

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

DATE: Monday, 24th July, 2023

TIME: 2.30pm

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

AGENDA

1. **Apologies**
2. **Declarations of Interest** 1 - 4
To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 hours in advance of the meeting.
3. **Minutes of the Meeting of 12th June 2023** 5 - 16
To Consider the approval of the minutes of the meeting held on 12th June 2023.
4. **GMFRS Annual Statement of Assurance 2022-23** 17 - 52
A report to be presented by DCFO Ben Norman.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

- | | | |
|------------|---|----------|
| 5. | GMFRS Atlas Project
A report to be presented by AM Billy Fenwick. | 53 - 76 |
| 6. | GMP Police Uplift Numbers
A GMP report to follow. | |
| 7. | GMP Performance Report
A GMP report to follow. | |
| 8. | Draft Deputy Mayor Annual Report 2022/23
A GMCA report to follow. | |
| 9. | Standing Together 2022-25 - Priority 1, Year 2 Progress Report: Keeping People Safe and Supporting Victims
A report to be presented by Neil Evans, Director – Police, Crime, Criminal Justice and Fire. | 77 - 88 |
| 10. | Road Safety Initiatives
A report to be presented by Vicky Sugars, Assistant Director, Police, Crime, Criminal Justice and Fire GMCA, Peter Boulton, Head of Highways, TfGM & Chief Inspector Michael Parker, GMP. | 89 - 116 |
| 11. | Gender Based Violence Delivery Plan - Year 2 Update
A GMCA report to follow. | |

For Information

Work Plan / Forward Look	117 - 126
Decisions Taken by the Deputy Mayor	127 - 144

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 14 July 2023 on behalf of Julie Connor, Secretary to the
Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street,
Manchester M1 6EU

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POLICE FIRE AND CRIME PANEL – 24 JULY 2023

Declaration of Councillors' Interests in Items Appearing on the Agenda

NAME: _____

DATE: _____

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

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

QUICK GUIDE TO DECLARING INTERESTS AT MEETINGS

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

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

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

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

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

FAILURE TO DISCLOSE THIS INFORMATION IS A CRIMINAL OFFENCE

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

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

STEP TWO: DETERMINING IF YOUR INTEREST PREJUDICIAL?

A personal interest becomes a prejudicial interest:

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

FOR A NON PREJUDICIAL INTEREST

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you have an interest
- Inform the meeting that you have a personal interest and the nature of the interest
- Fill in the declarations of interest form

TO NOTE:

FOR PREJUDICIAL INTERESTS

YOU MUST

- Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting)
- Inform the meeting that you have a prejudicial interest and the nature of the interest
- Fill in the declarations of interest form
- Leave the meeting while that item of business is discussed

- You may remain in the room and speak and vote on the matter
- If your interest relates to a body to which the GMCA has appointed you to you only have to inform the meeting of that interest if you speak on the matter.

- Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

YOU MUST NOT:

- participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
- participate in any vote or further vote taken on the matter at the meeting

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Agenda Item 3

**GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL
MINUTES OF A MEETING HELD ON 12 JUNE 2023 IN THE GMCA BOARDROOM,
GMCA OFFICES, 56 OXFORD STREET, MANCHESTER**

PRESENT:

Councillor Janet Emsley	Rochdale Council (Chair)
Councillor Dane Anderton	Wigan Council (Vice-Chair)
Councillor Dave Arnott	Oldham Council
Councillor Rosemary Barratt	Stockport Council
Councillor Barbara Bentham	Salford Council
Councillor Vimal Choksi	Tameside Council
Councillor Amy Cowen	Bolton Council
Councillor Chris Goodwin	Oldham Council
Councillor Tom Morrison	Stockport Council
Councillor Rose Thompson	Trafford Council
Majid Hussain	Independent Member

Also in attendance:

Kate Green	GM Deputy Mayor
Baroness Beverley Hughes	GM Assistant Deputy Mayor

Officers Present:

Ian Cosh	Chief Resources Officer, GMP
Neil Evans	Director of Police, Fire & Crime, GMCA
Chief Supt. Richard McNamara	GMP
AFCO Carlos Meakin	GMFRS
Deputy CFO Ben Norman	GMFRS
Tracey Read	Head of Finance, GMCA
Rachel Rosewell	Deputy Treasurer, GMCA
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
DCC Terry Woods	GMP

Jeanette Staley, Advisor to the Panel, detailed the appointments to be made for the new municipal year.

RESOLVED/-

1. That it be noted 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)

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

Majid Hussain

Angela Lawrence

3. 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)

PFCP/22/23 APPOINTMENT OF CHAIR AND VICE-CHAIR

Nominations were requested for the role of Panel Chair for 2023/24 – a nomination was received for Councillor Janet Emsley, which was seconded and subsequently unanimously agreed.

Councillor Emsley took the Chair and requested nominations for the role of Vice-Chair for 2023/24. A nomination was received for Councillor Dane Anderton, which was seconded and subsequently unanimously agreed.

RESOLVED/-

- 1. That Councillor Janet Emsley (Rochdale) be appointed as Chair of the Police, Fire and Crime Panel for the municipal year 2023/2024.
- 2. That Councillor Dane Anderton (Wigan) be appointed as Vice-Chair of the Police, Fire and Crime Panel for the municipal year 2023/2024.

PFCP/23/23 RULES OF PROCEDURE

Gwynne Williams (Deputy Monitoring Officer, GMCA) presented the Rules of Procedure for 2023/24 to the Panel.

RESOLVED/-

- 1. That the Rules of Procedure be noted.

PFCP/24/23 ANNUAL COMPLAINTS REPORT

Jeanette Staley (Advisor to the Panel) introduced a report providing Panel Members with a summary of complaints recorded in respect of police and crime matters between 1st April 2022 and 31st March 2023.

During the last financial year, a total of four complaints had been received. Two of these had concerned Greater Manchester Police, and so were outside the remit of the Panels Complaints Procedure – the complainants were advised accordingly about the correct way to submit these.

One of the complaints had been in relation to an independent review of Greater Manchester Police. Again, this was not within the scope of the Panels Complaints Procedure and appropriate advice was provided.

The final complaint received did meet the criteria for review by the Lead Chief Executive for Police, Fire & Crime, and had been assessed with a draft response currently awaiting sign off. The outcome of this complaint could be provided in next year's report or be brought to a meeting of the Panel.

Comments and Questions

Members requested that the outcome of the complaint be brought to the Panel as soon as available.

RESOLVED/-

1. That the information contained within the report be noted.
2. That the complaint currently under review by the Lead Chief Executive for Police, Fire & Crime be brought to before the Panel once the outcome is available.

PFCP/25/23 APOLOGIES

Apologies for absence were submitted on behalf of Councillor David Lancaster (Salford), Councillor Rabiya Jiva (Bolton), Councillor Luthfur Rahman (Manchester), Councillor Richard Gold (Bury) and Sandra Stewart (Tameside).

The Chair formally welcomed the new members to the Panel, and thanked outgoing Members Councillor Kevin Anderson (Wigan), Councillor Russell Bernstein (Bury), Councillor Dylan Butt (Trafford), Councillor Mudasir Dean (Bolton) and particular thanks to the outgoing Vice-Chair Councillor Steve Williams (Oldham).

PFCP/26/23 DECLARATIONS OF INTEREST

No declarations were received.

PFCP 27/23 MINUTES OF THE MEETING OF 23 MARCH 2023

Members were asked to consider the minutes of the meeting that had taken place on 23rd March 2023.

RESOLVED/-

1. That the minutes of the meeting held on 23 March 2023 be agreed as a true and correct record.

PFCP 28/23 GMP STOP AND SEARCH

DCC Terry Woods was invited to present a report to Members on GMP's current performance relating to volumes of stop and search, including positive outcomes and work underway to understand and address ethnicity disproportionality.

Key headlines were highlighted. The first of these was that GMP was now seeing significant increases in the number of stop and searches being undertaken, however this was coming from a very low base and so only brought the force up to an average standing for a metropolitan force, so there was still more to do in this space.

Outcomes had been maintained which was a real positive. This meant that the searches were finding illegal items on those searched at the same sort of rate as previously, meaning that the searches were well targeted and not just a case of 'a numbers game'. Complaints as a proportion had decreased, and finally there was still disproportionality in

terms of those stop and searched, however the numbers were considerably better than the national average and there had been decreases seen, so it was going in the right direction.

An update was also provided in terms of the governance, scrutiny and 'reality checking' actions around stop and search to ensure that these improvements continue.

Reference was made to 'Section 60' search powers. It was felt that GMP had underused this previously and had been utilised several times in recent months to provide extra reassurance to communities after violent events. An example of the successful use of Section 60 at the Parklife Festival was highlighted.

Comments and Questions

Members welcomed the news that disproportionality as a percentage of searches was reducing and asked how this would be pushed further; how complaints figures looked against those of comparator authorities, and the demographics of those submitting the complaints; and if disproportionality was taken into account in the use of Section 60 powers. It was advised that the next update report to the Panel could include provide further detail on all of the above points.

Members asked if the age profiles of those being stop and searched was captured. It was advised that this could also be included in the next report, but as a general picture, as would be expected, the age profile skewed heavily towards those under 30 – and from June 2022 to May 2023, out of circa 34,000 stop and searches undertaken, 18 were under 9 years old, 4340 were 10 to 15 years old, 3649 were 16-17 years old. It was known that stop and search was a key issue for young people in the region and work had been taking place through community panels to devise a 'know your rights' guide. It was vital to foster a respectful relationship between young people and the police which needed to work both ways.

Members referenced community scrutiny panels being set up to consider stop and search issues. How many of these were in place and where would they be located geographically? It was advised that this information would be fed back to the Panel.

A discussion took place following highlighting of the recent trend towards using dogs as weapons. GMP was actively looking at this issue, with a number of tragic incidents having

taken place in the region and the wider country in recent weeks – it was felt that this needed further debate, GMP had inquired with the Police National Lead for Dangerous Dogs to ask whether a national review would be implemented into the ownership of Bully XL dogs, with a response being awaited. Members stated that they would welcome a report on this at a later date.

Members asked how directly comparable figures on disproportionality were to other authorities. It was confirmed that all authorities were using the same methods and datasets and so could be directly compared.

Members stated that they would welcome a session offered at GMP headquarters on how data was received and used.

RESOLVED/-

1. That the contents of the report be noted.
2. That future update reports also include further information pertaining to levels of complaints in relation to comparator authorities; demographics of those submitting complaints; disproportionality in relation to the use of Section 60 powers; and further age group data.
3. That further detail on Community Scrutiny Panels for Stop and Search be fed back to the Panel.
4. That further information on a potential national review of Bully XL ownership be fed back to the Panel when available.

PFCP/29/23 GMP FORCE CONTACT, CRIME AND OPERATIONS BRANCH PERFORMANCE UPDATE

Chief Supt. Richard McNamara provided a call handling performance update to the Panel, highlighting the considerable progress made across key measures and providing context on the comprehensive measures implemented to address the performance issues identified and the continued upwards trajectory of Force performance improvement.

As of the time of the meeting, GMP was now the top authority in the country in terms of 999 call answer time. Another key area for improvement had been call abandonment rates, which at the worst point in 2021 had stood at 11% and recently had now been as low as 0.2%.

The significant investment placed into the contact centre was now seeing strong results coming through against all the nationally set parameters. Performance had risen to such an extent that the Home Office College of Policing had attended GMP Force Headquarters for a masterclass, in its position now as an exemplar of good practice.

Comments and Questions

The Deputy Mayor emphasised what a good news story this was for the region's residents and put on the record her thanks to officers for the huge strides seen in performance and the level of work that went into addressing this. There was scope now with the technology to hand to understand how best use could be made of other channels to allow more interaction with GMP in the digital realm.

Members stated that they would welcome a visit to the central control centre to see it first-hand now, as the last Panel visit had been pre-pandemic.

A query was raised around repeat callers with mental health issues, particularly in the light of the Metropolitan Police's recent announcement about reduced response to mental health calls. It was advised that GMP would always help people, but the service nationally and locally had found that a lot of work was being done by the police that should fall under the workload of other agencies. Therefore, over the next 12 months the 'right care right person' approach would be further developed to ensure that the most appropriate response to each individual call was provided.

RESOLVED/-

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

Ian Cosh was invited to provide an update on the work underway in GMP to improve long term sustainability and reduce business-related carbon emissions.

GMP fully understood the need to meet the challenges posed by climate change and was expanding the team dedicated to this area to better address this scenario. There were issues around cost, particularly in terms of the vehicle fleet – this was a problem nationally and conversations had been taking place about the impact across the 43 forces and how adequate funding could be made available to best meet these challenges.

GMP was now using a 100% renewable energy source; success was had with the use of 700 solar panels across the force estate; the waste contract was currently out to tender with requirements around better waste segregation. Fleet remained the biggest challenge, but there was now some real investment being made available to 'green' the fleet with a number of hybrid vehicles now being introduced. Investment was also being made into telematic products to ensure better driving in terms of emissions and reduced use of fuel.

Comments and Questions

Members accepted that it would be difficult for the force to move towards an all-electric fleet. So sought confirmation around plans to introduce enough emission free vehicles to achieve carbon neutrality. GMP officers confirmed this, it was vital to find the right balance between operational effectiveness and meeting the carbon challenges.

RESOLVED/-

1. That the report be noted.

Rachel Rosewell (Deputy Treasurer, GMCA) introduced a report informing the Panel of the Greater Manchester Police Fund Revenue and Capital provisional outturn position for

2022/23. A positive position was shown with a break even achieved for GMP and for the office of the Deputy Mayor. £6.8m of reserves had been used, which brought the reserve position to £99.1m, in March it was expected that £20m of reserves might need to be used, so this was a welcome development.

Comments and Questions

Members raised a query around the earmarked GMP reserves of £44.7m, it was noted that £3.5m of this was earmarked to allow for flexibility – but was the remainder for? It was advised that some was being reserved for significant insurance claims, some monies were for continued addressing of transformation from the special measures position – a more detailed split could be provided outside the meeting.

Members noted the in-year underspend saving of £3m - was this a one-off saving or one that would now be built in year on year? It was confirmed that it was a one-off, and that the underspend had been built into the following year's budget and so would not appear next year.

RESOLVED/-

1. That the Panel notes the report.
2. That further detail on the split of the earmarked £44.7m GMP reserves be made available to Panel members.

PFCP/32/23 2022/23 PROVISIONAL REVENUE AND CAPITAL OUTTURN POSITION FOR THE GREATER MANCHESTER FIRE AND RESCUE SERVICE

Rachel Rosewell (Deputy Treasurer, GMCA) introduced a report informing the Panel of the 2022/23 provisional financial position of Greater Manchester Fire and Rescue Service at the end of March 2023 (Outturn). The overall position was a break-even position, however there had been in-year variances, mainly down to the increased costs associated with the new pay award.

RESOLVED/-

1. That the Panel notes the report.

PFCP/33/23 GMFRS STRATEGY UPDATE – YEAR ONE PROGRESS AGAINST DELIVERY

AFCO Carlos Meakin (GMFRS) introduced a report updating members on the progress made over the first year against the strategies aligned to the priorities within the Mayoral Fire Plan 2021-25.

Reference was made to the prevention strategy, which promoted fire safety, particularly targeting those most at risk. There were 21 commitments covering a number of thematic areas and items of note in meeting these commitments included the adoption of an online home fire safety check tool which provided an effective way of triaging the public; a Water Summit was also held resulting in the creation of a Greater Manchester Water Safety Partnership; education packages were also reviewed and improved – including the adoption of VR headsets to take out into community settings.

In terms of the protection strategy – extensive engagement had taken place with different partners to hold days of action; a number of fire investigation qualifications had been completed and an app to expedite the process had been developed.

In terms of the response strategy – every fire engine had been appropriately equipped and every fire watch trained in responding to a terrorist incident, this was the biggest undertaken during the year and a vital development. Further wildfire and flooding training capabilities had been developed.

A maturity assessment had been undertaken to help GMFRS understand where it stood on place-based working. The outcomes of this would inform this over the coming years.

Comments and Questions

Reference was made to a consultation process now underway on the 41 GM fire stations and how they were crewed. Councillors and the public were encouraged to engage with

this process through the online portal. It was asked if the Panel would have sight of the final results of the process, it was advised that a report could be brought to the September meeting of the Panel detailing the consultation feedback.

Members requested that another session be made available at the GMFRS Bury Training Centre.

RESOLVED/-

1. That the Panel notes the report.
2. That a report detailing the outcomes of the current GMFRS consultation process be brought to the September meeting of the Panel.
3. That GMFRS officers arrange for Panel members to attend an away day at the Bury Fire Training Centre.

PFCP/34/23 GMFRS EFFICIENCY AND PRODUCTIVITY PLAN 2023/24

AFCO Carlos Meakin introduced a report providing details of 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.

The attached plan outlined the work that would be undertaken to streamline processes, optimise resources and improve productivity through the use of new technologies and investment in the workforce.

RESOLVED/-

1. That the Panel notes the report.

Greater Manchester Police, Fire & Crime Panel

Date: 24th July 2023
Subject: GMFRS Annual Statement of Assurance 2022-23
Report of: DCFO Ben Norman
Report Author: Sarah Scoales, Head of Service Excellence

PURPOSE OF REPORT

The purpose of this paper is for the Greater Manchester Fire and Rescue Service's annual Statement of Assurance be approved for publication, in accordance with the Fire and Rescue National Framework for England.

RECOMMENDATIONS:

Members are asked to:

- Note the contents of this report and the Statement of Assurance for 2022/23, and subject to any amendments, approve this document for publication.

CONTACT OFFICERS:

DCFO Ben Norman – ben.norman@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

N/A

Financial Consequences - Revenue

N/A

BACKGROUND PAPERS:

- Annual Statement of Assurance 2021/22

1. The Fire and Rescue National Framework for England (2018) placed a requirements on fire and rescue services (FRS) in England to provide annual assurance on financial, governance and operational matters, and show how they have due regard to the requirements included in the Framework.
2. To demonstrate this, the Framework requires that each Service much publish an annual Statement of Assurance.
3. One of the principal aims of the Statement of Assurance is to provide assurance to the Board, partners agencies, and the communities of Greater Manchester, that the Service is being run in accordance with appropriate governance, financial and operational standards.
4. In order to reduce duplication, the contents of existing documents have not been reproduced within the Statement of Assurance but have been signposted to the relevant document.

CONTENTS OF STATEMENT OF ASSURANCE

5. The content of the Service's Statement of Assurance covers the following detail:
 - **Operational Assurance:** Details information regarding legislative structures, our Integrated Risk Management Plan and consultation, operational preparedness, response and learning, resilience, cross-border, national resilience, and business continuity arrangements.
 - **Prevention and Protection Assurance:** Details risk-based approach to prevention and protection activity and compliance to legislative requirements.
 - **Financial Assurance:** Informs the assessment with regard to the Service's statement of accounts and associated structures, and the financial procedures adopted, collaborative working and NWFC.
 - **Governance:** Details including the current arrangements of the GMFRS and how we review the effectiveness of our governance framework, including the system of internal controls and the HMICFRS inspections.

- **Workforce:** Information regarding our people strategy, operational training and fitness, safety, health, and wellbeing procedures and processes, and our environmental policy.

NEXT STEPS

6. Following approval, the document will be published on the GMFRS website under our publication scheme page.



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

Fire and Rescue Declaration

Annual Statement of Assurance 2022/23

June 2023

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1 Introduction

The Fire and Rescue National Framework for England (the Framework) mandates each English Fire and Rescue Authority (FRA), through the Fire and Rescue Services Act 2004 to produce an Annual Statement of Assurance (ASoA).

The statement outlines the way in which the authority and its Fire and Rescue Service (FRS) has regard, in the period covered by the document, to this National Framework, the Integrated Risk Management Plan (IRMP) and to relevant strategic plans.

Greater Manchester Fire and Rescue Service (GMFRS), produces an independent Declaration, supporting the revised arrangements whereby our Annual Governance Statement (AGS) forms part of the governance reporting of the GMCA. The Declaration has been produced in line with the requirements and guidance contained in the revised National Framework, published by the Home Office in May 2018.

This statement will identify the measures of assurance in place for operational activities (response, prevention, and protection), finance, governance and workforce and finishes with a statement from the Mayor for the GMCA and the Chief Fire Officer as to the adequacy of assurance measures.

The published guidance sets out compliance requirements under five broad headings:

- Operational Assurance
- Prevention & Protection
- Finance
- Governance
- Workforce

1.1 Service Area Overview

GMFRS is one of the largest fire and rescue service in England, covering an area of 493 square miles and serving a population of 2.87 million residents, with many other people working or visiting the region.

Of that population of 2.87 million there are:

- 451,000 over 65s (set to increase 31% by 2043)
- 55,000 over 85s (set to increase 70% by 2043)
- 100,000 people receiving disability allowance
- 551,000 people living with long-term health conditions
- More than 200 different languages spoken, making Greater Manchester one of the most linguistically diverse cities in Europe

GMFRS protects 1.22million households, a quarter of which are in areas that are in the 10% most deprived nationally. We attend thousands of incidents every year including fires, road traffic collisions, flooding and rescues. Greater Manchester is linked by a complex transport infrastructure; including roads, rail and trams, with the centre surrounded by the M60, one of three orbital motorways in the UK, and an international airport.

GMFRS has to plan for and mitigate numerous and complex risks including:

- 953 high-rise buildings (residential and commercial)
- 39 Control of Major Accident Hazards (COMAH) sites
- 130 miles of railways, 62 miles of Metrolink tracks, 105 miles of canals, ten motorways, Manchester Airport (MA)
- 57 town and city centres
- 1000s of acres of moorland
- Businesses, universities, and internationally renowned research facilities.

1.2 GMFRS Overview

The Service is spread across 45 sites including a Training and Safety Centre in Bury, the old Training and Development Centre (TDC) in Manchester city centre currently being utilised by the GMCA, Technical Services Centre in Leigh, our headquarters in Swinton, and 41 fire stations aligned to the ten local authorities that fall within the GMFRS boundary, split into five area teams, shown in Figure 2.

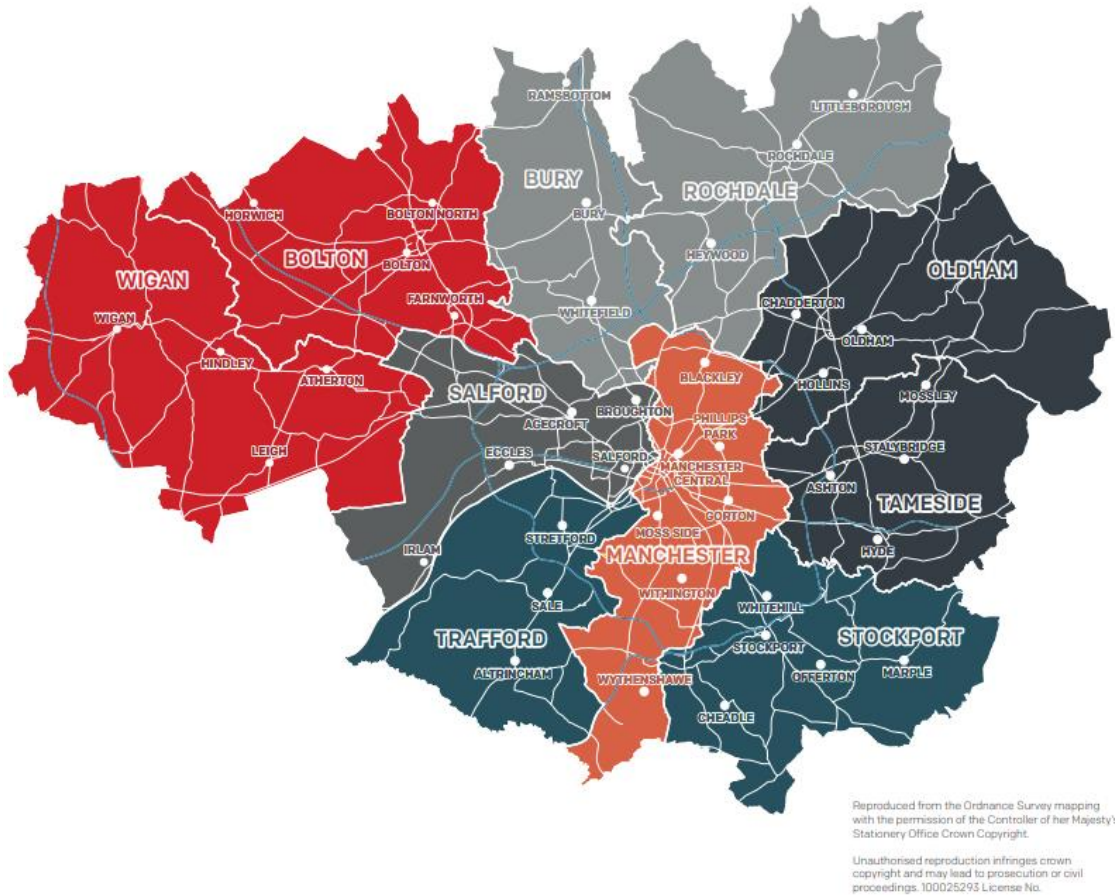


Figure 2: Overview of GMFRS stations and areas



Figure 3: GMFRS overview 2021/22

2 Operational Assurance

The National Framework requires Fire and Rescue Authorities (FRAs) to provide assurance on operational matters but does not specify how. It suggests that FRAs collaborate with local communities, local citizens, businesses, civil society organisations, etc.

FRAs operate within a statutory and policy framework defined by several legislative documents, including

- Fire and Rescue Services Act 2004
- Civil Contingencies Act 2004
- Regulatory Reform (Fire Safety) Order 2005
- Fire and Rescue Service (Emergencies)(England) Order 2007
- Localism Act 2011
- The Greater Manchester Combined Authority (Fire and Rescue Functions) Order 2017
- The Fire and Rescue National Framework for England (2018)
- Public Services (Social Value) Act 2012

The purpose of this section is to ensure that the service is delivered as per statutory responsibilities and local strategies, including cross-border, multi-authority, and national arrangements, in line with the Community Risk Management Plan (CRMP).

2.1 Community Risk Management Plan (CRMP)

We use integrated risk management planning to identify and understand the risks in our communities and find safe and efficient ways to respond to them. The Fire and Rescue National Framework 2018 requires that GMFRS has a legal obligation to identify and evaluate community risks and continually improve our ability to respond effectively.

Our Annual Strategic Assessment of Risk (SAoR) examines all potential and foreseeable risks, and helps us focus on mitigating them through planning, policies, and decision-making. This report analyses a vast amount of information, supporting our decision-making process, enabling us to allocate resources efficiently, and guiding the development of our Fire Plan and Annual Delivery Plan.

The Fire Plan sets out our strategic priorities for the next four years, of which there are six.

Strategic Priorities

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

The plan details our commitments to our residents, businesses, and partners under each priority. It explains how we will continue to prevent, protect, and respond to the requirements of our communities and also facilitate the implementation of the broader Greater Manchester Strategy.

Our Annual Delivery Plan is developed to support the delivery of the Mayor's six strategic priorities. It details our Mission, Vision and Values, the challenges and opportunities the Service faces, and how we assess risk. It also sets out our delivery roadmap for the year, detailing where we will focus our resources and efforts. Over the course of the Fire Plan 2021-25, we will produce a total of four Annual Delivery Plans.

The Fire Plan, alongside the Annual Delivery Plan, combine to form our CRMP, which is underpinned by our annual Strategic Assessment of Risk, and copies of these documents can be found via the links below:

- Fire Plan / ADP - [Fire Plan - Greater Manchester Fire Rescue Service](#)
- [Annual Strategic Assessment of Risk](#)

At GMFRS we have historically incorporated Integrated Risk Management within our Strategic Plan and combined Corporate and Integrated Risk Management to ensure we deliver our core purpose in the most effective way.

Greater Manchester's economic importance, diversity and infrastructure makes for a complex picture in terms of the risks that GMFRS has to plan for, help prevent and look for opportunities to improve. Risk is an inherent part of being an emergency service and we manage risk in two broad ways

Integrated Risk Management is supported by the use of risk modelling, this is a process by which data is used to assess the likelihood of Fire and Rescue related incidents within Greater Manchester. We produce an annual Strategic Assessment of Risk (SAoR) document, which enables us to create an accurate and up-to-date picture of the potential threats facing our communities and how these are considered in the production of our plans. This information is used to identify geographic areas at higher risk where a combination of prevention, protection and response activities have the greatest impact.

Corporate Risk Management is a wider process, used to identify all the significant opportunities and threats that might affect our ability to meet the Service's priorities and commitments. All potential risks are continuously identified, assessed, and managed through a range of mitigating actions. The Corporate Risk Register (CRR) is utilised to capture information relating to these risks, and how these are prioritised and managed. The register is regularly reviewed and presented monthly to Performance Board. Directorates each have their own risk register monitored through functional boards, and where appropriate, risks can be escalated onto the CRR and the GMCA Risk Register.

Consultation and engagement is an essential part of the development of a CRMP, and for each one produced, the Service uses stakeholder analysis to develop a proportionate consultation plan and engagement opportunities. This analysis enables potential stakeholders to be consulted / engaged with, on proposals to ensure where appropriate, their input is incorporated into the final version.

An internal and external consultation plan was developed to support consultation and engagement activities undertaken on the Fire Cover Proposals. Internal consultation was undertaken over a period of ten weeks commencing two weeks ahead of the launch of the six week external consultation activities. Individual consultation exercises are undertaken on key projects that will impact on communities to gather feedback ahead of any final decisions.

2.2 Operational Assurance

Operational Assurance (OA) as part of an overall GMFRS Service Assurance function adheres to both Legislation and National Operational Guidance. We define these responsibilities as:

- A service assurance function that provides an effective balance of support and ‘independent check and challenge’, that is aligned to the expected service standards; and ensures all systems and internal controls are fit for purpose.
- Embedding a learning culture in the Service that supports and encourages both individuals and the Service to increase knowledge, competence, and performance levels on an ongoing basis to promote continuous improvement.
- A new assurance approach to focus on self-assessment and validation that encourages self-awareness, and ensures high standards are met and maintained.

By maintaining an effective provision of Operational Assurance, GMFRS aims to;

- Identify good operational practice, using it to improve safety and efficiency.
- Recognise the implications of significant single high consequence events or high potential events that could impact service delivery or safety.
- Recognise trends and multiple events that identify potential issues that should be addressed.
- Assure the continued effectiveness of internal controls.
- Guide investment in equipment, research, and development.
- Change practice in relation to customer welfare and support customer journey mapping

2.3 Active Monitoring System (AMS)

Active Monitoring is a fundamental element to support organisational learning and service improvement. It is used to consider the widest possible evidence base to capture notable practice and highlight where improvement or change is needed at a local level. The output of active monitoring informs action within GMFRS to drive continual improvement in the quality of service delivered to our communities. This is also supported by formal governance arrangements following the introduction of the Organisation Learning Group (OLG), that will provide an overview of internal and external operational learning, and identify, allocate and track progress of areas for improvement and notable practice within GMFRS.

2.4 Mutual Aid Agreements

GMFRS holds formal, mutual agreements for reinforcements with all its surrounding fire and rescue authority areas (Lancashire, Cheshire, Merseyside, West Yorkshire, and Derbyshire). In addition, we have an agreement with Manchester International Airport to provide initial operational response to domestic incidents at the airport. All of these agreements are reviewed on a regular basis as part of our corporate planning cycle.

2.5 National Resilience

A national protocol provides support and resilience to GMFRS. The protocol sets out the terms under which FRSs may expect to request assistance from or provide assistance to each other, in the event of a serious incident such as a terrorist attack. It is aimed at the deployment of specialist resources hosted by FRSs across the country. The support provided by GMFRS for National Resilience is comprehensive and widespread and includes the provision of specialist teams and equipment to support the response to a wide range of incident types.

2.6 Response to Terrorist Attacks / Marauding Terrorist Attack

GMFRS is prepared and has the ability to respond to a Marauding Terrorist Attack (MTA). Working in partnership with staff and the FBU we have designed and implemented a new MTA capability which went live in May 2023. The new capability replaced the MTA specialist response teams (SRT) at Leigh, Ashton, Irlam and Heywood.

All our frontline firefighters have received enhanced training, and specialist equipment which is available on every fire engine so they are ready to respond quickly and effectively should a terrorist attack or mass casualty incident occur. This new approach is in line with the findings of the Manchester Arena Inquiry, training is aligned with the police and ambulance services.

The GMFRS MTA capability undertakes regular training with partner agencies and includes joint JESIP training (Joint Emergency Services Interoperability Principles), to ensure an effective response is achieved during an unfolding dynamic incident, as detailed within the MTA Joint Operating Principles (JOPs).

2.7 Joint Operational Learning (JOL)

JOL has been established as a key part of Joint Emergency Services Interoperability Principles (JESIP) to provide a consistent national system to address common multi-agency learning areas.

Through collaboration with Greater Manchester Resilience Forum, GMFRS has developed a multi-agency training strategy as a framework to ensure an appropriate level of delivery and support is provided in the commissioning and delivery of training and exercising linked to partnership activities. The strategy assists the Local Resilience Forum to deliver the statutory requirements under the CCA 2004 for the provision of exercising and training of staff.

Adoption of the Multi-Agency Training Strategy and utilisation of the debrief process supports the requirement within the National Resilience Standards with regard to Interoperability between all emergency responder and partner organisations or more specifically, the extent to which Greater Manchester Partners work together coherently as a matter of routine.

2.8 National Operational Guidance (NOG) and Learning (NOL)

NOG was set up to replace the FRS National Generic Risk Assessments. We use NOG as the basis for our own operational procedures and guidance as stated in our NOG and NOL Policy.

NOL forms part of the maintenance process for the NOG products, the aim of NOL is to capture operational learning from UK FRSs and the wider International Fire and Rescue Sector and share the learning across UK FRSs.

GMFRS utilises the NOL process by receiving information and action notes and comparing them against GMFRS operational procedures and guidance, making changes where necessary. We contribute to the NOL process by sharing our own learning and gather and act upon learning from other FRS through the NOL process.

2.9 Business Continuity

Business Continuity Management (BCM) is an integral part of our Corporate Risk Management process. In relation to the BCM processes and procedures, all FRAs have to satisfy the requirements of both the Civil Contingencies Act (CCA) 2004 and Fire & Rescue Services (FRS) Act 2004.

We are required to write and maintain plans for the purpose of ensuring, so far as reasonably practicable, that if an emergency occurs the Service is able to continue its core functions.

In order to ensure that GMFRS complies with the CCA and the FRS Act, our BCM aligns to the Business Continuity Institute Good Practice Guidelines (BCI GPG) and includes:

- Identify prioritised processes through business impact analysis.
- Assess and embed internal and external risks which may impact GMFRS.
- Produce a Business Impact Analysis which will form the overarching risks and prioritised functions of GMFRS.
- Strategic, Tactical Plans and Policies are produced in line with the BCM and Degradation Policy
- Arrangements are made to test the BC plans including audits, exercises, and assurance.

- All key personnel are trained to understand their role within the plan and each Department/Borough has a BCM reference holder.
- BCM responsibilities are clearly identified and assigned.

Each year or following significant changes the plans are reviewed and tested to ensure they are current and fit for purpose. The Coronavirus pandemic demonstrated GMFRS's ability to deal with a Major BCM Incident, whilst at the same time maintaining the ability to respond to other emergencies.

As part of our BCM activities we regularly test our plans across a range of planned and no notice exercises, ensuring any opportunities to improve are identified and implemented.

3 Prevention and Protection

3.1 Prevention

GMFRS Prevention Strategy focuses on preventing fire and emergencies through education and community engagement. Our approach includes a person-centred approach to prevention, targeted risk assessment and engagement with at-risk groups of all ages. These approaches support a range of activities are designed to reduce the risk and harm of fire and other emergencies to the residents and visitors to Greater Manchester.

GMFRS operates a network of teams across the ten metropolitan areas of Greater Manchester and integrates with locality teams to share information and support community cohesion, with the aim of reducing the incidents of fire and other emergencies.

To enable general safety and advice, communications with the public and visitors GMFRS maintains a website, delivering advice and information to reduce the risk of fire and other emergencies. Additionally, throughout the year, we conduct several prevention campaigns, such as press releases, video content, and events, aligned with national and local themes to promote behavioural changes and prevent injuries and harm.

GMFRS introduced an online home fire safety check. This is an online tool which will enable any resident of Greater Manchester to undertake a simple and intuitive assessment of the fire risk in their own home (or for someone else). If the outcome shows low risk the resident will receive personalised online advice and guidance. Anyone recording higher levels of risk having completed the online check will be entered into the GMFRS systems to be referred for a Home Fire Safety Assessment (HFSA) where a physical visit will be undertaken by fire fighters or prevention staff.

During a HFSA, a firefighter or member of the prevention team will visit the property and identify any potential fire hazards and provide advice on how to make their home safer. They will also check that smoke alarms are installed and in working order and provide free smoke alarms to those who do not have them. This intervention process is targeted at those most at risk, person-centred and aligned to a nationally recognised standard that has been specifically designed to reduce the risk from and impact of fire in the home.

It will ensure households where the risk of fire is deemed to be lower are able to access important safety advice, whereas those identified as higher risk will receive a physical visit.

Education continues to be a priority in GMFRS, and we looking to introduce Cadet Units across the Service, in prioritised areas. Utilising the Fire and Rescue Service 'brand' to recruit young people between 14 and 18 years in a disciplined and structured programme designed to provide personal development and engender societal responsibility, while creating community ambassadors for GMFRS values.

GMFRS operates a facility at Bury Training and Safety Centre, where young people and other age groups can undertake a structured visit to increase awareness of fire and other emergencies, within an immersive environment designed to induce behavioural change.

As a delivery partner for the Prince's Trust, GMFRS also supports community cohesion and resilience by supporting young people between the ages of 16 and 25, who are not in education, employment, or education (NEET) on a 12-week personal development programme designed to increase qualifications and employment.

GMFRS provides monitoring and assurance against attendance, retention, achievement, and completion rate in respect of educational programmes. Quality assurance on accredited work is submitted to external partners as required.

As a member of the Safer Roads Greater Manchester Partnership, GMFRS actively supports the wider campaigns and specifically the coordination of Safe Drive Stay Alive GM, a performance-based road safety intervention aimed a school and college aged young people, designed to positively influence the attitudes and behaviours of learner and novice drivers, to reduce the risk of road traffic collisions.

In September 2022 GMFRS delivered a Water Safety Summit. The summit brought together partners from across the City Region to discuss ways to reduce deaths by drowning, and other water safety related issues, with a view to the implementation of a GM Water Safety Strategic Partnership and Water Safety Strategy. The initial meeting of the partnership is scheduled for June 2023. As well as general and localised campaigns designed to reduce the risk of drowning, GMFRS staff also participate in localised safety groups designed to increase water safety awareness and reduce the number of water-based emergencies GMFRS attends.

Early in 2023 GMFRS engaged with GM Probation Service and other key partners to develop a pilot programme which was named the 'Atlas project'. The programme was designed to deliver a proof of concept in supporting rehabilitation and behaviour change in adult fire setters.

In May 2023 the pilot was delivered and subsequently evaluated with positive outcomes. A further engagement period with partners is planned to identify key learning and to pave the way for further programmes to be run over the forthcoming year. These partnership programmes, along with other similar activities, will aim to support our drive to reduce deliberate fire setting and arson related activity.

3.2 Protection

FRAs must make provision for promoting fire safety, including fire prevention, and have a locally determined risk-based inspection programme in place for enforcing compliance with provisions of the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies.

The core purpose of our Protection teams is to ensure the safety of the public and firefighters by identifying, investigating, and reducing risk. We work with others to identify risks and develop solutions to improve safety through engagement, advice, and enforcement and this underpins the delivery of our services.

GMFRS is committed to developing a highly skilled Protection workforce to ensure we are equipped to deal with the challenges we face in relation to the Built Environment in Greater Manchester and is investing significantly in training of our Fire Safety Regulators in line with the Competency Framework

We are committed to supporting businesses to comply and are working hard to increase the information available to businesses through a variety of media. GMFRS actively participates in the Primary Authority Scheme through the Greater Manchester Centre of Regulatory Excellence and provides extensive support to our Primary Authority Partners to give tailored fire safety advice including the provision of assured advice. In this way we contribute to a consistent and coordinated regulatory environment.

We have changed our Protection Delivery Model and moved away from geographical team to a functional based approach providing greater agility to effectively target risk and undertake priority work including consultations, audits and inspections and investigations into non-compliance. Our Risk Based Inspection Programme is agile and links premises risk to compliance history allowing us to more effectively target risk. We audit premises in line with national guidance using appropriately qualified fire-safety officers for the premises type.

Our officers provide advice on compliance with the requirements of the Regulatory Reform (Fire Safety) Order 2005 and will take enforcement action where this is necessary to protect the public.

We are committed to ensuring the safety of buildings from design through to occupation and have improved our systems for recording statutory consultations to ensure we can monitor our response times and take action to ensure we are able to respond in a timely manner.

Following the fire at Grenfell Tower in 2017, GMFRS played a key role in the GM High Rise and Building Safety Task Force to inspect buildings, take action to ensure the safety of residents and support stakeholders to respond to emerging evidence about the risks in buildings and changing Government advice. Our Higher Risk Team continues to lead on this work and liaises with housing providers, managing agents and our Local Authority partners.

Our specialist Petroleum and Explosives Officers oversee the licensing of premises storing explosives and the issue of petroleum storage certificates. Inspections are undertaken by qualified fire safety inspectors who have received additional training and been appointed under the Health and Safety at Work Act to carry out these functions. We have developed and implemented a Risk Based Inspection Programme for the inspections of these sites.

Fire investigation is an integral part of the Service's Prevention and Protection activities. The main purpose of fire investigation is to determine the origin, cause, and development of a fire and to contribute to organisational learning. All fires attended will be investigated to establish the cause of fire, with front line officers trained to investigate fires and a dedicated team to lead on the more complex investigations.

Investigation outcomes will be used increasingly to inform future prevention and protection activities and we actively support Greater Manchester Police to contribute to the prevention and detection of crime.

We have a dedicated Water Team who work to ensure that we have adequate water supplies for firefighting for new and existing buildings to ensure the safety of the public and our firefighters.

4 Financial Assurance

4.1 Financial Reporting and Audit

All local authority accounts are required to adopt 'proper accounting practice' based on either statutory requirements or the code of practice on local authority accounting. These specify the principles and practices of accounting required to prepare a Statement of Accounts that 'present a true and fair view'.

All Greater Manchester Fire and Rescue Authority (GMFRA) assets were transferred to the GMCA with effect from 8th May 2017. The accounts relating to the fire and rescue service for the year ending 31st March 2021 form part of the accounting arrangements for the GMCA.

The Treasurer to the GMCA provides publicly available annual accounts which are approved by the GMCA Audit Committee. A copy of the latest GMCA statement of accounts for 2021/22 can be found at the link below:

An independent audit of the accounts is undertaken by an external auditing body, Mazars. The external auditor undertakes a review of the accounts and forms an overall opinion which is published in annually – [Audit Opinion](#). A copy of the Statement of Accounts is available on our website – [2021/22 Statement of Accounts](#).

4.2 Medium Term Financial Strategy

The GMCA published a medium-term financial strategy which includes funding and spending plans for revenue and capital, the requirements for GMFRS are included within the Mayoral General budget. The strategy considers multiple years, the inter-dependencies of revenue budgets and capital investments, the role of reserves and the consideration of risks and is aligned with the integrated risk management plan.

4.3 Reserves

The medium-term financial strategy considers the planned role of reserves and is aligned with the IRMP. The details of current and future planned reserve levels are published, setting out a total amount of reserves and the amount of each specific reserve that is held for each year, with reasons and justification for the amounts held.

- [Medium Term Financial Plan \(MTFP\)](#)

4.4 Collaboration

GMFRS works collaboratively with other regional FRSs, namely Lancashire, Merseyside, Cheshire, Cumbria, Northern Ireland, and the Isle of Man, to aggregate procurement demand and standardise specification requirements wherever possible, to ensure that we continually strive to deliver and evidence value for money.

We participate in national collaborative procurement opportunities. Within Greater Manchester we work with other partners and agencies, e.g., Greater Manchester Resilience Unit (GMRU), Greater Manchester Police (GMP), Transport for Greater Manchester, Greater Manchester Waste (also part of GMCA), North West Ambulance Service (NWAS), and others, to review and evaluate collaborative opportunities to achieve efficiencies.

Our Protection Department works closely with other NW FRS through the NFCC NW Protection Group which is chaired by GMFRS and works to an annual delivery plan. Our collaboration through this group has seen the development of joint CPD events for Fire Safety Regulators which are now delivered on an annual basis. In 2022/23 we agreed a standardised methodology for the Competency Assessments which are required under the NFCC Competency Framework and consistent standards for auditing behaviours.

GMFRS committed to supporting Operation Vulcan which is an innovative GMP led multi-agency operation to tackle entrenched criminality in the Cheetham Hill area and has and continues to play an active role in this partnership.

GMFRS is a key contributor and collaborator with the Greater Manchester High Rise and Building Safety Task Force and pro-actively engages with Housing Providers and Managing Agents. Supported by GMFRS, the Task Force has overseen the response within Greater Manchester, to ensure preparedness in the event of a similar incident to the fire at Grenfell Tower. It has taken action to ensure safety of premises and provides reassurance to residents in high rise accommodation. In 2022 GMFRS co-ordinated a Task Force response to the Home Office consultation on Emergency Evacuation Information Sharing proposals which drew in views of a range of stakeholders and put the safety of residents at the heart of the response.

GMFRS undertook significant engagement with Housing Providers and Managing Agents in relation to the implementation of the Fire Safety England Regulations and utilised this to shape the proposals. As part of the implementation arrangements GMFRS has produced

fact sheets and guidance including for residents which draws in Prevention information and can be used to discharge the legal obligation to provide information to residents.

At a national level, GMFRS is collaboratively engaged in responding to the recommendations of the Grenfell Tower Public Inquiry. The NFCC Lead for Fires in Tall Buildings is a GMFRS senior officer and GMFRS is coordinating the NFCC's response with particular respect to the theme of 'evacuation' and is directly informing the Government's own responses to the recommendations placed upon it.

GMFRS works collaboratively with bordering FRSs and in particular those served by North West Fire Control in order to achieve convergence of operational service delivery where possible / practicable.

GMFRS and GMP have collaborated to position a GMFRS Officer within GMP's Force Operations Centre. This provides the benefit of rapid information sharing, being in a position to share current situational reports to the Incident Commander to support any JESIP liaison whilst on scene. Additionally, GMFRS work in close collaboration with the GM Local Resilience Forum, leading on the commissioning of exercise and training, and supporting the review and coordination of Multi-Agency Response Plans.

To support the improvements made to the MTA capability, GMP and NWS supported the delivery of the training throughout 2022/23, this has been extremely successful and the feedback from our crews has been positive. This has seen a further commitment from both GMP and NWS to continue this approach for the future, with the aim to deliver a Multi-Agency training theme year on year.

4.5 Research and Development

GMFRS is actively looking forward with regards to emerging and future operational risks, to ensure our operational crews are able to deal with the risks they face. For example, this currently includes trialling of additional equipment, and collaboration with regional partners in order to deal with the threat of electrical vehicle fires and other hazards posed by lithium-ion batteries.

GMFRS is directly involved on behalf of the NFCC with the Joint Home Office (HO) and Department for Levelling Up, Housing and Communities (DLUHC) Technical Steering Group, set up to support a research project which aims to review means of escape provisions in blocks of flats including the use of the 'stay put' strategy and evacuation.

Furthermore, GMFRS is the FRS sector lead with respect to the research and development of operational evacuation strategies.

The Training Function are exploring a trial to introduce some Virtual Reality Training Sets, this method of training for Fire and Rescue Services is in its infancy, so a trial will allow us to fully understand what it can offer. Some early advantages identified are Health and Safety, less impact on the environment and financial savings on consumables.

4.6 Shared Interest

GMFRS has a shared interest in North West Fire Control (NWFC) Limited, a public sector company set up to jointly handle all 999 emergency calls with responsibility for mobilising fire engines to incidents in Cumbria, Lancashire, Greater Manchester, and Cheshire. North West Fire Control Ltd is a local authority controlled company governed by a Board of Directors made up of representatives from each respective FRA.

5 Governance

5.1 Governance Arrangements

The Greater Manchester Combined Authority (Fire and Rescue Functions) Order 2017 (the Fire Order), which came into force on 8th May 2017 transferred overall responsibility for setting the strategic direction of the FRS in Manchester to the Mayor of Greater Manchester. The Combined Authority is the FRA for the area and the fire and rescue functions of the Authority are exercisable by the elected Mayor with all staff, properties, rights, and liabilities transferring to the GMCA.

Under Article 6, of the Fire Order, the Mayor is required to exercise certain functions personally and those function are:

- a. The power to enter into arrangements under sections 13, 15 and 16 of the Fire and Rescue Services Act 2004 (reinforcement schemes etc.)
- b. Appointing, suspending, or dismissing the person responsible for managing the FRS i.e., the Chief Fire Officer, approving the terms of appointment of the Chief Fire Officer, and holding the Chief Fire Officer to account for managing the FRS.
- c. Approving the local risk plan – CRMP
- d. Approving the fire and rescue declaration – Annual Assurance Statement
- e. Approving Business Continuity Management plans
- f. Approving any arrangements with Category 1 and Category 2, under the Civil Contingencies Act 2004.

The Greater Manchester Combined Authority (Fire and Rescue Functions) (Amendment) Order 2020 (the Amendment Order) came into force on the 26th June 2020. The Amendment Order allowed the Mayor to make arrangements for fire and rescue functions to be exercised by the Deputy Mayor for Policing and Crime.

The Mayor has delegated all fire and rescue functions to the Deputy Mayor for Policing and Crime, with the exception of those functions that cannot be delegated (set out in Article 6 and referred to above) and the functions delegated to Chief Officers under the Scheme of Delegation to Chief Officers.

The Deputy Mayor is responsible for ensuring Fire and Rescue Services in Greater Manchester are efficient and effective and prepares the local risk plan (CRMP) and the Annual Declaration for approval by the Mayor.

The Amendment Order also amended the remit of the now Greater Manchester Police, Fire and Crime Panel to review or scrutinise decisions made, or other action taken in connection with the discharge of fire and rescue functions. In addition to the general review and scrutiny of decisions, the Panel has the following specific functions:

- a. Scrutiny of the local risk plan
- b. Scrutiny of the fire and rescue declaration
- c. Scrutiny of the proposed allocation of budget for fire and rescue functions
- d. Scrutiny of the appointment of the Chief Fire Officer
- e. Scrutiny of suspension and dismissal of the Chief Fire Officer

Decisions relating to the Service are otherwise subject to the governance arrangements of the GMCA with reporting and scrutiny on financial, performance, operational and other matters. The GMCA's Code of Corporate Governance sets out how the GMCA operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent, and accountable to local people. Each year the GMCA publishes an Annual Governance Statement (AGS) to accompany the Statement of Accounts. It provides an overall assessment of the GMCA's corporate governance arrangements.

It also describes how it meets the requirements of regulation 6(1) of the Accounts and Audit Regulations 2015 in relation to the publication of an Annual Governance Statement to accompany the Annual Accounts. It is a document which looks back retrospectively over the past year and identifies where the GMCA has demonstrated good governance and looks forward as to areas where focus should be given in relation to governance over the coming year. The GMCA's corporate governance framework is structured around the seven good governance principles set out in the 2016 CIPFA guidance.

The Annual Governance Statement demonstrates how the GMCA is delivering its services in the right way in a timely, inclusive, and accountable manner and will be certified by the GMCA Chief Executive and the Mayor, after consideration of the draft by the GMCA Audit Committee.

GMCA's external auditor reviews the Annual Governance Statement as part of the assessment of their value for money conclusion. A copy of the latest Annual Governance Statement can be found via the link below:

- Annual Governance Statement 2020/21 - [Annual Statement of Accounts \(GMCA\)](#)

5.2 Assurance, Scrutiny and Accountability

The assurance and scrutiny arrangements for GMFRS now form part of the GMCA governance and reporting structure, notwithstanding these arrangements the Service retains robust assurance arrangements in compliance with the National Framework, which include:

- Strategic aims and values embedded in the Service Planning, Delivery, Risk Management, and Performance Management Frameworks.
- A Monitoring Officer responsible for ensuring the legality of Service actions.
- A management structure governed by the Executive Board and Service Leadership Team responsible for overseeing the running of GMFRS.
- The Fire Executive Board report into the GMCA Chief Executive's Management Team (CEMT) via the Chief Fire Officer who is a member of the CEMT, and is also accountable to the Deputy Mayor, who holds officers to account through regular Deputy Mayor Executive (DME) meetings.
- Further scrutiny of the Service is provided by the Police, Fire and Crime Panel. Decisions agreed at the DME are then considered by the Panel and like the DME, the Panel is able to request updates and analysis of ongoing work programmes and performance, as well as respond to emerging themes. The Panel holds to account the police and fire services, and the Mayor and Deputy Mayor.
- The provision of a robust and credible Operational Assurance function to assist in achieving the aims identified within the Mayoral Fire Plan and seeks to ensure that: -
 - a) the service delivery elements of the organisation are working effectively to fulfil the detailed requirements of the Annual Delivery Plan
 - b) the service has a safe, well-trained, and competent workforce.
- A comprehensive budget setting and monitoring framework with clearly defined guidelines and responsibilities with frequent budget management reporting.

- Support and ability to call on Local, Regional and National Resilience Arrangements.
- An Internal Audit function that meets all professional standards, supports the Service in the achievement of its improvement agenda and has responsibility for the continual review of major financial controls and the wider internal control environment.
- A GMFRS Corporate Risk Register is approved and monitored by SLT and the Deputy Mayor. This is supplemented by a GMCA wide Corporate Risk Review Group, which reviews strategic risks across the GMCA. The group meets quarterly to provide ongoing assurance over the management of high-level risks facing the GMCA, as well as all of its key functions, including Fire and Rescue Service.
- Published Anti-Fraud and Corruption Strategy, Whistleblowing Policy, and Fraud Prosecution Policy to ensure correct reporting and investigation of suspected fraudulent activities. [Report fraud and corruption - GMCA](#)
- A comprehensive Performance Management framework with clearly defined performance management targets, that measures financial and other performance data linked to the Service strategic priorities and outcomes.

5.3 Transparency

The GMCA publishes senior salaries, register of interests, staffing, income and expenditure, property, rights and liabilities, and decisions of significant public interest.

- [Gender Pay Gap - GMCA](#)
- [Ethnicity Pay Gap](#)
- [Transparency Reports – GMCA](#)
- [Procurement Transparency Reports – GMCA](#)

5.4 Performance Management

As part of the annual Corporate Planning Process the Service sets out the Corporate Key Performance Indicators, which measure the delivery of its strategic priorities and provides business intelligence, to help target prevention and protection activities.

Targets are set where appropriate to support continuous improvement and learning. Progress against these indicators is monitored monthly through Performance Management Working Group and Performance Board and scrutinised quarterly by SLT and at the Deputy Mayor's Fire Executive meeting.

5.5 Internal Audit arrangements

Internal Audit undertake a key role in assessing our assurance related activities, a significant proportion of the Annual Audit Plan is focused on providing assurance that operational and strategic risks are effectively managed to ensure the Service's core purpose and aims are achieved and quality services provided. Internal Audit report directly into the GMCA Audit Committee who approve the internal audit work plan, oversee audit activity, and review outcomes from the work undertaken.

The Head of Internal Audit has provided an opinion of moderate assurance in relation the arrangements in place for governance, risk management and internal control in 2021/22. This is an improvement from the previous year when a limited assurance opinion was given.

The latest reports are available via the following link: - [Annual Assurance Documentation](#).

5.6 Inspection

Following the introduction of the mandate for all English FRSs to be inspected, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) has carried out two full inspection of GMFRS.

The inspections are designed to promote improvement and identify all aspects of the work undertaken by FRSs. Using experts from across the sector to deliver the inspections, the methodology considers three broad pillars, namely:

- **Efficiency** – How efficient are we at keeping people safe and secure from fire and other risks?
- **Effectiveness** – How effective are we at keeping people safe and secure from fire and other risks?
- **Leadership** – How well do we look after our people?

Since our first inspection we have been working to deliver improvements, with progress reported and monitored through our governance arrangements. Our most recent inspection confirmed we are an evolving and improving Service and inspectors reported a positive shift in the Leadership and Culture of GMFRS.

Our activities to address the areas of improvement identified in our inspection report will be delivered as part of our improvement programme.

Alongside this is the review of our level of compliance against the new Fire Standards, published by the Fire Standards Board, to ensure any gaps identified are addressed and compliance levels met.

All our inspection reports can be found on the HMICFRS website, with links below to the most recent:

- [GMFRS Inspection Report 2021/22](#)
- [GMFRS COVID Thematic Inspection 2020](#)
- [Fire Standards Board](#)

6 Workforce

6.1 People Strategy

The GMCA People Strategy will replace the historical GMFRS People and Organisational Development Strategy. The People Strategy is a key document that brings together the strategic workforce objectives for GMCA (including GMFRS), establishing a clear link to the Greater Manchester Strategy, Fire Plan and Annual Delivery Plan and setting out how we seek to attract, retain, support, and reward our people in order to achieve excellence in providing services to the residents of Greater Manchester.

The strategy has been co-developed through consultation with our workforce and will have inclusivity and health and well-being of our workforce at its heart. We will continually measure progress against the GMCA People Strategy's objectives using a variety of means, including our staff surveys and a dashboard of KPIs.

We recognise that our workforce is one of our greatest assets and in order to meet the new challenges and opportunities ahead it is vital that we have the right people, in the right jobs with the right skills at the right time. One of the key pillars supporting our People Strategy is the way we attract and recruit organisationally, especially our operational staff comprising the largest component of our workforce. In 2022/23 we will refresh our four-year Firefighter Recruitment and Attraction Strategy, which supports the development of a progressive, diverse, and well qualified operational workforce. This four-year strategy sets out how we will meet both current and future workforce requirements including how we maximise overall efficiency in a cost-effective way.

Our Learning and Development Strategy sets out a transparent and coherent learning offer for all our staff, to ensure staff understand and acquire the skills they need to successfully do their job, including the importance of creating an inclusive culture and working environment.

Further talent management initiatives include development of an organisational Recruitment and Selection Framework that embraces overall recruitment and selection to all staff groups. A modern and progressive promotion process for operational staff, aligned to the establishment of a 4-year Leadership Development Programme has already been implemented. Considerable work is underway to support the organisation in creating a culture based on our mission and values and supporting the national Code of Ethics.

6.2 Operational Training

GMFRS's Operational Training Strategy (OTS) outlines the approach to ensuring that its operational staff are trained and competent in order to fulfil the various operational demands placed upon them. It demonstrates the commitment of the Service to deliver corporate operational training.

The OTS also involves demonstrating the ability to work with others in a coherent and uncomplicated way, with other emergency services in accordance with the principles of JESIP.

The OTS does not sit in isolation, and when the Service plans and prepares annually to meet its operational training demands, it considers and analyses a wide range of internal and external influences and drivers ensuring that these are all fed into the decision-making process when the annual operational training planning cycle commences.

The delivery of the OTS establishes a mechanism, to ensure that the Service has in place Incident Command and operational training programmes being delivered by competent Instructors to its operational staff. These programmes are then reviewed in order to confirm their continued effectiveness, quality, and relevance.

The Training Team work in conjunction with other Departments within the Service, such as the Operational Assurance Team, Operational Information Team and the Safety, Health, and Wellbeing Team to provide training, development, and assessment for all members of the Service.

6.3 Safety, Health & Wellbeing

The GMCA has overall accountability for the safety, health, welfare and wellbeing of its workforce; the Chief Fire Officer is responsible for delivering this within GMFRS.

Health, Safety and fitness performance is regularly reviewed to improve organisational learning and a safe working environment and is regularly shared with representatives from our trade unions.

Health and Safety, Audits and Inspections measure the compliance and quality within the Service, with the aim of continuous improvement, to establish:

- Appropriate management arrangements are in place

- Adequate risk control systems exist, are implemented, and consistent with the hazard profile of the Service
- Appropriate workplace precautions are in place.

Workplace inspections are regularly scheduled, and these are undertaken with the aid of a checklist and recognised as an active monitoring tool intended to:

- Identify existing and potential hazards
- Recommend corrective actions
- Monitor effectiveness of hazard controls
- Provide an opportunity for the employer and workers to communicate
- Maintain a safe and healthy workplace

These audits and inspections inform our working practices. All health and safety documents and any proposed changes that impact on the health, safety, welfare and wellbeing of our employees are presented for consultation and/or engagement via the Joint Health and Safety Committee. To further support a proactive health and safety culture, we have launched a new adverse safety event reporting system which allows managers to access real time accident information relating to their work areas; this allows the opportunity for early intervention of emerging themes which is also reviewed and monitored centrally by the health and safety team.

The Service approved a Wellbeing and Occupational Health Strategy and Framework with the commitment that we will support both the organisation's and the individual's needs, by promotion, prevention, detection and treatment of health and well-being risks. This is being supported by the development of a number of guidance documents for mental health, wellbeing, neurodiversity, occupational health and trauma.

The Service has introduced a peer led and peer supported wellbeing programme, that will contribute to effectively supporting colleagues exposed to trauma. Where required, colleagues are also offered access to qualified talking therapists through our Occupational Health provider and can independently contact the Employee Assistance Programme (EAP) which is a confidential support line for all employees across the organisation. The EAP offers impartial and confidential advice and support on a range of work, personal and family issues. The service is available 24/7, 365 days of the year and there is no limit to the number of issues employees can gain support on.

During the pandemic additional control measures were put in place to support staff, whilst adapting to the changing situation and new working arrangements. A hybrid working model is now in place which supports the wellbeing of employees whilst delivering the objectives of the organisation. Where staff have been affected by Long COVID support mechanisms are in place for their physical and mental health.

6.4 Environment

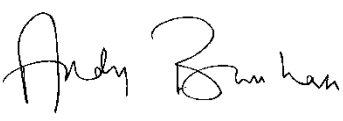
Overall governance of sustainability comes via an ISO 14001 certified environmental management system (EMS). The EMS ensures that GMFRS identify and manage the most important environmental aspects, helps improve efficiency, ensures compliance with environmental legislation and other requirements as well as ensuring that we continually improve environmental performance. ISO 14001 certification requires a number of clauses to be met in order for a system to be deemed effective with leadership being one of the clauses. GMFRS comply with this clause through leadership resource assigned to oversee the EMS, as well as an annual management review process that takes place with Senior Leaders.

GMFRS have also embedded environment and sustainability via the Sustainability Strategy that details our priority areas for activity in respect of improving our sustainability and environmental performance.

- [Environmental Sustainability Policy - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)](https://www.greatermanchester-ca.gov.uk)


Assurance Opinion & Declaration

The Mayor for the Greater Manchester Combined Authority and Chief Fire Officer of Greater Manchester Fire and Rescue Service are satisfied that the Service's financial, governance and operational assurance arrangements are adequate and are operating effectively and meet the requirements detailed within the Fire and Rescue National Framework.

Signed: 

Andy Burnham, Mayor for the Greater Manchester Combined Authority

Date: 12th July 2023

Signed: 

Dave Russel, Chief Fire Officer

Date: 11th July 2023

Greater Manchester Police, Fire & Crime Panel

Date: 24th July 2023
Subject: GMFRS Atlas Project
Report of: AM Billy Fenwick, GMFRS

PURPOSE OF REPORT

This report contains a stakeholder document providing members with the background to The Atlas Project – a first of its kind intervention that has been developed in response to an identified need to support and educate adults who have been involved and/or engaged in harmful or potentially harmful use of fire.

RECOMMENDATIONS:

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

CONTACT OFFICERS:

AM Billy Fenwick – FenwickW@manchesterfire.gov.uk
GMFRS

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:

N/A



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

The Atlas Project:

Supporting rehabilitation and behaviour change in adult
firesetters

May 2023

Contact Details

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Prevention Education

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"I am very proud of Emma and Pete, who last month, ran our first 'Atlas Programme' for adult fire setters – a pioneering programme. It ran for two weeks with a cohort of six individuals referred to by the Probation Service. Delivery was not without challenge – the difference between juvenile and adult fire setters is notable and naturally requires different interventions. Our post programme evaluation report reflects our professional view, inasmuch as we believe, there is significant scope and real value in growing the programme incrementally by working together with our partners. Our ambition is for the Atlas Programme to become a recognised and established programme across Greater Manchester. A programme which is evidence-based, outcome focused and strong on evaluation."

Chief Fire Officer, Dave Russel, Greater Manchester Fire and Rescue Service

The Atlas Project

Deliberate firesetting is a behaviour, arson is a crime, and pyromania is a psychiatric diagnosis. Deliberate firesetting costs approximately £1.45 billion per year in England and Wales. In 2022-2023, there were 7240 deliberate primary and secondary fires in Greater Manchester. The average response cost per fire for Greater Manchester Fire and Rescue Service (GMFRS) is £4,195, totalling £30,371,800 for the year.

The Atlas Project is an intervention that has been developed by Prevention Education Lead, Emma Potts and Prevention Watch Manager, Peter Fitzpatrick, in collaboration with Greater Manchester Probation Service (GMPS). It is in response to an identified need to support and educate adults who have been involved and/or engaged in harmful or potentially harmful use of fire. This project is the first of its kind, offering wraparound support from key partner agencies, embedded in a holistic and therapeutic approach for adults convicted of any firesetting crime. The course was created to assess, engage, educate, develop support structures, and raise awareness around fire safety, whilst utilising therapies to positively enhance behaviour change.



Local Objectives

Greater Manchester Combined Authority created the Greater Manchester Strategy 2021 – 2031, to ensure Greater Manchester is a place where everyone can live a good life, growing up, getting on and growing old in a greener, fairer, more prosperous city region. To achieve this, many plans have been developed to deliver the ambitious targets. A key theme woven through many of the plans, is the help, support, and development available for people who have committed a crime, including those with a history of deliberate firesetting. Many recognise the importance of access to education, training, and employment resources to avoid potential reoffending.

Greater Manchester's Fire Plan 2021 - 2025 outlines the work GMFRS will undertake to help make our city-region safe. The plan includes six priorities and a number of commitments to residents, businesses, and partners across Greater Manchester.

Understanding Deliberate Firesetting

Dr Emma Barrowcliffe and Carys Graely BSc - School of Psychology and Life Sciences, Canterbury Christ Church University discuss the impact of deliberate firesetting.

“The pervasiveness of deliberate firesetting is seen both nationally and internationally and often results in severe economic and societal costs¹. In 2022, England alone recorded 71,782 deliberate fires causing 47 deaths and 409 non-fatal injuries^{2 3}. Therefore, these figures emphasise the importance of developing evidence-based interventions for individuals who engage in deliberate firesetting. In terms of “what works” for the prevention and treatment of deliberate firesetting, Kolko’s (2001) research on fire safety education (FSE) interventions for children engaging in deliberate firesetting behaviour, found a decreased interest in fire and a reduction in the number of fires set one-year post-intervention⁴. Psychological based interventions for adults engaging in deliberate firesetting, such as the Firesetting Intervention Programme for Prisoners (FIPP) has been shown to reduce fire interest, identification with fire and fire supportive attitudes⁵. Additionally, research on the characteristics of un-apprehended adults who ignite deliberate fires found that increased fire safety knowledge such as information and awareness around the dangers of fire may have deterred deliberate firesetting^{6 7}”.

“Despite the evidence base for the effectiveness of FSE for children engaging in firesetting behaviour and results from other education-based interventions for adults, such as FIRE-P⁸, research on the development and provision for Fire and Rescue Services (FRSs) to deliver adult FSE in the United Kingdom remains limited. Additionally, qualitative results from an exploratory study assessing the provisions of international FSE by Fire and Rescue Services found that fire educators reported experiencing difficulties engaging with adults who have ignited deliberate fires, including a lack of training within adult firesetting⁹. Therefore, it is promising that based on evidence-informed practices, Greater Manchester Fire and Rescue Service were able to develop an education-based intervention and deliver The Atlas Project programme”.

¹ Tyler, N., Gannon, T. A., Ciardha, C. Ó., Oglhoff, J. R. & Stadolnik, R. (2019). Deliberate firesetting: An international public health issue. *The Lancet Public Health*, 4(8), 371-372.

² Home Office. (2023a). FIRE0401: Deliberate Fires Attended by Fire and Rescue Services in England, by Incident Type and Fire and Rescue Authority. <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#deliberate-fires-attended>

³ Home Office. (2023b). FIRE0402: Fatalities and Non-fatal Casualties in Deliberate Fires by Fire and Rescue Authority, England. <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#incidents-attended>

⁴ Kolko, D. J. (2001). Efficacy of cognitive-behavioural treatment and fire safety education for children who set fires: Initial and follow-up outcomes. *Journal of Child Psychology and Psychiatry and Allied Disciplines*, 42(3), 359-369.

⁵ Sambrooks, K., & Tyler, N. (2019). What works with adult deliberate firesetters? Where have we come from and where do we go from here? *Forensic Update*, 130, 17-21. <http://dx.doi.org/10.53841/bpsfu.2019.1.130.17>

⁶ Barrowcliffe, E. R., Tyler, N., & Gannon, T. A. (2022). Firesetting among 18–23-year-old un-apprehended adults: A UK community study. *Journal of Criminological Research, Policy and Practice*, 8(3), 140-154

⁷ Barrowcliffe, E. R., & Gannon, T. A. (2015). The characteristics of un-apprehended firesetters living in the UK community. *Psychology, Crime & Law*, 21(9), 836-853.

⁸ Pearson, D., Hayward, S., & Blampied, S. (2022). Outcome evaluation of an educational programme for preventing recidivism by adult firesetters. *Journal of Criminological Research, Policy and Practice*, 8(3), 196-208

⁹ Barrowcliffe et al. (2023) manuscript in preparation

The Atlas Project



The pilot, based at Bury Community Fire Station, was delivered over a 2-week period. The Atlas Project has presented many positive contributions to the service and Greater Manchester as a whole. The offer of a blended learning approach of classroom and drill-yard activity, allows people who have a history of deliberate firesetting to gain life and employability skills.

The programme was created to combine practical and theory, evidence-based sessions. On receiving referrals from Greater Manchester Probation Service, it was evident that there was a range of learning styles and individual needs to be considered. Following consultation with the National Autistic Society, there were several areas identified that would need to be addressed. Learning styles, wellbeing and social imagination were key areas to be considered to provide an inclusive and non-judgemental environment.

The course was implemented in line with evidence-based good practice. The content combined education and safety sessions with person-centred techniques from a clinical psychologist on a one-to-one basis, to engage the group and educate on the hazards and impact of fire. Therapeutic input from a clinical psychologist helped to identify the root cause of the desire to use fire in a harmful way. In turn, this allowed coping strategies to be implemented, address the issue and promote positive behaviour change. The course allowed all learners, regardless of their protected characteristics, to learn about teamwork, communication, understanding and assessing risk, adhering to instructions, and understanding the consequence of actions.



It is important to acknowledge that education can significantly influence in an offender's rehabilitation process. It can support attitudinal and behavioural change, develop employment skills, boost self-esteem and self-confidence, improve cognitive skills. These

transformative effects of education have been found to help promote public safety and reduce recidivism ¹⁰.

Whilst it is imperative that fire safety awareness is embedded throughout the pilot, there is a need to include other areas of help and support. Whilst many studies encourage the need to support people who have a history of deliberate firesetting with education, evidence shows the importance of support with areas such as employment, housing, and motivation ^{11 12}.

Accreditation

The Atlas Project used the new nationally accredited qualification - Developing Resilience Award, developed in partnership by the National Fire Chiefs Council and the Prince's Trust. The qualification was underpinned by evidence from the Youth Endowment Fund, Early Intervention Foundation, Serious Violence Duty, various Home Office Reports, and evidence about current practice for Social and Emotional Learning.

The Level 1 Award supports learners to increase their personal resilience by exploring, experiencing, and developing different protective factors and learning how to apply helpful habits to help them manage life's challenges. It supports learners to develop in the following areas:

- **Personal Resilience** – the aim of this unit is for learners to experience an appropriate challenge which enables them to explore their personal resilience and observe how their emotions are affected.
- **Physical Health** - the aim of this unit is for learners to explore and understand their own physical health and the benefits of a healthy lifestyle.
- **Positive Wellbeing** - The aim of this unit is to introduce ideas of positive wellbeing such as self-esteem, managing emotions, feeling positive about life and being able to express feelings.
- **Aspirations** - The aim of this unit is to support learners to believe they can achieve their goals and aspirations.

¹⁰Ntombizanele, G. V. (2019). The transformative effect of correctional education: A global perspective. *Cogent Social Sciences*, 5(1)

¹¹Johnson, Y. (2020). *Ex-offenders' Perceptions of Community-Based Substance Abuse Treatment Programs* (Order No. 28091864). Available from ProQuest One Academic. (2445294325).

¹²Dooris, M., McArt, D., Hurley, M. A., & Baybutt, M. (2013). Probation as a setting for building well-being through integrated service provision: evaluating an Offender Health Trainer service. *Perspectives in Public Health*, 133(4), 199-206.

- **Healthy Relationships** - The aim of this unit is to understand how relationships affect and influence us and how the learner can develop and maintain healthy connections.
- **Stronger Communities** - The aim of this unit is to explore the benefits of being part of different, supportive communities and to discuss the consequences of negative action in a community.

The 2-week programme included:

Week 1

- **Fire behaviour observation** – Real time fire development observation with GMFRS Training Department
- **Overcoming adversity with Clarke Carlisle** – Ex-footballer Clarke Carlisle shared his personal mental health journey and how he overcame challenges in life
- **Road Traffic Collision exercise** – Hands on training session with Red Watch at Rochdale Fire Station.
- **Combustion process** – Theoretical input on the fire tetrahedron
- **Basic life support** – Practical instruction on how to deal with a life-threatening situation
- **The ripple effect** – Theoretical input on the consequences and wider impact of firesetting
- **Building resilience** – Ex-footballer Dr Alan Tonge presenting on psychological challenges and coaching philosophy
- **Breathworks** – Learning breathing techniques that support mindfulness and stress reduction



Week 2

- **Fire ground drills** – Practical session including hose running and teamwork with Red Watch at Bury Fire Station
- **Restorative justice with Remedi** – Group session discussing how restorative justice can support the victims of crime
- **Blue Paw wellbeing and trauma support** – Introducing Holly the wellbeing dog, reducing stress and anxiety
- **Moss Side boxing gym**- Practical coaching session at Moss Side Fire Station's Community Boxing Gym
- **Giving Back** – An opportunity to do something for others, building a raised flower bed at Bury Fire Station
- **Water awareness training**- Practical training session with Red Watch Rochdale, covering the risks and hazards associated with inland waterways.
- **Andy's Man Club** – Mental health awareness session with AMC, the suicide prevention charity

Fire Observation Overview

The fire behaviour observation was an element of the course that was rigorously researched,



due to a common belief that 'arsonists' *should not be shown how to start a fire*. To ensure the session did not trigger any previously experienced trauma, further collaborative work was completed. Dr Emma Barrowcliffe from Canterbury Christ Church University, and clinical psychologist Dr Jennie Potts, indicated that with controlled conditions and correct supporting mechanisms in place, the fire observation offered a practical way to learn about the unpredictable nature of fire and highlighted that people who ignite fires often misunderstand that they can control the fire.

The group engaged with the BA training staff who detailed the fire development

stages. This allowed the group to learn and experience the fire in real time, from the combustion process to potential flashover.

The Adapted Firesetting Assessment Scale (AFAS) was used pre and post course by Dr Potts, to assess learners' level of interest in firesetting. This provided important information around behaviour which supported the development of the programme and the inclusion of a practical fire scenario.

The Need for Change



Dr Jennie Potts, The Atlas Project clinical psychologist examines the need for change:

“The Atlas Project was ground-breaking. Its strength was in its ability to use psychological tools and techniques to support learning and respond in an adaptive way. Screening prior to the course, assessed risk including fire interest¹³ and mental wellbeing^{14 15}. The findings shaped the content and delivery of the sessions, highlighted any behavioural difficulties that might impede progress and allowed for ‘safety nets’ to be put in place. Guidance from Dr Emma Barrowcliffe, Senior Lecturer in Forensic Psychology at Canterbury Christ Church University helped the team to

learn from previous successful interventions. Four core themes - goal setting, building resilience, understanding consequences and perspective taking, underpinned the programme. These allowed the group to move beyond their convictions and look at new choices and solutions. Input from guest speakers, Clarke Carlisle and Alan Tonge, normalised the discussion around mental illness and instilled confidence. Having psychological input also provided safeguarding, the management of potential suicide risk and the provision of 1:1 clinical support if needed. Each ‘building block’ added to the dynamic, experiential elements of the Atlas Project. The tight, two-week timeframe made the project ambitious, but the course content optimised the chances of success”.

Psychology team: Luke Flanagan, assistant psychologist, former Parachute Regiment soldier currently studying for a BSc in Psychology at Warwick University. Dr Jennie Potts, Consultant Clinical Psychologist, experienced in interventions for recovery from burn injury, rehabilitation following firesetting and the treatment of severe and enduring mental health problems.

¹³ Collins, J., Langdon P. E., & Barnoux, M. (2022). *The Adapted Firesetting Assessment Scale: reliability and validity*. Journal of Intellectual Disability Research, 66(7): 642–654.

1. ¹⁴ Zigmond, A.S. & Snaith, R.P. (1983). *The Hospital Anxiety and Depression Scale*. Acta Psychiatrica Scandinavica, 67:361–370.

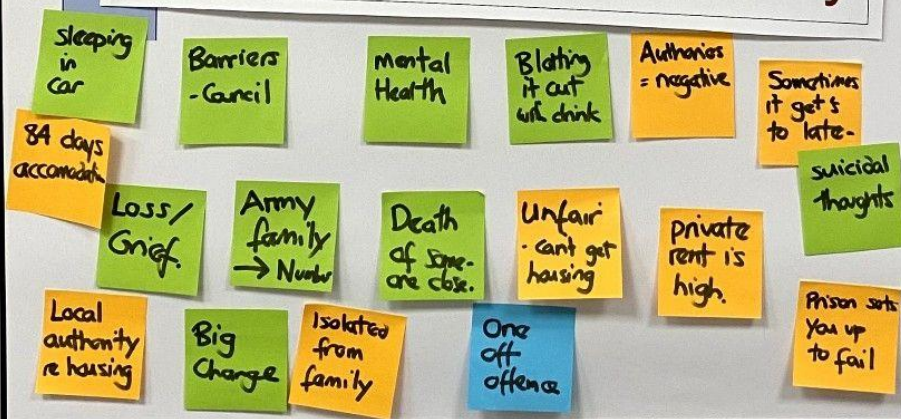
¹⁵ Tennant, R., Louise Hiller, L., Fishwick, R., Platt, S., Joseph, S., Weich, S., Parkinson, J., Secker J., & Stewart-Brown, S. (2007) *The Warwick-Edinburgh Mental Well-being Scale (WEMWBS): development and UK validation*. Health and Quality of Life Outcomes, 5: 63.



Goals for a good life



Blocks that get in the way



Case study

A 31-year-old male was referred to The Atlas Project by Greater Manchester Probation Service. He had been convicted of arson with intent to endanger life and received a 2-and-a-half-year custodial sentence. His offence had been an attempt to harm himself and no one else. Prior to his offence, he was diagnosed with PTSD and anxiety. Within 24 hours of entering prison, he attempted suicide for a second time.

On release, he completed 84 days temporary accommodation, then found himself to be homeless, with no access to his children and could not access his GP for his medication.

On attending the Atlas Project, he engaged immediately with all aspects of the course, sharing details of the offence and time in prison with both Atlas staff and learners. He played an active role in each session, particularly enjoying his involvement with operational firefighters.

Post course, he shared how attending the Atlas Project enabled him to regain his self-worth, confidence and motivation to continue with his positive rehabilitation.

Following his 100% attendance of the project, with support from GMFRS Atlas Team and GM Probation Services who were able to show a reduction in risk level, he secured long-term accommodation through GMCA's A Bed Every Night (ABEN) Scheme and access to his children.





Building Courage and Resilience



Evaluation

This evaluation was commissioned to understand the effectiveness and impact of the Atlas project pilot. The Atlas project is a collaboration between GMFRS and Greater Manchester Probation Service (GMPS) and is a tailored intervention for adults who set or use fire to harm themselves, others, or property, threaten to use fire or use of incendiary devices. The Atlas project pilot was delivered between 27th February – 10th March 2023.

Evaluation Methodology



The purpose of the evaluation plan was to set out what will be measured, when it will be measured and how it will be measured. A number of evaluation questions were set, which were closely

linked back to the original aims and objectives of the project. This provides an understanding of whether the aims and objectives were met, and the impact and effectiveness of delivering them. The evaluation questions for the Atlas evaluation are as follows:

- To what extent has the Atlas project been targeted effectively towards the intended audience?
- What are participants perceptions of the Atlas project?
- What are the impacts of the Atlas project from the participant's perspective?

Feedback was collected from participants and staff to understand their thoughts about different elements of the intervention. In addition, participants engaged with a psychologist before the intervention to assess their levels of fire interest, levels of fire safety awareness, levels of anxiety and depression and levels of wellbeing and self-

esteem. This was completed again at the end of the intervention to understand whether there had been any immediate change.

The psychologist used the following assessments during their engagement with participants:

- Adapted Firesetting Assessment Scale (AFAS): This was used to understand levels of fire interest.
- The Short Warwick-Edinburgh Mental Well-being Scale (WEMWBS): This was used to understand measures of wellbeing.
- The Hospital Anxiety and Depression Scale (HADS): This was used to understand levels of anxiety and depression amongst participants.

The psychologist will use the same assessments with participants as part of the three-month evaluation to understand whether there has been any lasting change.

Findings Overview

What are participants perceptions of the Atlas project?

Feedback from participants was collected throughout the project pilot to understand what they thought about the sessions delivered and the delivery of the intervention overall.

At the end of the project pilot, participants were asked to fill in an 'exit survey'. This provided feedback about whether they enjoyed the course, whether their expectations were met, whether the content was appropriate and whether they were treated in an appropriate manner by the facilitators. Participants were unanimous in their feedback, with all participants stating that take part in the Atlas project met their expectations, with one participant commenting that the course exceeded their expectations. Participants were asked to rate the course using a smiley face scale – all participants rated the course with a smiley face, suggesting that they were satisfied with it.

Participants were also asked whether they agreed or disagreed with the following statements:

- The course was well organised.
- I understood the information that was presented during the course.
- The information was pitched at the right level (e.g., not too simple / not too complex).
- The activities were useful for my learning and development.
- I felt included during the course.
- I was given the opportunity to ask questions.
- I felt like I was being listened to.
- I was treated with respect by the staff members running the course.
- I didn't feel like I was being judged.

All participants agreed with the statements above.

Participants were asked what they liked most about the course. Some participants reflected on specific elements of the course that they enjoyed. This included:

- Session about the boxing gym
- The Giving Back community project
- The practical sessions.

Other participants reflected on the support received from GMFRS staff throughout the course. Participants commented that Atlas staff and operational crews were respectful to participants and provided them with support. One participant commented that participation in the programme and support from Atlas staff meant that their license conditions with GMPS had been reduced. Finally, some participants commented that there was value in participating in the course because it provided them with an opportunity to meet new people (especially people who had similar experiences) and get to try new things.

Participants were also asked what they liked least about the course. Two participants commented that they enjoyed the course and there was nothing in particular that they disliked. However, one participant commented that the timing of the course was challenging because they had to go to work after attending the course; therefore, they had long days, which make it difficult to get to the course on time in the mornings. Another participant commented that there was a lot of paperwork, for

example consent forms, DPIA, privacy notice etc., which is something they disliked. Finally, one participant commented that they disliked the fire observation session but recognised that it was needed to show the impact that fire can have on individuals, crews, and the community.

Participants were asked whether there was anything that could be done differently the next time this course is delivered. Three participants commented that they didn't think anything should be done differently. One participant commented that more practical sessions should be considered as this was the most enjoyable part of the course. Another suggestion was to include some content about the danger of wheelie bin fires. A final suggestion was to streamline or consolidate the paperwork so there is less to complete.

Finally, participants were asked what they will do differently now they have attended the course. One participant commented that they now have an appreciation of the impact of fire setting on blue-light services and will be more respectful towards firefighters and fire crews. Another participant commented that they have more awareness of the fire service and a better understanding of the dangers of fire. This participant also commented that participating in the course has made them feel more positive and confident as a person. One participant commented that they will now stop and think about the potential consequences and impact of their actions. Another participant commented that they feel like they have more focus and will keep busy to maintain this focus. Finally, one participant commented that they will never set a fire again. This will be followed up during the three-month evaluation to understand whether participants have continued to do anything differently following participation in the course.

What are staff perceptions of the Atlas project?

Staff members participating in the Atlas project reflected on aspects of the project they felt worked well. The following feedback was received:

- **Good levels of engagement:** There was good levels of engagement from all involved. The programme participants engaged with sessions throughout the course and there was positive engagement from crews. It was felt that crew involvement and participation was vital for achieving successful course

outcomes. In particular the BA sessions and sessions working with crews were enjoyed by participants. There was also feedback from crews to suggest that they also thought the sessions they delivered were valuable and expressed an interest in being involved in future sessions.

- **Building relationship and trust:** Participants developed trusted relationships with Atlas staff and operational crews. This is something that both Atlas staff and course participants reflected upon in their respective feedback forms. Participants commented that they were treated with respect and listened to throughout the course.
- **Peer support:** Atlas staff commented that participants developed good relationships with each other and provided peer support and encouragement. Again, this is something that participants reflected on within their feedback and said it was positive to engage with people who had similar experiences.
- **Open and honest feedback:** Atlas staff commented that they received open and honest feedback from participants, which is perhaps an indicator of developing positive, respectful, and trusted relationships with participants.
- **The delivery of some sessions was impactful:** Atlas staff commented that the delivery of some sessions had a positive impact for participants. In particular, there was feedback to suggest that more input from Blue Paw and continued engagement with crews would be valuable during future programme delivery.
- **Closing event:** Atlas staff commented that the closing event was a real success of the course as it allowed participants to see the value in attending the programme and allow them to appreciate their achievements.

Staff participating in the Atlas project also reflected on things that did not go well during the delivery of the course. The following feedback was received:

- **Some course content was intense:** Atlas staff commented that the restorative justice session in particular was quite intensive for some participants; however, there was good support in place to ensure this was managed in an effective way.

- **Some problems with logistics and equipment:** Atlas staff commented that there were some issues with logistics and equipment during the programme. In particular, staff commented that there were issues with ICT, issues related to not having enough drivers for travel, problems with the room acoustics for the closing event and lack of access to changing facilities following practical sessions.
- **Need to have a 'Plan-B':** Atlas staff commented that it was really positive to have the involvement of crews during the programme; however, there is a need to have a 'Plan-B' to ensure activities can continue in case the crew is mobilised to an incident.
- **Community project could be perceived negatively:** Atlas staff commented that they had some feedback from participants, who said that the community project was perceived as community service / payback; therefore, it is important to be mindful that the project could be viewed in a negative way.
- **Need to be considerate of needs and abilities:** Atlas staff commented that in some cases there were barriers in participation due to the physical nature of some activities (e.g., the community project and working with crews); therefore, it was identified that there should be consideration to abilities and needs to ensure that everyone is able to participate with the activity in some way.
- **Session timings and course timetable:** Atlas staff commented that there was not enough time allocated to some sessions to facilitate fully. In addition, some days had a lot of classroom-based content and there may be some benefit to adjust the timetable so there is a balance of classroom and practical activities each day.

Atlas staff were asked to comment on aspects of the course they would consider changing for next time. The following feedback was received:

- **Create detailed timetable for the course:** As discussed previously, Atlas staff commented that it would be beneficial to review the timings for each session to ensure there is enough time to facilitate it fully. They also

commented that the content for each day should be reviewed to ensure there is a better balance between classroom and practical activities. This should result in a timetable with a clearer structure of activities, timings, etc.

- **Ensure session leads have confirmed their attendance:** Atlas staff commented that some sessions were cancelled at short notice; therefore, it is important to ensure that session leads have confirmed their attendance (or the attendance of a deputy).
- **Consider whether a different mindfulness session could be offered:** There was feedback from staff and participants to suggest that the mindfulness session was not as impactful as anticipated; therefore, different options could be explored to see if something more relevant could be offered as part of future courses.



Staff and Client Feedback

Atlas Project Learner

“I have recently been involved in The Atlas Programme run by Greater Manchester Fire Service. I found it was very helpful for me because I was sleeping in my car, and it was stopping me from moving forward with my life due to having an arson offence on my record. This was a big barrier for getting accommodation, but the support from staff on the programme and Probation, I am now in my own flat. The things we did on the programme was stuff like boxing, doing some woodwork in the local Fire Service Garden. We were shown how the Fire Service train for large scale fires. The part I really enjoyed was getting involved with the Fire Service using some of the equipment to dismantle a car to rescue someone out of the car if they ever crash. If anyone else has got an arson offence on their record, it would be really helpful for them to move forward with their lives if they did this programme because it could help you get accommodation.”



**Andrew Scott, Senior Operational Support Manager,
Community Integration Team, Greater Manchester
Probation Service**

“Working with Greater Manchester Fire and Rescue Service has allowed us to plug a gap for a difficult to reach cohort of People on Probation (PoP’s). The aims of the programme are to protect the public, prevent victims, reduce reoffending, and respond efficiently and effectively to meet the needs of our communities, therefore reducing risk. Since the completion of the programme, some of the learners have gained employment, gained accommodation, had contact with their children and all of them have felt empowered to move on with their lives, ridding the ‘arsonist’ label. Two of the learners have given briefings to Probation staff and one has made a video of the impact the programme has had on his life. Looking forward, we are very excited to receive the evaluation of the programme and to then roll out the programme across Greater Manchester in the summer.”

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GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: 24th July 2023

Subject: Standing Together 2022-25 - Priority 1, year 2 Progress Report:
Keeping People Safe and Supporting Victims

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

PURPOSE OF REPORT

The purpose of this report is to provide a year 2 progress update on the work to progress Priority 1 of the Police and Crime Plan 2022 – 25.

Priority 1 - Keeping People Safe and Supporting Victims

RECOMMENDATIONS:

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

CONTACT OFFICER:

Neil Evans

Director – Police, Crime, Criminal Justice and Fire
neil.evans@greatermanchester-ca.gov.uk

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Standing Together 2022-25

Priority 1, year 2 Progress Report: Keeping People Safe and Supporting Victims

Executive Summary

This report provides a year 2 summary of progress against **Priority 1 of the Police and Crime Plan, 'Standing Together' on Keeping People Safe and Supporting Victims** and is supplemented by more detailed reports that go to the Panel and Steering Group.

Key highlights:

- The Police and Crime Panel quarterly scorecard shows significant improvements in speed of answer for emergency and non-emergency calls. In March 2023 the average time to answer for 999 was 5 seconds compared to 29 seconds in March 2022. For non-emergency calls the average time for answer was 1 minute and 9 seconds in March 2023 compared to 4 minutes and 58 seconds in March 2022.
- The Police and Crime quarterly scorecard shows that GMP are responding to emergency incidents sooner. They are attending 86% of Grade 1 incidents within the national target of 15 minutes in March 2023 compared to 80% in March 2022 and attending 59% of Grade 2 responses within the hour target in March 2023 compared to 32% in March 2022.
- Through Operation Castle, GMP now attend 94%+ of all residential burglaries compared to 70% when the Operation started 2 years ago. Each district has a specific Neighbourhood Crime Team, dedicated to burglary investigation and other neighbourhood crime and the pursuit of offenders.
- Arrests have increased by 49.9% in the past 12 months. GMP are now shifting their focus to improving the quality of investigations.
- The Victims' Multi-crime Gateway service is in the process of being commissioned with an estimated service start date of August 2023 to be co-located with GMP.
- Victim satisfaction, experience and insights is being considered as part of the re-design of the next iteration of the Victims Survey which is in the early stages of stakeholder engagement. A combination of annual survey, 'deep dives' and focus groups is under consideration.
- The GM End-to-End Rape and Serious Sexual Assault Offences Review was merged into the GMP Operation Soteria Programme as part of one of 19 extension forces. An improvement plan, now known as Operation Soteria Empower, is ready for the national launch of the Operation Soteria National Operating Model. The plan has been co-designed with the voluntary sector.
- The work overseen by the Gender Based Violence Board continues to improve services to people impacted by Domestic and Sexual Abuse and Violence, including those with no recourse to public funds, and strengthening the housing response.
- In Spring 2022, GMP were named as the fourth area to receive Home Office funding to establish a dedicated Taskforce to tackle county lines drug networks and in March 2023 they were successful in exceeding their year 1 target of closing 80 county lines.
- There is a continued focus on raising awareness of exploitation and the support offers available for vulnerable victims / and those at risk of exploitation amongst the public and professionals.
- Primary School Transitions programme ('BLOCKS' by Salford Foundation) is now in full delivery mode across ten primary schools targeting 300 children in years 4,5 & 6 that are regarded as vulnerable to a range of harmful outcomes including criminality and its associated risks.

Standing Together 2022-25
Priority 1, year 2 Progress Report: Keeping People Safe and Supporting Victims

	You asked us to	Progress update and highlights	How is this being achieved and measured?
1.	Improve access to police services	<ul style="list-style-type: none"> Investment in the Force Command Centre is now complete and staffing levels have remained stable. The Police and Crime Panel quarterly scorecard shows large improvements in speed of answer for emerging and non-emergency calls. In March 2023 the average time to answer for 999 was 5 seconds compared to 29 seconds in March 2022. For non-emergency calls the average time for answer was 1 minute and 9 seconds in March 2023 compared to 4 minutes and 58 seconds in March 2022. Despite having the 4th highest volume of calls of all forces in the UK, GMP are now 4th in the Home Office league tables in speed of answering (of all 43 forces). Only 18 months ago, GMP was second from the bottom in the Home Office league table. In March 2023, GMP introduced the new and improved 'Your Area' pages on the force's website to enable residents to contact their neighbourhood policing team more readily and launched the new community messaging system 'Bee in the Loop'. 	<p>GMP Improvement Plan</p> <p>Delivered through the GMP Plan on a Page (POAP) Board.</p> <p>Home Office Call Answering League Tables</p>
2.	Improve police responsiveness and visibility	<ul style="list-style-type: none"> The Police and Crime quarterly scorecard shows that GMP are responding to emergency incidents sooner. They are attending 86% of Grade 1 incidents within the national target of 15 minutes in March 2023 compared to 80% in March 2022 and attending 59% of Grade 2 responses within the hour target in March 2023 compared to 32% in March 2022. In March 2023, GMP launched a new neighbourhood policing model. This includes a change in the blend of officers and PCSOs, which will see an additional 264 warranted police officers posted to neighbourhood teams across Greater Manchester over the next 12 months or so. Neighbourhood officers will also be protected to perform their duties through a new zero abstractions policy which will be monitored through an app. GMP now have operational Prevention Hubs in each of the 10 localities and a much greater focus on officers and partner agencies working together in communities to fight crime and solve local problems. GMP have continued to build on Operation Avro which has been run in each of the 10 localities and on the transport and roads system. Through Operation Castle, GMP now attend 94%+ of all residential burglaries compared to 70% when the Operation started 2 years ago. Each district has a 	<p>GMP Improvement Plan</p> <p>Delivered through the GMP POAP Board.</p> <p>GMP Prevention Hubs, Neighbourhood Policing teams and Neighbourhood Crime teams.</p>

Standing Together 2022-25
Priority 1, year 2 Progress Report: Keeping People Safe and Supporting Victims

		<p>specific Neighbourhood Crime Team, dedicated to burglary investigation and other neighbourhood crime and the pursuit of offenders.</p> <ul style="list-style-type: none"> • Arrests have increased by 49.9% in the past 12 months. GMP are focussing on improving the quality of investigations. 	
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3.	<p>Improve Services to victims</p>	<ul style="list-style-type: none"> • The Justice and Rehabilitation Executive is considering how to deliver accountability for Improving the Victims Journey across the criminal justice system through the establishment of a new Victim Services Strategy Steering Group. A partnership event will be held in the Autumn to consider how partners can adapt to the new developments in the Victims and Prisoners Bill and be part of the new approach. • In addition, the CA is about to embark on the next stage on the GM Victim Services Review – focused on ‘Tier 2’ Services – specialist and GM level services • Below is a depiction of the areas of consideration for the new Steering Group: <div data-bbox="753 789 1402 1156" data-label="Diagram"> </div> <ul style="list-style-type: none"> • The Victims’ Multi-crime Gateway service is in the process of being commissioned with an estimated service start date of August 2023 to be co-located with GMP. • Victim satisfaction, experience and insights is being considered as part of the re-design of the next iteration of the Victims Survey which is in the early stages of stakeholder engagement. A combination of annual survey, ‘deep dives’ and focus groups is under consideration. 	<p>Justice and Rehabilitation Executive (JRE)</p> <p>Gender Based Violence (GBV) Strategy.</p> <p>Victims Services Gateway Implementation Group</p> <p>The Deputy Mayor commissioned a GM-wide Victim survey and results emphasize victim needs which inform the design of commissioned services. The areas of interaction with GMP that require most focus was identified as:</p> <ul style="list-style-type: none"> • Practical guidance and expectation setting • Emotional support and reassurance • Keeping victims informed
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		<ul style="list-style-type: none"> • GMP Compliance with the Victims Code is a key metric against the HMICFRS Victim Services Assessment report. GMP implemented a rigorous audit process, where progress can be scrutinised to individual officer level. • Additional funding has been provided by the MoJ for a limited number of specialist IDVAs and ISVAs across Greater Manchester for the next two years. We also received additional funding from the MoJ for domestic abuse and sexual violence support services. This enabled support to be provided to specialist by-and-for organisations, improved links between domestic abuse and sexual violence services and development of a roll out of Achieving Best Evidence suites in the support sector. (includes video-recorded interviews with vulnerable and intimidated witnesses. ABE promotes a strong victim-centred and trauma-informed approach). • A digital programme linked to the roll out of the new Multi-Crime Support Service has been commissioned by the Deputy Mayor which will seek to develop a portal for victims so that they can be referred to the most appropriate service and also self-refer regardless of whether they report to the police. This will also include a re-vamp of the GM Victim services Website. <ul style="list-style-type: none"> • GMP Victim Satisfaction portfolio: Service User Satisfaction with GMP • March '22: 57.0% March '23: 51.0% -6.0% (Survey data - sample size 3,250 per quarter). 	<p>GMP POAP and wider GMP training and workforce development including Making a Difference Toolkit</p> <p>The Sexual Violence Harm Reduction (SVHR) Steering group.</p> <p>GM Victim Services Digital programme Board</p>
4.	<p>Improve services to victims of sexual violence and domestic abuse</p>	<p>Sexual Violence</p> <ul style="list-style-type: none"> • The Sexual Violence Harm Reduction Group is helping to co-design an integrated approach across the sector. A Communications and Engagement Post has been funded to support campaigns and coordination. • The GM End-to-End Rape and Serious Sexual Assault Offences Review was merged into the GMP Operation Soteria Programme as part of one of 19 extension forces. An improvement plan now named Operation Soteria Empower is in place for the national launch of the Operation Soteria National Operating Model. The plan has been co-designed with the sector. • St Mary's SARC is jointly commissioned by the Deputy Mayor and GM ICP to provide services to survivors of sexual and domestic abuse. • St Mary's held a successful conference to focus on the risk on online harms and exploitation. This is now being considered for a development programme. In addition, plans are being developed to create a Community Therapeutic approach 	<p>Governance is through the Justice and Rehabilitation Executive and its sub-board the Local Criminal Justice Board.</p>

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		<p>in GM with the wider sector to ensure that victims whose cases do not progress to a criminal investigation can access pro-social support in a timely fashion in a manner that suits them.</p> <p>National Score Card Progress:</p> <ul style="list-style-type: none"> • Progress for rape investigations remains steady with referrals to CPS for charging advice expected to rise again in the next quarter based on locally extracted data. • Greater Manchester generally performs well in terms of the timeliness metrics, albeit performance can fluctuate due to the small number of cases. • In terms of the quality of justice, the percentage of investigations that result in a charge is 4% and below the national average of 5%. However, GM performs better than West Midlands and West Yorkshire. 	
		<p>Domestic Abuse</p> <ul style="list-style-type: none"> • A key priority within the Standing Together Plan and the GBV Strategy is improving services provided to victims of domestic abuse. The GBV Board continues to oversee the implementation of the Greater Manchester GBV Strategy - central to the delivery of this strategy is improving services to people impacted by DA. Over the next 12-18 months we will be concentrating on the following areas: <ul style="list-style-type: none"> ○ Establish a Lived Experience Reference Group that will report to the GBV Board thereby ensuring that the voice of Lived experience plays a central role in the delivery of the GBV Strategy. ○ In partnership with the Ten Districts and the Greater Manchester Immigration Aid Unit we will significantly improve support to those with no recourse to public funds. ○ Develop a comprehensive strategy to deal with so called 'honour-based' abuse. ○ Co-produce a research framework into GBV and disabled people. ○ Co-produce a research framework into GBV and Older people. ○ Develop and begin to deliver a bespoke plan that addresses issues around GBV that are relevant to Men and Boys. ○ Begin work with the LGBTQ+ communities to develop ideas with them about how to confront and combat GBV in these communities. 	<p>Gender Based Violence Executive and Board</p> <p>A framework for development has been agreed by the GBV Board and consultants will be appointed in Autumn 2023.</p> <p>Funds have been allocated to support these four areas of work. Experts will be appointed to assist us in this work.</p> <p>The Executive and Board are supported by:</p> <ul style="list-style-type: none"> • VRU Education Group

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		<ul style="list-style-type: none"> ○ Develop a programme of work in partnership with employers across Greater Manchester to ensure that all victims/survivors of DA and GBV are protected, supported, and heard. ○ Begin to develop work around Children and GBV – aligning with recognition of Children as victims within the framework of the DA Act 2021. ○ Continue to work with housing providers to ensure that, wherever possible, victims of DA and GBV are able to remain in their own homes. ○ Our bespoke programme of education will begin being rolled out to schools in Greater Manchester. ○ Continue to work closely with GMP to deliver improved service to victims of DA through the detailed implementation of the Domestic Abuse Arrangements Review. ○ Work closely with colleagues in GMP to evaluate the pilot roll out of the Good Sam system to assess its effectiveness in relation to DA. ○ Prepare for the implementation of the DAPO pilot starting in June 2024. ○ Develop a holistic health response to DA and GBV, working with Health colleagues across GM. ○ We are midway through a comprehensive review of the MARAC process across GM and will present recommendations for GM wide improvement. ○ Continue to work with partners across the Community and Voluntary sectors demonstrating their centrality in the provision of support to victims/survivors of DA & GBV. ○ Work with key employers across GM to develop best employment practice to support victims/survivors of DA and GBV ○ Develop a programme of work specifically related to children. ○ Increase in the number of RSL's gaining DAHA accreditation. 	<ul style="list-style-type: none"> ● GMP VAWG Gold Group ● GMP DA Delivery Board
5.	Protect vulnerable people from criminal exploitation	<ul style="list-style-type: none"> ● In Spring 2022, GMP were named as the fourth area to receive dedicated Home Office funding to establish a dedicated Taskforce to tackle county lines drug networks and in March 2023 they were successful in exceeding their year 1 target of closing 80 county lines. The Home Office have set a year 2 target of closing 120 county lines, and closely monitor wider performance including referrals to specialist support services. 	Performance is monitored through Programme Challenger's Governance Structures including the Programme Challenger Executive Board, SOC Tactical, and SOC Partnership meetings.

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- There is a continued focus on raising awareness of exploitation and the support offers available for vulnerable victims / and those at risk of exploitation amongst the public and professionals, which has included:
 - Awareness raising and promotion of the support offers available, which includes a dedicated [County Lines Support and Rescue Service](#) delivered by Catch 22.
 - Launch of Programme Challenger’s We Move mentoring project which aims to support young people (aged 12-18 years old) at risk of involvement in serious and organised crime/ youth violence to believe ‘better is possible’ by engaging them in positive activities.
 - Programme Challenger commissioned Breaking Barriers to deliver their hard-hitting play ‘Crossing the Line’ to year 6 children in over 50 primary schools across Greater Manchester to raise awareness of exploitation and who young people can speak to.
 - The Modern Slavery Training Coordinator continues to establish relationships with a wide range of partners including health and education, and by the end of 2022, this work resulted in the delivery of training to over 4000 individuals. Training delivery continues to focus on Modern Slavery and Human Trafficking and Domestic Servitude in line with the recommendations arising from the GMCA commissioned NESTAC research.
 - Hitch have been appointed to carry out insight work which will inform a refresh of Greater Manchester’s exploitation campaign Trapped aimed at young people. The insight work includes engaging with young people, and partners to gauge the impact and effectiveness of the current campaign and explore how it can be evolved, using innovative ways to reach young people on the platforms which they use.
- The Justice and Care Victim Navigator is currently supporting 16 victims of modern slavery and human trafficking, all but one of whom are engaged with and supporting prosecutions of suspected offenders. In addition, between 1st April and 6th June 2023, the Place of Safety helped 7 victims of modern slavery and human trafficking on 4 separate occasions to recover by ensuring their immediate needs

Top level measures of success have been agreed as outlined within the GM Serious and Organised Crime Strategy 2022-2025 [Plan on a Page](#). Work is underway to develop a SOC Performance Dashboard.

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Priority 1, year 2 Progress Report: Keeping People Safe and Supporting Victims

		<p>were met from point of identification, to support them to decide what next steps were best for them.</p> <ul style="list-style-type: none"> • With support from Programme Challenger the University of Manchester Department of Criminology are completing an applied research project across Greater Manchester to map pathways for cuckooing victims across law enforcement, housing and adult social services functions. The recommendations are being shaped by expert stakeholders to support the development and strengthening of victim pathways across Greater Manchester. 	
6	Protect vulnerable young people	<ul style="list-style-type: none"> • Primary School Transitions programme ('BLOCKS' by Salford Foundation) is now in full delivery mode across ten primary schools targeting 300 children in years 4,5 & 6 that are regarded as vulnerable to a range of harmful outcomes including criminality and its associated risks. The programme aims to support safe transition to high school by providing targeted social skills training and supporting both the school and the families throughout the programme. • GM VRU communications and engagement work aims to reduce serious violence by increasing aspirations of young people in Greater Manchester and reassuring the public that the VRU is working together with partners and the community to address serious violence and its underlying causes. To achieve this, the VRU has co-created the 'I am greater' campaign with young people with over 8 million impressions, also developed the #SpeakingOutCouldSaveALife campaign in response to serious incidents – over 500,000 views and a series of community-led content including written spotlights and video content showcasing positive local role models • Hospital Navigator Service is commissioned until March 2025, with 12 Navigators, including education, domestic violence and community development specialists. • Each Navigator provides essential support for young people attending hospitals across Greater Manchester following attendance relating to violent injury, with referrals from schools / clubs / Police / Northwest Ambulance Service / GP Surgeries. Self-referrals accepted. • Between 1 June 2021 – 31 May 2023 the service has taken 857 Referrals 75% are for Males 54% relate to weapon enabled crime. 46% of referrals age 14-16 	<p>Violence Reduction Governance Board</p> <p>Supported by a range of themed sub-groups.</p>

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Priority 1, year 2 Progress Report: Keeping People Safe and Supporting Victims

		<ul style="list-style-type: none"> A new parent / carer support service has also recently been commissioned which will work with families and individuals vulnerable to violence and harm and will complement the Navigator service. 	
7	Improve how police, criminal justice, and community safety services work with mental health services	<ul style="list-style-type: none"> Over the past 12 months pathways between policing and mental health services have improved in a number of areas. Mental Health Joint Response Vehicles (rather than transporting patients through police cars) have in some cases reduced police time spent at incidents by as much as 75% and reduced the number of people being taken by the police to hospital by as much as 80%. GMP now have an agreed Force Wide Partnership Pathway for Mental Health Incidents that will enable triaging direct from the Force Contact Centre, this will be known as M-HUT. GMP have established new pathways with crisis cafes and voluntary and community sector provision. Section 136 suite availability still remains a challenge for service delivery. GMP are now looking at improving other 'non crime' pathways through the Right Care: Right Person approach (previously known as Operation Aurora) and a series of engagement events are planned with Greater Manchester and locality partners. 	<p>Delivered through the GM Responding to Crisis Mental Health Steering Group reporting into the GM Mental Health Commissioning Board.</p> <p>Develop the right mental health pathways at all levels.</p>
8	Governance and Accountability	<ul style="list-style-type: none"> Bi-annual police accountability meetings held in Manchester and Wigan. Planning underway for meeting in November '23 and March '24. <ul style="list-style-type: none"> October 2022 – Held in Manchester 45 councillors and MPs registered (I don't have final attendance numbers, but it has usually been around 50% of those registered). All 10 GM Councils had a representative signed up <p>Discussion themes:</p> <ul style="list-style-type: none"> Roads and Transport Policing Serious and Organised Crime Questions relating to Greater Manchester Police <p>June 2023 – Held in Wigan</p>	

Standing Together 2022-25
Priority 1, year 2 Progress Report: Keeping People Safe and Supporting Victims

		<ul style="list-style-type: none"> ○ 37 Councillors registered (20 attended). 9 Councils had representative signed up Discussion themes were <ul style="list-style-type: none"> ○ Questions relating to Greater Manchester Police ○ Neighbourhood ○ Roads and Transport Policing • Strengthened local accountability of GMP through district Chief Superintendents. • Agreed Forward plan of reports in place for the Police, Fire and Crime Panel, Steering Group and Leads in place, ensuring regular reporting by GMP and GMFRS as well as thematic issues. • Performance scorecard reported to Police and Crime Panel alongside summary progress reports. 	
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Greater Manchester Police, Fire and Crime Panel

Date: 24th July 2023

Subject: Tackling road safety priorities to reduce deaths and serious injury

Report of: Deputy Mayor for Police, Crime, Criminal Justice and Fire

Purpose of Report

To provide an overview of work undertaken to improve safety on the roads across Greater Manchester and to outline the ambition of Vision Zero.

Recommendations:

Members are requested to:

1. Note the contents of the report.

Contact Officers

Vicky Sugars, Assistant Director, Police, Crime, Criminal Justice and Fire

Peter Boulton, Head of Highways, Transport for Greater Manchester

Chief Inspector Michael Parker, Greater Manchester Police

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. Executive Summary

Safety on the roads remains a concern for the public across Greater Manchester (GM). It is regularly raised through correspondence and public meetings.

Through the engagement and consultation exercises undertaken on the refresh of the Police and Crime Plan, partners and the public relayed their concerns about safety on the roads. When asked to select their top priorities for strengthening communities and places people said they wished to see improvements to road safety and tackling speeding and dangerous driving to reduce fatalities and serious injuries on our roads. The revised Police and Crime Plan, commits to providing more investment for roads policing and under Priority 3 – Strengthening Communities and Places - has a key aim to “reduce road danger and make our transport system safer”.

As part of the solution, we recognise that more investment in roads policing is required. As part of the uplift a further 60 dedicated officers have been recruited for roads policing. This was a significant increase on previous levels and enables Greater Manchester Police (GMP) to be more proactive and allow further education of the public alongside enforcement when necessary. This will link into partnership activity including the activities of the Safer Roads and Road Danger Reduction partnerships.

This paper provides an update on the actions carried out over the last 12 months and provides an overview of actions being proposed for 2023/24, together with the approach to deliver the ambition of Vision Zero for GM.

2. Department for Transport (DfT) Casualty Figures

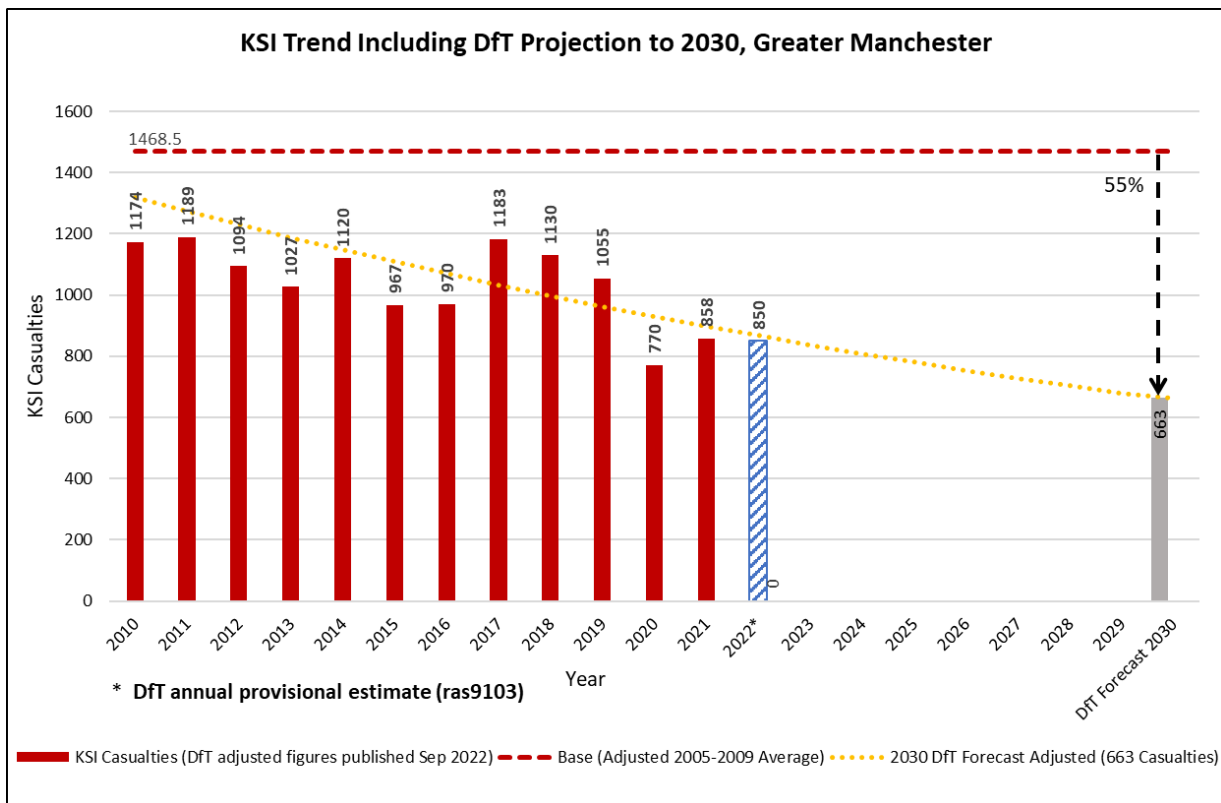
GM Killed and Seriously Injured (KSI) Road Casualties

For the purpose of this report all data provided for 2021 is based on the DfT’s ‘Reported casualties by police force, Great Britain, ten years up to 2021’ which was published in September 2022. Data for 2022 is expected to be published by the DfT in Autumn 2023. Casualty statistics are calculated from figures reported by police forces and from data provided by DfT in ‘Reported road casualty statistics in Great Britain: interactive dashboard’. Note that the figures for 2021 and earlier make use of adjustments to account

for the introduction of the DfT injury-based reporting system ‘CRaSH’ database by GMP in early 2021.¹

GM saw an increase in KSI casualties of 11.4% between 2020 (770) and 2021 (858). It should be noted that comparisons to 2020 requires caution as 2020 KSI casualty numbers were significantly lower than previous years, due to the reduction in traffic levels and a reduction in overall trip numbers during the lockdown periods of the COVID-19 pandemic.

If we compare the 2021 figures to the annual average for 2017 to 2019, GM saw a 23.6% reduction in 2021 (858 compared to 1123). The DfT has published provisional KSI casualty figures for 2022. The estimated KSI casualty figure for GM is 850 and is subject to change, however it is not currently possible to break this down by road user type.

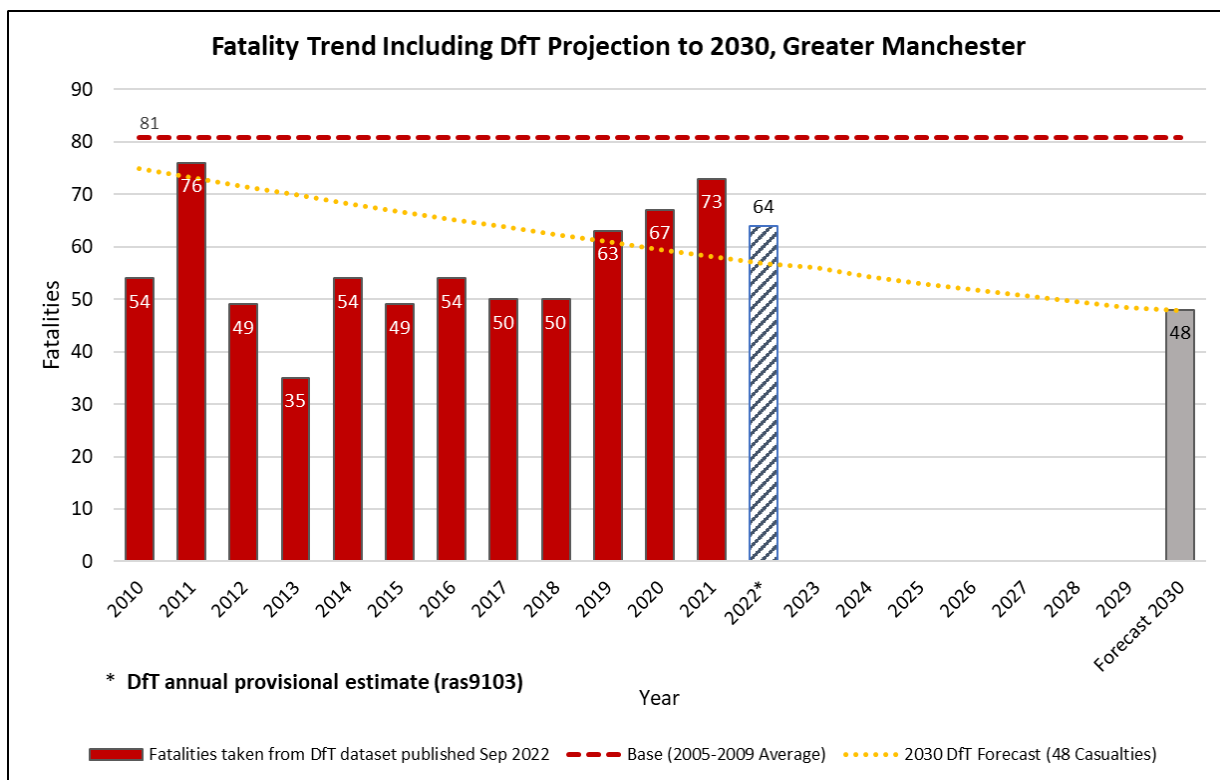


¹ [Guide to severity adjustments for reported road casualties Great Britain - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/severity-adjustments-for-reported-road-casualties)

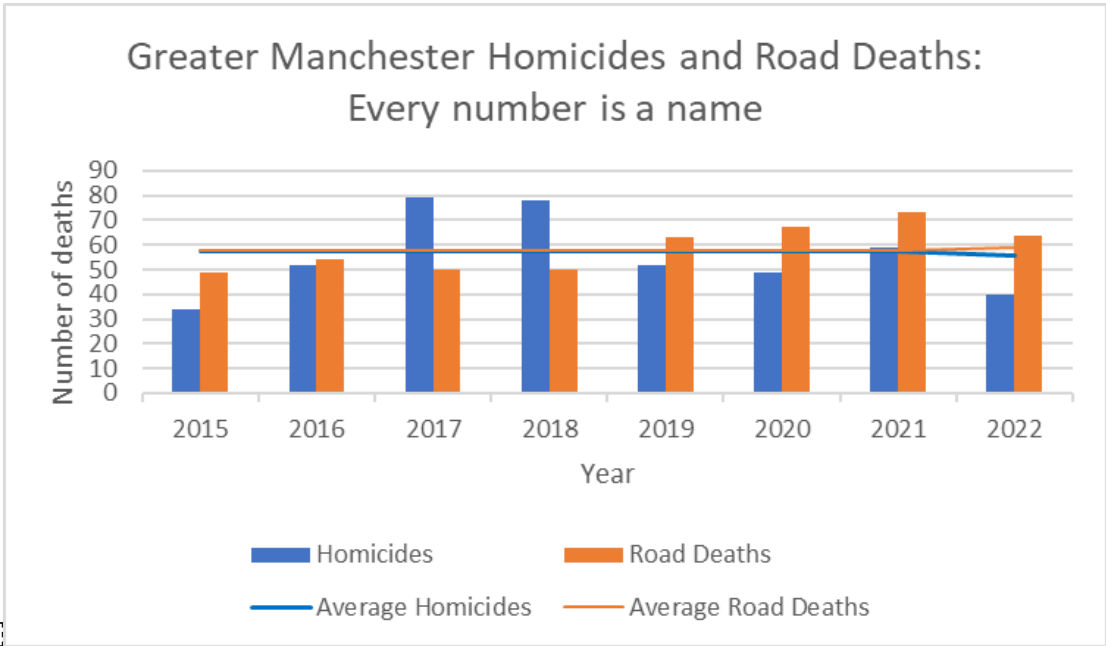
GM Fatal Road Casualties

In GM there was a worrying 9% increase in the number of fatal casualties in 2021 (73) compared to 2020 (67). This is slightly higher than a 7% increase in Great Britain during the same period. In 2021 there was a 35% increase in fatalities in GM (73) when compared to 2017 to 2019 average (54).

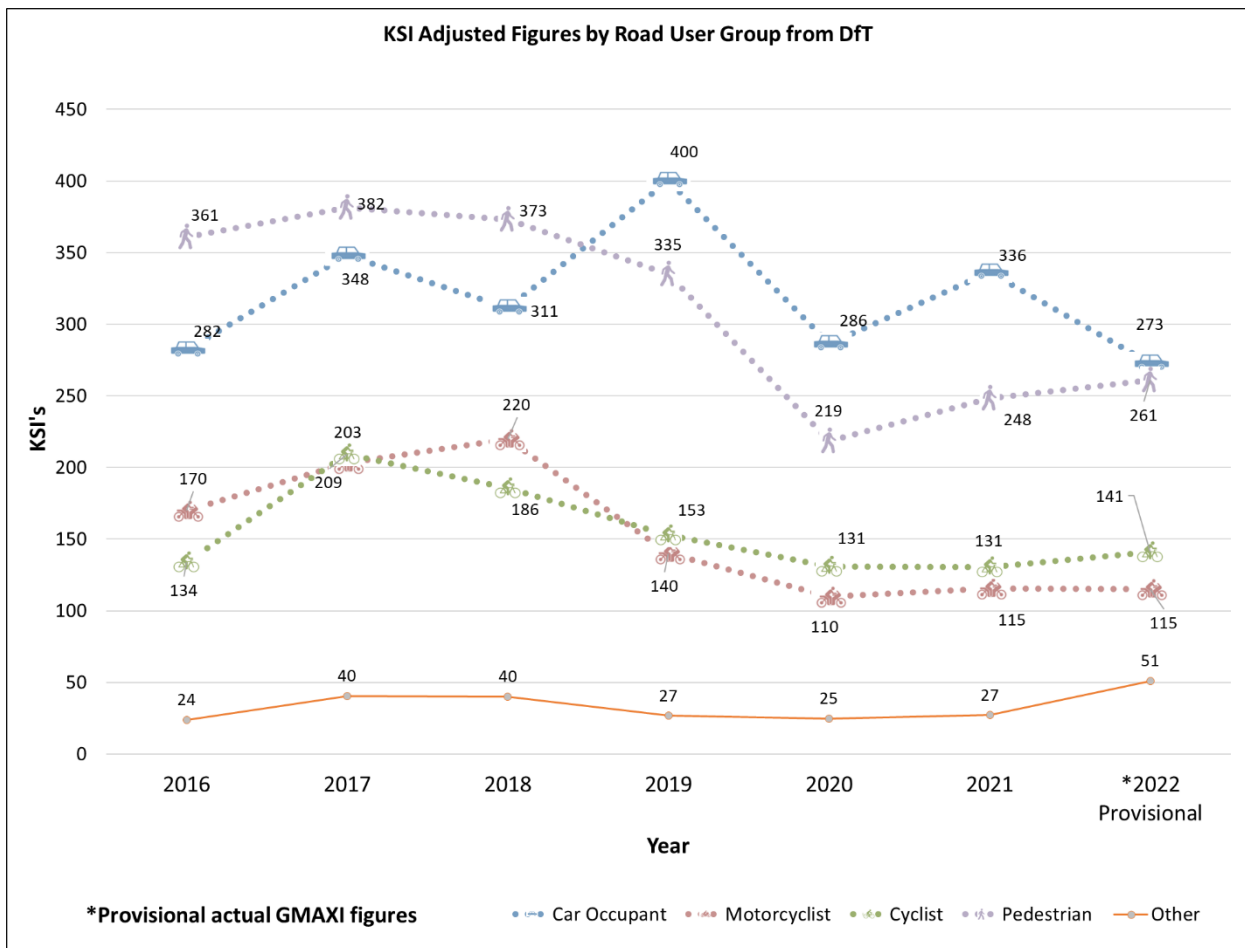
The DfT has published provisional fatal casualty figures for 2022. The estimated fatal road casualty figure for GM is 64 and is subject to change (for example, following the outcome of a coroner's inquest), however it is not currently possible to break this down by road user type until validated data is published later in the year.



Since 2019, the number of people killed on GM roads has exceeded the number of homicides, however violent crime such as knife crime is a national priority and attracts a lot of attention in the media both locally and nationally. The same cannot be said for road deaths and they are equally as devastating and senseless.



Greater Manchester KSI Trend by Road User Group 2015-2022



The breakdown by road user type may not sum to KSI totals as they are based upon locally validated provisional figures for 2022, whereas DfT figures for 2021 and earlier may

be adjusted annually. Full breakdowns by year for 2022 are expected to be published by the DfT in Autumn 2023.

3. Greater Manchester Road Safety Update

Safer Roads Greater Manchester Partnership

The Safer Roads Greater Manchester Partnership (SRGM) is a multi-agency partnership committed to reducing the number of deaths and injuries on Greater Manchester's roads by changing attitudes and behaviour. SRGM is made up of the following partners:

- Transport for Greater Manchester (TfGM)
- Greater Manchester Police
- Greater Manchester Fire and Rescue Service (GMFRS)
- Greater Manchester Combined Authority (GMCA)
- Local Authorities
- National Highways

The partnership reviews available data to identify hotspot areas or emerging trends which may be of concern and require action. This may be in the form of an enforcement response from the police, work to scope design and engineering works on local highways, or through targeted promotional and educational activity.

Road Danger Reduction

In 2021, the GM Mayor stated in his manifesto that a Road Danger Reduction Action Plan (RDRAP) was to be produced to help reduce the number of people killed and seriously injured (KSI) on Greater Manchester's (GM) roads.

Road Danger Reduction Action Plans

The first Road Danger Reduction Action Plan for GM was developed last year 2022/23 with key partners. An update on this Action Plan can be found in Appendix 1.

The Action Plan for (2023/2024) includes GM's commitment to officially adopt Vision Zero and to develop a strategy this year. A copy of the 2023/24 Action Plan can be found at this link: [Greater Manchester Road Danger Reduction Action Plan \(ctfassets.net\)](https://ctfassets.net)

The Road Danger Reduction (RDR) approach seeks to reduce the danger experienced by unprotected road users due to the presence of motorised vehicles on our streets. Promotion of active travel and public transport can support this by reducing the amount of road traffic overall whilst also contributing to Greater Manchester objectives to reduce congestion, reduce transport related carbon emissions and improve air quality.

RDR is an extension of the Safe Systems approach. It places less exclusivity on reducing road casualties as it holistically focuses on addressing road danger at its source. Reduced casualties and overall improvement in safety are direct consequences of reduction in road danger. RDR also seeks to ensure that safety improvements for people protected by the structure of a motor vehicle do not adversely affect the safety of other pedestrians.

Safe Systems

The Safe Systems approach to road safety management emphasises that life and health should not be compromised by one's need to travel. The approach advocates the uses of system interventions and a shared responsibility for long term elimination of road deaths and serious injuries. The three principles of the Safe Systems approach are:

- People make mistakes which can lead to collisions; however, no one should die or be seriously injured on the road because of these mistakes.
- The human body has a limited physical ability to tolerate impact forces – any impact greater than 20mph increases the risk of fatalities significantly.
- It requires a collaborative approach involving those that design, build, operate, and use the road system, in particular people who use vehicles that can cause the greatest harm for road users.

The five components of the 'Safe Systems' approach, adapted to the TfGM context are:

- Safe Behaviours
- Safe Streets
- Safe Speeds
- Safe Vehicles
- An efficient Post Incident Response.

The adoption of Vision Zero

At the Big Active Conversation on 5th June 2023, the GM Active Travel Commissioner Dame Sarah Storey announced to the public Greater Manchester's ambition to adopt Vision Zero in Spring 2024. She was supported by Transport Commissioner Vernon Everitt and Kate Green, Deputy Mayor for Police, Crime, Criminal Justice and Fire.

Vision Zero is an ambition to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all. It uses the Safe systems approach to ensure that if one part of the system fails i.e., speed, then the rest of the components work together effectively in such a way to support that pillar so that it doesn't fall. The result may still be a collision but one without a fatality or serious injury.

Vision Zero has been adopted all over the world and is now increasingly becoming adopted across the UK. Amongst them, London, South Yorkshire, Liverpool, Essex, Devon and Cornwall, Bristol and Edinburgh. Over the next 12 months TfGM will develop a Vision Zero strategy setting out the actions required to work towards this long-term goal with our partners.

Vision Zero Strategy Approach

Achieving Vision Zero will only be possible if all partners are bought into the approach and working towards the same priorities and goals. It is important that the strategy is written correctly and involves stakeholders to make it a success. There are 4 parts to the Vision Zero strategy creation and they are:

- Partner Consultation
- Strategy Creation
- Public consultation
- Handover

Partner Consultation – All partners involved in Vision Zero will be involved and consulted on their views and where they see opportunities and challenges within Vision Zero. It will look at future governance structures and working practices. This part of the process is currently ongoing and due to be completed in July 2023.

Strategy Creation - A long term strategic plan will be created, using international best practice to shape the partnership going forward. It will set targets for casualty reduction,

provide suggestions for KPI's and identify priority areas for actions. This is due for completion in Summer 2023.

Public Consultation – Public consultation will follow the development of a draft strategy. The focus of the consultation will be on understanding the acceptability of the strategy actions, vision, and objectives. Response rates will be monitored and there is the option to target specific segments of the community, based on collision risk and/or local representation. The insights will be used for amending the strategy and/or community liaison. This is set to take place in Autumn 2023.

Handover - This phase will focus on the adoption of the new structure and strategic plan. Workshops will engage all partners; provide an opportunity to explore the benefits and challenges the GM Vision Zero strategy will bring; and provide ownership going forwards.

4. GMP Roads Policing Update

Roads Policing Uplift

As part of the solution, we recognise that more investment in roads policing is required. As part of the uplift a further 60 dedicated officers have been recruited for roads policing. This was a significant increase on current levels and enables Greater Manchester Police (GMP) to be more proactive and allow further education of the public alongside enforcement when necessary. This will link into partnership activity including the activities of the Safer Roads and Road Danger Reduction partnerships.

The uplift has increased the number of officers patrolling, stopping, and seizing vehicles, issuing guidance and advice and issuing fixed penalties when required.

The benefits of investment into Roads Policing via the Uplift Programme are now very evident. This is the largest injection of specialist officers over the last decade into GMPs Roads Policing Unit.

The additional funding has enabled a third Roads Policing base to be established at Whitefield, which opened in March 2023. This offers greater coverage and better service delivery to our communities in the north of the GMP force area.

Greater Manchester Police's Roads Policing Unit is now in a healthy position with more specialist trained officers and a comprehensive fleet replacement schedule.

The capabilities of the unit continue to grow with further planned investment to create efficiencies and income generation within Motorway and Commercial Vehicle Unit functions.

Key Operations

- **Operation Avro** is a monthly forcewide day of action which moves around districts each month. The Safer Transport element of this operation is conducted between the hours 08:00hrs and 20:00hrs.
- **Operation Considerate** is an ongoing traffic operation which has been developed to educate and engage all road users to enhance road safety. The operation identifies road users who put themselves and others at risk by contravening traffic laws and to stop those found committing and deal with them by means of advice, traffic offence report or court summons.
- **BikeSafe** is a national police run motorcycle initiative, aimed at working with motorcycle riders in a relaxed environment to raise awareness of the importance and value of progressing on to accredited post-test training. BikeSafe workshops cover: attitude, observation, cornering, overtaking, filtering, junctions, group riding, hazard awareness and the system of motorcycle control followed by an observed ride with a police BikeSafe motorcyclist or approved BikeSafe observer.

5. Recommendations

Appear at the front of this report.

Appendix 1 – Road Danger Reduction Action Plan

Update on 2022/23 Road Danger Reduction Action plan

GM Safety Camera Project - The works for the replacement on 91 existing spot speed safety cameras with new technology began in June 2023 and is anticipated to be completed during Summer 2024. A separate procurement exercise for average speed safety cameras is currently underway. Up to 25 routes where existing spot speed safety cameras are installed have been identified for possible conversion to average speed, subject to feasibility and affordability.

Community Speed Watch - This is available for communities to access and apply to have in their neighbourhoods. GMP currently have groups from North Manchester, Bury, Hyde, Stockport & Wigan at the application & vetting stage.

Active Neighbourhoods - Active Neighbourhoods are community led and aim to create safer, quieter streets. This includes measures to:

- Reduce traffic speed and volume.
- Create safer routes and attractive areas for local people to enjoy.
- Improve the area through more greenery and improved lighting.
- Help everyone get around more easily and safely, walking, cycling, and wheeling.

There are two separate streams of Active Neighbourhoods being developed across GM. 'GM Active Neighbourhoods' is funded through the Mayor's Challenge Fund (MCF) and received Programme Entry for £2.8m from the Combined Authority in June 2019.

There are also a number of other Active Neighbourhoods which have been brought forward by the districts, these are being funded through MCF and Active Travel Fund 2 (ATF2). There are a significant number of these Active Neighbourhoods being developed across Greater Manchester. To date there is a completed trial in Wigan and Manchester and a further currently in trial in Manchester along with trials in Tameside, Salford and Trafford.

School Streets - A School Street aims to address congestion and road safety issues at the school gate by restricting motorised traffic at drop-off and pick-up times. The restriction applies both to school traffic and through traffic, on weekdays during school term time.

TfGM has earmarked £500,000 from its £15.9 million grant from national government's Active Travel Fund to deliver 50 School Streets across GM.

The fund is managed by TfGM; however schemes are delivered locally by the districts, who have each bid for funding School Street schemes in their borough. To date:

- £438,231 has been allocated to deliver 41 schemes across 43 schools in 10 GM districts.
- £25,000 has been allocated to deliver Air Quality monitoring at two schemes.

Bus and Streets for All Corridors – The Bus Infrastructure Programme is part of City Region Sustainable Transport Settlements (CRSTS) with significant investment across the bus network over the next 4 years. Investment will be focussed on providing better bus infrastructure on a selection of orbital and radial corridors in GM connecting our towns and Regional Centre – this is aimed at improving reliability of services, shortening passenger journey times, improving the customer experience at and in the locality of stops, encouraging travel by active travel modes and improving highway safety.

The two corridors where progress is most advanced include the Rochdale-Oldham-Ashton Quality Bus Transit Corridor and the corridor connecting Salford Crescent to Media City. Both of these schemes are progressing towards an outline business case later this year. The remainder of the programme is in Strategic Outline Business Case Development.

Improving the education of learner drivers – Safer Roads Greater Manchester (SRGM) are now part of the Engage programme. Engage is a driving programme for new drivers whereby Advanced Driving Instructors are trained to deliver special learning modules which cover important road safety messaging which are proven to be contributory factors in young drivers involved in KSI collisions. Engage trained Advanced Driving Instructors are promoted on the Engage website, leaflets are distributed through Partners and were provided to over 9,000 Safe Drive Stay Alive attendees in November 2022.

Looking and seeing people on two wheels - This campaign is a two-pronged approach focusing on the promotion of a coping mechanism called 'saccadic masking' and 'Safe Pass'. SRGM ran a campaign to promote Safe Pass called 'See the Rider'. The campaign ran through October and Mid November 2022 reminding drivers to leave at least 1.5 metres when passing cyclists. The campaign was humanised to show that cyclists were

people just like you and me. It received above benchmark impressions and engagement across the duration of the campaign. Saccadic masking is a coping mechanism for drivers to allow them to look and properly see riders on 2 wheels. Drivers will be encouraged to use it when at a junction or turning right to look and see riders on two wheels.

The campaign focused on reminding drivers to look three times for Motorcyclists and cyclists when turning right or left out of a junction and performing a manoeuvre in the road. A campaign to promote this was launched in March 2023 called 'Look three times'. This was the best performing campaign on social media particularly on Twitter. The campaign had double the number of predicted impressions on paid social media channels and the partner toolkits were downloaded 286 times. Partner sharing of them campaign really helped to improve the number of people who saw the campaign particularly when shared through GMP's twitter account. Dame Sarah Storey also conducted press interviews with Hits Radio and had media coverage with 10 outlets and Road Safety GB.

Close/Safe Pass - Greater Manchester Police relaunched Operation Close Pass initiative to clampdown on those motorists not giving enough space when overtaking cyclists. Between 1st March 2022 and 28th February 2023, there were 448 cycling-related road collisions involving injury throughout Greater Manchester. GMP rolled out the initiative initially in 2017 after a number of trials across the City-region, with the aim to reduce collisions between vehicles and cyclists.

Officers from the Traffic Unit will cycle the roads of Greater Manchester in a bid to identify those drivers who fail to overtake them within the Highway Code's recommended safe passing distance of 1.5 metres. Once identified, a nearby police patrol will be called-in to intercept the driver and offer them on the spot education on how to safely overtake cyclists. Drivers who refuse the education will be charged with driving without due care and attention, which could result in the driver receiving a fine and points on their licence.

The cycling officers will use body worn cameras, along with cameras fixed to their pedal bikes, to capture any offences witnessed, including motorists using a mobile, failing to wear a seatbelt and any other offences committed whilst driving.

Road Safety Champion – The project is aimed at pupils in Years 5 and 6 in Primary Schools and provides learning tools to schools to engage pupils in a peer-to-peer learning environment. The Road Safety Champions will be given a good knowledge of road safety

issues which they will then deliver to their peers whilst linking into the curriculum through subjects such as Maths, English, Art etc. The children will be encouraged to use their own creativity and ideas to engage with their peers and teach them about road safety. They will gain experience in working as a team and decision making. The schools will create a positive image as being a safe and caring environment and can work with local community groups and Greater Manchester Police and take part in 'Community Speed Watch' around their schools. The initiative will be offered to all schools within GM. Salford have been working hard to promote the scheme to the schools in their area with 16 currently having Road Safety Champions.

Driver Education Campaigns – Along with the two campaigns to promote looking for those on two wheels we have also created two other campaigns around some of the Fatal 4 contributory factors (i.e. the main factors that contribute to serious injury and fatal collision on our roads - drink and drug driving, not wearing seatbelts, inappropriate speeds and driving whilst distracted).

'It's not a game' – the Drink and Drug Drive campaign ran from 14th November 2022 until 3rd January 2023 to coincide with the World Cup and Christmas. The campaign raised awareness of the dangers of drink and drug driving and to encourage drivers not to drive under the influence. A press launch took place at Mayfield depot on 21st November – the date of the first England game of the World Cup. The campaign reached above benchmark on social media impressions. The campaign also ran a radio advert which was featured on BBC Radio Manchester, Hits Radio, Spotify and TalkSPORT reaching up to 550,000 people.

Mindless Moments Campaign – launched 16th January and will run until 12th March 2023. The overarching aim is to educate drivers about the dangers of losing concentration when on the road and encourage positive behaviour change. A series of bespoke video clips addressing several common distractions – eating, talking, daydreaming and using a mobile phone. The short videos highlight the consequences of losing concentration in everyday scenarios. The campaign has been commended by road safety charity BRAKE who have expressed an interest in collaboration on future campaigns.

The Mindless Moments campaign performed really well on Digital display and exceeded the number of impressions, it also exceeded the number of twitter impressions and exceeded TfGM's benchmark. It also garnered more media coverage than expected and was featured in 8 different outlets.

2 Wheels GM Initiative – motorcycle programme engaging with many leading employers throughout the region with safety information given direct from the employer to their employee; the rider. Launched in April 2021 with live campaign website and social media platforms. Toolkits given to all partners to share on the many social media platforms available to promote safer riding. Attendance at bike shows where face to face engagement leads to discussions on compulsory basic training, protective clothing and bike maintenance. Programme is continuing to grow within GM with more and more business signing up weekly.

In Car Safety Child Seat Training – Data continues to show that around two thirds of the child car seats on the roads today are incorrectly fitted to either the child, car or both. Good Egg Safety (GES) is an internationally awarded, not-for-profit organisations and are working closely with both the UK and Scottish Governments, and many other organisations to improve safety in cars and to reduce the number of children killed and seriously injured. GES have been working with SRGM for many years delivering child seat community events and during many of these events found a consistently high failure rate of children or child seats either incorrectly fitted, incompatible with the vehicle, or both. These errors place those children at significant risk of serious injury or worse, had the errors not been rectified at the time. In a bid to combat this SRGM will be offering a bespoke workshop aimed at health professionals, emergency services and Local Authority practitioners to increase confidence and competence to ensure they relay accurate educational messages to parents, grandparents and carers they engage with, along with being able to check the fitting of child seats if required. Workshops to run in September 2023.

Safer Driving for Longer (SDfL) Seminar 2023 – Older people are becoming increasingly overrepresented in casualty statistics as drivers', passengers and pedestrians. In a bid to reduce this SRGM are hosting their 2nd Safer Driving Seminar on 1st August 2023 at the Village Hotel, Ashton-under-Lyne. The seminar will have guest speakers form the Emergency Services, National Highways, TfGM and more on road safety topics, offering advice and safety tips on how to keep driving safely and alternative modes of transport being promoted. The seminar will also be an opportunity for individuals to sign-up for **FREE** to the Safer Driving for Longer courses where the attendee will be involved in a 2-hour classroom based discussion then a 2-hour driving on-road coaching session. This is a great opportunity to boost driving confidence in experienced drivers.

Other GM Initiatives

Safe Drive Stay Alive - Safe Drive Stay Alive (SDSA) is an award-winning, performance-based road safety intervention aimed at 16-25 Year Olds. It is now delivered on a national scale across much of the UK. In Greater Manchester it is delivered in collaboration by Greater Manchester Fire & Rescue Service (GMFRS), Greater Manchester Police (GMP), Northwest Ambulance (NWAS) and Northern Care Alliance NHS Foundation Trust.

Performances will be delivered in November 2023 at The Middleton Arena with a target audience of 9,000 students in total. This year also marks the 10th Anniversary of the programme in GM and a VIP event will be held on the 9th of November 2023.

The programme is funded by Safer Roads Greater Manchester every November with additional funding provided by the Deputy Mayor for additional performances in March 2022. SDSA GM has been running since 2014 and has been successful in attracting increased numbers of colleges and youth groups year on year, due to its positive reputation and cognisance of leading research into young driver behaviour. We will be conducting an independent review of Safe Drive this year, this will include who should we target, review of current delivery and what could alternative delivery look like.

Virtual Reality - GMFRS has recently started to deliver road safety education using Virtual Reality (VR) Headsets that provides an immersive 360 Film experience.

Now a member of THE ICE HUB, GMFRS has access to 360 films, that include all road users and age groups. The membership consists of Fire, Police, Local Authority and other Road Safety Organisations from across the United Kingdom. Virtual reality lends itself perfectly to many safety and awareness and education messages. The library also includes one fire and currently one water safety film. GMFRS has recently contributed funds towards the production of a new water safety film that will be aimed at helping people of all ages from junior school upwards. The film will demonstrate the risks and hazards of water entry, such as physical injury, cold water shock etc.

The new VR technology has been showcased recently at two events in May and will be used to support the upcoming "Safer Driving for Longer" seminar with an aim to help mature drivers better understand the risks and hazards that become more prevalent with age, such as impaired vision and reduced physical mobility.

Road Safety Themed Public Awareness Day - Farnworth Fire Station along with colleagues from Prevention & Volunteers held a Road Safety Event on the 14th of May 2023. Several Partners supported the event, this included GMP, Highways England and the British Red Cross.

The event included an overview of the Air Unit, Technical Response Unit and a Road Traffic Collision demonstration.

A Road Safety area was set up in the Engine House for the Virtual Reality experience, which Deputy Mayor Kate Green attended to launch, along side Deputy Chief Fire Officer Ben Norman.

Road Safety Partnership Event - A Road Safety Partnership Event was held on the 17th of May 2023 at the Bury Training & Safety Centre. The event was hosted by Station Manager Russ Maden and Road Safety Development Officer Ros Hopkins. Deputy Chief Fire Officer Ben Norman opened the event and inputs were heard from Active Travel Commissioner Dame Sarah Storey, GMP, Road Peace, Project Edward and family members who had lost love ones. The event provided a platform to launch the Virtual Reality kit to a broad range of partners across GM.



Road Safety Update

Vicky Sugars, Assistant Director, Police, Crime, Criminal Justice and Fire

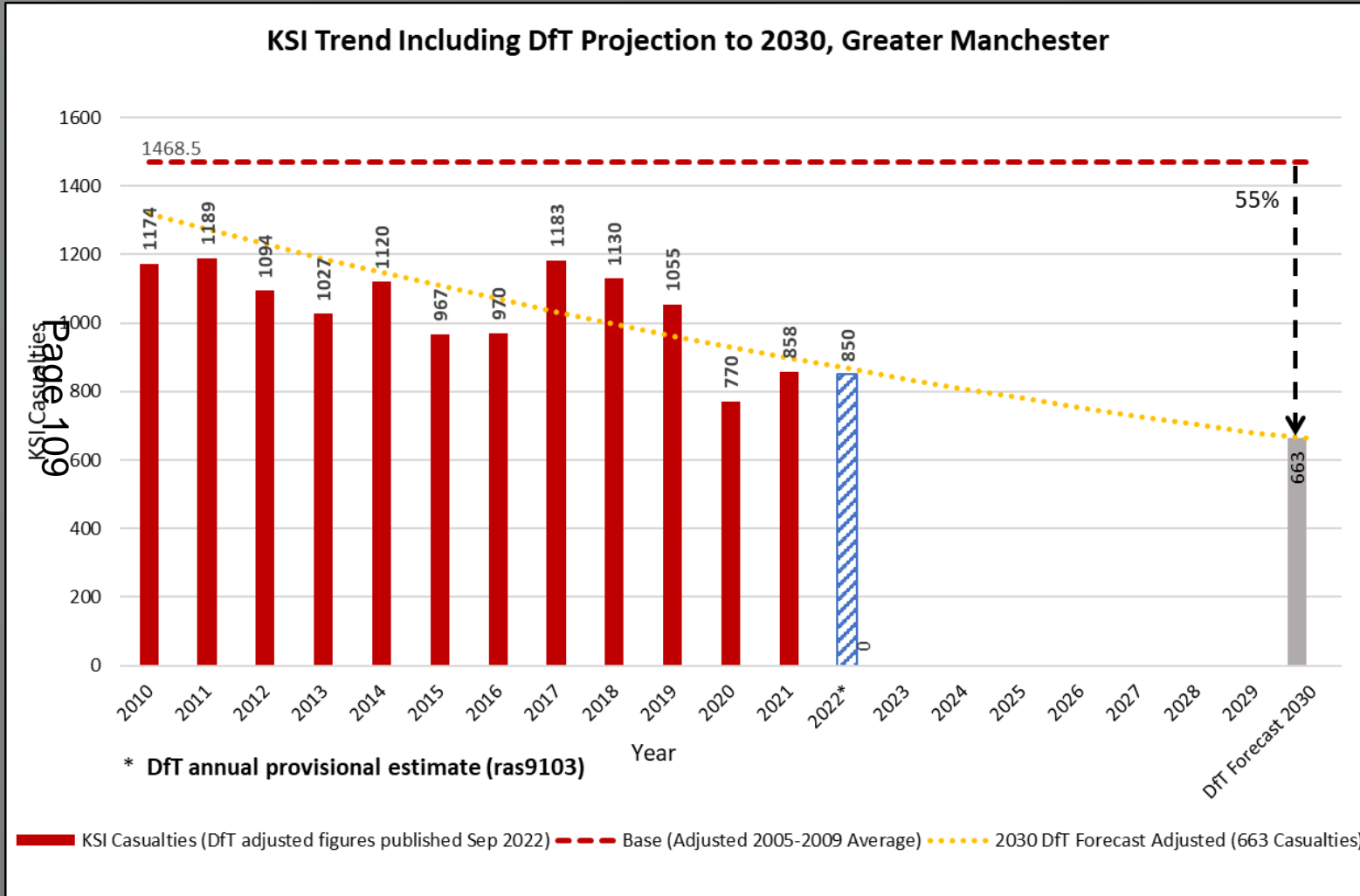
Peter Boulton, Head of Highways, Transport for Greater Manchester

Chief Inspector Michael Parker, Greater Manchester Police

Greater Manchester context

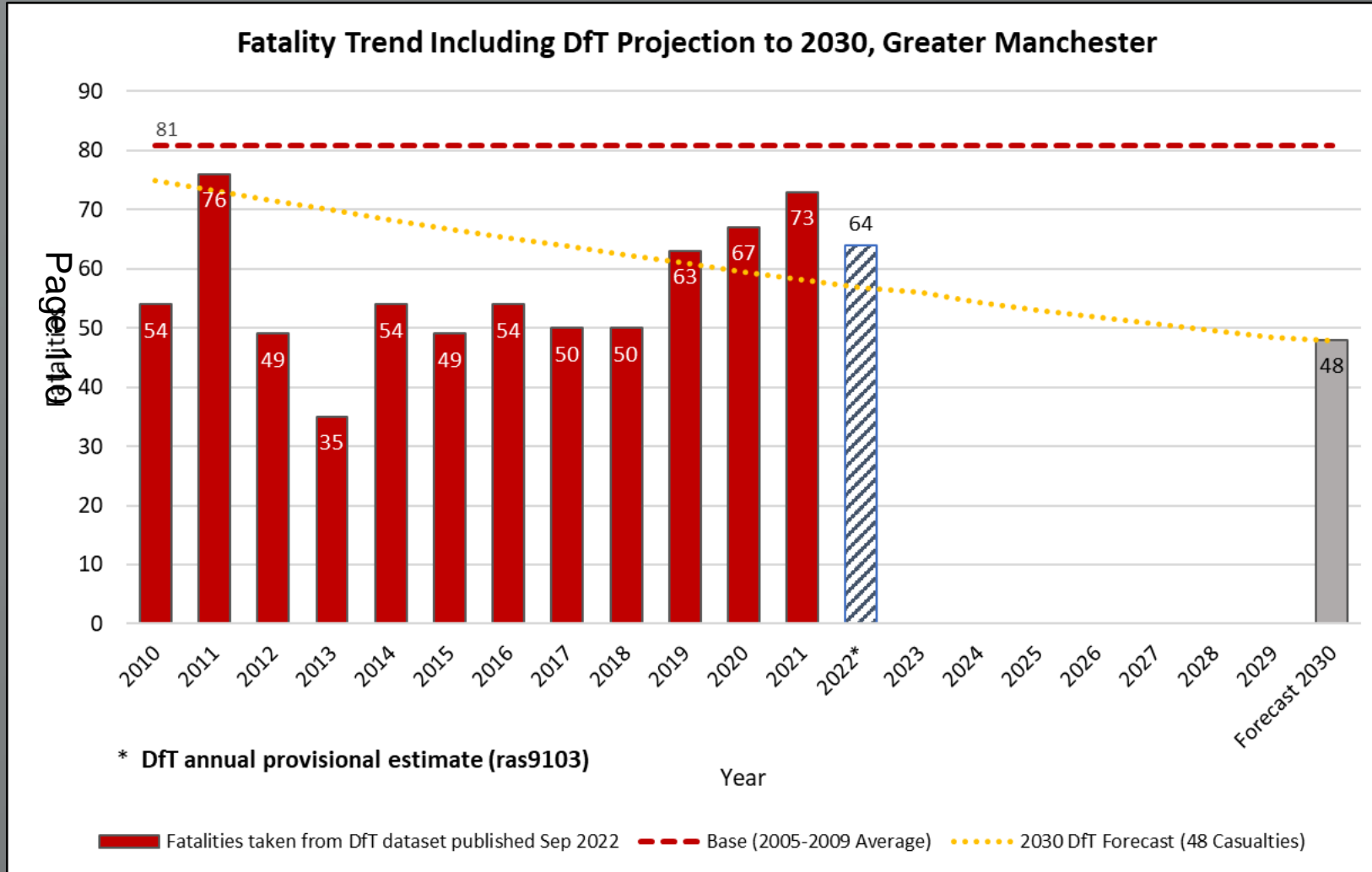
- Public concern across Greater Manchester (GM).
- Police and Crime Plan commitment to reduce road danger and increase investment in roads policing.
- Alignment of partnership working across GM
 - Safer Roads
 - Road Danger Reduction
 - Adoption of Vision Zero
- Lots of positive work taking place.

GM Killed and Seriously Injured (KSI)



- When comparing the 2021 figures to the annual average for 2017 to 2019, GM saw a 23.6% reduction in 2021 (858 compared to 1123).
- The DfT has published provisional KSI casualty figures for 2022 which shows the estimated KSI casualty figure for GM is 850 (subject to change later in 2023).

GM fatalities



- In GM there was a worrying 9% increase in the number of fatal casualties in 2021 (73) compared to 2020 (67).
- The DfT has published provisional fatal casualty figures for 2022. The estimated fatal road casualty figure for GM is 64 (data subject to change).

Road Danger Reduction (RDR)

- Approach seeks to reduce the danger experienced by unprotected road users due to the presence of motorised vehicles on our streets.
- RDR is an extension of the Safe Systems approach. The five components include:
 - Safe Behaviours
 - Safe Streets
 - Safe Speeds
 - Safe Vehicles
 - An efficient Post Incident Response
- The Safe systems approach ensures that if one part of the system fails then the rest of the components work together effectively in such a way to support that pillar so that it doesn't fall.

Adoption of Vision Zero

- Led by Active Travel Commissioner Dame Sarah Storey and supported by the Transport Commissioner and the Deputy Mayor.

Page 112 An ambition to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, equitable mobility for all.

- Vision Zero has been adopted all over the world and is now increasingly becoming adopted across the UK. Amongst them, London, South Yorkshire, Liverpool, Essex, Devon and Cornwall, Bristol and Edinburgh.
- Over the next 12 months a new Vision Zero strategy will be developed setting out the actions required to work towards this long-term goal.

RDR Action Plan and GM Initiatives

Community Speed Watch - This is available for communities to access and apply to have in their neighbourhoods. GMP currently have groups from North Manchester, Bury, Hyde, Stockport & Wigan at the application & vetting stage.

Safer Driving for Longer (SDfL) Seminar 2023 – Older people are becoming increasingly overrepresented in casualty statistics as drivers', passengers and pedestrians. In a bid to reduce this Safer Roads Greater Manchester are hosting their 2nd Safer Driving Seminar on 1st August 2023. The seminar will have guest speakers from the Emergency Services, National Highways, TfGM and more on road safety topics, offering advice and safety tips on how to keep driving safely and alternative modes of transport being promoted.

Virtual Reality - GMFRS has recently started to deliver road safety education using Virtual Reality (VR) Headsets that provides an immersive 360 Film experience. Virtual reality lends itself well to many safety and awareness and education messages, with access to a number of films on road safety awareness.



RDR Action Plan and GM Initiatives

Close/Safe Pass - Greater Manchester Police relaunched Operation Close Pass initiative to clampdown on those motorists not giving enough space when overtaking cyclists. Between 1st March 2022 and 28th February 2023, there were 448 cycling-related road collisions involving injury throughout Greater Manchester. GMP rolled out the initiative initially in 2017 after a number of trials across the City-region, with the aim to reduce collisions between vehicles and cyclists.

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Safe Drive Stay Alive - Safe Drive Stay Alive (SDSA) is an award-winning, performance-based road safety intervention aimed at 16-25 Year Olds.



Greater Manchester Police (GMP) - Roads Policing update

- 60 dedicated officers have been recruited for roads policing.
- Enables GMP to be more proactive and allow further education of the public alongside enforcement when necessary.
- The uplift has increased the number of officers patrolling, stopping, and seizing vehicles, issuing guidance and advice and issuing fixed penalties.

Operations include:

- **Operation Avro** is a monthly forcewide day of action which moves around districts each month. The Safer Transport element of this operation is conducted between the hours 08:00hrs and 20:00hrs.
- **Operation Considerate** is an ongoing traffic operation which has been developed to educate and engage all road users to enhance road safety
- **BikeSafe** is a national police run motorcycle initiative, aimed at working with motorcycle riders in a relaxed environment to raise awareness of the importance and value of progressing on to accredited post-test training.

Questions

GM POLICE, FIRE AND CRIME PANEL FOR INFORMATION

Date: 24th July 2023

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

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 Forward Plan of reports to Panel, Steering group and Leads from June 2023 to March 2024.

RECOMMENDATIONS

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

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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

2.1 Members of Panel, Steering group and Leads have been consulted on reviewed Forward Plan in January 2023 and feedback has been received and incorporated into the draft Forward Plan as attached at APPENDIX 1.

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

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

3. NEXT STEPS

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

4. RECOMMENDATIONS

4.1 Shown at the front of the report.

2023-24 Municipal year					
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
12 th June (1-3)	Appointment of Chair and Vice Chair verbal	22nd June 23	Mental Health - key issues and impacts	22 nd May 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				Assistive Technologies and Prevention
	Stop & Search & FCC performance update		Complex Safeguarding		
	Police Budget		Serious Violence Annual update and Forward Look		Joint Panel and Steering group work plan
	GMFRS: a. Strategy update. B. GMFRS Annual Delivery report/plan 2022-2023"		"TravelSafe Annual Update Report" To include transport safety - full year		Homelessness and Begging Input to Prevention Hub Inspectors

	Induction presentation to new members		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.
	Work plan / forward look		GMFRS Evaluation Report		Operation Aura
	Finance		Neighbourhood Update	new	Deputy Mayor's Annual report 2022/23 - Promotion of CSPs and their work
	Decisions taken		B. DRAFT GMFRS Annual Delivery report/plan 2022-2023”		
new	GMFRS Efficiency & Productivity Plan 2023-24				
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
24th July 23(230-430)	Draft GMFRS Annual Delivery Report 22-23	7th September 2023	Victim services commissioning - Multi-crime service	24th July 23	Police and crime plan - priority 1 report & Performance scorecard Year 2 update
	GMP Police uplift numbers - Broader workforce - recruitment and retention, diversity etc	(previously 24/8 moved due to AL)	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 - Performance		Fraud and Online Vulnerability		CONTEST update

	Finance		Restorative Justice - broader work programme		GMFRS - Prevention Education Framework
	DRAFT Deputy Mayor Annual Report 2022/23		Domestic Abuse - update on GMP DA arrangements review and technology update		CCTV update to leads
	Police and crime plan - priority 1 report & Performance scorecard Year 2 update		Water Safety Partnership update		Safe Spaces report
	Road safety Initiatives		GMFRS Fire Cover Consultation Outcomes		
	Gender Based Violence Delivery plan - year 2 update		Reducing false Alarms		GMFRS Place Based Plans (Service Delivery)
	Decisions taken		Princes Trust Report		Assistive Technologies and Prevention
			Blue Light Collaboration		Offensive Weapons Homicide Review
			Operation Aurora		GMFRS Place Based Framework Maturity Assessment Survey
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
18 th Sep 23 (1-3)	Police and crime plan - Priority 2, year 2 report	19th Oct 23	GMFRS Winter Safety	25 th Sept 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		Assistive Technologies and Prevention
	GMFRS - Annual Delivery Report 22-23 (following draft at July panel)		CONTEST update		Young female violence/knife carrying, pattern & trend increase across LA's - discussed under VRU item - take to Leads meet
	GMP Plan on a Page update		Water Safety Partnership Update		Road Safety partnership
	HMICFRS update – including SCO, Homicide Prevention and PEEL –		GMFRS Volunteering report		Appointment of DHR Chairs - challenges of appointment
	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 -		Fire item in relation to Day crewing raised at June Steering Group.		

Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
20 th Nov 23 (1-3)	Organised Crime Annual update and Forward look (Challenger, Modern Slavery and Trafficking)	14th Dec 23	Prevention Initiatives Report	27 th Nov 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	new	ADP 24-25 - Draft Improvement Programme		
	GMP Mental Health - current position and progress update				
	GMFRS - to be identified				
	GMP item to be identified				
	Decisions				

Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
30 th January (1-3) 2024	Precept proposal report	Feb 24	GMFRS Draft Annual Delivery Plan 24-25	29 th Jan 24	
	Fire Budget				
	GMFRS Mid-Year Performance Report April - Oct 23				
	GMFRS item				
	GMP item - Force Performance update				
	GMP item				
	Decisions item				
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
21 st March (1-3) 2024		Apr-24		Mar-24	

GM POLICE, FIRE AND CRIME PANEL FOR INFORMATION

Date: 24th July 2023

Subject: Deputy Mayor Decision Notices in the period May - June 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 May – June 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 MAY TO JUNE 2023.

2.1 Drawing on the information published on the GMCA website, a number of decisions have been made in the period May to June 2023.

2.2 Decisions made are set out below:

19 th May 2023	A0967 Data Warehouse and Legacy Data Store The Deputy Mayor approves the direct award of a 4 year and 6-month contract for the provision of the data warehouse reporting tool and legacy data store, to Capita Consulting, with the option to extend for a further 2 x 1 year. The likely value of 6.5 years spend would be circa £2.03m.	GMP
22 nd May 2023	Collaboration Agreement Pursuant to Section 22A of the Police Act 1966 (as amended by the Policing and Crime Act 2009 and the Police Reform and Social Responsibility Act 2011). Relating to THE FORENSIC COLLISION INVESTIGATION NETWORK (FCIN)	
25 th May 2023	Amended decision notice – remit of the project: 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. This Decision Notice replaces an earlier Decision pertaining to this project (signed 11/04/2023)	PCC

	<p>The Primary Care Project funds the delivery of training to patient facing GP surgery staff around awareness of violence, the signs of violence, and having conversations with patients about violence through a trauma informed lens.</p> <p>The funding covers provision of a Clinical Lead from within Primary Care, Project and Administrative Support, Training Providers and Training Days.</p> <p>As of 10th March 2023, 34 sessions have been completed at £350/session totalling £11,900</p>	
25 th May 2023	<p>The GM VRU awards Hitch Marketing with an extra £2,202 to cover additional costs for the I am greater murals and end-point survey.</p> <p>£8,410 was initially awarded to Hitch for this work, additional spend was required to cover material costs (underestimated initially) and survey completion. This Decision replaces a Decision published on 20/12/2022, in which in the incorrect amount of £2002 was stated.</p>	PCC
25 th May 2023	<p>Another Chance YEF funded programme – consultation. £10,000 is approved to commission SMSR Research Ltd to conduct community consultation and engagement for the ‘Another Chance’ programme.</p>	PCC
25 th May 2023	<p>Home Office Safer Streets Fund – Station South Community Officer</p>	PCC

	<p>The Deputy Mayor, through the use of the Home Office Safer Streets Fund, will fund the purchase of a 0.2 FTE Community Officer, currently employed by Station South, to support the delivery of the Home Office Safer Streets Fund.</p> <p>The value of this is £9,750 (£250 per day x 39 weeks)</p> <p>The Home Office Safer Streets Fund 22/23 has a total budget of £453,080 and a grant agreement is already in place between the GMCA and the Home Office Grant to Station South.</p>	
<p>26th May 2023</p>	<p>The Victim Services Strategic Review continues to take place. The multi crime Victim Service is now out for tender and a new service is expected to be in place by 1st July 2023. This has delayed the review of services underpinning this and commissioning decisions around where we allocate funding in future.</p> <p>An expression of interest will be undertaken to appoint someone to review the Tier 2 services, therefore, to allow adequate time to undertake the review and communicate this to services and partners we are recommending that the services we currently fund are extended for a further 12 months. An outline proposal for future funding and procurement will be developed by autumn 2023.</p> <p>The Deputy Mayor approves the extension of the following services, currently grant funded by GMCA, for a further 12 months (1st April 2023 – 31st March 2024) to align with this process.</p>	<p>PCC</p>

	<p>The services included in the 12-month extension are:</p> <ul style="list-style-type: none"> • Manchester Action on Street Health (MASH) - £49,012 • Survivors Manchester - £81,952 • Trafford Rape Crisis - £22,500 • Greater Manchester Rape Crisis - £22,500 • Local Authority IDVA service provision - £420,000 across 10 local authorities (Manchester 60k, all other local authorities £40k) • LGBT IDVA (Manchester City Council for commissioning the LGBT Foundation) - £29,593 • Guardian Project - £49,000 • Community Safety Trust (CST) - £28,116 • Greater Manchester Domestic Abuse Helpline Service (Independent Choices) – £30,000 • LGBT Hate Crime Service (LGBT Foundation) - £29,580 • City Hearts – Trafficking Support Service - £20,000 <p>Total funding of £703,660 via the MOJ Victims Budget for 2023/24.</p>	
1 st June 2023	<p>A payment of £189.80 to be made to the APCC for the National Chaplaincy Service for the period of 2021/2022 and 2022/ 2023. The funding will be allocated from the Police and Crime Commissioners budget.</p>	PCC
1 st June 2023	<p>£5000 be provided to GMP for the annual VAWG reward / recognition event on 14th September. This will be used to fund venue hire, catering and the glass awards presented to GMP staff, partners and community champions.</p>	PCC

<p>1st June 2023</p>	<p>UniteHer 2023</p> <p>The GM VRU awards the following organisations for their services during the UniteHER event on Saturday 17th June 2023 At Moss Side Leisure Centre:</p> <ul style="list-style-type: none"> • StreetDoctors: £400.00 – For the delivery of the lifesaving skills sessions for the attendees of the event • KitLocker: £440.11 - For the provision of UniteHer branded t-shirts for the participants of the event (50 T-Shirts) • ACE Food: £550.00 - For the provision of packed lunches for the attendees of the event (60 units) • ToughCookies: £285.00 - For the Delivery of Healthy Relationship sessions for the attendees of the event <p>Total amount: £1,675.11</p>	<p>PCC</p>
<p>1st June 2023</p>	<p>To award £750.00 to Transport for Greater Manchester for out of home adverts to promote the NGY show on Unity Radio. The ads will be used on TfGM’s website and digital screens at Piccadilly Metrolink station for a period of two weeks.</p> <p>In financial year 22/23, the VRU awarded TfGM £7425.60 for provision of advertising space for a campaign the VRU were running in that year. This will take the VRU’s total spend with TfGM to £8175.60</p>	<p>PCC</p>
<p>2nd June 2023</p>	<p>Reward for Operation Tarnbrook</p> <p>£50,000 be made available as a reward for information leading to the successful conviction of suspects in respect of GMPs Operation Tarnbrook investigations.</p>	<p>PCC</p>
<p>5th June 2023</p>	<p>Police Property Act funding proposal – Programme Challenger’s We Move Mentoring project.</p>	<p>PCC</p>

	<p>The Deputy Mayor agrees to the funding allocation of £80,000 (period 2023-2024) from the Police Property Act to be awarded to the VCSE organisations involved in the delivery of Programme Challenger’s We Move Mentoring Project to enable them to support a further 56 young people who are at risk of school exclusion and involvement in serious and organised crime and serious youth violence.</p> <p>The VCSE organisations delivering We Move on behalf of GMP, are currently Diane Modahl Sports Foundation and Oldham Boxing and Personal Development Club.</p>	
5 th June 2023	<p>SHiFT delivery – VRU intervention in Manchester</p> <p>£150,000 is provided to Manchester City Council as a contribution to deliver targeted interventions to prevent vulnerable young people from being drawn into risky behaviours that could impact negatively on them and their communities, to cover delivery for 2023/24.</p>	PCC
7 th June 2023	<p>A0975 Auction House Services</p> <p>The Deputy Mayor approves the tender of a three-year contract term contract for Auction House services, with the option to extend for a further one-year optional extension. The likely value of the 48-month contract period would be circa £800,000.00 in total (income).</p>	GMP
7 th June 2023	<p>A0964 - Decision Notice for: The Provision Of Building Services Maintenance & Installation (HEVAC), The Deputy Mayor approves the request to run a full open 2 stage tender for the above services.</p>	GMP

7 th June 2023	<p>A0950 Microsoft Licences</p> <p>Approval is given to tender the contract for the supply of Microsoft Licences using the aggregation exercise run by ESPO\Crown Commercial Suppliers.</p> <p>GMP require a 3+1+1+1 contract.</p>	GMP
7 th June 2023	<p>A0973 Command and Control System (Controlworks)</p> <p>The Deputy Mayor approves the award of a 7 Year contract for provision of a Command-and-Control System to SSS Public Safety Limited (SSS), with the option to extend for a further 3+1 years. The likely value of a 10 years spend would be circa £4.5 million.</p>	GMP
7 th June 2023	<p>A0974 Strategic Data Store Phase 2</p> <p>The Deputy Mayor approves the award of a 3 Year contract for provision of a Strategic Data Store (SDS) to BrambleHub, with the option to extend for a further 6 months. The likely value of a 3 and a half year spend would be circa £600K.</p>	GMP
8 th June 2023	<p>Amendment to a previously published decision.</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>A payment to be made of £880.00 to book a room & catering at UA92 covering event space for between 25 and 30 attendees.</p>	PCC

<p>22nd June 2023</p>	<p>Home Office Safer Streets Fund – Greater Manchester Police Bikes</p> <p>The Deputy Mayor, through the use of the Home Office Safer Streets Fund, will fund the purchase of 6 Merida Seven 15 bikes for the South Manchester Neighbourhood team to use to improve patrol coverage and response capability along the Fallowfield Loop. The total value of the spend is £3,000.</p> <p>The Home Office Safer Streets Fund 22/23 has a total budget of £453,080 and a grant agreement is already in place between the GMCA and the Home Office.</p>	<p>PCC</p>
<p>13th June 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 July 2023 to 30th September 2023.</p> <p>Total funding approval 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 July 2023 to 30th September 2023 are as follows: Victim Services Coordinators x 11: £130,000 Victim Services Lead: £ 15,500</p>	<p>PCC</p>
<p>8th June 2023</p>	<p>£931.75 is approved from the Victims budget to fund the GM Rape and Serious Sexual Offences (RASSO) away day at the Mechanics Institute on 18th May 2023.</p>	<p>PCC</p>
<p>8th June 2023</p>	<p>£75 is approved to provide a d/Deaf Awareness taster session at a Police, Crime, Criminal Justice and Fire Team Away Day.</p>	<p>PCC</p>

8 th June 2023	Approval of £480.00 be made by the Gender-Based Violence (GBV) Board to Greater Manchester Chamber of Commerce to book a room covering meeting space for 30 attendees for a Board meeting to be held on 20 June 2023.	PCC
8 th June 2023	The Greater Manchester Violence Reduction Unit approves payment covering accommodation for a Lancashire Police hosted Serious Violence Duty Event on Thursday 8th June: A payment to be made of £121.49 to cover 1 night's hotel accommodation in Preston (standard rate, chain hotel).	PCC
8 th June 2023	£21,500 awarded to Salford City Council from Programme Challenger budget as a contribution to the total costs of delivering the STEER programme for the period April 2022 – July 2023. STEER provides one to one mentoring for young people aged 10-17 at risk of serious youth violence and child criminal exploitation. It utilises specifically designed interventions and positive activities aiming to “steer” young people down a legitimate path helping to improve resilience, motivation and reduce risk taking behaviours.	PCC
15 th June 2023	Greater Manchester Violence Reduction Unit (Comms & Engagement budget) awards following payment for catering at an event hosted by Unity Radio, one of our commissioned organisations, on 20th June 2023: A payment to be made of £145.00 to book sandwiches with dessert and fruit for 25 people to cater for this event.	PCC

22 nd June 2023	£2,500 is awarded as a one-off single payment to the Windrush Defenders group as a contribution to their 75th Anniversary celebration community event on 17 June 2023 at the Windrush Millennium Centre.	PCC
22 nd June 2023	£1,000 is awarded as a contribution to the Moss Side Lived Experience Group being run by Greater Manchester Police.	PCC
22 nd June 2023	<p>The JRE agreed funding for Women’s Counselling provision to the value of £141,661 pa for 2 years.</p> <p>The GMWSA was awarded the contract to deliver the Women’s Support Service as part of the GMIRS commissioning process. They also deliver a counselling service for women who access this service. This counselling service forms an important part of the support and recovery for women who have faced trauma to help them cope, recover and move forward with their lives as well as helping to address health inequalities for women who are in the justice system.</p>	PCC
22 nd June 2023	<p>The JRE agreed funding for Women’s Health Worker provision to the value of £200,000 for 1 year.</p> <p>The GM Whole System Approach was awarded the contract to deliver the Women’s Support Service as part of the GMIRS commissioning process. They also deliver health worker service for women who access the support of the Women’s Alliance. This health support worker service forms an important part of the support to enable women to access health services either</p>	PCC

	<p>because they have previously chosen not to, or not been able to access them for a variety of reasons. It also assists recovery for women who have faced trauma to help them cope, recover and move forward with their lives as well as helping to address health inequalities for women who are in the justice system across Greater Manchester.</p>	
<p>22nd June 2022</p>	<p>£200 is provided to Endeavour for the facilitation of the session and to respond to any support needs which may arise within the session for the GBV Older People's Focus Group on 16th June 2023.</p>	<p>PCC</p>
<p>22nd June 2023</p>	<p>A funding of up to £3000 be agreed to cover catering costs and venue hire for CSP Problem Solving masterclasses hosted for the 10 districts of Greater Manchester.</p>	<p>PCC</p>
<p>22nd June 2023</p>	<p>The GM Violence Reduction Unit awards Child Safety Media £2000 to co-fund x 2 half day Crucial Crew workshops for children in Year 6 (aged 10-11 years) to help them prepare for the transition to high school.</p> <p>It is proposed that 2,500 Year 6 pupils attending schools across Manchester Borough will attend an event across x 2 half day sessions in their final year in primary school.</p> <p>There are two events: North & Central and South in June and July respectively.</p>	<p>PCC</p>

29 th June 2023	£9,964 will be awarded to Agenda Alliance for the delivery of a Learning Partner project to understand, through co-production and community engagement how the system is currently letting women with lived experience of multiple unmet need down across key identified areas.	PCC
29 th June 2023	£27,845 is provided to OnEvidence Ltd to undertake a scoping and research exercise into so-called Honour based abuse and forced marriage in Greater Manchester. They will review and outline what this looks like in GM and come up with a number of recommendations and options for the commissioning of services to meet the needs of victims and survivors.	PCC
30 th June 2023	<p>The named providers are awarded funding of £800,000 to extend delivery of the welfare service hub pilot, one for each district up to and including 1 September 2023.</p> <p>The creation of a Greater Manchester Integrated Rehabilitative Services Welfare Programme across Greater Manchester seeks to embed public service reform principles by working with provision where it already exists and bolstering those services to create additional value by providing funding for a delivery hub in each locality to enhance the following service provision:</p> <ul style="list-style-type: none"> • Mentoring • Emotional regulation and decision making • Wellbeing support and healthy choices • Behaviour change • Family support and mediation 	PCC

	Breakdown of funding:																																								
	<table border="1"> <tr> <td>Family Support Service</td> <td>Partners of Prisoners (POPs) across all GM areas</td> <td>£47,043.37</td> </tr> <tr> <td>Bolton</td> <td>Bolton Advice</td> <td>£60,000.00</td> </tr> <tr> <td>Bury</td> <td>Stepping Stones</td> <td>£64,916.00</td> </tr> <tr> <td>Manchester</td> <td>Back On Track</td> <td>£118,248.00</td> </tr> <tr> <td>Oldham</td> <td>Positive Steps</td> <td>£53,624.73</td> </tr> <tr> <td>Rochdale</td> <td>Rochdale Connections Trust (RCT) and Sanctuary Trust</td> <td>£60,514.50</td> </tr> <tr> <td>Salford</td> <td>Salford Foundation</td> <td>£50,576.00</td> </tr> <tr> <td>Stockport</td> <td>Big Life & Foundation 92</td> <td>£32,428.00</td> </tr> <tr> <td>Tameside</td> <td>Big Life</td> <td>£51,981.00</td> </tr> <tr> <td>Trafford</td> <td>Big Life & Out There</td> <td>£71,981.00</td> </tr> <tr> <td>Wigan</td> <td>Big Life</td> <td>£51,981.00</td> </tr> <tr> <td>Big Life</td> <td>Lead Provider across all GM providing support to all providers and Co-commissioners</td> <td>£52,556.00</td> </tr> <tr> <td></td> <td></td> <td>£715,849.60</td> </tr> </table> <p>The remaining £84,150.40 is a contingency amount for the mobilisation period of the new contract and any delays that may occur throughout the tender process as GMCA/HMPPS move from Pilot phase to contract implementation.</p>	Family Support Service	Partners of Prisoners (POPs) across all GM areas	£47,043.37	Bolton	Bolton Advice	£60,000.00	Bury	Stepping Stones	£64,916.00	Manchester	Back On Track	£118,248.00	Oldham	Positive Steps	£53,624.73	Rochdale	Rochdale Connections Trust (RCT) and Sanctuary Trust	£60,514.50	Salford	Salford Foundation	£50,576.00	Stockport	Big Life & Foundation 92	£32,428.00	Tameside	Big Life	£51,981.00	Trafford	Big Life & Out There	£71,981.00	Wigan	Big Life	£51,981.00	Big Life	Lead Provider across all GM providing support to all providers and Co-commissioners	£52,556.00			£715,849.60	
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30 th June 2023	Prompt Payment of Invoices - In line with GMCA's audit of Accounts Payable it is approved that "immediate payment" terms is applied to all supplier invoices.	GMP																																							

	GMP's standard terms and conditions require payment of invoices within 30 days. Immediate payment allows for the process of receipting and matching to be completed and potential "disputed invoices" to be resolved before payment deadlines.	
30 th June 2023	<p>A0969 – SharePoint Migration</p> <p>Approval is given to tender and subsequently award the contract for the supply of SharePoint Online Implementation and Data Migration services using Lot 4 of the G-Cloud 13 Framework.</p> <p>This is requested in-order to run a fully compliant further competition exercise via the G-Cloud 13 Framework, Lot 4 and award a contract to a single provider for a period of no longer than 12 months.</p>	GMP
30 th June 2023	<p>A0981 – Mobile Voice & Data</p> <p>Approval for the award of a 3 Year contract for Mobile Voice and Data, to BT PLC using the Crown Commercial Services Framework RM6261 lot 1, with an option to extend for up to 3 years. The likely value of 6 year spend would be circa £6.9 million which includes voice and data services and an option for a mobile phone refresh.</p>	GMP
30 th June 2023	<p>A0963 – Mains Water Supply</p> <p>The Deputy Mayor approves the direct award of a 2-year contract for mains water services, to Water Plus Limited via the Pagabo Utilities Supply Framework, with the option to extend for a further 2 years. The likely value of 4 years spend would be circa £3.1m.</p>	GMP

30 th June 2023	<p>YEF – Another Chance – updated grant amount –</p> <p>The Deputy Mayor agrees the contract award to Power 2, following a procurement process, for the Another Chance programme provider.</p> <p>The length of the contract is 2.5 years and will provide a Focussed Deterrence programme funded by the Youth Endowment Fund.</p> <p>The amount awarded to Power2 is £918,945.</p> <p>The CA was originally awarded £212,500 for the preparation phase and had sought a £1,163,000, for the implementation stage, however, following a budget review, the increased YWF grant is now £1,557,277.56 (confirmed by the YEF). This additional money will fund:</p> <ul style="list-style-type: none"> • Community engagement • Race Equality Panels • Community Liaison • ICT equipment • Analytical capacity • Training 	PCC

3.0 RECOMMENDATIONS.

3.1 Appear at the front of the report

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