

GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

DATE: Monday, 18th September, 2023

TIME: 1.00pm – 3.00pm

VENUE: 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 in advance of the meeting.

3. **Minutes of the Meeting of 24th July 2023** 5 - 16
To consider for approval, the minutes of the meeting of 24th July 2023.

4. **GMP HMICFRS Inspection Activity Update** 17 - 24
A GMP Report to be presented by Chief Superintendent Richard McNamara.

5. **GMP Plan on a Page Update** 25 - 48
A GMP report to be presented by CRO Lee Rawlinson.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

6. **GMFRS Annual Delivery Report 2022-23** 49 - 102
A GMFRS report to be presented by ACFO Leon Parkes
7. **Police & Crime Plan - Priority 2 Report & Performance Scorecard Year 2 Update** 103 - 114
A report of Neil Evans, GMCA to be presented by Damian Dallimore.
8. **Deputy Mayor Annual Report 2022/23 (To Follow)**

For Information

Work Plan / Forward Look 115 - 126

Decisions Taken by the Deputy Mayor 127 - 142

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

POLICE FIRE AND CRIME PANEL – 18 SEPTEMBER 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 24 JULY 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 Richard Gold	Bury Council
Councillor Rosemary Barratt	Stockport Council
Councillor Barbara Bentham	Salford Council
Councillor David Lancaster	Salford Council
Councillor Chris Goodwin	Oldham Council
Councillor Tom Morrison	Stockport Council
Councillor Rose Thompson	Trafford Council
Angela Lawrence	Independent Member

Also in attendance:

Kate Green	GM Deputy Mayor
Baroness Beverley Hughes	GM Assistant Deputy Mayor
Councillor Aalaina Khan	Bolton Council

Officers Present:

Peter Boulton	Head of Highways, TfGM
Ian Cosh	Chief Finance Officer, GMP
Neil Evans	Director of Police, Fire & Crime, GMCA
AM Billy Fenwick	GMFRS
Chief Supt. Richard McNamara	GMP
Deputy CFO Ben Norman	GMFRS
CI Mike Parker	GMP
Lee Rawlinson	Chief Resources Officer, GMP
Jeanette Staley	Advisor to Panel & Head of Community Safety, Resilience & Neighbourhoods, Salford CC
Sandra Stewart	Chief Executive, Tameside Council
Vicky Sugars	Assistant Director of Police, Fire & Crime, GMCA
Lee Teasdale	Senior Governance & Scrutiny Officer, Governance and Scrutiny, GMCA

Gwynne Williams
Steve Wilson
DCC Terry Woods

Deputy Monitoring Officer, GMCA
Treasurer, GMCA
GMP

PFCP/35/23 APOLOGIES

Apologies were received from Councillor Rabiya Jiva (Bolton), Councillor Amy Cowen (Bolton), Councillor Dave Arnott (Oldham), Councillor Vimal Choksi (Tameside) and independent member Majid Hussain.

PFCP/36/23 DECLARATIONS OF INTEREST

No declarations were received.

PFCP/37/23 MINUTES OF THE MEETING OF 12TH JUNE 2023

Members considered the minutes of the previous meeting. Points highlighted included:

- In reference to PFCP/24/23 – the outstanding complaint had now been concluded with the result being that the complaint was not upheld.
- In reference to PFCP/28/23 – the updates on Stop and Search were in process and Chief Supt Richard McNamara provided a further update on Bully XL ownership. It was confirmed that this would be a primary area of discussion at the National Conference on 12th October 2023, and legislation was being worked on around the banning of ownership of this type of dog.
- In reference to PFCP/29/23 – a visit to the Central Control Centre had been arranged for 28th September 2023.
- In reference to PFCP/31/23 – an update on the earmarked GMP reserves had now been emailed to Panel Members.
- A comment was raised in reference to PFCP/33/23 asking that a report ‘could’ be brought to the September Panel. It was asked that this be changed to ‘would’. The Deputy Mayor advised that it may not be possible as a full analysis was required of the consultation responses, and with that in mind, ‘if available, could be brought’ would be the appropriate wording.
- Further referencing PFCP/33/23 – it was advised that a visit to the Bury Fire Training Centre was in the process of being arranged.

RESOLVED/-

1. That the minutes of the meeting held on 12 June 2023 be agreed as a true and correct record.
2. That the updated as above be received.

PFCP/38/23 GMFRS ANNUAL STATEMENT OF ASSURANCE

DCFO Ben Norman introduced a report providing Panel Members with the Annual Statement of Assurance, asking that it be approved for publication in accordance with the Fire and Rescue National Framework for England.

RESOLVED/-

1. That the Panel notes the contents of the report and the Statement of Assurance for 2022/23 and approves the document for publication.

PFCP/39/23 GMFRS ATLAS PROJECT

Area Manager Billy Fenwick (GMFRS) introduced a report which contained a stakeholder document giving members background to The Atlas Project – a first of its kind intervention developed in response to an identified need to support and educate adults who had been involved and/or engaged in harmful or potentially harmful use of fire. Points highlighted included:

- 2022/23 had seen 7240 deliberate fires started in GM at a cost of over £30m. Only two Fire and Rescue Services in the country were offering interventions addressing deliberate fire setting, and these were only in prisons, with no specific community interventions available. So the ATLAS Project was a vital new addition.
- Benefits arising from ATLAS included improved collaboration and partnership working; increased effectiveness to protect communities; reductions in incidents of fire setting; and academic & psychological support.
- Initial three-month psychological assessment findings had shown that 80% had reported improved mental wellbeing; evidence of reduced interest in fire setting; an

improved understanding of the consequences; and 100% of the cohort had not re-offended or returned to prison.

- The desire for 23/24 was to step the project up to a full programme, and funding had been made available in collaboration with the GM Probation Service.
- It was advised that the blueprint for this programme could be adapted to support other types of offenders, such as ASB.

Comments and Questions

- Members noted that the initial pilot had just been two weeks in length. Was this considered truly long enough to change behaviours? It was advised that initial findings had shown that to be the case, however further evaluations would be undertaken at the six and twelve-month points, and there would be an expansion to a full programme this year.
- Members asked about any further support made available to those who partook in the programme. It was advised that those on the course had been referrals through the probation service, so a wraparound support service was in place.
- Members asked how candidates were chosen for the course. It was advised that any candidates had to come through the probation service process with individual recommendations based upon a set criterion.
- It was asked if discussions had been taking place with adult education teams in local authorities. It was advised that there had not been contact so far with the focus on implementing behaviour change – however, if there were further elements that could be introduced to the programme, or opportunities were found to ‘bespoke’ the programme into another area, then such conversations would be welcomed.
- Members asked about the perceived differences between younger and older people who set fires. It was advised that of the initial cohort on the pilot programme, every one of the participants had issues with mental health, and that this played a big part in their fire setting issues. Whereas with younger people, this was often associated more with anti-social behaviour.
- A query was raised about how many participants would be on the programme going forward. It was hoped that there would be 10 participants in the programme each time, with around 40-60 undertaking the programme each year. 60 would equate to 50% of people currently involved with probation services due to fire setting. This ambitious approach would seek to reach all of them within a couple of years.

RESOLVED/-

1. That the contents of the report and the supporting presentation be noted.

PFCP/40/23 GMP POLICE UPLIFT NUMBERS

Ian Cosh (Chief Finance Officer, GMP) provided an update on progress with police uplift numbers, alongside information on broader GMP staff recruitment, retention and diversity.

Points highlighted included:

- GMP as with all other forces across the country, had been set an uplift target of 1155 to meet by 31st March 2023. It was confirmed that GMP had not only met, but indeed exceeded that target.
- The report also set out the challenges in increasing diversity amongst the workforce. Whilst the direction of travel was positive on this, it was agreed that there were still shortfalls in intended targets, and this would continue to be a priority in the coming years.
- The importance of staff retention was highlighted. Research from the uplift programme indicated that it took over £100,000 of investment to fully train a police officer, so to lose them would be a real impact on value for the public purse. GMP had developed a retention programme, which included ‘stay interviews’ – providing an opportunity for officers to raise their concerns within a psychologically safe environment. Interventions had been developed which had been successful to date, with over 70% of those requiring interventions staying in the service.
- The importance of police staff within the organisation was highlighted in terms of maintaining high levels of operational delivery. Almost 500 staff had been recruited in the last six months into areas such as the call centre and operational control. The results of this recruitment programme were now being seen in the hugely improved response time statistics regularly presented.

The Deputy Mayor was invited to provide some further detail. In relation to the figures on diversity, a more detailed breakdown was available of the different ethnic minority backgrounds of people being recruited by GMP. There was a mixed picture here, with it showing that in some cases (such as the recruitment of black officers) that there had been a slight backwards step, this breakdown would be made available to the Panel.

It was also advised that the police pay settlement had now been agreed at 7%. This meant that the starting salary for police officers would now be £28,551 which would aid in the attraction of future applicants. Confirmation was still being awaited from the Home Office on how this would be funded, though the indications were that the funding would come from Government rather than an expectation that forces fund this themselves.

Comments and Questions

- Members sought further information on retention rates – with reference to the 70% intervention success rates following stay interviews. Were there not opportunities however to address the issues being raised before it reached the point where officers were considering leaving the profession? It was agreed that this was a valid point, and that learning was being taken from these interviews to pick up potential trends and put in place mitigation measures accordingly.
- A query was raised about how open the recruitment process was in terms of candidates potentially getting the wrong impression about police work? Officers agreed that candidates, and their families, often applied with a preconception of what the role involved. Measures were in place to work with candidates and their families to help them fully understand what the reality of the role would involve.
- Member asked how confident GMP were in terms of monitoring figures around how many officers were leaving each year. It was advised that this was monitored closely amongst a suite of figures monitored, whilst uplift was over officially, from a financial point of view it was not over, so risks around attrition were monitored very closely. Members asked that some of this detail be provided.
- It was asked if a mentoring programme was in place so that officers on the verge of retirement could pass on their experience. It was advised that this coaching and mentoring approach was now being strongly considered as it was agreed that this was something that had not been fully exploited previously.
- Reference was made to the hiring of disabled staff. Approximately 18% of GM's population was classified as disabled, so the current figures were some ways out in terms of representation.

RESOLVED/-

1. That the contents of the report be noted.

2. That further detail on ethnic minority breakdown be made available to Panel Members.
3. That further detail on the monitoring of risks around GMP Officer attrition be made available to Panel Members.

PFCP 41/23 GMP PERFORMANCE REPORT

DCC Terry Woods and Chief Supt. Richard McNamara introduced the latest GMP Performance Report to the Panel. Points highlighted included:

- The importance of the recent investments into the call centre were highlighted following a recent surge in call, both emergency and non-emergency. As an example, Grade 2 calls had risen almost 20% in a single month. This surge in demand was not localised and was being seen across the country.
- GMP were now ranked the best service in the country in terms of call speed. There were still exceptions, and these were monitored closely so that they could be learned from.
- Stop & search and arrests continued to rise, both of which were seen as a positive.
- Significant reductions were now being seen in residential burglaries, and the detection rate was increasing. At 8.2% this did not sound great on paper, but in policing terms this was a positive.

Comments and Questions

- Members welcomed the continued improvements in initial response times to calls but asked if similar levels of improvement were being seen in the time from that initial pickup to the call feeding through to the right person. It was advised that GMB had their own internal breakdowns relating to handover speed and that these would be added to the next Performance Update to the Panel.
- Members had heard that Section 5 offences were no longer going to be recorded as crimes, would this impact ASB figures? It was advised that national changes to crime recording were taking place, and that there were myriad complexities around this at present. However, it should have little impact upon ASB. The crime would still be recorded (likely under Section 4 – Breach of the Peace), it just would not appear within Section 5.

- It was asked if GMP felt they were doing enough to advertise how well the service was now operating and how significant the improvements had been. It was advised that GMP probably could advertise this more, however they sought to strike a balance with a degree of humility as well. As the improvements had come from a position just two years earlier as the worst force in the country, and it remained the case that there was still a long way to go. It was important not to indicate in any way that GMP might now consider it a case of 'job done'.
- A query was raised about disproportionality in stop and searches. Was this figure improving? It was confirmed that there had been improvements, however there was no complacency as these had not been huge and it remained a live topic.
- Members asked how best to ensure that the quality of information being fed to police was of sufficiently high quality. It was advised that GMP's focus over the last 18 months had been to ensure that it was getting the 'basics' right again. GMP was now moving into its next phase which would be about ensuring a high quality of interaction through whichever channel a person communicates with GMP.

RESOLVED/-

1. That the GMP Performance Update be noted.
2. That the next Performance Update to the Panel will include information containing further breakdowns of call handover speeds.

PFCP 42/23

DRAFT DEPUTY MAYOR ANNUAL REPORT 2022/23

Deputy Mayor Kate Green was invited to introduce the draft Annual Report of the Deputy Mayor which outlined the functions, activity and progress in meeting the police and crime objectives in the Mayor's police and crime plan 'Standing Together'. Following agreement of the content, the designed report would be presented to the September 2023 Police, Fire and Crime Panel for endorsement.

RESOLVED/-

1. That the Panel notes the draft Deputy Mayor's Annual Report 2022/23.
2. That the extended content in Section 3 of the report, containing more detail about the work taking place in each locality be noted.

3. That it be noted that a designed Annual Report will be presented for endorsement at the September 2023 meeting of the Panel.

PFCP/43/23 STANDING TOGETHER 2021-2025 – PRIORITY 1, YEAR 2
PROGRESS REPORT: KEEPING PEOPLE SAFE AND
SUPPORTING VICTIMS

Neil Evans, Director of Police, Fire & Crime, GMCA, was invited to provide a Year 2 progress update on the work undertaken to progress Priority 1 of the Police & Crime Plan 2022-2025. Points highlighted included:

- Reference was made to the monitoring by the Deputy Mayor of the Neighbourhood Policing model introduced by GMP earlier in 2023 and how this would align with the new response model that would come into effect in September.
- 10 prevention hubs had also gone live in the districts as a good example of enhanced partnership working and prevention of crime.
- In terms of improving services to victims – significant investment had been put into the Victims Multi-Crime Gateway Service which would launch in August. This represented a near £7m investment over a three-year period.
- The Victims Satisfaction Survey had shown a 6% reduction on the previous year, which showed how confidence in improved performance was not quite feeding through to the public yet and needed continued work to address.
- Work continued around the national programme ‘Operation Soteria Bluestone’ which sought to transform the policing response to rape and serious sexual offences and increase confidence in coming forward to report such crimes.
- Reference was made to a suite of programmes in place to support young people at risk of crime, including young people involved in county lines drug dealing.
- Mental Health support programmes were highlighted – including work on ensuring that people suffering from mental health crises are not kept in holding cells.

Comments and Questions

- Further information was sought on the Multi-Crime Gateway. It was advised that a future report providing a full breakdown of the service could be brought to a future meeting.

- Further reference was made to how this good work was not fully feeding through to the public. Was there scope for public facing meetings lead by the Deputy Mayor and/or GMP officers? It was advised that from the mayoral public accountability meetings were held twice a year with invites being circulated to all involved in local politics. On a more local level, dedicated district commanders were now in place, with a key role being to interact and communicate with local communities.

RESOLVED/-

1. That the report be noted.
2. That an item on the Multi-Crime Gateway and wider victims services work be brought to a future meeting.

PFCP/44/23 ROAD SAFETY INITIATIVES

Vicky Sugars (Assistant Director of Police, Fire & Crime, GMCA) along with Peter Boulton (Head of Highways, TfGM) and CI Mike Parker (GMP) was invited to present an item providing the Panel with an overview of work undertaken to improve road safety across the region and to outline the ambition for Vision Zero. Points highlighted included:

- It was advised that last year's increase in the policing precept had enabled the doubling of road and transport policing, and this had been a vital step in building up this agenda. A number of other initiatives had also been directly funded by the Deputy Mayor such as Community Speedwatch and Safe Drive Stay Alive.
- 2021 had seen an 11% increase in road casualties over 2020 – though it was noted that the COVID lockdowns of 2020 impacted these figures. So instead, the picture was better found by comparing with years such as 2017-2019, where 2021 had actually seen a reduction on the average of those three years. Provisional data for 2022 showed further improving trends. However, in terms of fatalities, there had been an increase even over 2017-2019 so a lot of work remained.
- As part of the action plan for tackling road safety, and approach to Vision Zero was being developed, this was an ambition to eliminate all traffic fatalities and severe injuries whilst increasing safe, healthy and equitable mobility for all. This vision was already in place in a number of cities around the world.
- The 60 dedicated officers in place over the past 12 months had made a significant difference. There was a total of 133 road police officers in place now, based over

three policing bases. The focus of these units were to target and remove high risk drivers from the road. This work was underpinned by intelligence led operations. Operation Wolverine for example had seen the removal of 10,000 uninsured vehicles from the road.

Comments and Questions

- Members highlighted concerns that many taxis within the region were being licensed outside of Manchester, many at Wolverhampton Licensing Authority. As these often allowed for older cars to be licensed than GM authorities would accept. It was advised that a GM wide project was taking place on this issue, and that arrangements would be made for a report to be brought to the Steering Group.
- It was noted that there was a lack of demographic breakdown in the details on fatalities and casualties in road accidents. Was this kind of information collected to allow for a more targeted approach? It was advised that there was improved data available to all districts to allow them to identify hotspots. The breakdowns went to age range and gender, the possibility of ethnicity breakdowns would be looked into.
- It was noted that the education workshops had only gone to 41 schools. This was a relatively small number; therefore, were more being arranged? It was advised that the initial tranche had been a pilot, and schools were being asked to put themselves forward for future events.

RESOLVED/-

1. That the report be noted.
2. That a report be arranged for presentation at the Police, Fire & Crime Steering Group detailing the cross-GM work taking place on taxi licensing issues.

PFCP/45/23 GENDER BASED VIOLENCE DELIVERY PLAN – YEAR 2 UPDATE

Neil Evans, Director of Police, Fire & Crime, GMCA, was invited to introduce a report outlining the progress to date on the development of the Gender Based Violence Delivery Plan 2022/23. Points highlighted included:

- The Plan was a 10-year plan and had been launched in September 2021. The Plan was overseen by a Board of 24 senior members of VSCE and partner agencies.

- The voice of victims and survivors needed to be at the heart of all work undertaken, and to hold true to that, a Panel was being arranged that would begin in September.
- A public engagement campaign containing the 'Is This OK' video and podcasting series continued to take place, with a focus on engaging males aged 18-34 who researched showed to be a key target audience for behavioural influence.
- Specific challenges faced by people from minority communities were highlighted. A financial package had been put together for legal aid for people with no other recourse to funding and support.

Comments and Questions

- Members welcomed the report and particularly welcomed the engagement with the VCSE sector and asked that funding be maintained for these in the challenging times for funding.

RESOLVED/-

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

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 18 September 2023

Subject: GMP HMICFRS Inspection Activity Update

Report of: Chief Superintendent McNamara, Head of Corporate Development Branch,
Greater Manchester Police

Purpose of Report

The purpose of this report is to inform Members of the Greater Manchester Police, Fire and Crime Panel of areas of business within Greater Manchester Police (GMP) that have been subject to inspection by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) during 2023.

It also provides an overview of HMICFRS published reports, progress against recommendations arising from those inspections and provides a look forward to future inspections and preparatory activities.

Recommendations:

The Panel is requested to:

1. Note the contents of the report.

Contact Officers

Chief Superintendent Richard McNamara Richard.McNamara@gmp.police.uk

Report authors must identify which paragraph relating to the following issues:

Equalities Impact, Carbon and Sustainability Assessment:

No issues for consideration.

Risk Management

No issues for consideration.

Legal Considerations

No issues for consideration.

Financial Consequences – Revenue

No issues for consideration.

Financial Consequences – Capital

No issues for consideration.

Number of attachments to the report:

1. Introduction

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspects and monitors the 43 territorial police forces in England and Wales, reporting to the public and their elected representatives on how well the police do their job. Their purpose is to promote improvements in policing and fire and rescue services, to make services safer for everyone and to independently assess the effectiveness and efficiency of police forces and fire and rescues services in the public interest.

Types of inspection

- PEEL assessments – The PEEL inspection programme is an assessment of the effectiveness, efficiency and legitimacy of police forces in England and Wales. Its principal aim is to promote improvements in policing. The PEEL assessment provides graded judgments on aspects of forces' performance. It identifies where forces need to improve and helps the public understand how well their force is performing. All forces are subject to this inspection.
- National thematic inspections – these can vary and will reflect emerging priorities for policing. These inspections look to gather information and understand what constitutes good policing practice and how all forces can achieve it. Recent examples include vetting and counter corruption, as well as digital forensics. A sample of forces will often be selected for onsite inspection and evidence gathering.
- Rolling programmes – HMICFRS also have an ongoing schedule of inspections and re-inspections which assess services such as child protection and custody provision across all forces.

2. HMICFRS GMP Inspections 2023

2.1. Recent activity

Date of inspection	Inspection Area	Type	Report publication
17 – 27 July 2023	GMP PEEL Inspection 2023 (Force wide reality testing and fieldwork)	PEEL	November 2023 TBC
22 – 26 May 2023	Victim Services Assessment	PEEL	November 2023 TBC
24 – 27 April 2023	Management of Serious and Violent Offenders	PEEL	November 2023 TBC
13 – 17 March 2023	Homicide Prevention	Thematic*	August 2023
6 – 10 February 2023	Serious and Organised Crime	PEEL	November 2023 TBC

*GMP was one of the eight forces who were visited as part of the Homicide Prevention inspection.

2.2. Forthcoming activity

Date of inspection	Inspection Area	Status
25 – 29 September 2023 (File audit) 27 – 30 November 2023 (Onsite fieldwork)	Joint Inspection of effective case building by the police and CPS (thematic)	Preparations underway
To be confirmed (expected late 2023)	GMP Custody Re-visit (rolling programme)	Preparations underway

To be confirmed (expected early 2024)	Child Protection Inspection (rolling programme)	Preparations underway
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2.3. Publications (January – August 2023)

Report title	Publication	CoC	AFI's	Recs	Type
Race and policing: An inspection of race disparity in police criminal justice decision-making	Aug-23	0	0	4	National
An inspection of the police contribution to the prevention of homicide	Aug-23	0	0	2	National
An inspection of how effective police forces are in the deployment of firearms	Jul-23	0	0	8	National
PEEL Spotlight - Police performance: Getting a grip	Jul-23	0	0	3	National
Values and culture in fire and rescue services	Apr-23	0	0	1	National
An inspection of how well the police and National Crime Agency tackle the online sexual abuse and exploitation of children	Apr-23	0	0	11	National
An inspection of how well the police tackle serious youth violence	Mar-23	0	0	2	National

Report on an inspection visit to police custody suites in Greater Manchester	Feb-23	6	13	6	GMP
TOTAL 8 reports		6	13	37	

All HMICFRS reports generally contain recommended actions for chief constables to progress. In circumstances where HMICFRS identify serious, critical or systemic shortcomings in a force, it will be reported as a cause of concern (CoC). These will be supported by recommendations and areas for improvement.

In the period January to August 2023, HMICFRS have published eight reports, containing six CoC, 37 recommendations and 13 areas for improvement.

Of these eight reports, one was specific to GMP and seven were national thematic reports (of which GMP may have been involved in the fieldwork, for instance Homicide Prevention and the report into the effectiveness of firearms deployment).

3. Governance and Oversight

Upon publication of a HMICFRS report, the Deputy Mayor (as the local policing body for Greater Manchester), has a statutory responsibility to respond to findings that relate to their force, as set out in Section 55 of the 1996 Police Act.

The Deputy Mayor invites GMP to provide a briefing setting out our initial position against the findings, from which she can formulate and publish her response. The Deputy Mayor has 56 days to publish a response to the inspection report, which are available on the GMCA website.

The Force ensures accountability and ongoing reassurance to the Deputy Mayor on actions taken in response to HMICFRS reports and inspection findings by submitting regular update reports to the Deputy Mayor's Executive.

Internally, within GMP, corporate governance arrangements exist to support the preparations for HMICFRS inspections and to monitor progress and proactively manage the implementation of recommendations through the HMIC Oversight Board. This whole day meeting takes place every month, comprising a suite of briefings with Chief Officers across their business portfolios to provide challenge and scrutiny on progress. The day

culminates in a dedicated two-hour board meeting, chaired by the Deputy Chief Constable, which includes key stakeholders from the Deputy Mayor's Office and HMICFRS.

To provide reassurance to members of the Panel, it should be noted that for HMICFRS to consider a force has fully implemented a recommendation or AFI, or for a Cause of Concern to be deemed resolved, a portfolio of evidence must be compiled to demonstrate successful and sustainable implementation. This must be to the satisfaction of the HMIC Oversight Board and the HMICFRS Force Liaison Lead (FLL). In some circumstances, this will be accompanied by fieldwork and on-site reality checking.

As at the end of August 2023, GMP currently has 80 ongoing recommendations, 26 AFI's and seven CoCs.

Since December 2020, the force has progressed and completed 207 recommendations and AFI's (including a small number that HMICFRS have deemed no further action necessary or superseded). GMP has also resolved ten causes of concern to the satisfaction of HMICFRS.

Significant and sustainable progress will continue against these remaining CoC and associated Recommendations, and AFI's.

In 2023, GMP has been subject to its latest HMICFRS PEEL inspection. The final results are expected in Autumn with the report due to be published in late October 2023.

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GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 18 September 2023

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

Report of: Lee Rawlinson, Chief Resources Officer

Purpose of Report

The purpose of this report is to provide a mid-point progress update to the Greater Manchester Police, Fire & Crime Panel against the 2023/24 Plan on a Page (PoAP) Improvement Portfolio and associated programmes and projects.

Several key improvements were made during the first year of activity within the PoAP Portfolio, including:

- GMP's Force Contact Centre improved so drastically that it moved from the bottom of national policing league tables to the top in terms of its performance.
- A new Neighbourhood Policing model was launched (followed by a compatible response model which launched on 4th September 2023).
- Within IT there was a clear focus on "fixing the basics" which will allow for further improvements to be developed and integrated in the coming years.
- GMP's response times significantly improved, providing a better service to the people of Greater Manchester (GM).
- This was all achieved alongside the force recording more crimes than ever before, and whilst still providing a better-quality service to victims.
- The force also achieved significant productivity gains making more arrests, roads policing, vehicle seizures etc.
- The force's intelligence offer has been strengthened and we are now operating with our overt and covert units back together.
- There has been significant investment across the estate and fleet, better equipping our people to undertake their roles.

- The force successfully completed the Windows 10 rollout and has commenced delivery of M365.
- A new Digital Policing Programme was mobilised to coordinate the delivery of several digital improvements including the replacement of the force's Record Management System.
- All GMP's ANPR (Automatic Number Plate Recognition) cameras have been replaced ahead of schedule, enhancing the force's ability to keep people safe and investigate crime.
- A new Occupational Health and Wellbeing structure has been put in place.
- The force addressed the immediate needs across a wide range of enabling services, whose role is integral to supporting frontline policing within GMP.

The 2023/24 PoaP Portfolio builds on each of these improvements, with a clear focus on delivering qualitative change - preventing and reducing crime, keeping people safe and delivering better outcomes for victims of crime.

The main detail of the report provides further information relating to recent progress against each of the PoaP programmes, highlighting key achievements against the 2023/24 delivery plan with significant performance improvements to note, including:

- A significant improvement in 999 speed of answer – from 1 minute 22 seconds in July 2021, to 5 seconds in July 2023.
- A significant improvement in non-emergency speed of answer from 6 minutes 44 seconds in July 2021, to 40 seconds in July 2022.
- An 84% increase in arrests from July 2021 to July 2023.
- A 95% increase in 'stop and search' encounters from July 2022 to July 2023.
- A 26.7% increase in solved outcomes from July 2022 to July 2023.
- A 10.8% reduction in Neighbourhood crimes recorded from July 2022 to July 2023, together with an increase of 26.5% solved outcomes.

Recommendations:

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

Contact Officers

Director of Transformation: Dawn Royle

Equalities Impact, Carbon and Sustainability Assessment:

None in the context of this report.

Risk Management

None in the context of this report.

Legal Considerations

None in the context of this report.

Financial Consequences – Revenue

None in the context of this report.

Financial Consequences – Capital

None in the context of this report.

Number of attachments to the report: 0

1. Background

1.1. Overview

In December 2020, His Majesty's Inspectorate of Constabulary and the Fire and Rescue Service (HMICFRS) found that GMP's services to victims were a serious cause of concern. Following this assessment, GMP was formally 'engaged' by the HMICFRS, and four enduring causes of concern were identified.

Upon commencement of the role of Chief Constable of Greater Manchester Police in May 2021, Stephen Watson began a wide-reaching root cause analysis of the enduring concerns to establish the strategic conditions required to secure fundamental long-term success, with a focus on clear strategic direction, capable, committed, and inspiring leadership, operational effectiveness, and cultural transformation.

In September 2021, an improvement plan set out as a Plan on a Page was published which distilled the strategic approach into a clear plan, with the purpose of re-focussing on the basics of preventing and reducing crime to keep people safe and to care for victims. The plan is now the framework through which transformational change is being delivered within GMP.

Following the successful implementation of the plan in the financial year 2022/23, by November 2022 the force was removed from special measures, making GMP the quickest ever force to leave the programme of enhanced scrutiny. We have developed a robust plan, put in place capable leadership at all levels, and the collective delivery effort across all the projects and programmes within the PoaP portfolio has made a significant contribution to building a better GMP.

Whilst there remains a substantial amount of work to do, the achievements to date and our subsequent removal from special measures marks a significant milestone in our improvement journey.

Throughout 2023/24 the force seeks to build on these early successes and implement further improvements to strengthen the service provided to the citizens and visitors of Greater Manchester (GM).

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

Priority 1: Respond to incidents and emergencies

Priority 2: Investigate and solve crime

Priority 3: Prevent and reduce crime, harm, and anti-social behaviour

Priority 4: Deliver outstanding service

Priority 5: Build public trust and confidence

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

Objective 1: Improve, simplify, and align our core processes

Objective 2: Improve IT and broaden our digital transformation

Objective 3: Become a more Intelligent organisation

Objective 4: Strengthen and invest in the corporate services function

Objective 5: Establish an effective performance management regime

Objective 6: Strengthen our dedicated neighbourhood policing teams

Objective 7: Work in effective partnerships

Objective 8: Communicate and engage in a positive and proactive manner

Objective 9: Invest in and support our people

Objective 10: Invest in and improve our infrastructure

Objective 11: Manage our resources effectively

2. GMP's PoaP Portfolio

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

The current 2023/24 PoaP Portfolio includes over 110 projects, all of which have been prioritised, funded, and are coordinated through 12 programmes. Each Programme is led by a Chief Officer, supported by the Change and Transformation Branch:

Chief Officer	PoaP Programme
ACC Sykes	• Force Contact, Crime & Operations Programme
ACC Boyle	• District Operating Model Programme
ACC McFarlane	• Criminal Justice, Custody & Prevention Programme
ACC Jackson	• Crime, Protecting Vulnerable People, Intelligence & Forensics Programme
ACO Henderson	• IT Transformation Programme
	• IT Delivery & Infrastructure Programme
	• Digital Policing Programme
ACC Chaudhry	• Specialist Operations Programme
CRO Rawlinson	• Enabling Services Transformation Programme
	• Estates & Business Support Programme
ACO Cosh	• Information Management, Finance & Legal Programme
ACO Layton	• HR Transformation Programme

This report provides an overview of each programme and the key achievements that have been made to date against the 2023/24 delivery portfolio.

2.1. Force Contact, Crime and Operations Programme

Chief Officer Lead: ACC Chris Sykes

Throughout 2023/24 the work within the Force Contact Centre will look to sustain call performance improvement through the retention, development, and productivity of our people, securing our telephony infrastructure and developing digital enhancements to our services.

The Crime Futures project will ensure accurate recording of, and building investigative capability for, crime reported to GMP, whilst improving quality and victim focus for appropriate positive outcomes to investigations.

2.1.1. Programme Summary / Portfolio Insights

Overall, the projects within this programme are progressing well, with several expected to complete within the next six months. The programme is actively supporting GMP's priorities, especially around the force's ability to respond to incidents and crimes and delivering outstanding service; some tangible results and benefits are now also being realised particularly, with regards to our contact with the public.

2.1.2. Key achievements to date

- The Airport, Bury, Wigan and the City of Manchester are now operating with Crime Recording and Resolution Unit (CRRU) completing Grade 1 and Grade 2 crime recording with full force-wide recording scheduled for 22nd August 2023.
- Appointments for victims are now booked and administrated by the Force Contact Centre (FCC).
- A new enhanced Workforce Management product now in operation across the FCCO.
- The Force Crime Management Unit consultation has been completed and the new Crime Recording, Initial Investigations, Finalisation and Quality Assurance launched on 4th September 2023.
- Crime Recording and Resolution pay review has been completed.
- Radio Dispatch and Customer Enquiry staff are in consultation as the final pay review is part of FCC Investment plan.
- New Victims Services contact award complete. GMP, GMCA and new supplier go-live preparations for September 2023 launch underway. GMP estate, system access and telephony system to form the principal changes to the service operation.

2.2. District Operating Model Programme

Chief Officer Lead: ACC Matt Boyle

This programme will deliver transformational changes to district based operational policing. Through the implementation of re-designed core policing services in Response and Neighbourhood Policing, the force will improve performance in relation to responding to incidents, investigating crime, and supporting communities. The programme will sustain GMP's policing offer to meet and support the expectations of our citizens and develop a problem-oriented approach that is proactive, preventative and person-centred. In addition, we will develop a district wide operating model which enables structures and functions to deliver consistent provision of services across the 10 districts of GM.

2.2.1. Programme Summary / Portfolio Insights

Phase 1 of GMP's neighbourhood policing model was delivered in March 2023, with the new response policing and force crime management functional changes now live as of 4th September 2023. This will ensure the force is operating aligned neighbourhood and response models on its districts alongside a centralised Force Crime Management Unit for crime investigation, with the aim of providing the best possible service to the public and as well as helping to respond to crime and work to effectively prevent it occurring in the first place.

2.2.2. Key achievements to date

- Implementation of the new District Operating Model is underway – Phase 1 of the new Neighbourhood model launched in March, followed by Response and Investigation on 4th September 2023.
- Phase 2 of Neighbourhood Policing has commenced, with improvements underway across six key areas, overseen by a dedicated Senior Responsible Officer:
 - Continuous Professional Development & training for neighbourhood officers;
 - Embedding the internal development and use of the Neighbourhood App to enable consistent tracking and reporting of officer activity in our communities;
 - Monitoring abstractions and refinement of the GMP abstraction policy;
 - Developing and increasing community messaging activity;

- Embedding the neighbourhood performance framework to better track and report neighbourhood activity;
- Operation Vulcan approach and days of action; and,
- Consultation with Police Community Support Officers in relation to shift patterns and plans to align PCSO establishment with GMPs Neighbourhood officer re-investment plan.
- City of Manchester Senior Leadership district structure in place, aligning defined structures and responsibilities across the 3 City of Manchester areas (North, Central and South).
- Good progress is being made on the Domestic Abuse Arrangements Review (DAAR) project, which is currently assessing the viability for district based domestic abuse teams, consistent structures, and improved triage processes. Technological capabilities are also being assessed such as Rapid Video Response appointments to improve services to domestic abuse victims.

2.3. Criminal Justice, Custody & Prevention Programme

Chief Officer Lead: ACC Colin McFarlane

Building on the Force pledge, this programme will deliver the capacity and capability in our criminal justice and custody functions. This will ensure we are able to respond to the increasing volume of activity to deal with criminality, maintaining our commitment to arrest and bring more criminals to justice, as well as supporting victims through the criminal justice process from point of referral. The programme will also deliver on its commitment to work in effective partnerships to understand and reduce GMP demand by addressing underlying causes and using partnership-oriented problem solving.

2.3.1. Programme Summary / Portfolio Insights

Significant work has been undertaken to commence activity on all projects and we have now seen positive developments such as the approval of the Longsight Custody Suite, increased resources across custody suites, and the commencement of consultation for phase 1 of the Criminal Justice Review.

2.3.2. Key achievements to date

- Custody Review Phase 1 business case approved an uplift of 29 Custody Sgts, 28 Custody Detention Officers and a temporary uplift of 8 Site Inspectors. This has resulted in an increase of 39% more resources working across 8 x custody sites since August 2022 and by November 2023 this will increase to a 60% uplift.
- Criminal Justice Review Phase 1 business case has been approved, and consultation is expected to commence in mid-September on the proposal to move the ownership of the CJ Hubs from District owned to the centralised Criminal Justice Branch.
- A strategic outline business case has been developed for the introduction of 'Right Care, Right Person', which will seek to redesign how the force deals with strategic non-crime demand issues. A full range of partner engagement is taking place which will continue throughout the development of the final solution.

2.4. Crime, Protecting Vulnerable People, Intelligence & Forensics Programme

Chief Officer Lead: ACC Sarah Jackson

This programme is delivering transformational change across all areas of service delivery, providing support to districts around investigative resilience, forensics, digital and cyber investigations. This includes the enhanced provision of forensic support to front line officers in real time to improve services to victims and speed up investigations. Other improvements include enhanced support and the creation of a detective pathway to nurture new talent into detective roles, supported with trainee detective tutors and detective coaches. A number of systems improvements will also be delivered including the replacement of a legacy forensics case management system and the delivery of an IT solution for firearms licensing.

2.4.1. Programme Summary / Portfolio Insights

Significant progress has been made across all areas of the portfolio, including the successful co-location of staff within GMP's Force Intelligence Branch (FIB), bringing overt and covert teams together. A proof of concept has also recently launched at Salford to provide officers with direct access to digital and cyber forensic services, significantly reducing waiting times, accelerating investigations and in turn improving

services to victims. Evaluation of the pilot will inform future force modelling with the anticipation of implementing similar structures across the force to expand this offer to all districts. Early indications are positive with digital and cyber investigations being much quicker. In the next 6 months we anticipate delivery of the new system for firearms licensing, delivery of a new forensic case management system and a full review of general forensics (non-digital/cyber).

2.4.2. Key achievements to date

- Completion of the FIB Phase 2 project which has seen the co-location of staff back at Nexus House and will create an Intelligence Academy to further professionalise intelligence roles.
- Completion of the Forensic Collision Reconstruction Unit project, which ensures we can meet national accreditation requirements.
- Launch of the Digital Forensics, Intelligence, and Investigations proof of concept site at Salford.
- Launch of the Detective Pathway plan to attract, recruit and retain new talent into detective roles. This has delivered a standardised approach and a recruitment timetable with target numbers for intakes to assist in achieving increased investigative resilience.
- Creation of 12 Detective Coach posts (12 months) to support and nurture new trainee detectives through their transition towards becoming accredited investigators. This is in addition to the existing Accelerated Detective Tutors as well as continued use of Blackstone's legal knowledge database across the force to assist those taking the national exams required to become a detective.
- Design and launch of the new IT system to support new trainee detectives to build their portfolio. This will be monitored by Detective Coaches and Tutors, increasing visibility of progress, as well as assisting trainee detectives with the completion of portfolios.
- The design and implementation of the new Digital Investigation and CCTV Case management system is progressing well and is expected to go-live in Oct 2023.

2.5. IT Transformation Programme

Chief Officer Lead: ACO Dougie Henderson

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

2.5.1. Programme Summary / Portfolio Insights

This programme has seen the successful delivery of all planned IT Transformation projects for 2022/23 including the extensive Windows 10 upgrade and new laptop roll out.

Delivery of M365 Transformation and SharePoint Online continues and has been carried forward into the 2023/24 change portfolio as planned, including work to progress further digital transformation opportunities through M365 Power App developments, Power BI dashboard performance reporting and a move from on premise to a cloud storage solution, SharePoint Online.

Over the next year IT will embark on a full redesign of the branch to ensure it provides an adequately resourced, fit for purpose and Value for Money service to support the delivery of the GMP Plan on a Page (PoaP) priorities.

2.5.2. Key achievements to date

- M365 Operating Model & Opportunities Catalogue developed and implementation underway: Neighbourhood Policing and Use of Force Apps delivered at the start of this financial year (Q1 2023). Future application design and builds include Bail, Sex Offender Register, Threats to Life and many more throughout the year.
- M365 Teams Groups roll out has successfully completed across all 10 Greater Manchester districts and will complete across all branches by October 2023. This functionality allows staff to share and edit documents with their teams live time, allowing tighter control and ensuring 'one version of the truth.'
- Recently completed Phase 1 of the upgrade of our storage system SharePoint on premise with a view to moving to a more collaborative and user-friendly

SharePoint Online by the end of 2024. This will allow increased collaboration when updating documents, more robust version control and gives an opportunity to tidy and reduce the volume of documents stored. Documents will be stored using standard naming conventions and consistent folder structures making it much easier to store and locate them.

- Successfully recruited key Senior Leadership Team posts for the new IT Future Delivery Model who will drive the wider branch redesign throughout the year.
- Windows 10 (W10) has seen the successful delivery of the Client Services project, and the Infrastructure project is also completed. Over 10,000 officers and staff are now using the new laptops, which is over 80% of the force. In addition, the GMP and Agilisys partnership which was adopted to deliver the W10 project was shortlisted for the annual UK IT Industry Awards under two categories: Best Public Sector IT Project and Best Security, Defence or Law Enforcement IT Project of the Year. GMP were the only police force in the top category.
- The M365 Business Transformation project is a continuation of the W10 programme. Phase 1, which is centred around Design and Discovery, is now complete, resulting in a defined Operating Model, Strategic Roadmap and Opportunities Catalogue to help shape GMP's thinking around benefits realisation and making sure we get value for money from the new devices and operating system. Phase 2 is now underway which will focus on the implementation of M365 and the associated benefits that will come from more efficient ways of working.
- The M365 Neighbourhood Policing App has been built in-house and rolled out for the business to pilot, ahead of full implementation. This will see front line staff having instant access to a dedicated Neighbourhoods App to allow them to work in a more efficient and collaborative way. Full business roll-out scheduled for April 2023.
- Core-Vet V5 inc. web forms have been successfully implemented resulting in a fully externally hosted vetting system.
- The International Visitors Registration Office (IVRO) project also successfully implemented a replacement of the existing CLUE system with an externally hosted solution, resulting in reduced waiting times for checks on visitors to the UK and therefore reducing risk to GMP.

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

2.6. IT Delivery & Infrastructure Programme

Chief Officer Lead: ACO Dougie Henderson

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

2.6.1. Programme Summary / Portfolio Insights

The IT Delivery Programme in Q2 has continued to focus on critical infrastructure activity to fix the basics alongside driving the delivery of key projects. The recent appointment of the new IT Director has now been complemented by the appointment of the majority of the IS Branch Senior Leadership Team and the appointment of the Information Security and Risk Lead. In addition, the IS Branch Strategy has been published which sets out how the IS Branch will support GMP's journey to "outstanding" status.

2.6.2. Key Achievements to Date:

- Duty Management System - Upgrade now completed and on a stable platform enabling phase 2 (move to the cloud) to commence.

- Body Worn Video - 400 units received, 2000 on order, pilot to review functionality of next model in the planning stage.
- Fix The Basics AVD (Azure Virtual Desktop) - Environment now live for replacement of Citrix and Supplier Access Portal, enabling key partners to access our networks securely.
- Fix the Basics Internet Resilience - Added additional proxies which increases internet resilience in the event of a failure.
- Fix The Basics Network Resilience - New connections between data centre which increases Data Centre resilience.
- Fix The Basics Load balancing - configuration of hardware to enable increased resilience for inbound VPN traffic.
- Re-platforming - Work commenced to modernise the management of servers and associated infrastructure, including improvements to the Azure environment and the delivery of Microsoft ExpressRoute.
- Audio Visual Equipment Refresh - Business Case approved and Invitation to Tender (ITT) ready to be released.
- Company Portal Software Updates – Upgraded system to enable software to be deployed seamlessly to laptops.
- Laptop updates - Deployed most secure and updated version to all laptops.
- ITMAS (Insider Threat Monitoring and Audit Software) - Procurement underway.

2.7. Digital Policing Programme

Chief Officer Lead: ACO Dougie Henderson

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

2.7.1. Programme Summary / Portfolio Insights

The Digital Policing Programme is on track to contract with a new RMS supplier, deliver a strategic data store incorporating legacy system and PoliceWorks information, and refresh the mobile handset offer for all staff by March 2024. As an interim improvement to our operational systems, the programme has delivered Marple crime recording and crime management to the FCC/FCMU and will continue to develop the offer in line with force direction. The force is actively supporting the national team in the development of the LEDES (Law Enforcement Data Service) product, the replacement for PNC (Police National Computer).

2.7.2. Key achievements to date:

- Replacement Record Management System (RMS) Project: The new RMS will deliver better functionality and user experience for front line officers and staff making it easier to update crime records, supervise investigations and update victims; safeguard vulnerable people and prosecute offenders. The early procurement activities have begun with potential suppliers.
- Strategic Data Store (SDS) Project: SDS Phase 1 has completed its primary objective to transfer GMP's legacy data from two unsupported systems, the Operational Policing Unit System (Opus) and the Integrated Custody Information System (ICIS), to Blue Star Software's CORVUS system. This has enabled the decommissioning of both (Opus and ICIS) legacy systems. Work is progressing in SDS Phase 2 to integrate PoliceWorks data into Corvus. This project is integral to the implementation of the RMS project as it will reduce the requirement for back record conversion into the new RMS.
- Digital Futures Project: Continuation of existing service contract services for PoliceWorks, ControlWorks and Data Warehouse have been agreed and signed. These contracts provide the reassurance GMP's current systems and service support provisions will continue.
- Mobile Futures: This is a programme of Mobile Technology projects. Key successes include: 8,098 mobile devices were migrated to Intune which created a £500,000 saving as result of not needing to renew the BES (Blackberry Enterprise Server) contract. Home Office Biometrics fingerprint readers were successfully deployed force wide at the end of May 2023. Marple crime management functionality has been delivered for the Force Crime Management

Unit. This will complement the successful Marple crime recording application by enabling the officers in the FCMU (Force Crime Management Unit) to investigate crime more effectively through integration with evidence.co, the force digital evidence platform and streamline victim care and contact. Marple intelligence creation is in the later stages of development.

- National Law Enforcement Data Service (NLEDs): This is a National Home Office led programme of works to replace the Policing services currently delivered by the Police National Computer (PNC). The first phase of the Role Based Access Control (RBAC) Proof of Concept (PoC) was completed at the end of July 2023 and work on phase 2 integration has commenced. Currently, the national programme has released four Leds modules: the Property Search; Driver Search; Vehicle Search and Audit modules. These provide replacements for the legacy 'green screen' PNC application. GMP has rolled out each of these modules for live usage, to a group of approximately 90 pilot users within the FCCO, specialist operations - safer transport unit and PSB (Professional Standards Branch), as these represent the primary user groups.
- DEMs (Digital Evidence Management System): DEMs aims to capture at source, manage, build a case of digital evidence, and then share with the Crown Prosecution Service (CPS) and defence community. We have designed and implemented a new schema of roles and permissions; restricted downloading of evidence outside of the system for security and evidential integrity; mandated meta data to eliminate unknown digital material being uploaded; implemented active directory to enable single sign on, speeding access and reducing support calls; enabled Axon Community requests to send links to member of the public to upload digital evidence saving time and avoiding travel to retrieve manually; we have linked Marple to the DEMs system to automatically create cases (folders) based on crimes and develop a digital page in Marple which went live on 4th September with the Force Crime Management Unit (FCMU).

2.8. Specialist Operations Programme

Chief Officer Lead: ACC Wasim Chaudhry

Specialist Operations continues to build on the enhancements and uplifts from the previous year, with a renewed push on TAU (Tactical Aid Unit) recruitment and

further development of the managed CCTV and ANPR services. In 2023/24 this programme will increase the Central Ticketing Office (CTO) capability through a combination of increased staffing, efficiency improvements, and potential technology upgrades. In addition, the PPE (Personal Protective Equipment) and replacement uniform project will ensure GMP is providing our officers with the best tools to undertake their job professionally, safely, and efficiently. The appraisal of the options for the Firearms Training Facility will also be concluded in 2023/24, feeding in to the broader GMP Estates Strategy and Implementation Plan. GMP will also obtain its own Firearms and Taser Training Licences in 2023/24 and cease membership of the Northwest Armed Policing Collaboration (NWAPC), increasing the efficiency of training with a greater focus on the needs of GMP.

2.8.1. Programme Summary / Portfolio Insights

Overall, the projects within this programme are progressing well. Tangible results and benefits are being realised as the Specialist Operations Estate and associated infrastructure has been developed to accommodate the increased resources secured over the past year. The remaining projects from 2022/23 are expected to complete within the next six months, and work has also commenced on new projects identified for 2023/24.

2.8.2. Key achievements to date

- A new Tactical Aid Unit (TAU) Base at Leigh has been completed and was opened December 2022.
- A new Roads Policing Unit (RPU) Base at Whitefield has been completed, and was opened July 2023.
- Migration of GMP's ANPR and CCTV infrastructure to our managed service providers was completed in March 2023.
- Development of a mobile ANPR app has been completed, allowing officers to use their mobile phone as an ANPR camera.
- Good progress continues to be made to replace all of GMP's in-car ANPR cameras.
- Work is on track for GMP to obtain its own Firearms training and Taser training licences by March 2023.

- A contract has been awarded for the provision of new uniforms for all police officers. The designs for new tops is now complete, and fabric manufacturing has commenced.

2.9. Enabling Services: Finance, Legal and Information Management Programme

Chief Officer Lead: ACO Ian Cosh

This programme has been streamlined for 2023/24 to focus on some key functions in Enabling Services including Information Management, Finance and Legal. The programme continues to build on the successes of 2022/23 and transform key critical support services to ensure they are adequately resourced and structured in the most effective way to support the delivery of the GMP Plan on a Page (PoaP) priorities.

2.9.1. Programme Summary / Portfolio Insights

A number of reviews will take place over the year which will feed into the wider development of the Enabling Services Future Delivery Model. This aligns with the organisations commitment to providing fit for purpose support services which provide Value for Money. GMP have also committed to upgrading the Oracle Financial system to provide improved budget and financial planning capability.

2.9.2. Key achievements to date

- The new Change & Transformation Branch restructure is now embedded with Senior Leadership Team roles filled and clear ownership of the Change Portfolio, PMO and Design teams in place (March 2023).
- Information Management have appointed a new in-house Data Protection Officer, replacing contractor resource and increasing our internal resilience (August 2023)
- Legal have strengthened their Senior Leadership Team and are now recruiting in-house to reduce the reliance on external specialist support, again, to increase the internal resilience and consistency in approach across GMP.
- Finance are strengthening their branch by securing additional resources to meet the demands of the business. Consultation closed in July 2023 and jobs are out to advert.

2.10. Enabling Services Transformation Programme (which includes Efficiencies & Productivity Improvements)

Chief Officer Lead: CRO Lee Rawlinson

Enabling Services will continue to build on the successes of 2022/23 and transform key critical support services to ensure they are adequately resourced and structured in the most effective way to support the delivery of the GMP Plan on a Page (PoaP) priorities.

2.10.1. Programme Summary / Portfolio Insights

A number of service redesigns are taking place over 2023/24 including Human Resources, Business Support Services (including estates and fleet), Information Management and IT. This will feed into the development of the new Enabling Services Future Delivery Model to ensure that the essential requirements that underpin the delivery of operational policing are in place to support the continued transformation of Greater Manchester Police.

In line with the newly established Business Planning process, the programme will identify any cost savings in year and for next year, any invest to save opportunities as well as identifying a range of productivity improvements.

2.10.2. Key achievements to date

- A refreshed business planning process has been introduced in 2023/24 to support the organisation to develop their annual delivery plans to meet the needs of the organisation and public.
- In June and July 2023, the programme completed three high level design 'sprints' across Fleet and Information Management which has identified quick wins and future projects to feed into 2023/24 business planning.
- A review of our contracts has commenced to identify any savings and better ways of working. The approach was approved by Chief Officers in July 2023, and we are now actively seeking a gainshare partnership to drive out efficiencies, process improvements, and ensure Value for Money.
- A new Vacancy Management Panel was established in Q1 2023 to manage resources and monitor planned savings.

- A new Enabling Service Performance Management Board has been created to develop robust KPIs, agree baselines/standards and improve performance, alongside celebrating successes and sharing best practice.

2.11. Estates, Fleet, and Business Support Transformation Programme

Chief Officer Lead: CRO Lee Rawlinson

This is a new programme identified for 2023/24. This programme is a key contributor to GMP's promise to Deliver Outstanding Service to the Public, by investing in our fleet and estate to ensure it meets the evolving requirements of GMP. The production of a new 10-year Estates strategy will set the parameters, principles, and governance to enable GMP to evolve the estate based on operational need and effective use of resources. In delivering this strategy we will plan and make sustainable long-term decisions on our built space. There will be a focus on greater agile working and collaboration with partners to ensure buildings and office space can be used more effectively and efficiently, and we will seek to minimise GMP's carbon footprint. A review of the Business Support Services Branch will ensure the structure, capacity, and skills are in place to provide effective services and support to police officer and staff colleagues.

2.11.1. Programme Summary / Portfolio Insights

Whilst this is a new programme, significant progress has been made already, with further progress scheduled for the remainder of 2023/24. A formal governance structure is in place for the programme, reporting into the Plan on a Page (PoAP) Improvement Portfolio to ensure consistent decision making and strategic alignment. The Estates strategy Implementation Plan will set the roadmap for the next 10 years of investment in the GMP estate. This programme will also undertake a holistic review of GMP's Vehicle Recovery Service (VRS) to ensure it can meet the anticipated demand as GMP looks to seize more vehicles and disrupt crime. The decommissioning of Chester House will also be completed by the end of 2023.

2.11.2. Key achievements to date

- Development of GMP's 10-year Estates strategy has been completed.

- Good progress is being made in the development of the Estates Strategy Implementation Plan, which is expected to be completed in 2023.
- Work is on track for the Chester House decommissioning to be completed by December 2023 as planned.
- An end-to-end review of the Vehicle Recovery Service processes has been completed. The outputs are being used to inform the procurement of a new managed service contract and identify opportunities to increase efficiencies and grow GMP's capability to seize and dispose of vehicles.

2.12. HR Transformation Programme

Chief Officer Lead: ACO Charlotte Layton

GMP recognises the need to ensure that enabling services are properly invested in, resourced, and empowered in order to provide the force with the professional support it needs. This programme is a key contributor to GMP's promise to invest in and support our people. This programme continues to support the transformational changes made in FY 2023/24 by implementing the upgrade of the Occupational Health Workflow Admin System, and the support of changes across the organisation. Following the recent appointment of the new HR Director, this programme will focus on defining the scope of the HR Transformation to strengthen our strategic and operational HR and workforce planning processes including improving leadership skills across the organisation. A review will ensure the structure, capacity, and skills are in place to provide effective HR services and support.

2.12.1. Programme Summary / Portfolio Insights

Progress to date has predominantly focused on projects carried over from the 2022/23 portfolio as planned. Following the recent appointment of the HR Director, early work is underway to define the wider scope of the HR Transformation Programme, which will be agreed through the annual Business Planning process.

2.12.2. Key achievements to date

- Appointment of ACO HR Director
- A refreshed Terms of Reference has been defined for the People Board.

- A new Workforce Attraction Strategy has been defined and a working group is to be established.
- OHU (Occupational Health Unit) appointment of the two key senior clinical roles: Senior Occupational Health Advisor and Senior Mental Health Advisor which now completes the OHU Senior Leadership Team.
- Enhancement of the OHU environment: St John's building (ground floor) has been updated to Oscar Kilo (National Police Well-Being Service) standards, which includes a new redesigned reception desk and waiting area. The first-floor refurbishment is expected to be completed by Autumn.

3. Conclusion

Progress to date for the PoaP portfolio is largely demonstrated through the outputs of each programme and associated improvement projects set out in the detail of this report. Since the launch of the improvement plan in September 2021, the force has made substantial progress towards achieving its strategic objectives set out in the Plan on a Page, with HMICFRS taking the decision to formally move GMP out of the 'Engage Force' process at the end of October 2022.

We have developed a robust plan, put in place capable leadership at all levels, and the collective delivery effort across all parts of the force has directly contributed to GMP being the most improved and the fastest improving police service in the country - the only force to have been taken out of special measures in under two years.

We have an ambitious programme of change, delivered through the PoaP Portfolio, which is continuing to make a significant contribution to building a better GMP, re-focussing on the basics of preventing and reducing crime, keeping people safe and delivering better outcomes for victims of crime.

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Greater Manchester Police, Fire & Crime Panel

Date: 18th September 2023
Subject: GMFRS Draft Annual Delivery Report 2022-23
Report of: ACFO Leon Parkes

PURPOSE OF REPORT

The purpose of the report is to provide an overview of the Service's achievements and performance against the six strategic priorities detailed in the Annual Delivery Plan 2022-23, and overarching Fire Plan 2021-25.

RECOMMENDATIONS:

Members are asked to:

- Note the contents of the report and the supporting appendices:
 - Annual Delivery Report 2022-23 found at Appendix 1
 - Annual Delivery Summary Report 2022-23 found at Appendix 2

CONTACT OFFICERS:

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

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

ACFO Leon Parkes – parkesl@manchesterfire.gov.uk

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

Risk Management

Appendix 1
Appendix 2

Legal Considerations

Appendix 1

Financial Consequences - Capital

N/A

Financial Consequences - Revenue

N/A

Number of attachments included in the report:

BACKGROUND PAPERS:

[GMFRS Annual Delivery Plan 2022-23](#)

[GMFRS Fire Plan 21-25](#)

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

INTRODUCTION

1. The Annual Delivery Plan 2022-23 details the Improvement Programme for the following year, outlining the range of projects and activities that will deliver the commitments set out in the Mayor's Fire Plan. The programme focuses on improving and investing in the Service, whilst at the same time enabling the organisation to deliver against key elements of the HMICFRS improvement action plan.
2. Each year we produce an Annual Delivery Report (ADR). The report highlights the work that has been delivered over the course of the fiscal year against each of the six strategic priorities, some of our community activities, and how we have performed against our corporate key performance indicators.

ADR Contents:

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

CURRENT POSITION

3. Fiscal year 2022-23 has been particularly busy for GMFRS. Our workforce has risen to the challenge, working hard to deliver against an ambitious Annual Delivery Plan.
4. Over the last 12 months we have made considerable progress. The details below provide an overview of some of the key highlights against our strategic priorities:

Priority 1: Provide a fast, safe, and effective response

- ✓ We have successfully implemented our new terrorist response capability. As a result, the HMICFRS lifted their cause for concern.
- ✓ The new Incident Command and Leadership Development Academy was completed, providing a fully immersive training experience. The facilities are considered one of the best in the country for operational training and community fire safety education.
- ✓ We continue to support the requirements of the Manchester Arena Inquiry, with an ongoing focus to develop the multi-agency approach with partners.

- ✓ Our Wildfire Suppression Burns Team went live and is fully operational.
- ✓ Fire Cover Review proposals, based on extensive data and insight have been developed, and associated internal and external consultation and engagement activities have gone live.
- ✓ We completed our comprehensive Strategic Review of Special Appliances, setting out findings and recommendations for our fleet of forty-four special appliances.
- ✓ An Accident Reporting System was procured and implemented, enhancing performance data reporting and the identification of key themes.
- ✓ Media training was delivered to all Officers upskilling them in preparation for any PR related requests.
- ✓ Our new Response Strategy 2022-25 was developed, approved, and implemented.

Priority 2: Help people reduce the risk of fires and other emergencies

- ✓ We launched a fire setters intervention pilot – The Atlas Programme; a holistic and therapeutic approach for adults convicted of a fire setting crime. This is the first of its kind nationally and internationally.
- ✓ We undertook a feasibility study and sought approval to re-introduce a GMFRS Community Fire Cadets Programme.
- ✓ Following the launch of our new online home fire safety check tool, 23,889 home fire safety checks were completed.
- ✓ We committed to delivering our Team Programme in partnership with the Prince's Trust and delivering an expanded programme across Greater Manchester.
- ✓ We developed a new range of interactive, web-based resources for Fire Safety Education for Schools and our firefighting crews.
- ✓ We developed a Prevention Education Framework which outlines our offer to deliver prevention education and awareness across Greater Manchester.
- ✓ Our new Prevention Strategy 2022-25 was developed, approved, and implemented.

Priority 3: Help protect the built environment

- ✓ Our new Protection Strategy 2022-25 was developed, approved, and implemented.
- ✓ Built Environment programme formally closed.
- ✓ Business Engagement Strategy drafted and will be presented as a framework of the Business Engagement offer.
- ✓ Revised Protection Structure approved and implemented
- ✓ Operational Intelligence Policy launched in August 2022.

Priority 4: Use resources sustainably and deliver the most value

- ✓ Blackley fire station progressed to the planning application stage, continuing our plans to provide sustainable accommodation for our frontline staff.
- ✓ The Bury Training and Safety Centre site was completed, enabling us to move to one site, providing both financial efficiencies, and an improved staff experience.
- ✓ We successfully achieved planning approval for the £1.3m upgrade of Littleborough Fire Station and work commenced on site.
- ✓ The GMCA and GMFRS Sustainability Strategy was launched in August 2022.
- ✓ Carbon reduction schemes were delivered as part of our successful bid for £620,000 Public Sector Decarbonisation Scheme 1 funding.
- ✓ We went out to tender for new EV charging infrastructure at 18 sites to support the transition of our B fleet towards electric vehicles.
- ✓ The new Efficiencies and Productivity Plan 2022-23 was produced.
- ✓ We delivered financial efficiencies of £788K.

Priority 5: Develop a culture of excellence, equality, and inclusivity

- ✓ We further embedded our leadership development programme across all levels, aligned to the NFCC Leadership Framework, and set out our leadership development offer for supervisory, middle, and strategic management levels.
- ✓ A new Promotions Pathway was introduced for operational colleagues.
- ✓ Our Service Leadership Team undertook Anti-Racist Practice sessions as part of our commitment to continue to nurture a positive and inclusive culture.
- ✓ The newly refreshed Recognition and Rewards Framework was launched.
- ✓ We continued to embed the NFCC Core Code of Ethics across the service, supporting our journey of continuous improvement.
- ✓ A Cultural Sounding Panel was developed, which will be represented by colleagues across a variety of roles.
- ✓ We continued to engage with staff through the B-Heard Staff Survey.
- ✓ We continued to invest in our leaders via our Engaged Leaders sessions.
- ✓ We launched our new Equality, Diversity, and Inclusion Strategy 2022-2025, setting out our ambitions and plans to ensure equality, diversity and inclusion are at the heart of our service delivery and our culture.

Priority 6: Integrate our services in every locality with those of partner agencies

- ✓ We continued our collaboration with the Safer Roads Greater Manchester partnership, which delivers an award-winning performance-based road safety initiative – Safe Drive, Stay Alive.
- ✓ We invested in new immersive virtual reality technology which has a library of road safety videos including equestrian, cycling and motorbike safety.
- ✓ We hosted a Greater Manchester Water Safety Summit with partners.
- ✓ We continued to enhance our contribution to the Local Resilience Forum, through a dedicated resource.
- ✓ We introduced a Framework for Integrated and Place Based Working 2022-25, outlining thirty commitments to our partners and our communities to deliver services in a more integrated way.
- ✓ We revamped our website, specifically the 'Your Area' pages, now including interactive maps, information about the different fire vehicles and appliances at each station, and defibrillator information.

PERFORMANCE AGAINST KPIs

5. Overall, our performance over the past year has been positive. We have a total of 42 Corporate Key Performance Indicators (KPIs), and of the 26 KPIs where we can measure the direction of travel, 69% (18) are positive and 31% (8) are negative.
6. It is important to note that we currently have sixteen measures that do not have a direction of travel, this is because they are either new for 2022/23 or it is not appropriate to measure them in this way, but these are monitored as part of our performance management governance arrangements.

7. KPI Headlines –

- ✓ Average response time to life risk emergencies – during 2022/23 we have consistently performed better than the target of 7 minutes 30 seconds to arrive at a life risk incident. Our average performance over the year was 7 minutes 21 seconds.
- ✓ Accidental Dwelling Fires – despite a perception that ADFs would increase because of the Cost-of-Living crisis, we have delivered focused prevention campaigns and safety messages. Positively the number of ADFs are almost 10% less than the previous year with a positive direction of travel.

- ✓ Home Fire Safety Assessments completed – whilst the annual target has not been achieved, there was a significant increase in the number of HFSA's delivered during the second half of the year when compared to the first half of the year. We delivered a total of 23,889 HFSA's against a target of 32,600.
- ✓ Workforce: male/female – at the end of 2022-23 16.24% of GMFRS colleagues were female, an increase of 1.04% compared to the previous year.
- ✓ Workforce: ethnic minority - at the end of 2022-23 5.95% of GMFRS colleagues were in an ethnic minority group, an increase of 0.64% compared to the previous year.
- ✓ % of Apprentices from the current workforce – performance at the end of 2022/23 was 10.47% compared to a national target of 2.3%. The target has consistently been exceeded for at least the last 5 years.

CURRENT POSITION

8. The draft version of the ADR was presented to various groups for feedback, all of which was considered, and where appropriate, incorporated into the final version attached at Appendix 1.
9. Feedback from the Police, Fire & Crime Steering Group was that it was an excellent document, although very large and that a summarised version drawing out the key achievements against the strategic priorities would be really helpful. This feedback was taken on board and an ADR Summary has been produced attached at Appendix 2.
10. These documents are supported by our 'Year in Review' video, which provides a visual snapshot of the incredible work that has been undertaken by the Service over the last 12 months.
11. The ADR, ADR Summary report and 'Year in Review' video have been formally launched across our social media platforms and are available on the GMFRS website via the links below:
 - [Annual Delivery Report 2022/23 - Greater Manchester Fire Rescue Service](#)
 - [Annual Delivery Report 2022/23 Summary](#)
 - [Year in Review – Greater Manchester Fire Rescue Service](#)

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**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



ANNUAL DELIVERY REPORT 2022-23

OUR MISSION

PROTECTING COMMUNITIES.
WORKING TOGETHER.
SAVING LIVES.

Our Mission is why we exist and what we are here for. It centres around three clear elements that are at the heart of our work.

We have always been focussed on saving lives, and now more than ever our role is about protecting the wider communities we serve and being part of an integrated city-region that works together for the good of all our residents.

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OUR VISION

A MODERN, FLEXIBLE,
RESILIENT FIRE AND
RESCUE SERVICE.

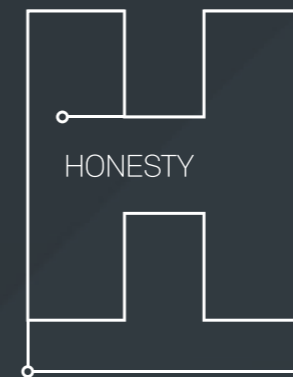
Our Vision describes what we want the Service to be and how we want our staff and the public to see us.

Our values set out what we believe in. They are the qualities we believe are the most important to us and describe the expectations the public have of us and that we have of each other. They set the standards our communities deserve and the way we should interact with one another across all levels of the Service.

Our focus is on driving change across the Service, leading our people and the behaviours we value to create a diverse and inclusive workforce, and building a culture of trust, respect and accountability.



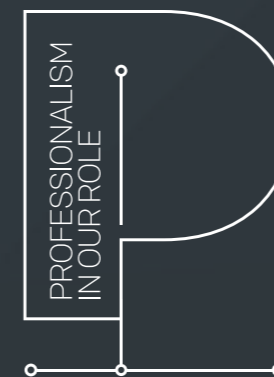
Striving to develop, to ensure our contributions make our Fire and Rescue Service the best it can be



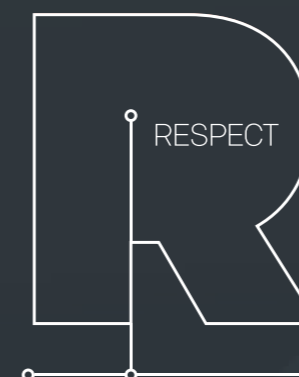
Committed to creating and maintaining an open and truthful environment, which is fair and consistent



Removing barriers to participation to promote a truly representative service, using diversity to benefit us all



Demonstrating a positive attitude and commitment, to deliver a high-quality service and take pride in our role



Supporting, involving and listening to others, showing dignity, consideration and empathy

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FOREWORD

I am delighted to introduce Greater Manchester Fire and Rescue Service's (GMFRS) Annual Delivery Report for 2022-23. Over the past year we have made significant progress against an ambitious plan, and I am proud of how staff across the Service continue to carry out our essential functions with unwavering dedication and commitment.

In recent months, a spotlight has been rightly shone on some of the appalling behaviour that has happened in fire and rescue services across the country.

Over the last year, I can already see huge positive changes to the culture within GMFRS from when I took over as Chief Fire Officer. We have implemented a new Promotions Pathway that will enable us to identify, develop and promote the best possible talent in a fair and inclusive way, launched a new Frontline Leaders course co-designed with staff, and introduced positive changes around how we engage with our staff.

We have introduced our new terrorist response capability. This new capability provides all of our fire engines with specialist equipment, ensuring timely and effective multi-agency response. As a result of our collective efforts, the cause of concern placed on our service by His Majesty's Inspectorate following our last inspection has now been removed. This outcome highlights our unwavering commitment to ensuring the safety of our firefighters and communities. I am also proud of the work we are driving to reduce deaths and injuries in the

region's waterways. In September last year, we convened Greater Manchester's first water safety summit. Partners across the region came together and agreed on the formation of a Greater Manchester water safety partnership. GMFRS will continue to drive this collaborative work forward to make our region as safe as we can.

Our achievements over the last year have only been possible thanks to the hard work and dedication of our staff and volunteers, and the support of our partners. I would like to take this opportunity to thank them all for their continued efforts and passion, which have enabled us to deliver our core functions to the highest standards.

Looking ahead, there is still much more to do, and our top priority remains our workforce and the communities we serve. I am excited to build on our successes over the coming year, continuing to improve the way we deliver services to the public and meet future challenges.

Dave Russel
Chief Fire Officer



I am proud to write the foreword to my first GMFRS annual report as Deputy Mayor. Since starting in post in January 2023, I have been enormously impressed by the breadth of the work the Service delivers and the passion and commitment of those delivering it.

This report identifies the progress the Service has made in its delivery of the Fire Plan and its response to changing risks. There is much in the report to celebrate - the ongoing improvements in the culture of GMFRS; progress in the training and equipping of our firefighters to deal with terrorist attacks and mass casualty incidents; and our engagement with communities to reduce risk and improve lives.

The culture of fire and rescue services has been under significant scrutiny recently. It is reassuring that we started on our own journey several years ago and those initiatives are now starting to pay off. Our attraction work has seen an increase in the number of firefighters recruited from our underrepresented groups; we have established new platforms for staff engagement; and we have made our promotion pathways fairer and more inclusive. There is still more we can do. Improving culture is not a project but an ongoing commitment to our staff and communities, a promise to create a workplace where everyone feels welcome, safe and respected. I am very pleased that we have established a "culture first" approach in GMFRS, and look forward to seeing the positive improvements this will make for staff and communities over the coming years.

GMFRS is determined to improve the safety of everyone in our communities. Despite the passage of time, the inequalities exposed and exacerbated by the covid pandemic are still very real, and it is vital we continue to ensure we deploy our resources to reach the most vulnerable. I couldn't be prouder of the work GMFRS do to protect people in all Greater Manchester's communities. I would like to take this opportunity to thank colleagues for the incredible work they are doing.

Kate Green
Deputy Mayor for Policing, Crime, Criminal Justice, and Fire

"I couldn't be prouder of the work GMFRS do to protect people in all Greater Manchester's communities."



INTRODUCTION

This is GMFRS's Annual Delivery Report for 2022-23, highlighting some of the significant work we have delivered between April 2022 and March 2023.

At the midpoint of our four-year Fire Plan, our commitment to prioritising the safety of our communities remains unwavering. The Plan has six strategic priorities and a series of commitments to residents, partners, and businesses, which together aim to:

- Reduce deaths, injuries and damage caused by fire and other threats to our communities.
- Deliver the best value to the public with the least impact on the environment.
- Develop and maintain a diverse, high-performing, and healthy workforce.

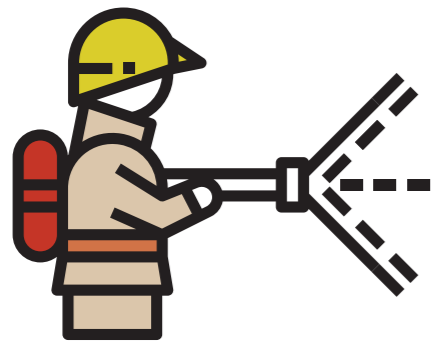
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Despite facing challenges from the climate emergency, the cost of living crisis, and the legacy of the pandemic, our service has displayed impressive resilience, flexibility, and dedication in delivering our objectives, with our staff and volunteers remaining highly committed and passionate. There is still much more to be done as we continue to improve. This includes prioritising staff well-being, increasing the number of home fire safety assessments, and promoting greater workforce diversity.

Our annual delivery plans allow us to adjust and allocate our resources in response to changing risks. This report summarises our achievements in fulfilling our commitments to providing exceptional core services and fostering a diverse, motivated, and outward-facing fire and rescue service.



PERFORMANCE HIGHLIGHTS



65
new
Apprentice
Firefighters



2,060
years of combined
service recognised
in three Long Service
and Good Conduct
events

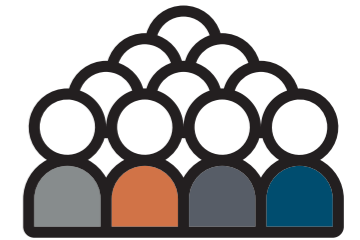


64% of uniformed
colleagues have so far
attended our **new Inclusive
Culture training**

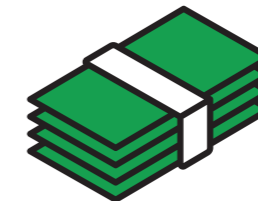
22.34%
of recruitment from
underrepresented
groups



**7 minutes
21 seconds**
average response time to
'life risk' incidents – **9 seconds
faster than our target**



2,221
people rescued
from fires and other
emergencies –
an average of
6 people a day



£0.788m
delivered in savings



23,889
Home Fire Safety
Assessments delivered
following the launch of a
new online tool



**7 minutes
12 seconds**
average response time to primary
fires – **1 minute 38 seconds faster**
than the England average.



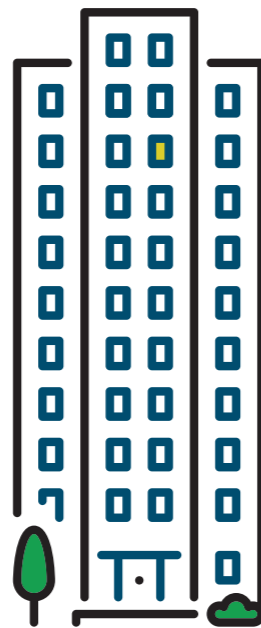
30 commitments
to our partners and
communities set out in
our new Framework for
Integrated and Place
Based Working

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10%
reduction in accidental
dwelling fires since 2022

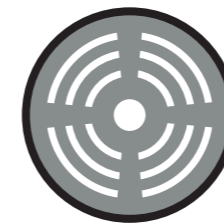
6%
reduction in attacks on
firefighters since 2022

75%
reduction in alcohol-
related cooking fires in
Wigan following targeted
local partnership and
campaign activities



8,419
businesses received fire
safety advice...covering
39,000 business premises

1,919
fire safety audits of
business premises...
with **556 receiving
formal advice or
enforcement**



4,407
fire safety
interventions

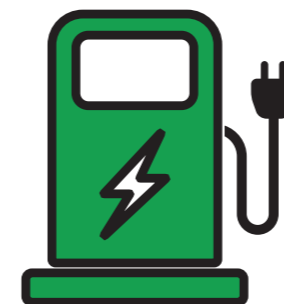


8,500
people attended our **Safer
Roads Greater Manchester
partnership** 'Safe Drive, Stay
Alive' event

3,072
volunteering
hours provided



£173,741
raised for good causes through
community fundraising activities



13
new electric
vehicles
ordered for our
fleet

7%
reduction in our
carbon footprint
since 2022

Electric vehicle
charging infrastructure
being procured for
18
of our sites

Our performance against each of our Key Performance Indicators (KPIs) is set out on pages 58-61

PRIORITY 1: PROVIDE A FAST, SAFE, AND EFFECTIVE RESPONSE

We will plan for emergencies and ensure resilience, to provide a fast, safe and effective response.

Greater Manchester is densely populated, with an increasing number of high-rise buildings, vast areas of moorland, peatland habitats, waterways, and transport networks.

Understanding and adapting to complex challenges is key to providing an effective emergency response. This year we have continued to make significant progress, by investing in frontline delivery - our operational capabilities, our appliances, and the use of innovative technology.

Planning and modelling has been undertaken for our four-yearly Fire Cover Review, identifying proposals to reconfigure our service for the most effective and efficient use of our resources across our city region. We will engage our people, public and partners on these proposals from June 2023.

Key achievements and progress in 2022-2023:

- We successfully implemented our new terrorist response capability and are pleased to confirm that His Majesty's Inspectorate have removed the cause of concern received following our last inspection. All our stations and frontline appliances are now equipped and ready to respond to marauding terrorist attacks and other incidents involving large numbers of casualties.
- We continue to support the requirements of the Manchester Arena Inquiry, with an ongoing focus to work

effectively with partners to develop the multi-agency approach. This includes attending the Mayoral Oversight Group and the National Fire Chiefs Council Manchester Arena Inquiry Oversight Group, established to oversee the progress of recommendations and effective liaison between partners.

- Our £5.3M programme of investment for Bury Training and Safety Centre provides staff with an immersive, state-of-the-art facility to deliver operational and incident command training alongside continuous development of our fire crews. The site was handed over in November 2022.
- Our Wildfire Suppression Burns Team is now live and fully operational. The team has undergone specialist training in Catalonia and participated in joint training exercises with Lancashire and Cheshire Fire and Rescue services. The team's expertise was successfully tested during a recent multi-agency wildfire exercise on Saddleworth Moor.
- We conducted a comprehensive evaluation of our fleet of 44 special appliances to assess their effectiveness and performance. As a result of this review, several areas for improvement have been identified. A number of these improvements will form part of the Fire Cover consultation, alongside additional investment in a range of vehicles, including welfare units, wildfire vehicles, command units and new foam equipment.

- We procured and implemented a new Accident Reporting System which maintains a record of accidents, near misses, damage to equipment and vehicle incidents. This will improve performance reporting, assist with identification of risk themes, demonstrate due diligence, and provide easy access to performance information across the Service.
- Media training has been delivered to all our officers to ensure they have the tools and support they need to provide a clear and constructive interview for print or broadcast media.
- We introduced a new Response Strategy 2022-25 that sets out how we will deliver our emergency response functions to the communities of Greater Manchester.



CASE STUDIES

Bury Training and Safety Centre

In 2022/23 a £5.3 million investment and improvement project at the Bury Training & Safety Centre site was completed. This investment has enabled us to further support our staff members' training and development and ensure GMFRS is better prepared and fit for the future, by maintaining the highest standard of competence in the workplace and improving firefighter safety at emergency incidents.

A cutting-edge Incident Command and Leadership Development Academy has been built, providing a fully immersive experience in operational and incident command training and assessment. The facility has been designed to support a learning environment, applying a colour scheme proven to encourage learning, and will have five new classrooms and a dining area. This makes our service one of the best places in the UK to develop in all areas of incident command and multi-agency working.

Frontline leadership courses for our developing leaders have been running in 2023, as well as Skills For Justice (SFJ) Level 3 incident command courses which will see approximately 50 new Crew Managers ready to move into role.

Our improved facilities will ensure firefighters taking part in breathing apparatus (BA) courses and exercises can effectively manage contaminants.

The site has seen the introduction of a full-size drill yard with two training towers and an open water training pit. The first apprentice course to begin at the site commenced on the 9th May 2023 and the training yard is being put to full use.

The large storage building on site has been transformed into an indoor technical line rescue facility. This will support all working at height and rope training, as well as other technical rescue training such as rescues from silos and masts.

Marauding Terrorist Attack (MTA) Project

As a result of hard work with staff and the Fire Brigades Union (FBU), in April 2022 we embarked on an intensive project to increase GMFRS's capability and capacity to respond to a marauding terrorist attack (MTA) or an incident with a high number of injured people.

Through 2022 and 2023 we have trained our firefighters and introduced enhanced trauma equipment including fast evacuation stretchers and additional personal protective equipment to every fire engine in Greater Manchester.

The result is that from June 2023, every fire station in Greater Manchester will be able to respond alongside our Police and Ambulance colleagues to provide the best immediate response to a terrorist attack or mass casualty incident should it be required.

This project has been delivered through collaboration between teams from across the Service, under the scrutiny of His Majesty's Inspectorate of Constabularies and Fire and Rescue Services.

"The success of the project is a direct result of the commitment of our policy, training, equipment, fleet, fire control and estates teams, with direct input from firefighters and the trade unions. The resources provided by Greater Manchester Police and Northwest Ambulance Service has been outstanding, providing realistic training in order to develop and test our increased capability".

Ben Levy, Area Manager,
Service Support

GMFRS will continue to provide training and undertake large-scale exercises alongside our 999 partners to further develop our response, in accordance with the Joint Emergency Services Operating Principles.

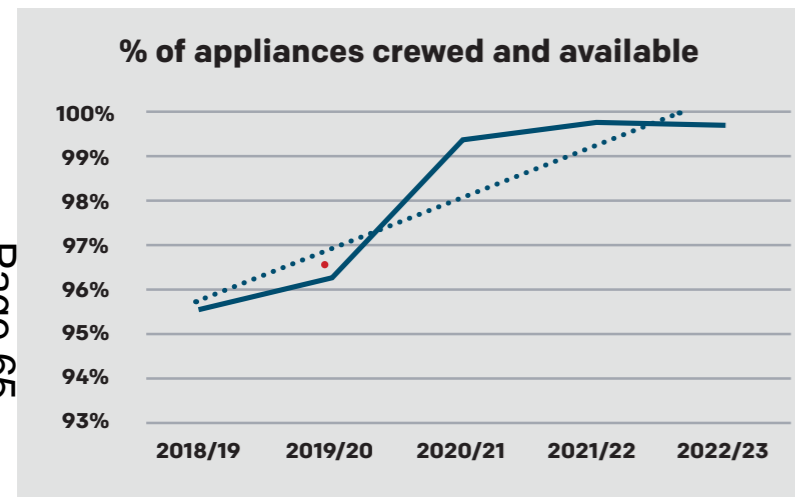


PERFORMANCE STATS

Resilience

Why it is important: Effective emergency response requires resilience, the ability to quickly mobilise the right type and number of resources. Measuring the percentage of appliances crewed and available is a good way of helping deliver this.

How we performed: Over the last year we have had all 50 appliances available on 99.64% of occasions. This is a marginal reduction when compared to the 99.72% reported the previous year.



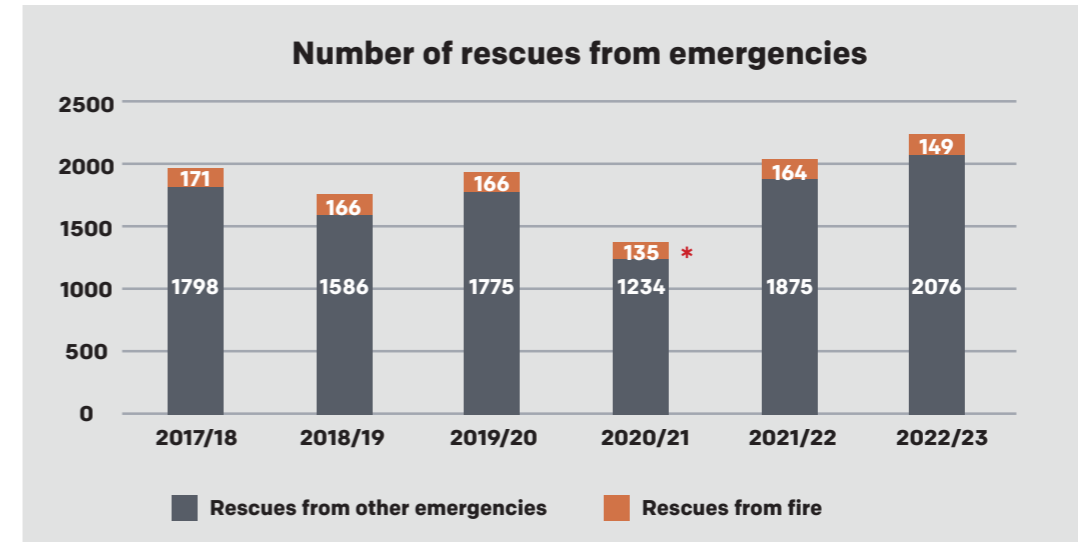
- Reduction to 50 appliances day/night on 02/10/19

People rescued from fire and other emergencies

Why it is important: Although we do everything we can to help communities and businesses reduce the likelihood of having a fire or other emergency, when they do occur we need to be ready to rescue those in danger or at risk of harm.

How we performed: In the last year we have rescued 2,221 people from fires and other emergencies. Control staff at NWFC handle all our emergency calls. They ensure fire appliances respond quickly to the right location, as well as providing lifesaving advice to those trapped in a fire or involved in another emergency.

While our total number of incidents has increased, the proportions made up by fires is decreasing and other serious incidents increasing. This includes a year-on-year increase in the number of 'concern for welfare' calls we have attended, originated by North West Ambulance Service or Greater Manchester Police.

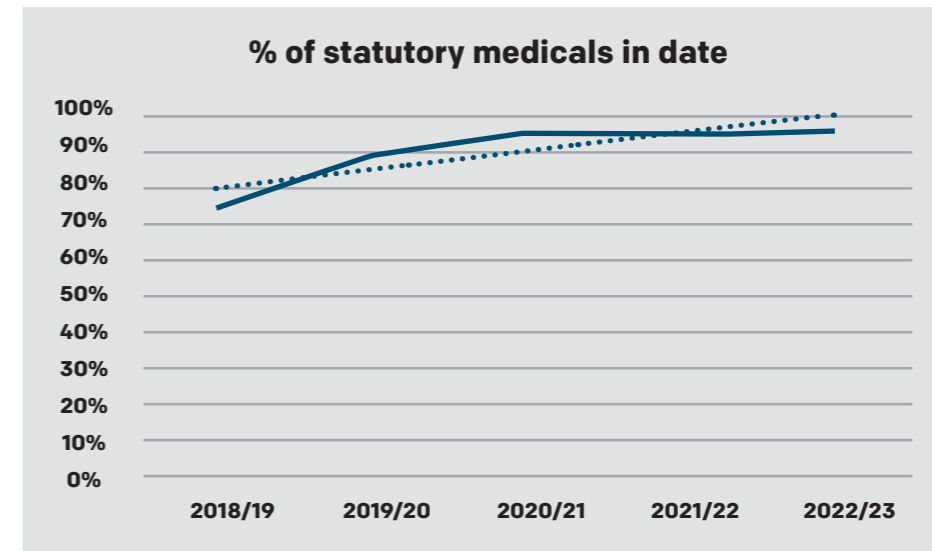


* Covid restrictions were in place during 2020/21

Firefighter health

Why it is important: Firefighter health is not only important to providing a resilient and effective emergency response, but as a responsible employer it is also vital that we look after our people and keep them mentally and physically well.

How we performed: Improvements last year included changes to the booking process with appointments now made six weeks before their due date, giving enough time to allow for cancellations and re-organisation. Projected increases were not as strong as forecast due to a heavy focus in the second half of the year on recruiting Resilience Crew members to cover threatened industrial action; nevertheless, at the end of 2022/23 we had achieved a slight increase of **96.23% of statutory medicals** being in date.



PRIORITY 2: HELP PEOPLE REDUCE THE RISK OF FIRES AND OTHER EMERGENCIES

We will help people reduce the risks of fires and other emergencies and help build safer communities.

Preventing fire and other emergencies from happening is the most efficient use of our resources and remains the most effective way for us to save lives and improve outcomes for the people of Greater Manchester.

The Covid-19 restrictions impacted the way we were able to deliver prevention activities; this provided an opportunity for us to refocus our resources for the longer-term. Over the last year we have introduced new and innovative interventions and education programmes to target and support those most at risk to build and support resilient communities.

Key achievements and progress in 2022-2023:

- We launched a new fire setters intervention pilot. The first of its kind in the world, the Atlas Project has been designed in collaboration with clinical psychologists and universities, in response to an identified need to support and change behaviour of adults with a history or increased likelihood of deliberately starting fires.
- We have expanded our Prince's Trust Programme personal development course for 16-25 year olds, and now have five teams across the boroughs. This programme targets

individuals who are unemployed and not in full time education. Its aim is to reduce the vulnerabilities of young people, providing opportunities to engage through education and become economically active.

- We have undertaken a feasibility study to re-introduce a GMFRS Community Fire Cadets Programme. These cadet units deliver younger residents a range of activities to learn new skills and improve their general wellbeing, such as training with real firefighters, opportunities to gain a nationally recognised qualification, first aid courses, and community improvement projects.
- 23,889 Home Fire Safety Assessments have been completed following the launch of our new online home fire safety check tool available on the GMFRS website. This enables Greater Manchester residents to complete a simple and intuitive assessment of the fire risk in their home, to reduce the likelihood of a fire.
- We have developed a series of web-based, interactive resources to educate school pupils on fire safety. These resources are crucial in conveying our prevention messages to young people across Greater Manchester, specifically Key Stage 1 (Year 2), Key Stage 2 (Year 6), and Key Stage 3 (Year 8).

- We developed a Prevention Education Framework outlining our offer. It demonstrates how we will provide education to support residents, with themes and approaches tailored to individual communities' needs.
- We have introduced a Prevention Strategy 2022-25 which sets out how we will develop and deliver our prevention functions to support our communities to adopt safer practices, improving their safety and wellbeing.



CASE STUDIES

The Atlas Project for adult fire setters

Greater Manchester's Atlas Project is the first of its kind in the world, designed in collaboration with clinical psychologists and universities to support and change behaviour of adults with a history or increased likelihood of deliberately starting fires.

A 31-year-old male was referred to project by Greater Manchester Probation Service (GMPS). He had been convicted of arson with intent to endanger life and received a two-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 in temporary accommodation, then found himself to be homeless, with no access to his children and unable to access a 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 GMPS who were able to show a reduction in risk level, he secured long-term accommodation through GMCA's

A Bed Every Night Scheme and access to his children. He has since returned to GM Probation to present his experience of the Atlas Project, giving the following feedback:

"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 with 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."

Cost of Living

Greater Manchester's commitment to tackling long-standing and deep-rooted inequalities across our city region, require that we focus our resources on vulnerable people in our communities. Our response to the cost of living crisis is one example of how GMFRS has adapted flexibly to changing risk within the life cycle of the Fire Plan and the Annual Delivery Plan. Aligned with a single Greater Manchester-

wide cost of living information and support campaign, GMFRS created messaging to help residents stay safe from fire during these difficult times. This was informed by insight into specific impacts and challenges experienced in different ways by different parts of the population, obtained through bimonthly surveys undertaken with residents.

The Service created a Cost of Living Response Group, feeding into a similar overall Greater Manchester-wide multi-partner group. It has utilised incident data, local authority fuel poverty data and resident insight to identify and target prevention activities at those groups likely to be at increased risk from unsafe behaviours related to cost-of-living pressures. As well as signposting residents to the different support measures available to our communities, we created a number of resources providing advice and guidance on saving energy; safely heating the home; and cooking, candle and electric fire safety. More information can be found here - <https://www.manchesterfire.gov.uk/your-safety/stay-fire-safe/>

We provided communications toolkits to partners to help them refer residents to our home fire safety assessments (HFSAs). This was done in tandem with the prioritising of our HFSAs using data and risk analysis to ensure we targeted in-person visits at the most vulnerable.

The Service also provided warm spaces for residents unable to heat their homes or looking for company or other support.

For instance, in partnership with Bolton Council we have provided a warm space for residents at Farnworth Community Fire Station.

"Working with our partners at Bolton Council we are pleased to welcome members of our local community into Farnworth Community Fire Station to keep warm for a few hours each week while learning about fire safety in the home. We have offered a warm space for people to come together to have a hot drink and a biscuit and talked with people about staying safe at home. We have helped people complete a Home Fire Safety Check which has led to a home visit from our colleagues or additional online advice."

Station Manager Carl Haslam

The council's executive cabinet member for wellbeing, Cllr Susan Baines, said: **"It's great to see the community coming together to support each other and to take advantage of this warm space. As the cost of living continues to increase, it's more important than ever that we look after ourselves, our family, friends, and our neighbours."**

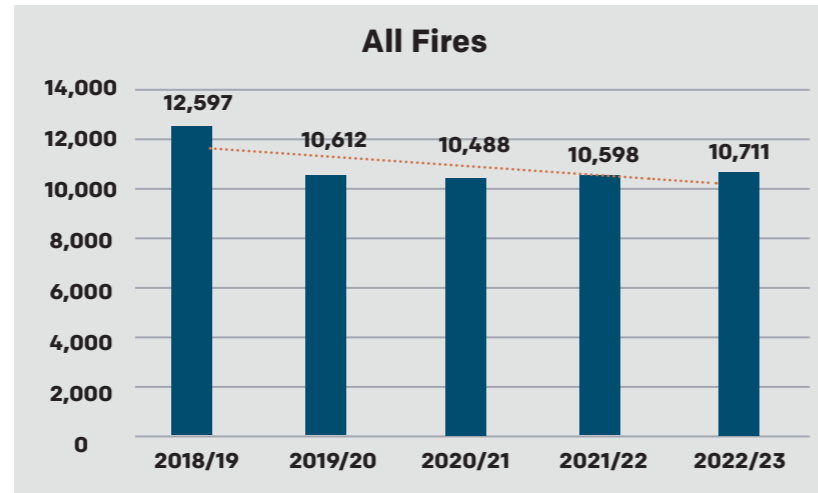
We are proud to note that because of our focused activities, GMFRS has prevented the increase in the number of accidental house fires expected during the cost of living crisis - and has even managed to drive them down slightly.

OUR PERFORMANCE

Fires

Why it is important: All fires have the potential to result in the loss of life, personal injury, damage to property and the environment. Preventing all types of fire is rightly seen as one of the main roles of the fire and rescue service.

How we performed: This year the total number of fires in Greater Manchester rose by 1% to 10,711. However, this is still a 21% reduction over the last 10 years and a 15% reduction over the last 5 years.

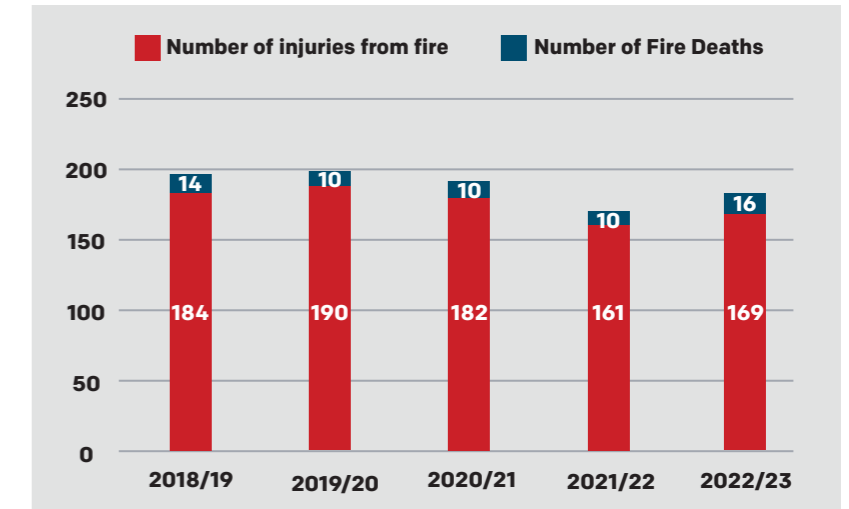


Injuries from Fire

Why it is important:

Analysing casualty and fatality information helps us to understand underlying risk factors and target our resources to ensure we further reduce the risk of deaths and injury from fire. However, our relatively low numbers of fire deaths each year makes statistical analysis of trends challenging.

How we performed: Injuries have increased by 5% (8) in 2022/23 when compared to the previous year, however the trend over the last 5 years is a reducing one, -8%. The majority of injuries continue to be sustained in accidental dwelling fires, which is a key area of focus for our prevention activities.

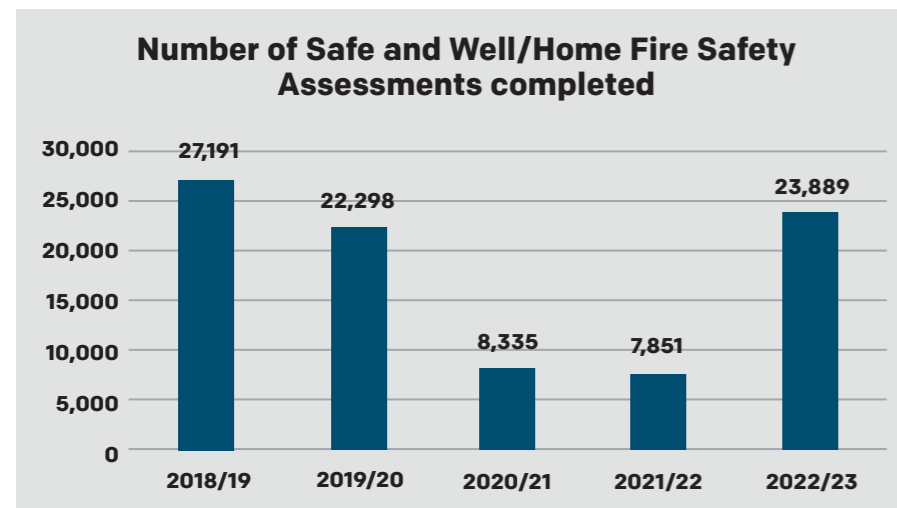


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Home Fire Safety Assessments

Why it is important: We are committed to engaging with our communities to inform and educate people on how to reduce the risk of fires in their homes.

How we performed: We delivered 23,889 Home Fire Safety Assessments with residents identified as being most at risk of fire during 2022/23. This is a significant increase compared to 2021/22 - and back to pre-pandemic volumes, with all visits now being delivered face to face.

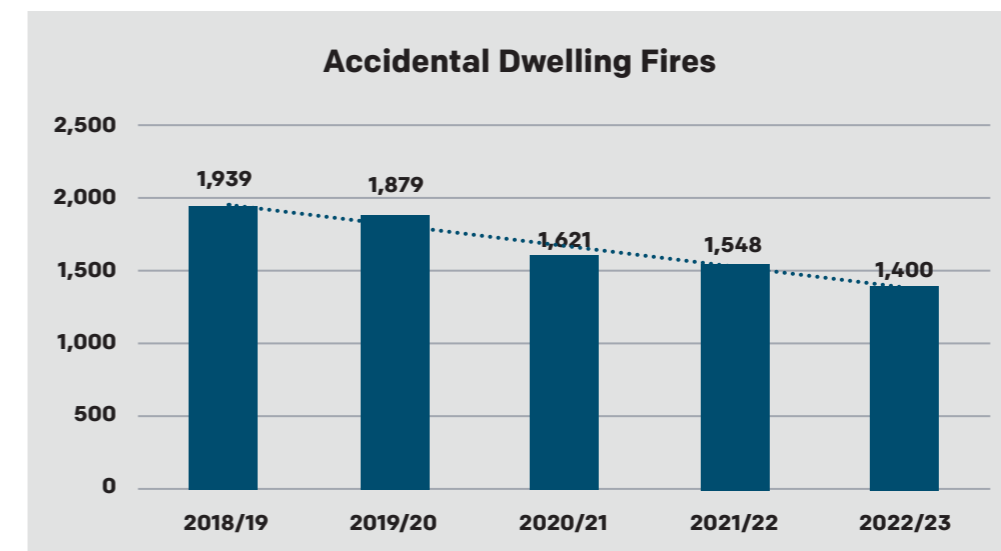


Accidental Dwelling Fires (ADFs)

Why it is important: Approximately three-quarters of fire deaths occur in people's homes. Our proactive prevention and protection work is key to stopping these incidents occurring.

How we performed:

This year there have been 1,400 ADFs, which is a reduction of 10% and, as shown on the graph, is a reducing trend. The majority of ADFs continue to be 'cooking related' (43%), although during 2022/23 the proportion reduced by 4.42% compared to the previous year.



PRIORITY 3: HELP PROTECT THE BUILT ENVIRONMENT

We will improve and regulate the built environment to protect people, property and the economy.

To ensure the safety of Greater Manchester's built environment, our Protection teams' work includes shaping the design of new buildings, inspecting current buildings, collaborating with stakeholders to promote fire safety, and influencing national policy. We also oversee the storage of petrol and explosives, and work with partners over the Bonfire period. As the built environment in the city-region evolves rapidly, our activities play a crucial role in protecting residents, firefighters, the economy, our heritage and the environment.

Our work this year has focused on training and upskilling our frontline Firefighters and Incident Commanders, supporting businesses and partners, delivering high quality regulation, improving our responses to consultations and enhancing our fire investigation capability.

Key achievements and progress in 2022-2023:

- We have formally closed our Built Environment programme after completing its actions to address the recommendations made in the Grenfell Tower Inquiry Phase 1 report and our own findings from The Cube Fire.

- We delivered face to face briefing sessions on our new Operational Intelligence Policy and carried out an accompanied inspection with every Watch to support implementation across our service.
- We have made significant investments in training and development activities, utilising national Protection Uplift funding to create a dedicated Protection Training and Development suite and increase the number of Fire Safety Regulators able to deliver training and assessments. This has included:
 - Designing and piloting a Level 2 Training Course for 'Fire Safety' Checks with Apprentices and three watches. We plan to accredit and extend this course to all operational crews over the next three years.
 - Providing thematic training sessions to Flexi Duty Officers on settings with specific risks - care homes, factories, warehouses and flats - and on the new Fire Safety England Regulations.
 - Conducting refresher training for all Fire Safety Regulators to ensure a consistent auditing approach.
 - Introducing new inspection letters to provide clearer guidance and outcomes, enhancing the experience of the 2,000 premises we inspected last year.
- Our Crew Managers and Watch Managers completed the Level 2 Fire Investigation qualification and we developed and rolled out a Fire Investigation App to support Incident Commanders to complete and record basic ('Tier 1') investigations.
- We expanded our Fire Investigation capability to 24 hours a day and welcomed two Fire Scene Investigation Dogs - Minnie and Blitz - to the Fire Investigation Team, improving our ability to detect accelerants used in fires and support GMP criminal investigations.
- We have continued to support the Greater Manchester High Rise & Building Safety Task Force and GM Housing Providers to improve the safety of existing blocks of flats. As part of this work we co-ordinated a delegation of government officials from the Department of Levelling Up, Housing and Communities to discuss Remediation Orders and trial case conferencing arrangements with key Local Authority partners. We have also engaged directly with the Health and Safety Executive and been involved in undertaking and co-ordinating wider north west fire services' involvement in trials of Safety Cases. We worked closely with Housing Providers and Managing Agents to develop our approach to implementing the Fire Safety England Regulations in January.
- We have undertaken significant business engagement, delivering advice to 8,419 business covering 39,000 premises through Business Engagement Events. This includes:
 - Premises specific advice to 524 businesses following a fire.
 - Premises specific advice to 699 businesses following an AFA incident.
 - Advice to over 5,000 licensed premises about fire safety and the risk of using indoor fireworks.
 - Online fire safety sessions for people managing care homes, licensed premises and blocks of flats.
 - Prevention and protection advice sent to all schools during the summer heatwave.
- We also expanded our Primary Authority offer to new partners, generating £79,000 of additional income we can reinvest in business engagement.
- We requested 93 new water hydrants to support firefighting and inspected over 10,000 hydrants.
- We actively supported Operation Vulcan working with Greater Manchester Police to tackle organised crime in the Cheetham Hill and Strangeways area of Manchester. This has resulted in a significant number of Prohibition Notices to prevent dangerous buildings being accessed by the public.

CASE STUDIES

Implementation of the Fire Safety England Regulations

The Fire Safety England Regulations 2022 came into force on the 23 January 2023, bringing into law the majority of recommendations of the Grenfell Tower Phase 1 Inquiry. The Regulations apply to blocks of flats of various heights and have significant implications for Housing Providers and Managing Agents.

GMFRS worked with other north west fire and rescue services to consider the implications of the Regulations and covered these in a North West Fire Safety Regulator Continuing Professional Development Event in August 2022.

Locally GMFRS engaged with the Greater Manchester Housing Providers Group and carried out extensive business engagement to inform our approach to the Regulations and ensure that housing providers and managing agents were clear on expectations. We ran online sessions in May, December and January, reaching over 100 professionals collectively responsible for more than 15,000 blocks of flats.

In advance of the Regulations coming into force we provided Greater Manchester-specific guidance on Secure Information Boxes to supplement the national Fire Industry Association Code of Practice, along with examples and templates to support the preparation of plans. We have since provided information that can be distributed to residents to help providers and managing agents comply with the legal requirement to provide information

about what to do in the event of a fire and the importance of fire doors. This information also reinforces our core prevention messaging, helping keep residents of flats safer in their homes.

Feedback on our events:

“Very informative. Nothing has been shared by other FRS’s even after an update request. We also have properties in other UK areas.”

“An enjoyable and informative session.”

“Very open discussion. Feel we can hold honest discussions about expectancy without being judged. Great to see/hear about the work of others.”

“The material which is released on social media is especially good. Videos of real people, members of the public and crews, affected by occurrences and sharing their stories is worth it’s weight in gold.”

New Protection Training & Development Suite

We have created a new Protection Training and Development Suite to ensure we can deliver our ambitious programme of training for Fire Safety Regulators and Operational Staff. Utilising Home Office Protection Uplift funding we have converted previously underoccupied office space to two training rooms and a dedicated facility for conducting interviews of people under caution (known as PACE interviews).

This means we have a modern, flexible space that can accommodate a range of training and our virtual reality assessments used for fire safety training and competency assessments.

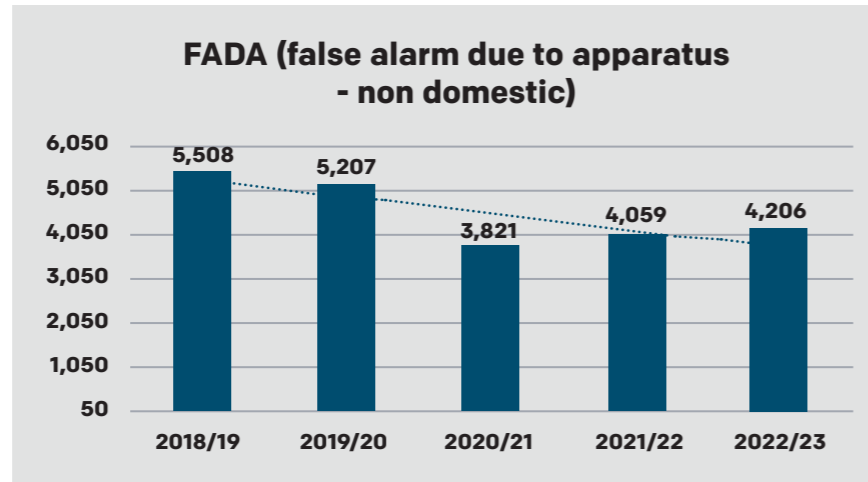


OUR PERFORMANCE

Preventing False Alarms

Why it is important:

False alarms from automatic detection systems (FADA) tie up our crews, making them temporarily unavailable for real incidents, and incur avoidable costs.

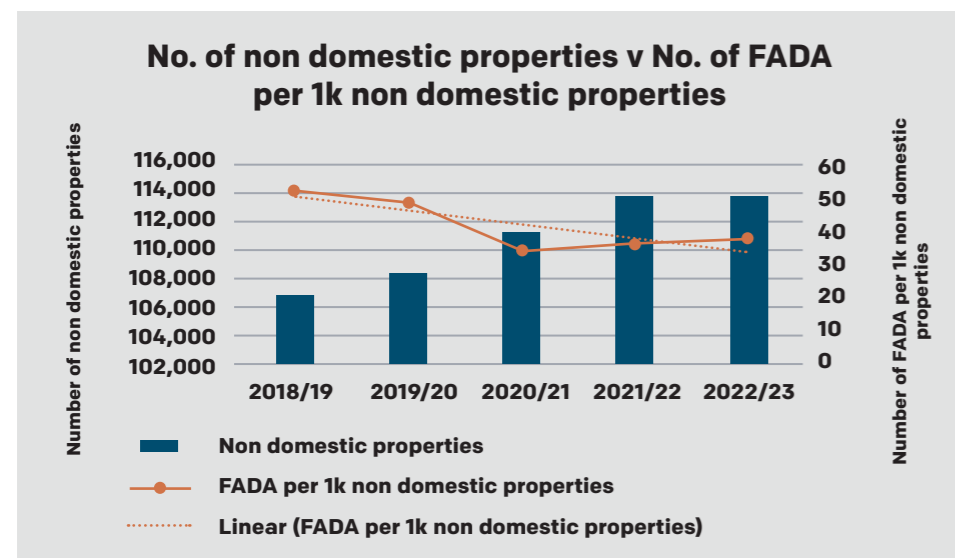


How we performed: This year saw 147 (4%) more FADA attended in non-domestic premises than the previous year - although there has been a reduction of 24% compared to 5 years ago.

The number of FADAs fluctuates on a regular basis but the majority continue to be in hospitals and residential accommodation.

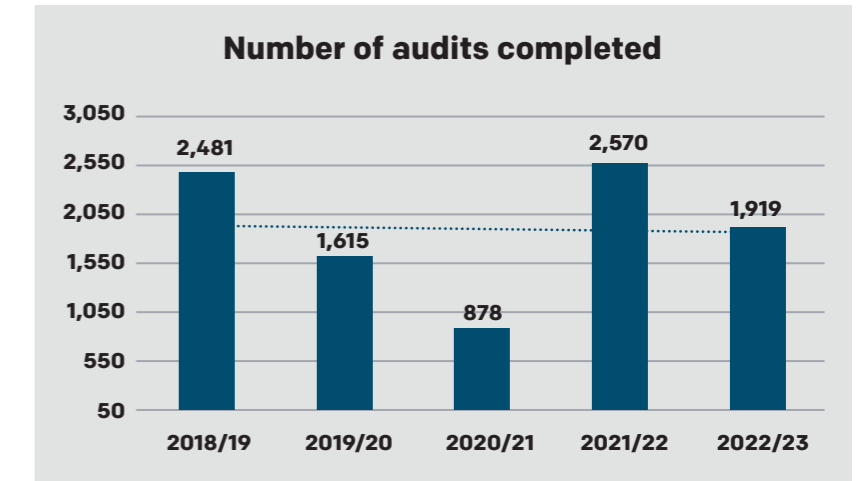
Over the last 5 years the number of FADA in non domestic properties is showing a reducing trend, although they have increased when comparing 2022/23 to the previous year.

It is worth noting that the number of non domestic properties in Greater Manchester is increasing year on year. When comparing the number of FADA to the number of buildings, the rate of incidents is a reducing one.



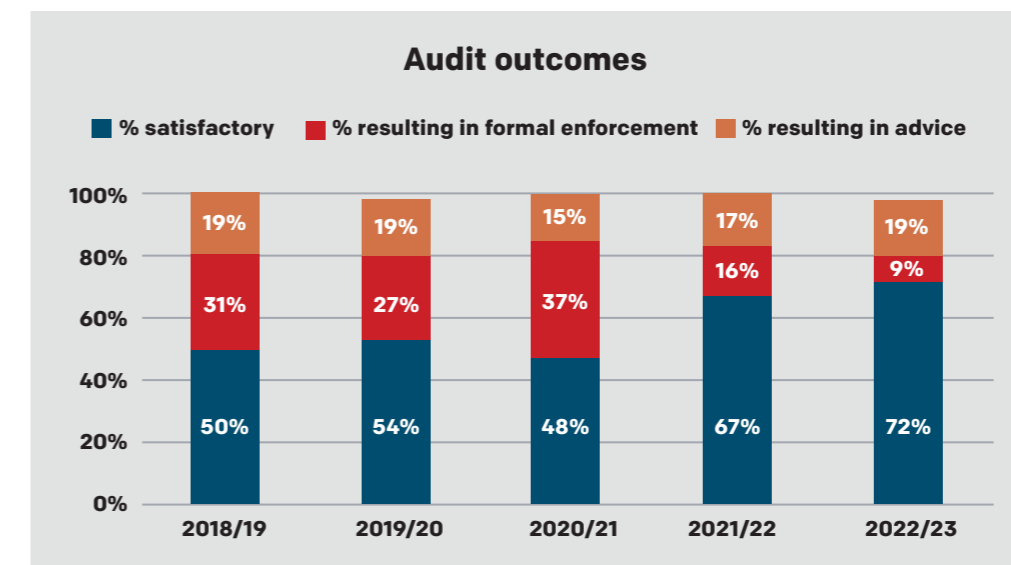
Fire Safety Audits

Why it is important: We have a statutory duty to provide advice and enforce fire safety standards in buildings. While building fires pose a potential risk to life, they also create increasing costs for businesses; many do not recover, leading to loss of jobs and wider financial impacts.



How we performed: 1,919 fire safety audits were undertaken in 2022/23. The majority were proactive audits taken from the Risk Based Inspection Programme. The smaller number of reactive audits included responding to complaints, following fires, linked to automatic fire alarms (AFAs) and resulting from intelligence led work.

The reduction in 2022/23 is associated with a reduction in experienced officers and the support and mentoring provided to 12 new regulators in Q3 and Q4. Additionally, a significant amount of resource was dedicated to training and assessment activity during 2022/23. Performance in regard to completed audits is an area of focus for improvement in 2023/24.



The proportion of audits passed as satisfactory is consistent with last year, and the proportion of audits resulting in enforcement action remains above the national average of 3% (based on 21/22 national data).

PRIORITY 4: USE RESOURCES SUSTAINABLY AND DELIVER THE MOST VALUE

We will use resources efficiently and sustainably in a way that delivers the most value.

With continuing financial pressure affecting both public services and communities of Greater Manchester, we maintain our commitment to providing the most efficient service we can, with the least negative impact on the environment.

Despite these challenges, significant progress has been made in investing in our estate and assets to deliver an efficient and sustainable portfolio for the future. The long-term GMFRS Estates Programme will ensure we have modern, fit for purpose properties that reflect our diverse workforce and improve facilities for all.

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Key achievements and progress in 2022-2023:

- A planning application has been submitted for the redevelopment of Blackley Community Fire Station, continuing our plans to provide sustainable accommodation for our frontline staff. This is the first of our fire stations to be rebuilt as part of our 16-year commitment to improving our estates.
- Works were completed on the £5.3m Bury Training and Safety Centre site. This investment has delivered a new state-of-the-art training facility ensuring GMFRS is better prepared and fit for the future. By enabling our training and safety services to move to

one site, it is providing efficiencies and an improved experience for our people. The facilities are considered one of the best in the country for operational training and community fire safety education.

- Works have started on the extension and refurbishment of Littleborough Community Fire Station, following planning approval. The £1.3 million upgrade will provide new fitness facilities, a new kitchen and dining area, locker rooms, and improved facilities to support managing contaminants.
- The GMCA Sustainability Strategy launched in August 2022. This sets out how the climate emergency and the interconnected challenges of inequality are the most pressing issues for our city region. The Strategy commits our service, and GMCA as a whole, to lead the way towards achieving Greater Manchester's overall aims for the environment and carbon neutrality, by doing all we can to reduce our most negative and enhance our positive environmental impacts.
- As part of our commitment to invest in reducing our carbon footprint, GMFRS has begun procurement for new electric vehicle charging infrastructure at 18 of our 45 sites. This is a key part of our plan to transition our non-emergency ('B') fleet to entirely electric vehicles.



- Our Efficiency and Productivity Plan 2022-23 was finalised. This document provides a strategic framework for how we use resources sustainably and deliver the most value.
- We have met our required efficiency target set by the government, delivering savings totalling £788K across areas of the Service where efficiencies could most suitably be made.

CASE STUDIES

Sustainability Strategy

In 2019, GMCA declared a climate emergency to signify the importance of reducing carbon emissions and wider environmental impacts. This coincided with GMCA launching the 5-Year Environment Plan for Greater Manchester, setting out ambitions for delivering a more sustainable and environmentally friendly city region with a key target set for achieving carbon neutrality by 2038.

GMFRS had already begun undertaking significant positive work to reduce its environmental impacts, including reducing its carbon emissions by 44% between 2009 and 2020 (from the 2008/09 baseline). But there was a need to go further and faster and refresh our approach to ensure our actions matched our city region's ambitions.

Following a range of strategy development workshops with our people, analysis of peer strategies and key sustainability themes, the Sustainability Strategy 2022 – 2026 was formally developed and launched in August 2022. The strategy ensures our organisation has a clear framework for delivering sustainability action and features 5 key priority areas:

- Rapidly reducing our carbon footprint.
- Protecting and enhancing the environment.

- Using our resources efficiently and responsibly.
- Adapting to a changing climate.
- Being sustainability leaders.

Each priority is tracked via quarterly monitoring and refined targets that ensure progress towards city region ambitions for carbon reduction and wider sustainability ambitions. Given the scale of our ambition and activity required to achieve them, key stakeholders from across the organisation are involved with the development of actions and delivery of projects with direction provided through the Sustainability Strategy Steering Group.

A wide range of activities have already been delivered via the strategy since its launch in August 2022. The robust nature of our strategy has been recognised by the 'Highly Commended' award received within the 'Net-Zero Strategy' category of the Energy Managers Awards in 2022.

Littleborough Fire Station Refurbishment

Littleborough Community Fire Station refurbishment began in January 2022. Work is progressing well on site and the scheme is on time and to budget, due to be completed by the end of August 2023.

The £1.3 million works will see an increase in accommodation for team members working at the site, with new fitness facilities, a new kitchen and dining area, locker rooms, and improved facilities to support managing contaminants.

Once complete, the building will also have improved community facilities including a refreshed community and training room, which can be used by our colleagues working at the station and local residents and partners.

The developments in Littleborough form part of GMFRS' wider Estates Improvements Programme, which saw £38m awarded by the Deputy Mayor of Greater Manchester in July 2021 for the first phase of the programme which runs until 2026. This places a key focus on investing in facilities that are fit for the 21st century and beyond, including supporting Greater Manchester's target of becoming a carbon neutral city region by 2038.

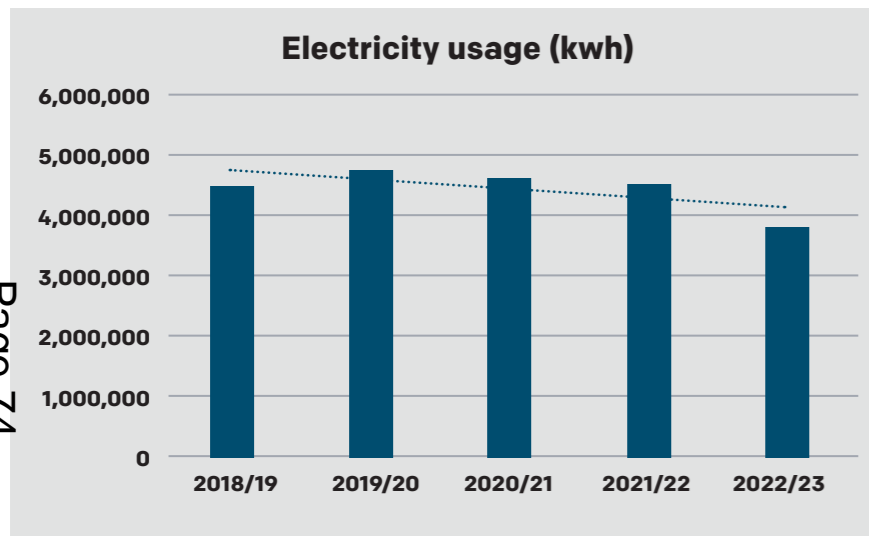


OUR PERFORMANCE

Energy use

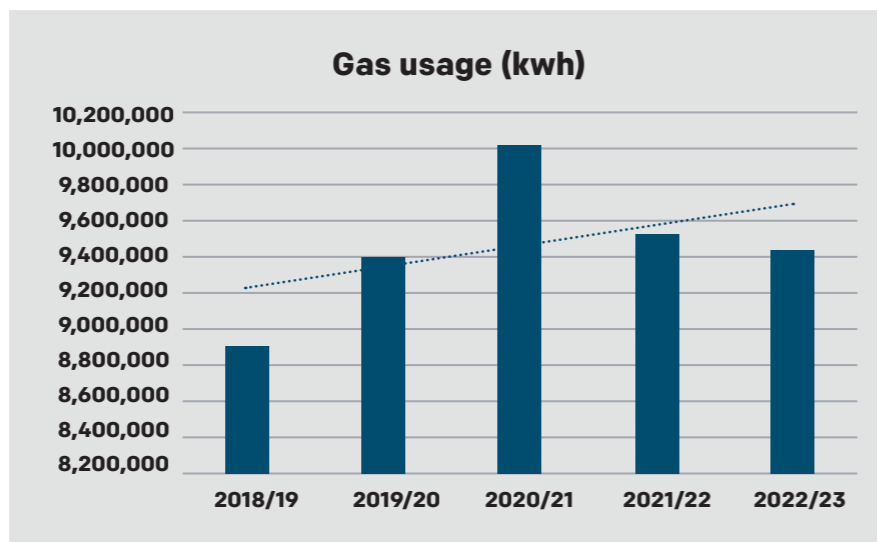
Why it is important: The climate emergency impacts fire and rescue to an even greater degree than many other services. Warmer, drier summers increase the number of wildfires, and wetter, milder winters increase the risk of flooding and road traffic collisions. We have 45 sites and a social responsibility to reduce our own carbon footprint and improve biodiversity.

How we performed:



The reduction in electricity usage in 2022/23 compared to the previous year is attributed to at least 18 fire stations being fully retrofitted with LED lighting and an expanded solar PV system at Bury and Ashton Community Fire Stations.

Gas usage is showing an increasing trend over the last five years, although has reduced in both 2021/22 and 2022/23 compared to the previous years. Improvements to the estate and hybrid working are resulting in more efficient use of our buildings' heating systems.



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PRIORITY 5: DEVELOP A CULTURE OF EXCELLENCE, EQUALITY, AND INCLUSIVITY

We will develop staff and leadership excellence, in an inclusive and progressive workplace.

Our workforce is our most valuable asset and as such, we prioritise investing in their development and well-being, recognising their contributions to the Service's growth and success.

We are working hard to ensure our workforce reflects the communities we serve, that we have the right people with the right skills, and that we create and foster a culture that is supportive, inclusive, and driven by inspiring leadership. We have made significant strides in developing a culture of excellence, equality, and inclusivity and rooting out behaviours that fall short of our values.

To help further accelerate our cultural progress and support the delivery of our equality, diversity and inclusivity activities, we have introduced our new Culture First Board to oversee and scrutinise our approach to transforming our organisational culture.

Key achievements and progress in 2022-2023:

- We have further embedded our leadership development programme across all levels. This is aligned to the National Fire Chiefs Council (NFCC) Leadership Framework, and sets out our leadership development offer for supervisory, middle, and strategic managers. As part of this

we have developed, piloted, and embedded our new 'Frontline Leaders' course for supervisory managers. The programme was co-designed with colleagues to provide a solid foundation of skills when entering into a management role.

- The Service listened to feedback from staff on how to improve the promotions process by introducing a new Promotions Pathway for operational colleagues. The new pathway is enabling us to better identify, develop and promote the best possible talent for our management and leadership roles in a fair and inclusive way.
- We continue to embed the NFCC Core Code of Ethics across the Service, alongside our specific GMFRS values. Together these support our service on our journey of continuous improvement. As part of this work training has been mandated for all staff, and a full-scale review has been undertaken to ensure the Core Code of Ethics and our values are embedded across our organisation and in our policies and processes.
- The newly refreshed Recognition and Rewards Framework was launched in June 2022 to value and recognise the contributions of employees.

- We have continued to increase the range of people engagement activities across the Service, helping to broaden our insight and understanding and inform the positive changes we seek to make. A Cultural Sounding Panel has been developed, which will see representatives of colleagues from across a variety of roles provide input and feedback on decisions that have a strong bearing on our organisational culture.
- We developed and launched Mutual Mentoring and Developing Diverse Leaders programmes to ensure people from our underrepresented groups realise their full potential and are supported into and at all management levels. Work will continue to develop these initiatives jointly with Greater Manchester Police.
- We have made excellent progress delivering our new Inclusive Culture training. Almost 64% of our uniformed staff have completed the training so far, and the feedback has been positive. Our aim is to ensure every Watch across the Service takes part in the training by Autumn 2023.
- We continue to engage our people through Best Companies' b-Heard staff survey, providing all colleagues a chance to have their say and ensure all voices are heard on important issues. We have maintained our status as 'One to Watch', with Best Companies again concluding that we have a 'good' level of workplace engagement and show promising signs for the future.
- Building on the success of our Engaged Leaders' sessions and acting on feedback from attendees, we have refreshed the offer and format, as we continue to invest in our leaders.
- Anti-Racist Practice sessions have been introduced for GMFRS's Service Leadership Team, as part of our commitment to continue to nurture a positive and inclusive culture.

CASE STUDIES

Equality, Diversity and Inclusion (EDI) Inclusive Culture Training

In April 2022, the Equality, Diversity and Inclusion (EDI) team welcomed its new EDI Training Co-ordinator. They had a primary focus on co-designing, piloting, and delivering Inclusive Culture training to all people across the organisation, starting with operational firefighters. This face-to-face training meets the HMICFRS recommendation of developing people's understanding of positive action, whilst covering other topics including unconscious bias, inclusive language and allyship, in line with the NFCC Code of Ethics. Nearly 64% of our uniformed colleagues have completed the training which started in August 2022.

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From feedback, attendees appreciated the style of the training – the warm, open atmosphere providing an environment in which attendees felt safe to explore equality topics more deeply for a greater understanding. This style of training will continue going forward.

Frontline Leaders Course: Inclusive Leadership Training

Inclusive leadership training is a bespoke training session developed for the Frontline Leaders' programme. During Quarter 4 we delivered two sessions, for new Crew Managers and new Station Managers.

The feedback from participants has been fantastic. All sessions scored between 'good' and 'excellent' and participants felt that the trainer was passionate about the area they were presenting on.

Rewards and Recognition Framework

Recognising that our service was not realising the full potential value that a simple thank you or expression of appreciation can bring, we identified as a cultural priority the development of a new and improved Rewards & Recognition Framework. This included increasing our number of recognition events, to now include an apprentice graduation, annual celebration and process for local retirement events.

Over the past year we have implemented wider improvements, such as local retirement presentations, an increase in nominations for our CFO Awards and the introduction of our recognition events. We will continue to evaluate our new and existing initiatives as we strive to make further improvements in ensuring our people feel truly valued for their service."

"The dedication and commitment of our staff is critical to how we achieve service excellence. The introduction of our new Rewards & Recognition framework signals our ambition to recognising group and individual contributions throughout the service".

Station Manager Baz Scott

"Behind every GMFRS success story, lies the hard work, commitment, and skill of many, many, people, and yet too often we are so focussed on the next task, project, or milestone that we sometimes forget to pause and say thank you".

Pat Rogers, SLT Leadership and Culture Lead

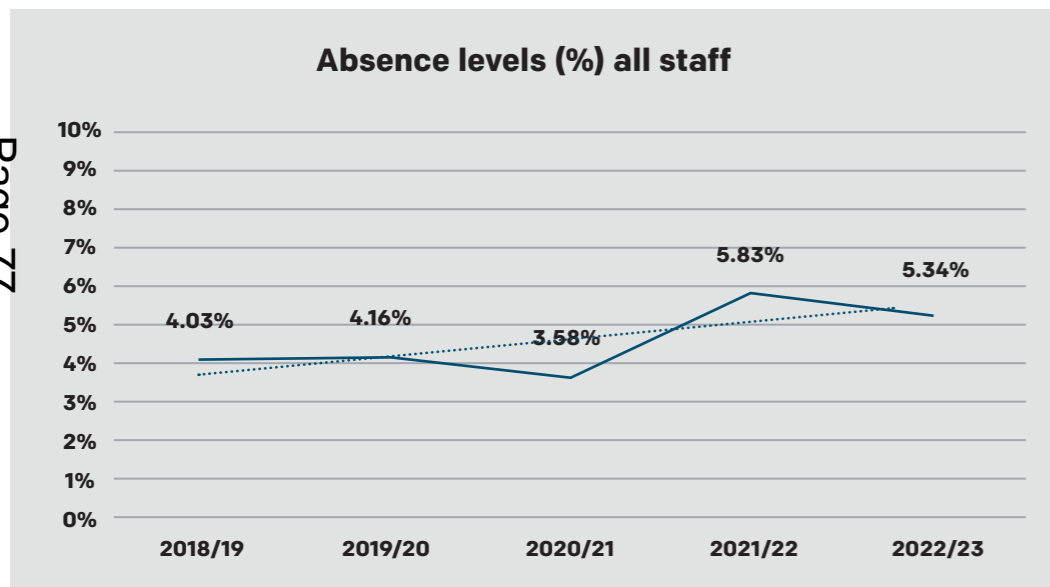


OUR PERFORMANCE

Improving Sickness Levels

Why it is important: Staying healthy and feeling good is essential to delivering high-quality services. There is also a clear economic value. Before the pandemic, over 130 million working days were lost to sickness in the UK each year, costing the economy an estimated £12 billion.

How we performed: The increase in sickness absences during and coming out of the Covid-19 pandemic has continued to impact on sickness absence during 2022/23, although overall absences have returned closer to pre-pandemic levels as the number of cases has reduced.

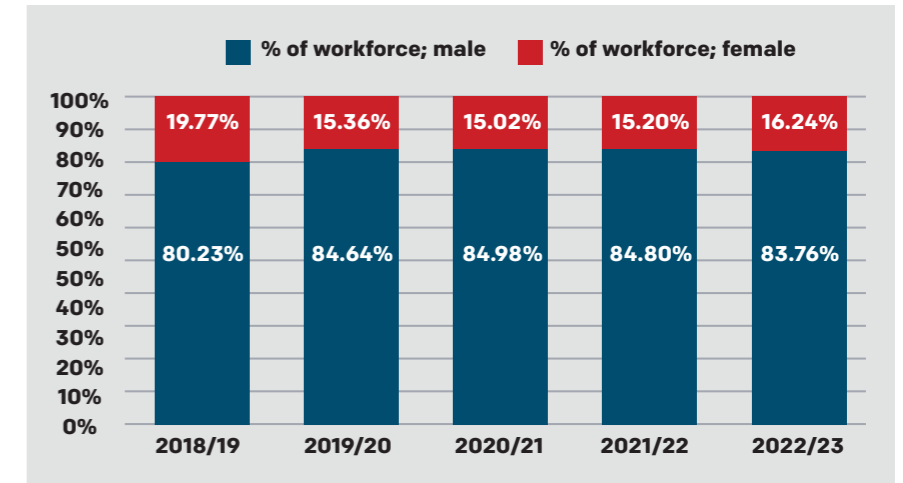


Overall the top three reasons for sickness in terms of the number of instances, are musculoskeletal injuries, viral infections, and gastro intestinal.

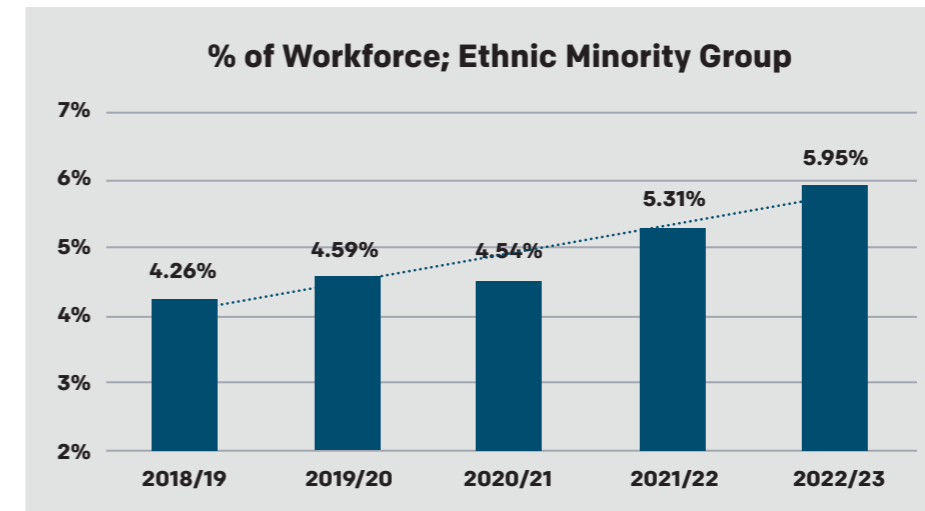
Diverse Workforce

Why it is important: A public service is most effective when it reflects the public it serves and can draw from the skills and experience of all its communities.

How we performed: The overall female population of the workforce has shown a year-on-year improvement of 1.04%.



At the end of 2022/23 7.28% of firefighters were women compared with 6.99% in 2021/22. This number continues to steadily increase from a low of 1.83% in April 2015.



The overall proportion of our people from an ethnic minority group was 5.95% at the end of 2022/23 which shows an increase of 0.64% and an ongoing positive direction of travel.

This overall increase includes increases in the proportions of both firefighters and apprentices from ethnic minority groups. The proportion of firefighters from an ethnic minority group was 6.48% in 2022/23, an improvement of 0.86% compared to last year. There has been an increase in Apprentices of minority ethnicity of 7.90% compared to the previous year.

PRIORITY 6: INTEGRATE OUR SERVICES IN EVERY LOCALITY WITH THOSE OF PARTNER AGENCIES

We will support and drive the place-based approach to public sector reform enshrined in the Greater Manchester Strategy, ensuring that local services from different partner agencies are fully integrated within every locality and contribute to problem-solving for local communities.

By collaborating with other public services and integrating our efforts, we ensure that our approach is effective in addressing complex issues and major incidents.

The ongoing cost of living crisis highlights inequalities, and we acknowledge that a joined-up multi-partner approach across communities can provide the most effective support to vulnerable residents, as well as in preparing for any large-scale emergencies. Integrating public services and addressing complex issues and major incidents in partnership with other services ensures our approach is as effective as possible, supporting the collective effort to add the most value.

Key achievements and progress in 2022-2023:

- We have continued our Safe Drive, Stay Alive collaboration with the Safer Roads Greater Manchester partnership – with over 8,500 people attending an event in November 2022. We have also further developed our road safety educational packages and road safety campaigns. Our external site now holds more topics for information and advice, including motorcycle safety, cycling and e-scooters.

- We introduced a Framework for Integrated and Place Based Working outlining 30 commitments to our partners and communities. Several workshops were undertaken with internal GMFRS colleagues, practitioner groups, and Community Safety Partnerships to support Integrated Place Based Working activities.
- GMFRS has invested in new immersive virtual reality technology, featuring content on key themes including equestrian, cycling and motorbike safety. Our virtual reality sets can be taken to any location in Greater Manchester to deliver road safety education.
- GMFRS hosted a Greater Manchester Water Safety Summit with partners in September 2022. Following this, there was commitment across partners to form a Greater Manchester Water Safety Strategic Partnership and strategy for reducing drownings in canals, rivers and other open water; we have now appointed a dedicated Water Safety Officer to drive this work forward.

- GMFRS has continued to enhance our contribution to the Local Resilience Forum with a dedicated officer working to embed the Joint Emergency Services Interoperability Principles (JESIP) at all levels of a multi-agency response. In addition, during 2022/23, we have undertaken a range of training events and exercises with our partners including high-rise incidents, major power outage, Marauding Terror Attacks, and Control of Major Accident Hazard (CoMAH).
- We have improved local residents' and businesses' access to information about their local services and support through a revamped 'Your Area' section of our website, providing interactive maps, details of community fire stations and vehicles, defibrillator information, and details of local station leaders.



OUR PERFORMANCE

The commitments for this priority are embedded within each of the five other priorities. For this reason, there is no performance data at the end of this section.

CASE STUDIES

Water Safety Summit

In 2021, 15 people died in Greater Manchester as a result of drowning. This was more people than died in fires, the first time on record this has happened.

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There are multiple examples of safety measures implemented at a local level across the region. Risk analysis by GMFRS identifies that a joint strategic approach is the most effective way of making our waterways safer.

Following a detailed review by the Royal Society for the Prevention of Accidents, a number of safety measures have already been implemented in central Manchester. They include:

- Better lighting along canal towpaths and entrances.
- Barriers fitted at towpath entry points and over lock crossings to prevent people accidentally falling in.
- Signposting people to safe crossing points.
- Supporting developers to provide safe canal-side public areas when designing new homes, restaurants and bars.

- Ensuring many more rescue throwlines are available and that people who work in night-time venues are trained to use them.
- Working with the universities to help students be safe on nights out.

In order to discuss and share this kind of best practice, GMFRS convened the region's first Water Safety Summit in September 2022, fulfilling one of the commitments in the Service's Fire Plan. The summit brought together partners from GMFRS, Greater Manchester Police, North West Ambulance Service, local councils, Royal Society for Prevention of Accidents, landowners, and the Canal and Rivers Trust, as well as speakers such as Nick Pope, a father whose son tragically lost his life in Rochdale Canal in 2018.

As a result of the summit, GMFRS committed to creating England's first regional strategic water safety partnership made up of the agencies referenced above. The Service has created and appointed a Water Safety Officer whose role will be to drive the partnership and help produce the region's first water safety strategy. The aims of the strategy and the partnership will be to reduce the number of accidental drownings in Greater Manchester and ensure Greater Manchester residents are safe around water wherever they are. The first meeting of the partnership took place in June.

Farnworth Road Safety Event

Firefighters from Farnworth Community Fire Station, alongside colleagues from the Prevention team, and volunteers, hosted a road safety event, with support from partners, including Greater Manchester Police, Highways England and the British Red Cross.

The event included a demonstration of the Service's Air Unit and a road traffic collision practical demonstration. A 'road safety' area was set up in the engine house to demonstrate our road safety virtual reality (VR) experience, and this area included information on the Fatal 4 factors and road safety incidents that the station has mobilised to over the last few years.

Utilising the VR headsets and the 360 films, several demonstrations were shown, including Lester Lion (pedestrian safety / crossing the road), and two further VR experiences which targeted young and new to driving audiences, and older drivers.

Road Safety Partnership Event

In May, GMFRS hosted a road safety partnership event at our Bury Training and Safety Centre, in support of road crash victims' charity RoadPeace and national road safety campaign Project Edward.

We were joined by Active Travel Commissioner for Greater Manchester and our partners at Greater Manchester Police and Transport for Greater Manchester (TfGM) to discuss how we plan to make our city-region's roads safer.

Guests including Stockport 34 Prince's Trust team were invited to try out our new virtual reality headsets. The immersive experience teaches road safety through a variety of perspectives including drivers, pedestrians, cyclists and motorcyclists.

There was also a moving testimony from Paula Allen who lost her son Marcus in 2021 after he was hit by a dangerous driver. Paula is now a family speaker for Safe Drive Stay Alive.

COMMUNITY ACTIVITIES

As well as preventing and responding to emergencies, over the last year we have delivered a wide range of activities within our own communities and communities around the world. Some of the highlights are detailed below.

- Operational crews from Manchester Central spent time training businesses around Canal Street in water safety and rescue.
- Firefighters from GMFRS joined international rescue efforts in Turkey after two devastating earthquakes hit the southern region of the country and northern Syria, killing thousands of people. Four of our firefighters flew to Turkey as part of the UK International Search and Rescue Team (UK-ISAR), a volunteer service made up of specialists from 15 fire and rescue services who are deployed to humanitarian incidents or disasters anywhere in the world.
- We held a large-scale high rise training exercise in Rochdale to test our procedures for dealing with fire in a high-rise building. This exercise was initiated by one of our Fire Engineers

as part of a research project into evacuation and also allowed us to test our procedures for dealing with fire in a high-rise building. Operational crews from Rochdale, Oldham, Bury and Wigan took part with 10 fire engines, and over 100 volunteers and partners from Rochdale Borough Council and Rochdale Boroughwide Housing. The findings from the research will support GMFRS and other fire and rescue services to better understand and prepare for evacuation of high rise buildings.

- Over the last year, our volunteers gave almost 3,100 hours of their time to support our work. We also had a special birthday for one of our amazing volunteers, Keith Dunkerley, who celebrated his 85th birthday with us and has clocked up a staggering 3,000 hours volunteering for the Service.

- A joint approach between schools and GMP took place in early September to identify youths with a history or increased risk of deliberately starting fires in different wards. The follow up saw the identified children spoken with, their parents/carers also notified face-to-face, and school staff engaging both individually and via class/whole school assemblies.
- Firefighters, staff, volunteers and their families took part in the first Manchester Pride parade for three years. Cheshire Fire and Rescue Service and Lancashire Fire and Rescue Service were right there alongside us too, living our shared values of inclusivity and respect.
- Operational crews from across the Service have organised various activities, including station open days and charity car washes, raising money for the Fire Fighters Charity and local causes. Over the year we have raised a total of £173,741.
- Colleagues from Gorton Community Fire Station delivered four large pallets of bedding and clothing to Supporting People in Need (SPIN) which will be used to help and support vulnerable people in Greater Manchester who are rough sleeping or living in poverty.
- We worked with Bury Council and Rochdale Council to deliver strategic exercises which supported them to test their local incident responses and how they work collaboratively with partner agencies in such situations. The Bury exercise took place at the town hall and centred on a large fire at the Rock shopping centre multi-storey carpark; for Rochdale the scenario consisted of a large fire at an industrial estate. GMFRS are currently supporting the development of a similar exercise scenario for Manchester City Council.
- Following an increase in local serious fire incidents linked to cooking and alcohol, GMFRS teams joined forces with Wigan Borough Council licensing to engage with the Pub Watch scheme. Activities included joining meetings in Wigan, Leigh, and Hindley to highlight the dangers of cooking after drinking alcohol, while pub managers agreed to display posters and beer mats promoting our 'Cook Safe' messaging. Wigan Warriors and Leigh Centurions rugby league teams also displayed safety messages on their large screens during home fixtures. A decrease of 75% in incidents of this type was identified following this activity.

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AWARDS AND ACCREDITATIONS

As well as the awards already covered earlier in this document, we have been recognised for a variety of achievements, these include:

- We secured a spot on Stonewall’s Top 100 list for leading LGBTQ+ inclusive employers, moving up to 50th position from 93rd last year. GMCA and GMFRS also won a Gold Employer award from Stonewall in recognition of our ongoing commitment to inclusion of LGBTQ+ people in the workplace.
- At CIPR North West awards. The Greater Manchester Combined Authority (GMCA) Communications and Engagement team – which supports both GMCA and the Greater Manchester Fire and Rescue Service (GMFRS) – was crowned in-house team of the year. The judges praised the team for “lots of great campaign execution, from large-budget big-ticket work through to making an impact with lower budget opportunities on important social topics”.

- We have moved up 31 places in the Top 100 Apprenticeship Employers in England for 2022 – finishing 37th.
- Our Rainbow Staff Network won ‘Network Group of the Year’ at the Stonewall Top Employers Awards beating more than 900 other organisations and teams to the top spot.
- Our Digital team celebrated winning the ‘Best use of new technology’ award at the national Real Innovation Technology awards on 17 May. This recognised the impacts of our Mobile Data Terminals (MDTs) replacement project in keeping operational colleagues and people of Greater Manchester safe by providing crews with detailed information about locations of hydrants, mapping and travel directions, chemicals, and vehicles involved in road traffic collisions.

- GMFRS won top spot in the national Extrication Challenge held as part of the United Kingdom Rescue Organisation’s (UKRO’s) Festival of Rescue. Our amazing team scored the highest out of 30 teams from across the country in both team performance and technical categories, with Ian Melville being recognised as top incident commander.
- GMFRS Road Traffic Collision (RTC) Extrication team members proudly brought home the Developing Excellence Award as the highest scoring new team in the World Rescue Organisation Rescue Challenge. The seven-strong team was invited to compete in its first World Rescue Challenge since 2013, joining 35 teams from across the world in Luxembourg from 7 to 11 September.

- In December 2022, we hosted an event at the Fire Museum in Rochdale, to celebrate individuals who were nominated for a Certificate of Outstanding Performance or a Chief Fire Officer’s Commendation award – the highest honour that can be given by the Service. In total, six certificates were presented to staff and members of the public, while four Chief’s commendations were awarded to Graeme Burton, Katie Butterworth, Alisha Roscoe and Emily Porter.



- Firefighters from Broughton Community Fire Station and members of the Hatzola emergency ambulance service were recognised by a commendation by GMFRS after successfully rescuing three children from an upstairs bedroom of a house in Salford. The collaborative rescue was supported by North West Ambulance Service, Greater Manchester Police and local security patrols.
- Three Long Service and Good Conduct award ceremonies were held during May 2022 to celebrate a combined total of 2,060 years of service from our GMFRS colleagues. The events took place at the Training and Development Centre where colleagues celebrated with family and friends. Fifty-four frontline colleagues received their 20 years' service medal from the Queen's representative. Chief Fire Officer Dave Russel handed out the Long Service and Good Conduct trophy to non-operational colleagues, including Ladder & Equipment Technician Stephen Greenall who has been working for the Service for more than 40 years.
- Our Freedom to Speak Up Guardian and Equality and Diversity Staff Network co-chair Carl Petch was awarded an Asian Fire Service certificate of merit for 'going the extra mile' for all his work around equality, diversity and inclusion on behalf of our Service.
- Our women's football team won their first competition at the Manchester FA's International Women's Day tournament. The team won the final 2-0 with great performances all round from our players.



MAJOR INCIDENTS

Park Seventeen, Bury April 2022

GMFRS was called to an industrial estate to respond to a major hazardous and toxic materials (hazmat) incident, which involved the leak of approximately five tonnes of ammonia in a food processing plant. Full evacuation of the premises took place with no casualties.

Four fire engines from Blackley, Bury, Broughton and Whitefield Community Fire Stations attended, alongside a command support unit from Atherton Community Fire Station.



Bismark House, Oldham May 2022

A major fire in the roof of a multi-occupied mill broke out in the early hours on the 7 May. This subsequently spread to the whole building and caused it to partially collapse, making it unsafe for firefighters to enter. Ten fire engines and three aerial appliances attended the scene, with operational crews on scene for a protracted period of time until the fire was fully extinguished.

During subsequent demolition of the buildings, remains of four people were tragically found. GMFRS assisted GMP with a lengthy search operation and investigation.



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Pioneer Mill, Bury May 2022

Fire crews were called to a fire in a commercial premises, located next to a recycling plant.

The fire was brought under control effectively using jets and hose reels, stopping it spreading to adjacent buildings. A total of 35 pumps were in use during the fire.



Dovestones, Oldham July 2022

Firefighters were called to reports of a fire in an area of woodland close to Yeoman Hey Reservoir in Oldham. Operational fire crews from Oldham, Stalybridge, Ashton, and Bolton North Community Fire Stations attended the scene, utilising hose reels and specialist wildfire equipment to tackle the fire.

Ontario Basin, Salford
July 2022

Emergency services were called to Salford Quays on Saturday 16 July, when reports of a person getting into difficulty in the water were received. Specialist search teams arrived on-site and were deployed, but unfortunately the body of a teenage boy was recovered. While on site, crews prevented further such incidents by issuing safety advice to other young people swimming in and around the docks, and more widely via media and communications channels.

Crowswood Drive, Stalybridge
August 2022

At around 6.30pm on Monday 15 August, firefighters were called out to Crowswood Drive, Stalybridge to reports of someone getting into difficulty in the water. Soaring temperatures saw people entering the water and unfortunately one individual subsequently drowned.

A number of fire service teams, including a boat crew and Technical Response Unit, worked with other emergency service search teams at the scene with search operations and body recovery.



Mulberry Court, Salford
December 2022

Firefighters, using breathing apparatus, tackled what was an intense fire in a flat on the tenth floor, bringing it under control using water jets. They successfully contained the fire to the tenth floor, but as a precaution 88 flats in the building were evacuated. Our firefighters were quickly on scene and at the height of the response we had five fire engines and an aerial ladder platform in attendance. The fire was believed to be caused by an electric bike that was on charge in the occupiers bedroom. Thankfully, no injuries were reported and our fire safety officer, working closely with housing provider Salix Homes, confirmed that the building performed as expected.

Barlow Moor Road, Manchester
March 2023

At 10am on Sunday 19 March, fire crews were called out to a fire at a property on Barlow Moor Road, Chorlton. Five fire engines from Stretford, Sale, Salford, Moss Side and Withington were called to the scene and after gaining entry, crews were met with a large fire and faced difficult conditions due to the heat and smoke. The fire was on the first floor, second floor and roof space. Working with the support of the scorpion appliance, firefighters brought the fire quickly under control.



Good Hope House, Ashton
March 2023

Firefighters were called to a fire in a four-storey building on Bentinck Street, Ashton-under-Lyne. The blaze broke out in a flat on the fourth floor of the Good Hope Mill in the early hours.

Five fire engines from Ashton-under-Lyne, Hyde, Stalybridge and Hollins along with the hydraulic platform from Oldham attended the scene. Firefighters used a range of equipment alongside a hydraulic platform and turntable ladder to extinguish the fire. A partial evacuation of flats in the building was carried out by fire crews and police. Fire crews were on the scene for more than nine hours.



ASSURANCE AND PERFORMANCE

The Fire and Rescue National Framework for England mandates each fire and rescue authority to produce an Annual Statement of Assurance. Our statement can be found on our website and outlines the way we regard the Framework, the Integrated Risk Management Plan, and relevant strategic plans. Each year we produce an independent declaration, supporting our Annual Governance Statement as part of the governance reporting of GMCA.

The declaration is produced in line with the requirements and guidance in the revised Framework, published by the Home Office in May 2018. This statement identifies 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 of Greater Manchester and the CFO as to the adequacy of assurance measures.

We set out our compliance requirements under five headings:

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

HMICFRS

Following the introduction of the mandate for all English fire and rescue services to be inspected, HMICFRS has carried out two full inspections of GMFRS. The inspections are designed to promote improvement and using experts from across the sector to deliver the inspections, the methodology considers three pillars:

- **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?
- **People** – How well do we look after our people?

Since our first inspection we have been working to make improvements, with progress reported and monitored through our governance arrangements. Our inspection in 2021 found we are an evolving and improving Service and identified a positive shift in our leadership and culture. We have worked to address areas of improvement and are looking forward to our next inspection later in 2023.

We also review our level of compliance against the new Fire Standards, published by the Fire Standards Board, to ensure any gaps are identified are addressed and compliance levels are met. All our inspection reports can be found on our website.



KEY PERFORMANCE INDICATORS

2022/23 KPI FRAMEWORK

The following table shows the Service's performance against Corporate Key Performance Indicators at the end of 2022/23. Despite external factors, such as the weather, we have made good progress on our performance given the ambitious targets set at the start of the year. KPIs are important in helping us understand how well we are serving our communities and setting expectations for managers to monitor and adapt to changing situations.

We are committed to continuously improving our performance through Service Excellence and have set targets for various KPIs, which are reviewed quarterly at our Performance Board meeting, and scrutinised by the Deputy Mayor and the Police, Fire & Crime Panel.

Priority 1 – Provide a timely, safe and effective response	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Average Response Time to 'life risk' Emergencies (includes call handling, turnout and travel)	7 mins 25 secs	7 mins 21 secs	7 mins 30 secs or less	
% of appliances crewed and available	99.72%	99.64%	99.50%	-0.08%
Maintenance of competencies (% completed against planned) - MoC3	94%	93%	100%	-1.44%
Maintenance of competencies (% completed against planned) - MoC6	94%	93%	100%	-1.31%
Maintenance of competencies (% completed against planned) - MoC12	87.81%	93%	100%	5.19%
% of statutory medicals in date	94.93%	96.23%	100%	1.30%
Firefighter fitness (Acceptable to Excellent)	97.42%	93.62%	100%	-3.80%
Rescues from emergencies	2,039	2,221	Monitored	8.93%

Priority 2 – Helps reduce the risks of fire and other emergencies	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Number of Fire Deaths	10	16	Aspire to 0	60.00%
Number of Injuries from Fire	161	169	97	4.97%
Deliberate Primary Fires	1,320	1,376	1,047	4.24%
Deliberate Secondary Fires	5,370	5,606	4,709	4.39%
Hostilities towards GMFRS personnel/property	78	73	Aspire to 0	-6.41%
Accidental Dwelling Fires	1,548	1,400	1,408	-9.56%
All Special Service Calls	6,997	8,039	Monitored	14.89%
Total number of Home Fire Safety Assessment (HFSA) referrals received	New for 2022/23	12,141	Monitored	
Number of Home Fire Safety Assessments (HFSAs) completed	7,851	23,889	32,600	204.28%
Princes Trust - retention rate	New for 2022/23	85%	80%	

Priority 3 – Help protect the built environment	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Number of Fire Safety Interventions	New for 2022/23	4,407	Monitored	
Total number of audits completed of which;	2,570	1,919	4,320	-25.33%
% Satisfactory	68%	72%	Monitored	4.49%
% resulting in formal enforcement	16%	8%	Monitored	-7.72%
% resulting in advice	17%	19%	Monitored	2.31%
Number of businesses receiving advice	6,080	8,419	Monitored	38.47%
FADA (False alarm due to apparatus - non domestic)	4,059	4,206	4,015	3.62%
Priority 4 – Use resources sustainably and deliver the most value	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
% Reduction in our Carbon Footprint (compared to baseline year (2018/19)	-1%	-8%	-12%	-7%
Progress against annual savings plan	£1.5m	£788k	£788k	
Priority 5 – Develop a culture of excellence, equality and inclusivity	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
% of Workforce; Male	84.80%	83.76%	Monitored	-1.04%
% of Workforce; Female	15.20%	16.24%	Monitored	1.04%
% of Workforce; Ethnic Minority Group	5.31%	5.95%	Monitored	0.64%
% of Workforce LGB Plus Sexual Orientation	<5%	<5%	Monitored	
% of Workforce Trans	<5%	<5%	Monitored	
% of Workforce Non Binary	<5%	<5%	Monitored	
Absence levels (%) All staff	5.83%	5.34%	5.00%	-0.49%
% Apprentices from Current Workforce	10.13%	10.47%	2.30%	0.34%
Total number of adverse health and safety events	New for 2022/23	200	Monitored	
Number of accidents resulting in injury	New for 2022/23	76	Monitored	
Number of accidents resulting in lost time	34	17	Monitored	-50.00%
Total number of days lost due to injury	New for 2022/23	651	Monitored	
Number of RIDDOR reportable accidents	3	5	Monitored	66.67%
Number of reported adverse safety events/incidents resulting in damage to vehicles/plant/equipment	New for 2022/23	95	Monitored	
Number of near misses	40	29	Monitored	-27.50%
Priority 6 – Integrate our services in every locality with those of partner agencies	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Level of engagement in Local authority safeguarding assurance exercises (expressed as a %)	80%	95%	100%	15.00%



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



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**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE

ANNUAL DELIVERY REPORT SUMMARY

2022-23



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OUR MISSION

PROTECTING COMMUNITIES. WORKING TOGETHER. SAVING LIVES.

Our Mission is why we exist and what we are here for. It centres around three clear elements that are at the heart of our work.

We have always been focussed on saving lives, and now more than ever our role is about protecting the wider communities we serve and being part of an integrated city-region that works together for the good of all our residents.

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OUR VISION

A MODERN, FLEXIBLE, RESILIENT FIRE AND RESCUE SERVICE.

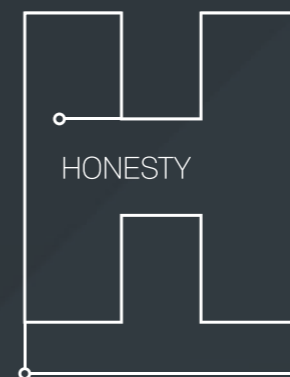
Our Vision describes what we want the Service to be and how we want our staff and the public to see us.

Our values set out what we believe in. They are the qualities we believe are the most important to us and describe the expectations the public have of us and that we have of each other. They set the standards our communities deserve and the way we should interact with one another across all levels of the Service.

Our focus is on driving change across the Service, leading our people and the behaviours we value to create a diverse and inclusive workforce, and building a culture of trust, respect and accountability.



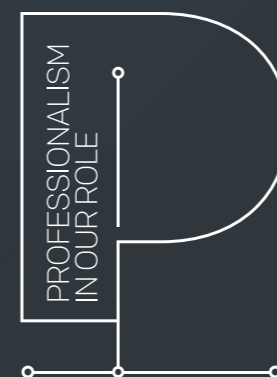
Striving to develop, to ensure our contributions make our Fire and Rescue Service the best it can be



Committed to creating and maintaining an open and truthful environment, which is fair and consistent



Removing barriers to participation to promote a truly representative service, using diversity to benefit us all

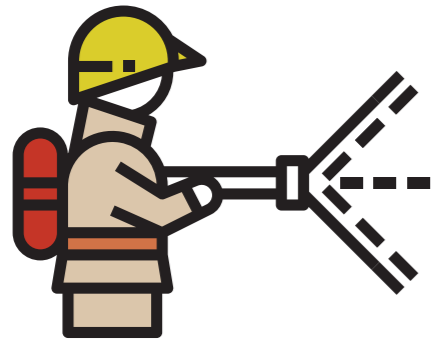


Demonstrating a positive attitude and commitment, to deliver a high-quality service and take pride in our role



Supporting, involving and listening to others, showing dignity, consideration and empathy

PERFORMANCE HIGHLIGHTS



65
new
Apprentice
Firefighters



2,060
years of combined
service recognised
in three Long Service
and Good Conduct
events

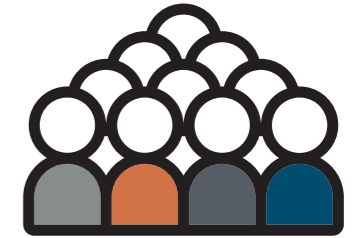


64% of uniformed
colleagues have so far
attended our **new Inclusive
Culture training**

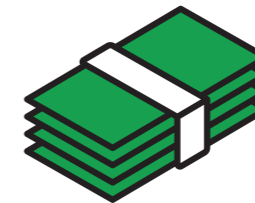
22.34%
of recruitment from
underrepresented
groups



**7 minutes
21 seconds**
average response time to
'life risk' incidents – **9 seconds
faster than our target**



2,221
people rescued
from fires and other
emergencies –
an average of
6 people a day



£0.788m
delivered in savings



23,889
Home Fire Safety
Assessments delivered
following the launch of a
new online tool



**7 minutes
12 seconds**
average response time to primary
fires – **1 minute 38 seconds faster**
than the England average.



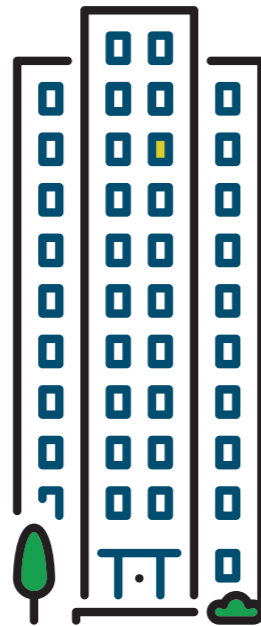
30 commitments
to our partners and
communities set out in
our new Framework for
Integrated and Place
Based Working

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10%
reduction in accidental
dwelling fires since 2022

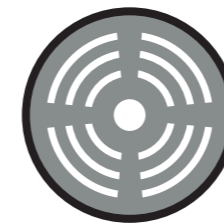
6%
reduction in attacks on
firefighters since 2022

75%
reduction in alcohol-
related cooking fires in
Wigan following targeted
local partnership and
campaign activities



8,419
businesses received fire
safety advice...covering
39,000 business premises

1,919
fire safety audits of
business premises...
with **556 receiving
formal advice or
enforcement**



4,407
fire safety
interventions

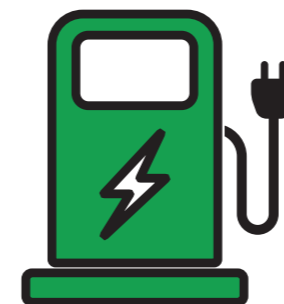


8,500
people attended our **Safer
Roads Greater Manchester
partnership** 'Safe Drive, Stay
Alive' event

3,072
volunteering
hours provided



£173,741
raised for good causes through
community fundraising activities



13
new electric
vehicles
ordered for our
fleet

7%
reduction in our
carbon footprint
since 2022

Electric vehicle
charging infrastructure
being procured for
18
of our sites

Our performance against each of our Key Performance Indicators (KPIs) is set out on pages 20-24

PRIORITY 1: PROVIDE A FAST, SAFE, AND EFFECTIVE RESPONSE

We will plan for emergencies and ensure resilience, to provide a fast, safe and effective response.

Greater Manchester is densely populated, with an increasing number of high-rise buildings, vast areas of moorland, peatland habitats, waterways, and transport networks.

Key achievements and progress in 2022-2023:

- Successfully implemented our new terrorist response capability with all stations and frontline appliances equipped to respond to marauding terrorist attacks and mass casualty incidents.
- Continued to support the recommendations and wider issues identified in the Manchester Arena Inquiry, with an ongoing focus on how we work effectively with partners in a unified, multi-agency approach.
- Our £5.3M programme of investment for Bury Training and Safety Centre provides staff with an immersive, state-of-the-art facility to deliver operational and incident command training alongside continuous development of our fire crews.

- Introduced a new Wildfire Suppression Burns Team, which is now fully operational, ready to respond to moorland fires.
- Conducted a comprehensive evaluation of our fleet of 44 special appliances and identified several priorities for improvement and investment in a range of vehicles.
- Developed a number of proposals to be consulted upon as part of our Fire Cover Review.
- Procured and implemented a new Accident Reporting System which maintains a record of accidents, near misses, damage to equipment and vehicle incidents.
- Delivered media training to all our officers to ensure they are better prepared to provide clear and constructive information and advice through print and broadcast media.
- Introduced a new Response Strategy 2022-25 that sets out how we will deliver our emergency response functions to the communities of Greater Manchester.



PRIORITY 2: HELP PEOPLE REDUCE THE RISK OF FIRES AND OTHER EMERGENCIES

We will help people reduce the risks of fires and other emergencies and help build safer communities.

Preventing fire and other emergencies from happening is the most efficient use of our resources and remains the most effective way for us to save lives and improve outcomes for the people of Greater Manchester.

Key achievements and progress in 2022-2023:

- Launched a new fire setters intervention pilot. The first of its kind in the world, the Atlas Project has been designed to support and change behaviour of adults with a history or increased likelihood of deliberately starting fires.
- Expanded our Prince's Trust personal development course for 16-25 year olds. We now have five teams across the boroughs.
- Undertook a feasibility study to re-introduce the GMFRS Community Fire Cadets Programme, providing young people with firefighter training and the chance to gain qualifications, first aid, and improve their communities.

- Delivered 23,889 Home Fire Safety Assessments following the launch of our new online home fire safety check tool available on the GMFRS website.
- Developed a series of web-based, interactive resources to educate school pupils on fire safety, specifically Key Stage 1 (Year 2), Key Stage 2 (Year 6), and Key Stage 3 (Year 8).
- Developed a Prevention Education Framework outlining our offer around prevention education and awareness.
- Introduced a Prevention Strategy 2022-25 which sets out how we will develop and deliver our prevention functions to support our communities to adopt safer practices, improving their safety and wellbeing.



PRIORITY 3: HELP PROTECT THE BUILT ENVIRONMENT

We will improve and regulate the built environment to protect people, property and the economy.

To ensure the safety of Greater Manchester's built environment, our Protection teams' work includes shaping the design of new buildings, inspecting current buildings, collaborating with stakeholders to promote fire safety, and influencing national policy.

We also oversee the storage of petrol and explosives, and work with partners over the Bonfire period. As the built environment in the city-region evolves rapidly, our activities play a crucial role in protecting residents, firefighters, the economy, our heritage and the environment.

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Key achievements and progress in 2022-2023:

- Formally closed our Built Environment programme after taking action to address the Grenfell Tower Inquiry Phase 1 report and The Cube Fire recommendations.
- Delivered face to face briefing sessions on our new Operational Intelligence Policy and carried out an accompanied inspection with every Watch to ensure its adequate implementation across our Service.
- Invested in training and development activities, including creating a dedicated Protection Training and Development suite

and increasing the number of Fire Safety Regulators able to deliver training and assessments.

- Developed and rolled out a Fire Investigation mobile application to support Incident Commanders to complete and record basic ('Tier 1') investigations.
- Expanded our Fire Investigation capability to 24 hours a day and welcomed two Fire Scene Investigation Dogs - Minnie and Blitz - to the Fire Investigation Team.
- Continued to support to the Greater Manchester High Rise & Building Safety Task Force and housing providers to undertake a range of activities to improve the safety of existing blocks of flats.
- Undertook significant business engagement, delivering advice to 8,241 business covering 39,000 premises.
- Expanded our Primary Authority fire safety partnership offer, generating £79,000 of income we can reinvest in business engagement.
- Supported Operation Vulcan, working with Greater Manchester Police to tackle organised crime in the Cheetham Hill and Strangeways area of Manchester, resulting in a significant number of Prohibition Notices for buildings with risks of serious fires.



PRIORITY 4: USE RESOURCES SUSTAINABLY AND DELIVER THE MOST VALUE

We will use resources efficiently and sustainably in a way that delivers the most value.

With continuing financial pressure affecting both public services and communities of Greater Manchester, we maintain our commitment to providing the most efficient service we can, with the least negative impact on the environment.

Key achievements and progress in 2022-2023:

- Submitted a planning application for the redevelopment of Blackley fire station in north east Manchester, progressing our aim of providing more sustainable accommodation for our frontline staff.
- Completed works on the £5.3m Bury Training and Safety Centre, delivering a new state-of-the-art training facility for GMFRS.
- Started works on a £1.3million extension and refurbishment of Littleborough Fire Station in Rochdale, following planning approval.

- Launched the GMCA Sustainability Strategy that commits our Service leading the way towards achieving Greater Manchester's overall aims for the environment and carbon neutrality.
- Commenced the procurement process for new electric charging infrastructure at 18 of our 45 sites, as part of our plan to change our non-emergency ('B') fleet to entirely electric vehicles.
- Published our Efficiency and Productivity Plan 2022-23 which provides a strategic framework for how we use resources sustainably and deliver the most value.
- Met our required efficiency target set by the government, achieving savings totalling £788K across areas of the Service where efficiencies could most suitably be made.



PRIORITY 5: DEVELOP A CULTURE OF EXCELLENCE, EQUALITY, AND INCLUSIVITY

We will develop staff and leadership excellence, in an inclusive and progressive workplace.

Our workforce is our most valuable asset and as such, we prioritise investing in their development and well-being, recognising their contributions to the Service's growth and success.

Key achievements and progress in 2022-2023:

- Embedded our leadership development programme across all levels, aligned to the NFCC Leadership Framework, and set out our leadership development offer for supervisory, middle, and strategic managers.
- Improved the promotions process by introducing a new Promotions Pathway for operational colleagues, informed by the views of our people.
- Continued to embed the NFCC Core Code of Ethics across the service, aligned with our organisational values and supporting the Service on our journey of continuous improvement.
- Launched a refreshed Recognition and Rewards Framework to value and recognise the contributions of employees.

- Developed a Cultural Sounding Panel, which will see representatives of colleagues from across a variety of roles provide input and feedback on organisational culture decisions.
- Developed and launched a Mutual Mentoring programme and Developing Diverse Leaders programme to support and promote talent across all levels and backgrounds in our service.
- Made excellent progress in delivering our Inclusive Culture training, with 64% of uniformed staff having completed it to-date.
- Engaged with our people through the annual b-Heard staff survey, encouraging them to ensure their voices are heard on important issues around our ways of working.
- Refreshed the offer and format of our Engaged Leaders' sessions utilising feedback from those who have attended.



PRIORITY 6: INTEGRATE OUR SERVICES IN EVERY LOCALITY WITH THOSE OF PARTNER AGENCIES

We will support and drive the place-based approach to public sector reform enshrined in the Greater Manchester Strategy, ensuring that local services from different partner agencies are fully integrated within every locality and contribute to problem-solving for local communities.

By collaborating with other public services and integrating our efforts, we ensure that our approach is effective in addressing complex issues and major incidents.

Key achievements and progress in 2022-2023:

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- Continued our collaboration with the Safer Roads Greater Manchester partnership, to deliver the award-winning Safe Drive, Stay Alive road safety initiative.
- Introduced a framework for integrated and place-based working, outlining commitments to our partners and communities to deliver services in a more integrated way.
- Invested in new immersive virtual reality technology to deliver road safety education, with content including equestrian, cycling and motorbike safety.
- Hosted a multi-partner Greater Manchester Water Safety Summit to start creating a new city region water safety partnership and strategy for reducing drownings in canals, rivers and other open water.
- Continued to enhance our contribution to the Local Resilience Forum with a dedicated officer working to embed the Joint Emergency Services Interoperability Principles (JESIP) at all levels of a multi-agency response.
- Improved local residents' and businesses' access to information about their local services and support through a revamped 'Your Area' section of our website, providing interactive maps and details of community vehicles and fire stations.



KEY PERFORMANCE INDICATORS

2022/23 KPI FRAMEWORK

The following table shows the Service's performance against Corporate Key Performance Indicators at the end of 2022/23. Despite external factors, such as the weather, we have made good progress on our performance given the ambitious targets set at the start of the year. KPIs are important in helping us understand how well we are serving our communities and setting expectations for managers to monitor and adapt to changing situations.

We are committed to continuously improving our performance through Service Excellence and have set targets for various KPIs, which are reviewed quarterly at our Performance Board meeting, and scrutinised by the Deputy Mayor and the Police, Fire & Crime Panel.

Priority 1 – Provide a timely, safe and effective response	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Average Response Time to 'life risk' Emergencies (includes call handling, turnout and travel)	7 mins 25 secs	7 mins 21 secs	7 mins 30 secs or less	
% of appliances crewed and available	99.72%	99.64%	99.50%	-0.08%
Maintenance of competencies (% completed against planned) - MoC3	94%	93%	100%	-1.44%
Maintenance of competencies (% completed against planned) - MoC6	94%	93%	100%	-1.31%
Maintenance of competencies (% completed against planned) - MoC12	87.81%	93%	100%	5.19%
% of statutory medicals in date	94.93%	96.23%	100%	1.30%
Firefighter fitness (Acceptable to Excellent)	97.42%	93.62%	100%	-3.80%
Rescues from emergencies	2,039	2,221	Monitored	8.93%

Priority 2 – Help people reduce the risks of fires and other emergencies	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Number of Fire Deaths	10	16	Aspire to 0	60.00%
Number of Injuries from Fire	161	169	97	4.97%
Deliberate Primary Fires	1,320	1,376	1,047	4.24%
Deliberate Secondary Fires	5,370	5,606	4,709	4.39%
Hostilities towards GMFRS personnel/property	78	73	Aspire to 0	-6.41%
Accidental Dwelling Fires	1,548	1,400	1,408	-9.56%
All Special Service Calls	6,997	8,039	Monitored	14.89%
Total number of Home Fire Safety Assessment (HFSA) referrals received	New for 2022/23	12,141	Monitored	
Number of Home Fire Safety Assessments (HFSAs) completed	7,851	23,889	32,600	204.28%
Prince's Trust - retention rate	New for 2022/23	85%	80%	

Priority 3 – Help protect the built environment	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Number of Fire Safety Interventions	New for 2022/23	4,407	Monitored	
Total number of audits completed of which;	2,570	1,919	4,320	-25.33%
% Satisfactory	68%	72%	Monitored	4.49%
% resulting in formal enforcement	16%	8%	Monitored	-7.72%
% resulting in advice	17%	19%	Monitored	2.31%
Number of businesses receiving advice	6,080	8,419	Monitored	38.47%
FADA (False alarm due to apparatus - non domestic)	4,059	4,206	4,015	3.62%

Priority 4 – Use resources sustainably and deliver the most value	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
% Reduction in our Carbon Footprint (compared to baseline year (2018/19)	-1%	-8%	-12%	-7%
Progress against annual savings plan	£1.5m	£788k	£788k	

Priority 5 – Develop a culture of excellence, equality and inclusivity	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
% of Workforce; Male	84.80%	83.76%	Monitored	-1.04%
% of Workforce; Female	15.20%	16.24%	Monitored	1.04%
% of Workforce; Ethnic Minority Group	5.31%	5.95%	Monitored	0.64%
% of Workforce LGB Plus Sexual Orientation	<5%	<5%	Monitored	
% of Workforce Trans	<5%	<5%	Monitored	
% of Workforce Non Binary	<5%	<5%	Monitored	
Absence levels (%) All staff	5.83%	5.34%	5.00%	-0.49%
% Apprentices from Current Workforce	10.13%	10.47%	2.30%	0.34%
Total number of adverse health and safety events	New for 2022/23	200	Monitored	
Number of accidents resulting in injury	New for 2022/23	76	Monitored	
Number of accidents resulting in lost time	34	17	Monitored	-50.00%
Total number of days lost due to injury	New for 2022/23	651	Monitored	
Number of RIDDOR reportable accidents	3	5	Monitored	66.67%
Number of reported adverse safety events/incidents resulting in damage to vehicles/plant/equipment	New for 2022/23	95	Monitored	
Number of near misses	40	29	Monitored	-27.50%

Priority 6 – Integrate our services in every locality with those of partner agencies	Actual 2021/22	Actual 2022/23	2022/23 Forecast or Target	*% Change
Level of engagement in Local authority safeguarding assurance exercises (expressed as a %)	80%	95%	100%	15.00%



**GREATER
MANCHESTER**
FIRE AND RESCUE SERVICE



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GREATER MANCHESTER POLICE, FIRE AND CRIME PANEL

Date: 18th September 2023
Subject: Standing Together 2022-25 - Priority 2, year 2 Progress Report:
Reducing Harm and Offending
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 2 of the Police and Crime Plan 2022 – 25.
Priority 2 - Reducing Harm and Offending

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 2, year 2 Progress Report: Reducing Harm and Offending

Executive Summary

- There has been a significant continued rise in the use of arrest powers by GMP. Over the 12 months to May 2023, GMP recorded 60,259 arrests. This was 18,134 more than the previous year. An increase of 43.0%
- In terms of crime types for arrests, in the last 12 months we have seen for example, a 22.5% increase for burglary arrests, a 66% increase in domestic abuse arrests, a 35% increase of sexual offences arrests and a 39.25% increase in theft from person arrests.
- Outcomes rates across all crime types are showing an improving picture. For example, the outcome rate for burglary residential has gone from less than 3% just over 18 months ago to currently 6.6% and in May 2023 alone this was 7.5%. The Force as a result in terms of national comparison on burglary performance has improved significantly from 37th place in March 2022 to 16th in E&W in April 2023 and is now 3rd placed out of 8th in our MSG – Most Similar Group of Forces.
- Disruptions to tackle Serious and Organised crime stands at 752 for April – June 2023 compared to a total of 1,529 for the 12 months of 2022/23. This does not necessarily represent increased activity, but improved recording of activity to tackle organised crime.
- GMP became the third Home Office Priority County Lines force in 2022 and exceed their target to close 75 lines by March 2023 by 10. In 2023/24, the team has already closed 70 lines against a target of 120, reducing the threat of organised crime and exploitation in our communities.
- In November 2022 – February 2023 Challenger funded Breaking Barriers to deliver a county lines themed monologue performance to pupils in Years 5&6 in 50 primary schools. This enabled young people and teachers to discuss, in an age-appropriate way, the risks around county lines/criminal exploitation, reaching over 1,500 young people. This has been further funded by GMCA to deliver in 30 schools in 2023/24
- Undertake a comprehensive review of the operation of MARACs across GM and producing recommendations for improvement.
- GMCA and GM Probation jointly funded Reducing Reoffending Posts for 2 years fixed term, focussing on Child Centred Policing, the reinvigoration of local Reducing Reoffending Boards in each area and the integration of rehabilitative services have been in post for 12 months.
- The Child Centered Policing (CCP) Strategy has focused on the following:
 - The child centred custody pilot scheme.
 - Developing a multi-agency scrutiny group for stop and searches of children.
 - The roll out of the CCP strategy across the ten different GM force areas.
 - The establishment of Youth Independent Advisory Group (YIAGs).
 - An emphasis on incorporating Trauma Informed and Adversity awareness, disproportionality and care experienced Children and Young People (CYP) into GMP training products and internal messaging.
 - Improved external scrutiny of GMP practice
- A new Integrated Offender Management Strategy and operational guidance has been implemented which takes a whole-system approach by reviewing offender management in its entirety
- Despite a reduction in affordable housing the numbers of individuals leaving prison with suitable and sustainable accommodation remains at or above 89% (National Target 90%).

Standing Together 2022-25

Priority 2, year 2 Progress Report: Reducing Harm and Offending

- The new Multi Crime Victim Service will be launched in the autumn of 2023, and this will bring forward innovative approaches to services for victims with the aim being to transform the ways in which victims of crime are supported across GM.
- The Greater Manchester Restorative Justice Service continues to deliver across GM. Delivering 429 interventions in the last 12 months, a review of the service has been completed and the service will be recommissioned in Spring 24.
- Out of court disposals - The Two Tier plus legislation has been delayed until early 24, this has allowed for workforce development within GMP and for the development of interventions linked to the perpetrator framework.
- The identification and linking of people into treatment is monitored through the GM CJS Drug & Alcohol Operational Group established in April 2023. Through this group we are working with partners to improve our understanding of levels of treatment engagement following contact with the criminal justice system.
- We are also working with GMCA colleagues to rollout training on gambling harm across drug and alcohol services.
- For 2023/24, particular emphasis is being placed on expanding provision for Mental Health Treatment Requirements inclusive of ‘dual orders’ to reduce offending and address the needs of people with both mental health and drug or alcohol issues.
- Greater Manchester has the best post-release continuity of care rates in the country. During 2022/23, 940 individuals were released from prison with a treatment referral for substance use, of these 601 were successfully picked up by community treatment services. This 64% success rate compares favourably with the 37% national rate.

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	You asked us to	Progress update and highlights	How is this being achieved and measured?
1.	Investigate, arrest, and prosecute more criminals	<ul style="list-style-type: none"> • There has been a significant continued rise in the use of arrest powers by GMP. Over the 12 months to May 2023, GMP recorded 60,259 arrests. This was 18,134 more than the previous year. An increase of 43.0%. • Lawful, proportionate, and ethical arrest remains a key focus in preventing and detecting crime and ensuring prosecution of offenders. Despite a significant rise in arrest numbers, the Force has started at a low baseline and given the population size and position as the 2nd largest Police Force in England Wales is now in line with the larger Metropolitan Forces and our MSG – most similar Group of Forces. • In terms of crime types for arrests, in the last 12 months we have seen for example, a 22.5% increase for burglary arrests, a 66% increase in domestic abuse arrests, a 35% increase of sexual offences arrests and a 39.25% increase in theft from person arrests. • Children subject to arrest, represent 9% of all arrest figures in GMP. Whilst the Force records, highlights that children in custody range from 8-10% compared to adults per month. Figures show 197 children from 2607 detainees in May 21 	<p>GMP Plan on a Page</p> <p>Police and Crime Panel Scorecard: arrest data</p>

Standing Together 2022-25
Priority 2, year 2 Progress Report: Reducing Harm and Offending

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		<p>compared to May 23 where 416 children were detained, representing 9% of the 4891 detainees.</p> <ul style="list-style-type: none"> • Outcomes rates across all crime types are showing an improving picture. For example, the outcome rate for burglary residential has gone from less than 3% just over 18 months ago to currently 6.6% and in May 2023 alone this was 7.5%. The Force as a result in terms of national comparison on burglary performance has improved significantly from 37th place in March 2022 to 16th in E&W in April 2023 and is now 3rd placed out of 8th in our MSG – Most Similar Group of Forces. • In the 12 months to May 2023, GMP recorded 7,884 domestic abuse solved outcomes. This was 1,909 more than the previous year. An increase of 31.9%. The proportion of crime outcomes that were solved in the 12 months to May 2023 was 10.4%. In the previous year this was 9.3%. • GMP will be launching Crime Futures in September 2023 which should further improve the investigation of crime. • As indicated on the Police and Crime scorecard, the number of suspects ordered to be charged by the Crown Prosecution service has increased by 12% in the past year and GMP continue to focus on driving up file quality. 	
2.	Tackle organised crime	<ul style="list-style-type: none"> • Refreshed Challenger Executive Board is now live, with the first meeting under a new Independent Chair taking place in June. Membership has increased to include a broader range of key partners. • Comprehensive guidance and support to local areas is being developed to support the continuation and development of effective local partnership structures to use the range of Partnership powers to tackle serious and organised crime. • Disruptions to tackle Serious and Organised crime stands at 752 for April – June 2023 compared to a total of 1,529 for the 12 months of 2022/23. This does not necessarily represent increased activity, but improved recording of activity to tackle organised crime. • Plans to tackle organised crime groups are monitored via the SOC Tactical meeting to ensure a 4P approach is taken to tackling these. All thematic priority areas have a force wide 4P plan in place. These are: <ul style="list-style-type: none"> - Drugs 	<p>New SOC performance framework to measure the impact of the partnership has undergone key partner consultation and is with the Challenger Executive Board for review.</p> <p>This framework will capture the key quantitative and qualitative data to measure impact of our SOC partnership work.</p> <p>- Improved governance, starting with the SOC Tactical group, has focused greater</p>

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Priority 2, year 2 Progress Report: Reducing Harm and Offending

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		<ul style="list-style-type: none"> - Modern Slavery and Human Trafficking - Organised Immigration Crime - County Lines - Western Balkan criminality - Firearms - Homicide Prevention <ul style="list-style-type: none"> • GMP became the third Home Office Priority County Lines force in 2022 and exceed their target to close 75 lines by March 2023 by 10. In 2023/24, the team has already closed 70 lines against a target of 120, reducing the threat of organised crime and exploitation in our communities. • In November 2022 – February 2023 Challenger funded Breaking Barriers to deliver a county lines themed monologue performance to pupils in Years 5&6 in 50 primary schools. This enabled young people and teachers to discuss, in an age-appropriate way, the risks around county lines/criminal exploitation, reaching over 1,500 young people. This has been further funded by GMCA to deliver in 30 schools in 2023/24 • The Greater Manchester Victims of Modern Slavery and Human Trafficking continue to be supported by the GM Place of Safety, providing immediate refuge for potential victims, with 12 victims being temporarily accommodated here between April and July 2023. • The Victim Navigator, provided in partnership with justice and Care, is currently supporting 17 victims of modern slavery with individual support plans, all of whom are engaging with live police investigations. The Navigator has directly supported 44 individuals since January 2020, and their involvement has directly led to the conviction of 3 offenders for modern slavery offences, with a further 4 prosecutions supported that saw a conviction, did not result in modern slavery specific charges. • There have been significant changes to modern slavery legislation because of the Nationality and Borders Act 2022 and the Illegal Migration Act 2023. This has had a direct impact on national decision-making processes that affect individuals can access specialist victim care, including the length of time it takes for someone to be able to access this care. Challenger is working with partners in the sector to develop a potential interim victim care offer, drawing from existing resource and 	<p>attention on capturing and reporting on all 4P activity/disruptions.</p> <ul style="list-style-type: none"> - Our partnership with Justice and Care has seen a move to a part funded arrangement, following 100% of costs covered by Justice and Care from Jan 2020 – Dec 2022. GMCA now cover 50% of these costs, up to December 2023. - We continue to work closely with colleagues in the Public Sector Reform Team, particularly as modern slavery legislation has been conflated with immigration legislation, to minimise the impact of changes on victims and raise awareness across relevant partners and networks of the impact of national policy and legislation.
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Standing Together 2022-25
Priority 2, year 2 Progress Report: Reducing Harm and Offending

		<p>funded programmes, to try to ensure individuals are able to receive the support they need regardless of the delays to process that have transpired.</p> <ul style="list-style-type: none"> • St Giles Trust have, in July 2023, gone live with delivery of an intensive mentoring intervention for up to 30 10–25 year-olds experiencing exploitation in Stockport and Tameside. The offer is funded by a private donor and has been developed in partnership with Challenger, who supported engagement of key partners in the two Boroughs. 	
3.	Reduce high harm and repeat offending.	<ul style="list-style-type: none"> • Deliver End-to-End RASSO Review and Implementation of Operation Soteria National Framework specifically: <ul style="list-style-type: none"> ○ Move from focussing on victim credibility - to suspect focus investigation. ○ Improved partnership working aligned with Op Soteria guidelines between GMP and CPS • Undertake a comprehensive review of the operation of MARACs across GM and producing recommendations for improvement. • Funding roll out of MATAAC approach to perpetrator management targeted at high harm high risk perpetrators. • Supporting the Domestic Abuse Arrangements review in GMP. • Working with the National Government, GMP, CPS and GM Districts on the implementation of the Domestic Abuse Protection Order pilot. • Finalisation of a GM perpetrator framework. • Review of the Encompass programme. • GMCA and GM Probation jointly funded Reducing Reoffending Posts for 2 years fixed term, focussing on Child Centred Policing, the reinvigoration of local Reducing Reoffending Boards in each area and the integration of rehabilitative services have been in post for 12 months. • In GM the Child Centered Policing (CCP) Strategy has focused on the following: <ul style="list-style-type: none"> ○ The child centred custody pilot scheme. ○ Developing a multi-agency scrutiny group for stop and searches of children. 	<p>The GMCA GBV Board</p> <p>The GMCA GBV Executive</p> <p>The Domestic Abuse Steering Group</p> <p>MARAC</p> <p>MATAAC</p> <p>GMP</p> <p>CPS</p> <p>The GM Domestic Abuse Perpetrator Interventions, Quality, Learning and Assurance Board.</p> <p>The Justice and Rehabilitation Executive serves as the GM reform board for strategic criminal justice issues through 4 pillars:</p>

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		<ul style="list-style-type: none"> ○ The roll out of the CCP strategy across the ten different GM force areas. ○ The establishment of Youth Independent Advisory Group (YIAGs). ○ An emphasis on incorporating Trauma Informed and Adversity awareness, disproportionality and care experienced Children and Young People (CYP) into GMP training products and internal messaging. ○ Improved external scrutiny of GMP practice. ● Future aspirations include: <ul style="list-style-type: none"> ○ Disincentivising the Stop and Search and arrest of CYP: removing them from overall data capture. ○ Transforming Justice research offer around Children in Police Custody ● The Community and Commissioning Leads have been successful in developing: <ul style="list-style-type: none"> ○ The reinvigoration of Reducing Reoffending Boards in most local areas. ○ Developing the coordination and streamlining of rehabilitative services pathways by hosting a GMCA and HMPPS series of events with partnership providers. ○ Undertaking a review of the Welfare Service Hubs as part of the GMIRS programme ahead of the development of the Invitation to Tender (ITT) specification. ○ Developing governance processes between GMCA and HMPPS to review GMIRS contracts for improvement. ○ Supporting Offender Management Strategy delivery and implementing new approaches focused on criminogenic need. ● A new Integrated Offender Management Strategy and operational guidance has been implemented which takes a whole-system approach by reviewing offender management in its entirety. This allows GMPS, GMP and other partners to understand the offender management offer and need, including serious acquisitive crime, high demand crime, domestic abuse, sexual harm, and serious violence. GMPS are launching the 'short sentence function' for people on probation. This will include up to three appointments per week, and dedicated resources targeting 	<ul style="list-style-type: none"> ● Youth Justice Transformation ● Local Criminal Justice Board ● Offender Management Partnership Board. ● Improving the Victim Journey <p>GM Child Centred Policing Gold Level Meeting</p> <p>Youth Justice Transformation Board The GM Offender Management Partnership Board – including:</p> <ul style="list-style-type: none"> ● Integrated Offender Management ● Commissioning of Rehabilitative Services ● Prisons and Probation Reducing Reoffending Plan ● Out of Court Disposals <p>HMPPS Reducing Reoffending Plan</p>
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		<p>these individuals from the earliest point while in custody to give the best possible opportunity of successful resettlement.</p> <ul style="list-style-type: none"> • Greater Manchester Integrated Rehabilitative Services is GM’s unique devolved approach to the commissioning of Rehabilitative Services. This is a comprehensive multi-million-pound 5-year programme which focuses on: <ul style="list-style-type: none"> ○ Education Training and Employment ○ Accommodation Support ○ Dependency and Recovery ○ Peer Support ○ Finance, Benefits and Debts ○ A Whole-System Approach to Women ○ Wellbeing Hubs in each Local Authority • We continue to recognise that securing sustainable and suitable accommodation upon release is key to reducing repeat re-offending. We have continued to build on a whole system approach integrating the GM Integrated Rehabilitation Services (IRS) Accommodation Service and the GM Community Accommodation Service 3 (CAS-3) with local authorities, prison and GM probation to support people at risk of homelessness upon leaving prison and on community orders. We have continued to expand CAS-3 with 19 more beds since last update. Improved data quality and sharing between services has highlighted where joint working can improve outcomes further. Despite a reduction in affordable housing the numbers of individuals leaving prison with suitable and sustainable accommodation remains at or above 89% (National Target 90%). <ul style="list-style-type: none"> ○ 154 GM CAS-3 beds spaces (with support) now mobilised with a 90%+ occupancy rate providing 12 weeks accommodation post release. ○ 778 individuals offered accommodation in CAS-3 in 2022-23 ○ 48% of individuals have a positive outcome from a CAS-3 placement with only 3% negative. ○ Over 3300 referrals to IRS Accommodation in 2022-23 	<p>GM Offender Management Partnership Board</p>
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		<ul style="list-style-type: none"> Welfare Hubs were successfully piloted in each Local Authority area across GM from July 2022. There have been 1,726 referrals made to the welfare hubs up to September 2023. 	
4.	Give back to communities and victims of crime.	<ul style="list-style-type: none"> The new Multi Crime Victim Service will be launched in the autumn of 2023, and this will bring forward innovative approaches to services for victims with the aim being to transform the ways in which victims of crime are supported across GM. The Greater Manchester Restorative Justice Service continues to deliver across GM. Delivering 429 interventions in the last 12 months, a review of the service has been completed and the service will be recommissioned in Spring 24, the timeline has allowed for the Victims multi-crime service to be commissioned to ensure that the recommissioned service is aligned with that alongside GMP's Out of Court Disposal framework. Victim satisfaction continues to be above 95%. Both victims and offenders reported significant improvements across a range of outcome measures. Victims spoke particularly around the impact that the service had had on their physical and mental health, their outlook and attitudes, and 'getting a voice' The Big Life Group have been successful in the contract award for the implementation and development of the Wellbeing Service building on the achievements of the pilot and their role as co-ordinator provider. 'Revolving Doors' continue to provide lived experience insight across all commissioned services. They have been instrumental in the development of the specification of the ITT for the Wellbeing Service during the pilot period. <ul style="list-style-type: none"> They have also provided an observation report which includes recommendations and further areas to explore from Lived Experience Team Visits to CLI Peer Support Service in May 2023. This will ensure that a person-centred relationship and collaborative approach remains for the Person on Probation on any model redesign or recommission of the Peer Support service. They will undertake a quality assurance approach to ensure service delivery meets needs of people on probation across the whole system approach for women and accommodation over the forthcoming months. 	<p>The Justice and Rehabilitation Executive serves as the GM reform board for strategic criminal justice issues through 4 pillars:</p> <ul style="list-style-type: none"> Youth Justice Transformation Local Criminal Justice Board Offender Management Partnership Board. Improving the Victim Journey <p>HMPPS GM Reducing Reoffending Plan</p> <p>Justice and Rehabilitation Executive</p> <p>GM Offender Management Partnership Board</p>

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		<ul style="list-style-type: none"> • Out of court disposals - The Two Tier plus legislation has been delayed until early 24, this has allowed for workforce development within GMP and for the development of interventions linked to the perpetrator framework. • We will support GMP in the development of a range of interventions for low level and first-time offenders as part of the out of courts disposal framework. This will ensure there is a menu of interventions matching the needs of the offender. This approach will support outcomes for the victims as they will be included from the outset and will be engaged throughout the process, ensuring that they are at the heart of the decision-making process and that their voice is heard. • We have attracted funding support from the Home Office and GM Districts that will make a step change in the range of support offers that we can offer to those with NRPF. 	
5.	Tackle drugs, alcohol and gambling addiction and reduce deaths from their use	<ul style="list-style-type: none"> • The identification and linking of people into treatment is monitored through the GM CJS Drug & Alcohol Operational Group established in April 2023. Through this group we are working with partners to improve our understanding of levels of treatment engagement following contact with the criminal justice system. • We are also working with GMCA colleagues to rollout training on gambling harm across drug and alcohol services. This will enable them to identify if someone needs help and support and make appropriate referrals into gambling services. • In 2022/23, 1032 Community Sentence Treatment Requirements (CSTRs) were ordered in Greater Manchester. Of these, 473 were Alcohol Treatment Requirements (ATRs), 499 were Drug Rehabilitation Requirements (DRRs) and 60 were Mental Health Treatment Requirements (MHTRs). • In Quarter 1 of 2022/23 there were 274 CSTRs (132 ATRs, 128 DRRs and 14 MHTRs) ordered in GM. This decreased to 256 CSTRs (128 ATRs, 117 DRs and 11 MHTRs) ordered in Quarter 2, before decreasing further to 240 CSTRs (96 ATRs, 131 DRRs and 13 MHTRs) ordered in Quarter 3. In Quarter 4, the numbers of CSTRs ordered increased slightly to 262 (117 ATRs, 123 DRRs, 22 MHTRs). Despite this, the overall number of CSTRs ordered in GM in Quarter 4 of 2022/23 remained lower than in Quarter 1 of 2022/23. • For 2023/24, particular emphasis is being placed on expanding provision for Mental Health Treatment Requirements inclusive of 'dual orders' to reduce 	<p>The GM Drug and Alcohol Transformation Board has strategic responsibility for overseeing this work.</p> <p>It also serves as the GM Combatting Drugs Partnership for implementing 'From harm to hope,' the national 10-year drugs plan to cut crime and save lives.</p> <p>Central to this strategy is improving the criminal justice system response to offending with expanded funding linked to ensuring there is a treatment place for every offender with an addiction.</p>

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		<p>offending and address the needs of people with both mental health and drug or alcohol issues.</p> <ul style="list-style-type: none"> • Greater Manchester has the best post-release continuity of care rates in the country. During 2022/23, 940 individuals were released from prison with a treatment referral for substance use, of these 601 were successfully picked up by community treatment services. This 64% success rate compares favourably with the 37% national rate. • We have worked closely with Forest Bank prison to improve continuity of care pathways. Forest Bank is the largest referring prison into GM’s treatment system, accounting for 46% of the total number of individuals referred into treatment on release from prison. Successful GM pick-ups from Forest Bank increased from 52% in 2021/22 to 69% in 2022/23. • The Deputy Mayor’s office continues to commission intelligence functions that aim to improve our understanding of drug trends and reduce drug-related harms. • The Greater Manchester Drugs Early Warning System (GM EWS) is recognised nationally as the most comprehensive system in the country. The GM EWS works in tandem with MANDRAKE (Manchester Drug Analysis and Knowledge Exchange), a joint GMP and Manchester Metropolitan University (MMU) initiative that enables drugs to be tested rapidly when incidents occur. • Routine MANDRAKE drug testing further compliments GM TRENDS - a multi-method annual study, also delivered by MMU, that gathers information on the latest drug market trends from drug users and professionals. • The GM Drug Related Deaths (DRD) Surveillance System is coordinated by Liverpool John Moore’s University’s Public Health Institute (PHI). Treatment records and coroners’ reports are employed to provide accounts of the circumstances in which drug and ‘alcohol toxicity’ related deaths have occurred. Learning is confidentially across public services with the aim of reducing the likelihood of similar such deaths occurring in the future. 	<p>The commitments and activities of GM partners are captured in the GM Combatting Drugs Partnership Strategic Delivery Plan.</p> <p>Activity is monitored through the recently established GM CJS Drug & Alcohol Operational Group.</p>
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**GREATER MANCHESTER POLICE, FIRE AND CRIME
PANEL
FOR INFORMATION**

Date: 18th September 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.

CONTACT OFFICERS

Jeanette Staley

Jeanette.staley@salford.gov.uk

Neil Evans

Neil.evans@greatermanchester-ca.gov.uk

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	22/05/23	Neighbourhood policing update
	Rules of Procedure Annual complaints report Appointment to the Panel		Building Safety Reforms		Hot weather Activity report
	GMP Carbon reduction and proposed measures for Performance scorecard		Complex Safeguarding		Assistive Technologies and Prevention
	Stop & Search & FCC performance update		Serious Violence Annual update and Forward Look		Joint Panel and Steering group work plan
	Police Budget		“TravelSafe Annual Update Report” To include transport safety - full year		Homelessness and Begging Input to Prevention Hub Inspectors

	GMFRS: a. Strategy update. B. GMFRS Annual Delivery report/plan 2022-2023”		Deliberate Fire Setting		First Aid Resilience including 3 Ways to Save a Life, PACT kits, bleed kits, night time safety with St Johns Ambulance – Protect Duty and wider SV work.
	Induction presentation to new members		GMFRS Evaluation Report		Operation Aura
	Work plan / forward look		Neighbourhood Update		Deputy Mayor's Annual report 2022/23 - Promotion of CSPs and their work
	Finance		B. DRAFT GMFRS Annual Delivery report/plan 2022-2023”		
	Decisions taken				
new	GMFRS Efficiency & Productivity Plan 2023-24				
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
24th July (230-430)	Draft GMFRS Annual Delivery Report 22-23 - moved to Sept Replaced with Annual	7th September 2023	Tackling inequality in the implementation of the Police and Crime plan	24/07/23	Standing item for panel papers - above item will be in the papers for Panel

	Assurance Statement				
	GMP Police uplift numbers - Broader workforce - recruitment and retention, diversity etc	(previously 24/8 moved due to AL)	Fraud and Online Vulnerability		CONTEST update
	GMP item - Performance		Restorative Justice - broader work programme		GMFRS - Data sharing initiative
	DRAFT Deputy Mayor Annual Report 2022/23		Domestic Abuse - update on GMP DA arrangements review and technology update		Safe Spaces report
	Police and crime plan - priority 1 report & Performance scorecard Year 2 update		Water Safety Partnership update		GMFRS Place Based Plans (Service Delivery)
	Road safety Initiatives		Right Person:Right Care		#is this Okay
	Gender Based Violence Delivery plan - year 2 update		Overview of Explosives		
	Decisions taken		GM violence reduction strategy		

	GMFRS - Atlas Project		Mental Health Urgent Triage Model		
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
18 th September (1-3)	Police and crime plan - Priority 2, year 2 report	19th Oct 23	GMFRS Winter Safety	25/09/23	Neighbourhood Policing update
	GMFRS - Annual statement of Assurance - presented at July meeting Replaced with Draft GMFRS Annual Delivery Report 22-23 from July meeting		Out of Court Disposals		Assistive Technologies and Prevention
	GMFRS - Annual Delivery Report 22-23 (following draft at July panel)		GMFRS Integrated Place Based Working - discussed at Steering group on the 13th Feb		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		CONTEST update		Road Safety partnership

	HMICFRS update – including SCO, Homicide Prevention and PEEL –		GMFRS Volunteering report		Western Balkan related crime
	Finance		Prevention and Problem solving		DHR Chair appointment discussion
	Deputy Mayor Annual report 2022/23		Victim services commissioning and survey update		
	Decisions		Tackling Retail Crime		
	GMP Vetting update report -		RASSO		
			Fire item in relation to Day crewing raised by Cllr Morrison		
			GMFRS Fire Cover Consultation Outcomes		
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
20 th November (1-3)	Organised Crime Annual update and Forward look (Challenger, Modern Slavery and	14th Dec 23	Prevention Initiatives Report	27/11/23	Right Person: Right Care

	Trafficking)				
	Joint report - Tackling Hate Crime, Backward and Forward Look		GMFRS Manchester Arena Inquiry Recommendations Update Report		
	Finance - Precept process		“TravelSafe Annual Update Report” To include transport safety - half year progress		
	Police and crime plan - Priority 3, year 2 progress report		ADP 24-25 - Draft Improvement Programme		
	GMP Mental Health - current position and progress update		Drugs and Alcohol Delivery plan and progress update		
	GMFRS - to be identified		Blue Light Collaboration		
	GMP item to be identified		Princes Trust		
	GMFRS Fire Cover Consultation Outcomes				

	Reducing Harm and Re-Offending - GM strategy Year 2 progress				
	Decisions				
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	
30 th January (1-3) 2024	Precept proposal report	Feb-23	GMFRS Draft Annual Delivery Plan 24-25	29/01/24	
	Fire Budget				
	GMFRS Mid-Year Performance Report April - Oct 23				
	GMFRS item				
	GMP item - Force Performance update				
	GMP item				
	Decisions				
Police and Crime Panel		Police and Crime Steering Group		Police and Crime Leads	

21 st March (1-3) 2024		Apr-24		Mar-24	
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GREATER MANCHESTER POLICE FIRE AND CRIME PANEL

Date: 18th September 2023

Subject: Deputy Mayor Decision Notices in the period July – August 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 July to August 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

neil.evans@greatermanchester-ca.gov.uk

1. INTRODUCTION AND BACKGROUND

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

2.0 DECISIONS MADE IN THE PERIOD JULY TO AUGUST 2023.

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

22 nd Dec 2022	To appoint firm TLT LLP to provide GMCA with commercial legal expertise to support through the first stage of a commissioning ITT exercise to award a contract for the Gateway multi-crime service for victims	PCC
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	<p>TLT LLP have quoted the below price which was selected as part of a 3-quote ranking selection exercise:</p> <ul style="list-style-type: none"> • Review of outline strategy - £4,004 • Review of contract notice and ITT - £15,000 • Review of contract documentation - £10,000 <p>Total £29,004 (plus VAT)</p>	
20 th April 2023	<p>Update to Decision Notice:</p> <p>Funded from the MOJ Victims funding, additional commercial/technical support is approved (outside of the scope of work original quoted by TLT PLC for £29,004) to the value of £14,000 (plus VAT)</p> <p>New Total: £43,004</p>	PCC
5 th July 2023	<p>The Deputy Mayor approves funding for the refresh of GMP's fleet of Body Worn Video (BWV) cameras and associated costs (replacement of the oldest 5,000 BWV cameras by 31 March 2024).</p> <ul style="list-style-type: none"> • £2.141m in FY2023/24; and • £0.433m in each of FYs 2024/25, 2025/26, 2026/27 and 2027/28 <p>The required funding is part of a planned capital spend over five years of £3.871m.</p>	GMP
7 th July 2023	<p>Approval to fund a VRU hosted GM-wide Violence Reduction Strategy Community Consultation Event (titled 10GM- The Big</p>	PCC

	Conversation) on Wednesday 19th July 2023. Taking place at Manchester Cathedral. Costs of up to £3000.00 to book event space for 150 attendees with refreshments.	
7 th July 2023	Funding of £519 be provided to Merseyside OPCC as Greater Manchester's contribution toward training costs for Legally Qualified Chairs and Independent Panel Members who sit on police misconduct panels.	PCC
7 th July 2023	<p>S.22 agreement for the North West Motorway Policing Group (NWMPG)</p> <p>NWMPG s22A Collaboration replaces a Collaboration Agreement dated 1st April 2016 under which Cheshire, Greater Manchester, Lancashire and Merseyside Police established a collaborative venture known as NWMPG. The aim of the collaboration is to provide support to the participating forces in achieving their objectives on the Strategic Road Network. A new collaboration agreement is required following the withdrawal of Lancashire Police from the collaboration, the establishment of the North West Commercial Vehicle Unit (NWCVU) to sit within the NWMPG and the remaining parties agreeing to continue with the NWMPG.</p>	PCC
11 th July 2023	The LGBT Foundation awarded £101,250 grant funding for the period 1st April 2023 – 31st December 2023 for the provision of services in support of the Greater Manchester Strategy and GM Standing Together plan priorities.	PCC

<p>11th July 2023</p>	<p>The Deputy Mayor, through the use of the Home Office Safer Streets Fund, will fund the design and delivery of a range of improvements on the Fallowfield Loop and Yellow Brick Road. These improvements include</p> <ul style="list-style-type: none"> • Clearance & Landscaping work along the Fallowfield Loop • Resurfacing works • Design and installation of new access points and signage along the route • Installation of new fencing, barriers and guard rails <p>The Home Office Safer Streets Fund 22/23 has a total budget of £453,080 and a grant agreement is place between the GMCA and the Home Office.</p>	<p>PCC</p>
<p>11th July 2023</p>	<p>Through the use of the Home Office Safer Streets Fund, funding for the purchase of five new data counters to be installed along the Fallowfield Loop and Yellow Brick Road.</p> <p>The Home Office Safer Streets Fund 22/23 has a total budget of £453,080 and a grant agreement is in place between the GMCA and the Home Office.</p>	<p>PCC</p>
<p>12th July 2023</p>	<p>A0404 – Medical Practitioners</p> <p>Approval to publish an open tender opportunity and subsequently award a Contract for the Provision of Selected Medical Practitioners for an initial 2-Year period, with the option to extend up to a further 2 years on an annual basis. The indicative spend over the full 4-year period would be circa £1million.</p>	<p>GMP</p>

13 th July 2023	Approval for the payment of £785.83 for the hire of Haydock Racecourse for North Wales and North West Regional ICV Conference 16th September 23.	PCC
13 th July 2023	Funding of £1000 be made available for costs associated with Challenger Executive Board meetings, including catering and external venues.	PCC
13 th July 2023	Funding of £3576 is agreed to cover overspend in relation to Violence Reduction Unit Community Led Pilot grants.	PCC
13 th July 2023	Up to £1,000 is agreed to cover associated costs for conference and event attendance for Programme Challenger in Greater Manchester. This aim is to ensure knowledge of policy and projects in this area is maintained throughout the year.	PCC
13 th July 2023	The GM VRU awards OddArts £2,800 to work with Mero's World to produce a film about the dangers of knife crime, demonstrating to young people how to respond if they find someone who is bleeding.	PCC
13 th July 2023	The Greater Manchester Violence Reduction Unit to fund standard fare train tickets (from London to Manchester and Manchester to Birmingham) and 2 nights accommodation and reasonable expenses for the director and owner of Aviard Inspires CIC (Lived Experience of Serious Violence). The organisation's	PCC

	<p>focus is dedicated to steering young people away from involvement with risky behaviour associated with serious violence.</p> <p>Click Travel - A payment to be made of £279.26 to cover 2 nights hotel accommodation in Manchester City Centre (standard rate, chain hotel), travel from London to Manchester and onward travel from Manchester to Birmingham.</p> <p>Aviard Inspires CIC - A payment to be made of £70.00 covering reasonable expenses for the Aviard director's stay in Manchester, costed at: £10 per day for lunch, £25 per day for evening meal.</p>	
13 th July 2023	<p>The GM Violence Reduction Unit awards Manchester Parents Group £2000 to fund increased capacity to provide support to vulnerable young individuals within the LGBTQ+ community who may be at risk of becoming victims or witnesses of serious violence and associated crime.</p>	PCC
14 th July 2023	<p>£70,550 is approved as a contribution towards an experiential learning package for GMP officers, enabled through Virtual Reality, to tackle racism, sexism and misogyny in policing in Greater Manchester.</p> <p>The learning package is focussed on tackling racism, sexism and misogyny in policing using virtual reality scenario-based situations played out by professional actors.</p> <p>The total cost of the funding package is £211,650 with one third being met by the Deputy Mayor and the remaining two thirds of</p>	PCC

	funding being met from Force ARIS funding and the College of Policing.	
17 th July 2023	Transfers of up to £250,000 in order to GMP to deliver on 2023/24 requirements for the Home Office funded Western Balkans Serious and Organised Crime Community Coordinator programme in Bury.	PCC
17 th July 2023	<p>Funding of up to £240,000 is agreed to extend the contract for the Victims Assessment and Referral Services delivered by Victim Support. This is to cover the period of 1st July to the 31st of August 2023 as there has been a delay to the award of the contract whilst the final stages of the procurement ITT exercise are completed.</p> <p>This funding also includes the costs of the extension to independent consultant '2Novate' which has been aligned with this work and is required in order to oversee and advise on the projects conclusionary steps and the upcoming mobilisation for the new service.</p> <p>Victim Support: £227,402 2Novate consultancy: £10,000.</p>	PCC
20 th July 2023	Costs associated with the production of an end of term video for the former Deputy Mayor, Digit Eyes: £803.13.	PCC
20 th July 2023	£396 (£330 plus VAT) is agreed to provide police complaints and reviews training to three members of staff in the Police, Crime, Criminal Justice and Fire Team at a one-day workshop.	PCC

20 th July 2023	<p>Contract variation and associated costs of £30,249 is approved between the GM VRU and Manchester Metropolitan University (MMU) in relation to the existing Research & Evaluation contract.</p> <p>nb. The contract with MMU was agreed in October 2022, by the previous Deputy Mayor. The current Deputy Mayor, Kate Green holds the position of Governor for the MMU and has not taken part in this procurement process.</p>	PCC
28 th July 2023	<p>A0846 Electric Vehicle Salary Sacrifice Scheme A0994 Affordable Technology Salary Sacrifice</p> <p>The Deputy Mayor approves the direct award of two 3-year contracts for salary sacrifice schemes to lease electric vehicles and purchase technical products, to Northumbria Healthcare NHS FT. The likely value of 3 years spend, taken at source from salary, would be circa £8.3m.</p>	GMP
28 th July 2023	<p>A0985 Body Worn Video Hardware and Accessories</p> <p>The Deputy Mayor approves the direct award of a 1-year contract for Body Worn Video Hardware (BWV) and accessories to Axon Public Safety UK Ltd (Axon), with the option to extend for a further 1 year. The likely value of a two year spend would be circa £2.8 million.</p>	GMP
28 th July 2023	<p>A0964 The Provision Of Building Services Maintenance & Installation (HEVAC)</p> <p>The Deputy Mayor has given approval for the tender and award of a contract for the supply of Building Services Maintenance &</p>	GMP

	Installation (HEVAC) using a Restricted Tender. The contract will be for 3 Years, with the option to extend for a further 2 years on an annual basis. The likely value of 5 years spend would be circa £7.5 Million.	
28 th July 2023	As part of mobilisation GMCA approves payment to Greater Manchester Women's Support Alliance (GMWSA) for the cost of Baseline Personnel Security Standard (BPSS), vetting associated with Information Assurance Standard for Small and Medium size Enterprises (IASME) and Cyber essentials to the amount of £25,892.	PCC
28 th July 2023	Approval for the award a contract to EY3 Media for content creation for the period August 2023 to April 2024. This contract will cover content provision for the VRU website, social media channels, and VRU events at a total cost of £49,000.	PCC
28 th July 2023	The Greater Manchester VRU will make the following payment for a VRU hosted training event: Friends Meeting House: A payment to be made of £289.58 to book a room at Friends Meeting House, Manchester for the Violence Reduction Experts by Experience Training Programme for people with lived experience of serious violence on Tuesday 22nd August 2023 as well as Teas & Coffees for the 15 meeting attendees.	PCC
4 th August 2023	£20,000 funding is agreed for the purpose of developing and writing of a plan for Men and Boys who are victims and/or survivors of gender-based violence – to sit underneath the GM	PCC

	Gender Based Violence Strategy. The work will be delivered by Professor David Gadd at a day rate is £950 for 21 days work.	
4 th August 2023	<p>£15,000 funding is agreed for We are Survivors for the purpose of secretariat support for the development of a plan for Men and Boys who are victims and/or survivors of gender-based violence – to sit underneath the GM Gender Based Violence Strategy.</p> <p>We are Survivors will work in conjunction with Professor David Gadd who is leading on the development and writing of the strategy.</p>	PCC
4 th August 2023	Approval is given for payment of £2076.12 to Sattva Associates Limited for facilitation and support in establishing the GM Criminal Justice System Drug and Alcohol Operational Group.	PCC
4 th August 2023	<p>Project Simply is awarded £38,000 +VAT to deliver an online interactive video timeline tool for victims of crime which will help to demystify the criminal justice system process and answer frequently asked questions. The system will be designed to be fully accessible and easy to use on all browsers and devices.</p> <p>Project Simply have designed and scoped this concept in 2015 and GMCA are now in a position to fund and finalise the project to fit within the wider commissioned digital offer for victims of crime.</p>	PCC
6 th August 2023	Funding is agreed for IDVA/ISVA posts using the MoJ ringfenced IDVA/ISVA allocation for Greater Manchester in 2023/24 and 2024/25:	PCC

	Funding for 3.5 posts is confirmed for this year and funding for retention of the posts for 2024/25 is indicatively confirmed (based on recruiting to the posts in 2023/24). Total value: £323,721	
6 th August 2023	<p>£91,776 is agreed to contribute to costs for a dedicated social worker, within HMYOI Wetherby. This will enable the post to move from part time to full time and focus on working with young people from Greater Manchester within HMYOI Wetherby.</p> <p>Funding is for 3 years – 2023/24, 2024/25 and 2025/26 and the yearly split is as follows:</p> <p>£30,592 – 2023/24 £30,592 – 2024/25 £30,592 – 2025/26 Total: £91,776.</p>	PCC
6 th August 2023	The Big Life Group are awarded the contract to deliver Wellbeing Support Services for the Greater Manchester Integrated Rehabilitative Services programme. The period of the contract will be for 18 months, with one additional 12-month extension period available. Total cost: £8,950,000	PCC
10 th August 2023	The GM VRU awards Bauer Media £150 to cover annual hosting and domain costs for the VRU website.	PCC
10 th August 2023	The oversight of the GMIRS contracts have identified funding to support the Women’s Support Alliance to develop its data and business development capacity to the value of £200,000.	PCC

	The amount of £99,000 will be funded for 2023/24 and £101,000 for 2024/25 from GMIRS Wellbeing funding for 2023/24.	
16 th August 2023	Funding of £20,000 is agreed in order to engage Dame Vera Baird KC to conduct an independent inquiry into the experience of women and girls arrested and taken into police custody in GMP. The inquiry is likely to be concluded by the end of October 2023.	PCC
16 th August 2023	SATTVA will provide facilitation training on 24th February 2023 to Senior Management Team of Police, Crime, Criminal Justice and Fire and Senior Management Team of Public Service Reform and then devise recommendations for strengthening the CA's culture at a cost of £1,200.	PCC
16 th August 2023	1Message are awarded £2,000 to deliver an intervention at Ashton West Primary school by way of a 6-week group intervention programme. These sessions will last one hour per week and will be for 10 pupils per session, including a restorative justice intervention for key pupils as identified by the school.	PCC
16 th August 2023	Authorisation is given to invite bids, via an Expression of Interest procurement exercise, for delivery of a contract to enable the co-design of the communications, messaging and materials for the Youth Endowment Fund (YEF) - Another Chance programme up to the total cost of £20,000.	PCC
16 th August 2023	The GM VRU agrees to make the following payment for a VRU hosted event to take place at the Chamber of Commerce: £1000.00 for venue hire in order to host a national VRU learning	PCC

	event for a maximum of 60 people. This will include unlimited refreshments and technical equipment.	
16 th August 2023	Funded from the MOJ Victims Budget, approval is given to further extend the contract with TLT LLP to provide GMCA with commercial legal expertise to the value of £3,883.00. This will ensure the provision of legal advice and support through the second and final stage of the commissioning ITT exercise to award a contract for the Gateway multi-crime service for victims. This is in addition to previous funding in December 2022 and April 2023.	PCC
16 th August 2023	As part of the GM VRU Prevention programme, £17,000 is awarded to Breaking Barriers CIC to deliver a 3-week tour of Crossing the Line around primary schools in Greater Manchester.	PCC
23 rd August 2023	The GM VRU agrees the following payment for a VRU hosted event, at Positive Steps, the site of the VRU's Youth Justice lead organisation, for members of and relevant partners of the VRU Criminal Justice Delivery Group. There are no associated venue costs, as Positive Steps will provide space free of charge. A payment to be made of £205.85 for provision of food and refreshments for 30 people from As Good As it Gets, an Oldham-based Catering Provider.	PCC
23 rd August 2023	Update to Decision Notice: The GM VRU have agreed to make the following payments for a VRU hosted GM-wide Violence Reduction Strategy Community	PCC

	<p>Consultation Event (titled 10GM- The Big Conversation) on Wednesday 19th July 2023 at Manchester Cathedral.</p> <p>This is to replace a Decision previously signed on 07/07/2023 for a lower amount of £3000.00; final costs for the event were £3121 for 150 participants.</p>	
30 th August 2023	<p>An envelope of £62,352 is agreed to extend the contract for the Victims Assessment and Referral Services delivered by Victim Support. This is to cover the period of Friday 1st September to Sunday the 17th of September 2023.</p>	PCC
30 th August 2023	<p>Following the conclusion of competitive Invitation to Tender exercise for Greater Manchester Victim Services; GMCA 706 (DN 661552), provider 'Catch22 Charity Limited' be awarded a 3-year contract, with the service commencing in September 2023.</p> <p>Year 1 pricing (commencing 2023/24): £1,352,712</p> <p>Year 2 and 3 pricing (combined): £2,751,720</p> <p>TOTAL: £4,104,432</p>	PCC

3.0 RECOMMENDATIONS.

3.1 Appear at the front of the report

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