coffees) for the 20 meeting attendees.</p>	PCC
13 th April 2023	<p>Authorisation is received for the payment of £96 to be paid to Manchester City Council, Print and Design Department for the printing of ICVA ICV Induction trainer (x5) and student (x30) manuals.</p>	PCC

<p>13th April 2023</p>	<p>The Greater Manchester Violence Reduction Unit will make the following payment covering Travel & Accommodation for a national event hosted by Streetdoctors, a programme that the VRU has funded to commission interventions in Greater Manchester: Click Travel</p> <p>A payment to be made of £392.78 to cover:</p> <ul style="list-style-type: none"> • Return train tickets from Manchester to London for both colleagues (VRU Victim's Lead & VRU Communications Manager) • 1 night's hotel accommodation in London (1 room each for both colleagues). • Zone 1 Tube passes- each per colleague per day (2 days total) <p>Travel tickets are standard fare, off peak return tickets whilst rooms are standard rate in chain hotels.</p>	<p>PCC</p>
<p>13th April 2023</p>	<p>The Greater Manchester Violence Reduction Unit makes the following payment for Travel to a rescheduled National VRU Event hosted by London VRU: Click Travel</p> <p>A payment to be made of £806.65 to book:</p> <ul style="list-style-type: none"> • x2 On Peak standard class return train tickets from Manchester to London for the VRU Programme Manager and VRU Civil Service Placement Colleague • x1 On Peak standard class return ticket from Wigan to London for the VRU Programme Manager and VRU Programme Support. <p>These are standard fare peak day return tickets</p>	<p>PCC</p>

<p>17th April 2023</p>	<p>GMCA pay Hitch Marketing (main contractor) and EY3 Media (sub-contractor) a maximum of £116,000 (plus VAT) from March 2023 to February/March 2024 to deliver ongoing social and digital media support to supplement both the current #IsThisOK? campaign and wider gender-based violence communications work.</p> <p>The value of £116,000 includes a guaranteed amount of £48,000 to deliver ongoing work, and up to a maximum of £68,000 to provide a 'call-on, call-off' facility to be billed as work is commissioned.</p>	<p>PCC</p>
<p>18th April 2023</p>	<p>Indemnity for Legally Qualified Chairs & Independent Panel Members for Police Misconduct Panels.</p> <p>To provide Indemnity to Legally Qualified Chairs and Independent Panel Members for Police Misconduct Panel arranged thus far for 2023/24 in accordance with the additional wording recommended by the Association of Police and Crime Commissioners.</p>	<p>PCC</p>
<p>18th April 2023</p>	<p>Gender-Based Violence Strategy – Supporting Budget</p> <p>In 2023/24 that a further £500k worth of funding from within the Deputy Mayor’s Investment Fund is ring-fenced and utilised towards delivery of Greater Manchester’s Gender-Based Violence Strategy.</p> <p>The Gender-Based Violence Strategy was launched on 24th September 2021 following approval by the full GMCA. £1m funding was ringfenced towards delivery</p>	<p>PCC</p>

	<p>followings its approval – this was to assist with the delivery of the priorities within the strategy.</p>	
<p>19th April 2023</p>	<p>To pay each of the district Community Safety Partnerships the following grants for 2023/24, 2024/25 & 2025/26:</p> <ul style="list-style-type: none"> • Community Safety Grant • Voluntary and Community Sector Grant • Hate Crime grant (Deputy Mayor and Police and Crime Panel). 	PCC
<p>19th April 2023</p>	<p>EY3 Media- Variation of Existing Content Creation Contract</p> <p>The GM VRU varies the existing £75,000 content creation contract between the VRU and EY3 Media by increasing the value by £21,078.76 resulting in a new total contract value of £96,078.76</p>	PCC
<p>19th April 2023</p>	<p>The decision is that:</p> <p>The Deputy Mayor awards each Greater Manchester Community Safety Partnership (CSP) the below funding as part of the Devolved 2023/24 and 2024/25 GM Violence Reduction Unit Serious Violence Funding and separate 2023/24 and 2024/25 Serious Violence Duty 'burden' funding.</p> <p>CSP Devolved Funding £1,550,000 (2023/24 AND 2024/25)</p> <p>The GM VRU has agreed to continue to devolve £150,000 (£200,000 to the City of Manchester) to the 10</p>	PCC

	<p>CSP areas across GM. The funding will be granted on the condition that the individual CSP plans are aligned to the wider strategic priorities of their authority and partners and are co-signed by Directors of Children’s Services and Population Health.</p> <p>In addition – Serious Violence Duty ‘burden’ funding as</p>			
	Serious Violence Duty – Labour costs	2023/24	£11,182 MCC £14,917	
		2024/25	£9,858 MCC £13,142	
	Serious Violence Duty – Non -Labour costs	2023/24	£15,966 MCC £21,294	
		2024/25	£8,098 MCC £10,798	
	<p>table below.</p> <p>2023/24 Total funding amount to be devolved to CSPs: <u>£1,830,543</u></p> <p>2024/25 Total funding amount to be devolved to CSPs: <u>£1,735,544</u></p>			
20 th April 2023	<p>GM Victim Service Website –Website hosting of https://www.gmvictims.org.uk from 1st April 2023 to 30th September 2023</p> <p>The GM victims service website hosting fees are renewed from 1st April 2023 until September 30th 2023 by Silverchip, the company commissioned as the provider.</p> <p>The cost of hosting the site minus VAT is £1,100</p>			PCC

<p>20th April 2023</p>	<p>To pay Salford City Council for their Out of Hours service in support of ICVs for the period 01.04.22 to 31.3.23 at a cost of £2506.</p> <p>Also, to approve an estimated budget, based on 22/23 usage of £3000</p>	<p>PCC</p>
<p>20th April 2023</p>	<p>To approve payment of ICVA membership fees for 2023/2024 at a cost of £1000 plus VAT</p>	<p>PCC</p>
<p>21st April 2023</p>	<p>The Greater Manchester Violence Reduction Unit (reserves budget) makes the following payment for a VRU hosted training event: Friends Meeting House: A payment to be made of £225.83 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 Wednesday 10th May 2023 as well as Teas & Coffees for the 15 meeting attendees.</p> <p>The VRU has previously spent a total of £1314.96 on event space at Friends Meeting House in financial year 22/23. The proposed spend of £1,569.83 will be in financial year 23/24, and will take total spend across both years to £1540.79</p>	<p>PCC</p>
<p>21st April 2023</p>	<p>Due to the declaration by the GM Local Criminal Justice Board (LCJB) of a critical incident in the GM Magistrates Courts THAT Crest Advisory provide analytical support to understand the demand across the system and where the</p>	<p>PCC</p>

	<p>critical pressure points exist. This is following an increase in GMP arrests and other factors resulting in a rise in demand, impacting on the Magistrates courts which are at risk of becoming overwhelmed.</p> <p>It is estimated the cost of the full programme of work to be £49,562 excluding VAT.</p>	
26 th April 2023	<p>Venue Booking and Catering –GM Hosted Serious Violence Duty Event</p> <p>The Greater Manchester Violence Reduction Unit are seeking to make the following payments for a VRU hosted GM-wide Serious Violence Duty event:</p> <p>Lancashire County Cricket Club (Emirates Old Trafford): A payment to be made of £945.60 to book a room at Lancashire County Cricket Club (Emirates Old Trafford) covering event space for between 35 and 40 attendees well as refreshments (Teas, Coffees, Water and Pastries) covering 40 participants.</p>	PCC
26 th April 2023	<p>Venue Booking and Catering- VRU Away Day</p> <p>The Greater Manchester Violence Reduction Unit are seeking to make the following payments for a VRU Partnership Away Day on 24th May 2023:</p> <p>UA92 (University Academy 92 Ltd) A payment to be made of £850.00 to book a room & catering at UA92 covering event space for between 25 and 30 attendees, as well as lunch & refreshments (Teas, Coffees, Water, Sandwiches & Crisps) covering 40 participants.</p>	PCC

<p>27th April 2023</p>	<p>Extension of the Victim Service Coordinator service for a further 3 months from 1st April 2023 to June 30th 2023</p> <p>To extend the funding of the GMP Victim Services Transformation Lead role and 11 Victim Services Coordinators posts, for a further 3 months from 1st April 2023 to June 30th 2023.</p> <p>Total funding to be approved is for the Victim Services Transformation Lead role and the 11 Victim Services Coordinators is £145,500. The cost of extending the Victim Services Coordinators and Lead role from 1st December 2022 to 31st March 2023 are as follows:</p> <ul style="list-style-type: none"> • Victim Services Coordinators x 11 = £130,000 • Victim Services Lead - £ 15,500 <p>TOTAL: £145,500 (3 months)</p> <p>The extension of the posts will be funded via the annual MOJ Victims Budget allocation for 23/24.</p>	<p>PCC</p>
<p>27th April 2023</p>	<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 21 month basis (1st July 2023 to 31st March 2025) + 1 year (2025/26) + 1 year (2026/27) basis.</p>	<p>PCC</p>

	<p>The cost of the contract will be £135,000 per annum, bringing the total value of the contract to £506,250</p> <p>Year 1 – 1st July 2023 to 31st March 2024 = £101,250 Year 2 – 1st April 2024 to 31st March 2025 = £135,000 Year 3 – 1st April 2025 to 31st March 2026 = £135,000 Year 4 – 1st April 2026 to 31st March 2027 = £135,000</p>	
2 nd May 2023	<p>GMP Essential Personal Protective Equipment and Uniform</p> <p>The Deputy Mayor approves the proposal and associated cost in relation to the acquisition and rollout schedule for an enhanced GMP police officer Personal Protective Equipment (PPE) and uniform. This includes an urgent requirement to improve and update body armour ensuring that we provide the most effective protection to our staff and officers under Health and Safety guidelines.</p> <p>The request to the Deputy Mayor is for two key decisions:</p> <ol style="list-style-type: none"> 1. Agreement to purchase the new PPE and uniform as a one off initial investment of £5.3m. 2. Agreement to provide one-off funding for the investment requirement outlined above. 	PCC
4 th May 2023	<p>Workshops Delivered by The REIGN Collective - GMCA</p> <p>Complex Safeguarding wish to pay £1200 from the Complex Safeguarding Budget (Deputy Mayor Investment Fund) to pay for x2 workshops that were delivered in March 2023 for the Complex Safeguarding Hub.</p>	PCC

	James has been asked to arrange the decision notice and payment.	
4 th May 2023	<p>HMPPS Additional Funding Allocation 2021/22</p> <p>It has been agreed to support specific projects with capital spend relating to the original decision notice. Under this agreement, the decision is to allocate £11,000 CLI towards rental for office space to support extra capacity built throughout the contract.</p>	PCC
10 th May 2023	<p>Variation of Greater Manchester Integrated Rehabilitation Service – Accommodation Support - To increase the 23/24 budget for the Integrated rehabilitation service accommodation contract by £585,205 to a total of £1,379,729 to increase the capacity of the service based on the ongoing demand.</p>	PCC
10 th May 2023	<p>Education Gender Based Violence Project</p> <p>The Deputy Mayor agrees a funding allocation of £246,300 to commission a Partner to co-ordinate an 18-month project that will involve a minimum of four primary / secondary schools across GM and in order to develop a transferrable curriculum that will address prevention of Gender Based Violence.</p>	PCC
16 th May 2023	<p>The Greater Manchester Restorative Justice Service will continue through exemption approval in line with the Victims Services Commission.</p> <p>The total cost of this extension will be - Total – £185,294.25. This decision has been resubmitted as the</p>	PCC

	original (signed in February 2023) had an incorrect amount (£164,706).	
18 th May 2023	A0933 Grounds Maintenance Services The Deputy Mayor approves the award of a 2 year contract for Grounds Maintenance Services, to UK Landscapes Ltd, with the option to extend for a further 3 years. The likely value of 5 years spend would be circa £750,000	GMP
18 th May 2023	A0965 Financial & Personal Data Services The Deputy Mayor approves the award of contracts for Financial & Personal Data Services to Experian Ltd and Recipero Ltd, each for 3 years with the option to extend for a further 12 months. The likely value of the max contract period of four years spend, across both contracts, would be circa £551,000.	GMP
18 th May 2023	A0962 Waste and Recycling Collection and Disposal Services The Deputy Mayor approves the Direct award of a three-year contract term contract for Waste and Recycling Collection and Disposal Services, to Veolia, with the option to extend for a further one-year optional extension. The likely value of the 48-month contract period would be circa £776,000.00 in total for both GMP & GMFRS.	GMP
18 th May 2023	The GMCA will pay Think Different Events £742.80 to cover the registration fees for Greater Manchester Violence Reduction Unit Director and Assistant Director (Police, Crime, Fire and Criminal Justice), to attend the Serious and Organised Crime Exchange's (SOCEX)	PCC

	<p>annual conference on 9th - 11 October 2023. This fee will cover the following;</p> <ul style="list-style-type: none"> • All Conference materials • Lunches and refreshments on 10th and 11th October • Conference Dinner, 10th October • Overnight Accommodation on 9th and 10th October 	
18 th May 2023	<p>The Programme Challenger Executive Board is seeking to recruit an independent chair.</p> <p>It is agreed that the Chair will dedicate 12 days a year for a term of 2 years, at a cost of £850 per day.</p> <p>Recruitment costs will be approximately £2000 for targeted advertising to maximise reach.</p> <p>Total over the 2-year term = £20,400 plus VAT, plus £2,000 recruitment contingency.</p>	PCC
18 th May 2023	<p>VRU Contribution to GMCA Education Summit 2023</p> <p>The Greater Manchester Violence Reduction Unit will make a contribution of £2500 to a GMCA Education Summit to be hosted at the AJ Bell Stadium on 14th June 2023.</p>	PCC
18 th May 2023	<p>Content Creation contract</p> <p>The VRU will conduct a full commercial services-led procurement exercise inviting tender submissions for the VRU's next content creation contract, covering delivery from August 2023 to April 2024. This contract would</p>	PCC

	cover content provision for the VRU website, social media channels, and VRU events. The total contract value is to be £49,000.	
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3.0 RECOMMENDATIONS.

3.1 Appear at the front of the report

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